

Proposed
FY2018
BUDGET

Prince William County
BOARD OF COUNTY SUPERVISORS

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County Executive



Proposed
FY2018 BUDGET

Prince William County, Virginia

Budget Development Process

School Transfer Overview

The **School Budget** is handled independently from other department budgets reviewed by the County Executive. The School Board, which is elected by the citizens of PWC, submits its budget request directly to the BOCS. The BOCS then reviews the proposed budget through work sessions with the School Board. The Proposed FY18 Budget for the Prince William County Public Schools (PWCS) includes a total local County transfer of \$552,205,462. Details of the County transfer are summarized in the table and narrative below.

| Summary of School Transfer to PWCS | | | |
|---|-------------------------|-------------------------|------------------------|
| | FY17 Adopted | FY18 Proposed | \$ Change |
| Schools Share of General Revenue (57.23%) | \$526,177,581.00 | \$548,092,545.00 | \$21,914,964.00 |
| Federal government debt service reimbursement on Qualified School Construction Bonds & Virginia Public School Authority (VPSA) Debt | \$1,384,746.00 | \$1,358,252.00 | (\$26,494.00) |
| Class Size Reduction Grant* | \$1,000,000.00 | \$1,000,000.00 | \$0.00 |
| 13th High School Debt Service Equivalent | \$0.00 | \$907,375.00 | \$907,375.00 |
| Cable Grant - Schools Share (57.23%) | \$847,290.00 | \$847,290.00 | \$0.00 |
| Total School Transfer | \$529,409,617.00 | \$552,205,462.00 | \$22,795,845.00 |

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Federal Government Debt Service Reimbursements - The Build America Bonds (BAB) and Qualified School Construction Bonds (QSCB) programs were created as part of the American Recovery and Reinvestment Act (ARRA) of 2009. The programs were intended to stimulate the national economy out of economic recession by helping state and local jurisdictions regain access to bond markets after the financial collapse made it difficult to borrow for infrastructure improvements. Municipalities issued taxable bonds at higher interest rates with the federal government subsidizing 35% of interest payments under the BAB program and 100% of interest payments under the QSCB program. BAB and QSCB revenue received from the federal government is transferred from the County's general fund to the Schools' debt service fund since the Schools pay the annual debt service financed by those bond issuances. However, reimbursement from the federal government has declined due to the federal government sequester. The current sequestration reduction rate for the BAB and QSCB programs is 6.9% less than originally planned.

DEPUTY COUNTY EXECUTIVE

Michelle A. Casciato

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Christopher M. Price

BUDGET DIRECTOR

David Sinclair

BUDGET TECHNICAL MANAGER

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Sandra Curtis

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Robert Leibbrandt

Sherman Manley

Stott Mason

Gilbert Pizano

Elizabeth Roe

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Prince William County
Virginia**

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, reading "Jeffrey R. Snow".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Prince William County Virginia for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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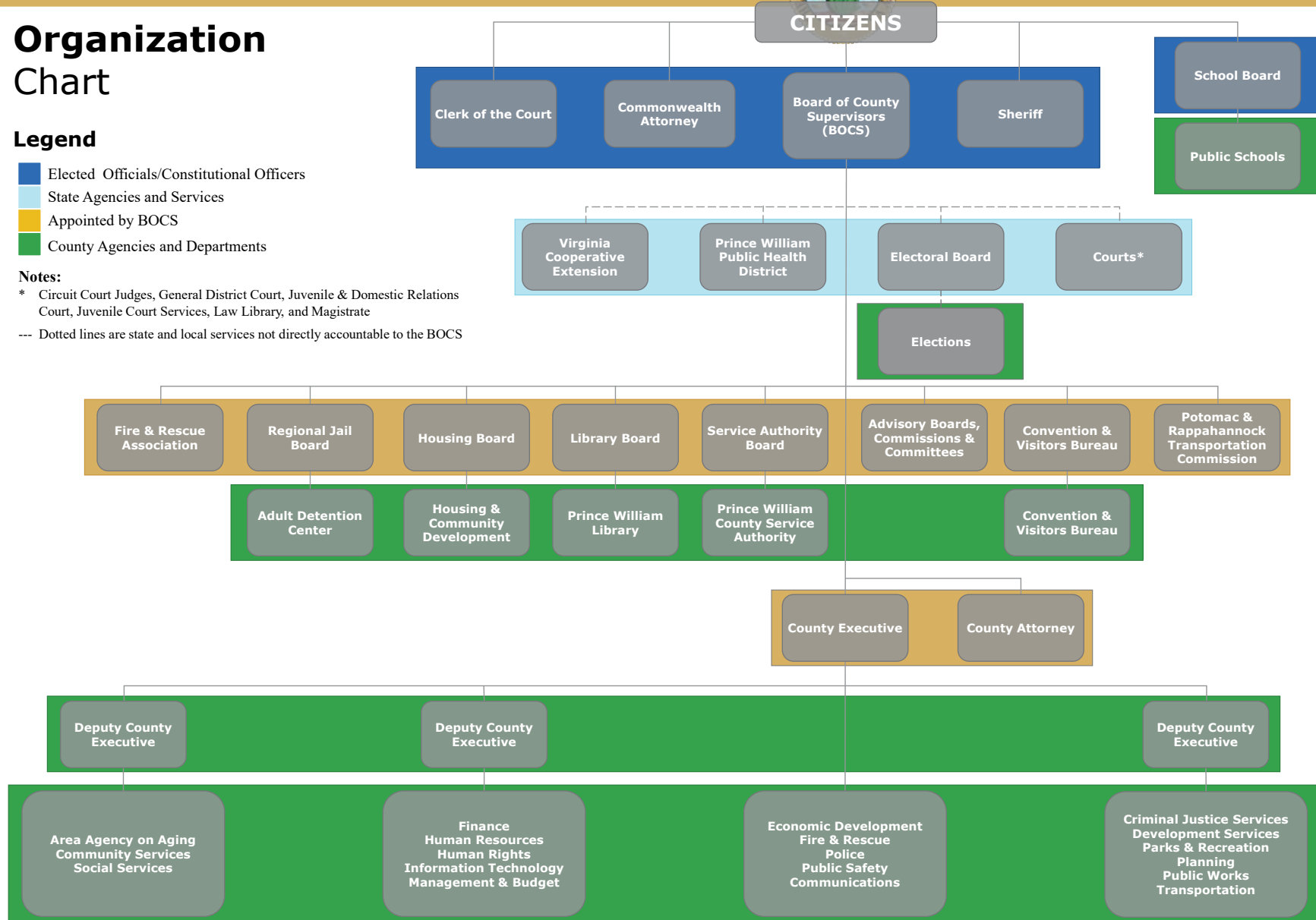
Organization Chart

Legend

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

Notes:

- * Circuit Court Judges, General District Court, Juvenile & Domestic Relations Court, Juvenile Court Services, Law Library, and Magistrate
- Dotted lines are state and local services not directly accountable to the BOCS



Transmittal Letter



February 14, 2017

Mr. Chairman and Members of the Board:

As your County Executive, I am pleased to present the Proposed FY2018 Budget, the FY2018-2023 Capital Improvement Program and the accompanying Five-Year Budget Plan. This proposed budget meets my statutory and administrative obligations to prepare and to present a balanced budget for your consideration. Throughout the FY18 budget process, my role will be to facilitate discussion, provide professional guidance in the administration of government and to seek solutions to accomplish the goals and priorities established by the Board.

This proposal incorporates the Board of County Supervisors' FY2018 budget guidance to cap county government operating expenditure growth at 3.5%. In keeping with that guidance, this proposed budget limits real estate tax revenue to the amount needed to support existing services, implement the approved five-year plan initiatives and invest in the strategic priorities articulated by the Board of County Supervisors.

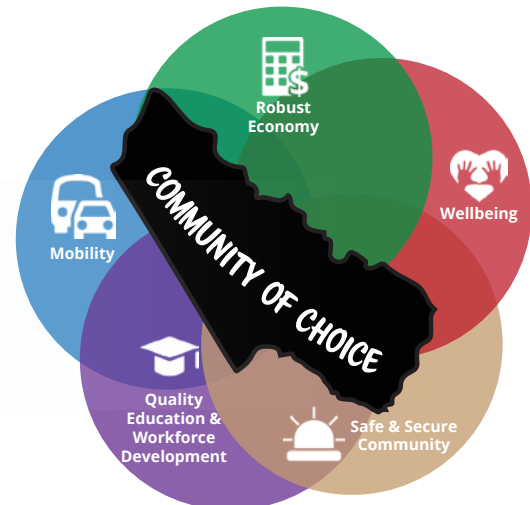
This Board clearly articulated its desire to develop a stable and sustainable budget that meets the needs of our community. This budget is presented with the understanding that Prince William County has experienced steady and sustained growth over the past seven years. Our economic development efforts set a single year record of \$1.6 billion dollars in private capital investment in 2016. The value of the County's real estate base is approaching \$53 billion. County residents are benefitting from seven straight years of residential appreciation and wage growth.

Bond rating agencies acknowledged the Board's enhanced fiscal practices, and continue to reward the County with AAA ratings. These favorable results confirm that the County is well positioned to prosper both in the near and long-term. This Proposed Budget and Five-Year Plan provide a strong, stable and sustainable fiscal plan for the next five years to facilitate the accomplishment of your strategic goals and initiatives.

The Strategic Plan Team posits that "quality of life" is an essential and consistent factor that families, individuals and businesses rely upon when choosing where to locate. Therefore, the guiding principle in the development of this plan is that the Board of County Supervisors should make every effort to accelerate the continuous enhancements of the quality of life here in Prince William County.

Transmittal Letter

PRINCE WILLIAM COUNTY IS A
COMMUNITY OF CHOICE WHERE
INDIVIDUALS & FAMILIES CHOOSE TO LIVE AND
BUSINESSES CHOOSE TO LOCATE



In accordance with the Strategic Plan's guiding principle, this budget proposal accelerates enhancement of our quality of life by investing resources in vital service improvements in the five strategic goal areas described below.

Robust Economy - Creating the community of choice begins with economic development and an expanding tax base. The local economy remains strong and continues to improve year-over-year, outperforming state and national trends. Your newly adopted 2017-2020 Strategic Plan sets an ambitious goal to increase the commercial tax base to 35%. This budget proposal supports that goal by increasing the BPOL exemption threshold to \$500,000 in 2018, three years ahead of schedule. This initiative helps small business owners remain competitive in the local market. Major road projects underway throughout the county relieve congestion and improve pedestrian access to retail and commercial areas.

Safe & Secure Community - The Board's ongoing commitment to keeping the community safe and secure is maintained and enhanced over the next five years. Major investments are planned for the fire and rescue system, including the opening of Station 26 this year, construction of three new stations, a new medic unit and enhanced personnel coverage to maximize available apparatus and improve response times throughout the county. The first phase of the public safety civilianization initiative returns two police captains to patrol services, augmented by the next increment in the police staffing plan. Future phases will continue to create efficiencies by utilizing civilian staffing in appropriate positions. Public trust will be enhanced by the implementation of the body-worn camera program. The first staffing cohort for the expanded Adult Detention Center comes online in 2018, and planning begins for the much-needed expansion of the Public Safety Training Center.

Mobility - In the Northern Virginia market, transportation is a primary concern for residents and businesses alike. Prince William County provides an expanded roadway network, commuter rail, regional bus services and local bus services. Continued development of a multi-modal transportation network is critical to our economic success and quality of life. All motor vehicle fuel revenues are dedicated to PRTC commuter and local bus service. VRE commuter rail operations are supported with a portion of the County's NVTA 30% local revenues. Existing capital road projects are maintained using a mix of federal, state and NVTA regional and local funding.

Wellbeing - The County continues to support the State's No Wrong Door approach to service delivery for families and individuals. The County also continues to provide new local funding to fulfill federal and state mandated services. Initiatives supporting the Wellbeing strategic goal include implementing the *No Wrong Door* approach for Homeless Services with a coordinated intake function and additional wraparound services to keep more people in existing housing and allows rapid rehousing for those who do become homeless. Additional support is provided for the mandated Emergency Services function in Community Services and for the newly mandated individual assessments required for intellectually disabled persons. The proposed budget continues the ongoing initiative to add case management services for intellectually disabled persons, fully funded by

Transmittal Letter

federal Medicaid revenue. New general fund support is added to provide 34% local funding for increasing CSA private day school special education costs. We are also sustaining our vital community partner organizations with a 2% increase in operating support in FY2018. Capital initiatives supporting the Wellbeing strategic goal include reengineering the delivery of human services capture systemwide efficiencies in Human Services using the “No Wrong Door” model.

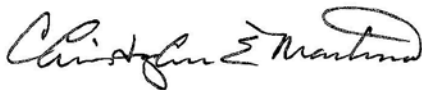
Quality Education and Workforce Development - The Board continues to support K-12 education with the revenue sharing agreement, providing 57.23% of general revenue to the Prince William County School Board. The annual contribution for class size reduction continues in FY18. Capital initiatives include adding debt service funding to support expanded capacity in the 13th high school.

Compensation - Our workforce is essential to continue providing high-quality services to the community. The proposed budget funds the existing level of health and retirement benefits, including the recently added enhancements for public safety supplemental retention bonuses and the VRS hazardous duty retirement multiplier. This proposal also reinstates both elements of the employee compensation plan to address inflationary pressure and internal compression. These human capital management issues have led to increased employee turnover rates, particularly in public safety agencies. These pressures threaten our ability to retain quality employees throughout the organization. The 1% pay plan increase and the 2% merit pay for performance increase are small but significant steps to retain our exceptional workforce.

As noted, the Proposed FY2018 Budget continues to follow the Board’s policy guidance by investing in our robust economy, quality education, mobility, safe and secure community, and wellbeing. The proposed budget rises to the challenge of a growing and diversifying community by continuing to build opportunities for businesses, families and individuals to grow and prosper, positioning Prince William County as a community of choice.

The FY2018 Budget is now in the hands of the Board and the community; we stand ready to support you as you make these decisions.

Sincerely,



Christopher E. Martino
County Executive

Budget Highlights

Proposed FY2018 Budget Highlights

The Proposed FY2018 Budget, including the [FY2018-2023 Proposed Capital Improvement Program \(CIP\)](#) and the FY2018-2022 Proposed Five-Year Plan, implements the guidance found in the Strategic Plan, the County/School revenue agreement and the Principles of Sound Financial Management. The \$1.12 billion all funds budget addresses the County's strategic priorities – robust economy, safe community, mobility, wellbeing, and quality education and workforce development.

The Proposed FY2018 Budget is based on a \$1.125 real estate tax rate, generating general revenues of \$966,181,459. Additional agency revenues of \$149,302,587 and County resources of \$1,981,589 bring the FY2018 proposed funding total to \$1,117,465,635. The County's Proposed FY2018-2023 Capital Improvement Program (CIP) is funded through an assortment of sources, including the Northern Virginia Transportation Authority (NVTA), state and federal, general fund debt, cash to capital, solid waste fees, proffers, and fire levy, with the remainder supplied by several local tax and fee sources.

Five-Year Plan

County policy states that no additions shall be included in the annual budget unless they can be afforded throughout the life of the Five-Year Plan and the Five-Year Plan must be balanced in all years. The FY2018-2022 Proposed Five-Year Plan accomplishes this while restoring both merit increases and pay plan adjustments in each year of the five-year plan. Merit increases are capped at 2% and pay plan adjustments are capped at 1% in each year. This initiative addresses cost of living adjustments while providing partial relief on employee salary compression.

New Community Investments

The Proposed FY2018 Budget, including the FY2018-2023 Proposed Capital Improvement Program (CIP) and the FY2018-2022 Proposed Five-Year Plan, invests operating and capital in the four functional areas of the organization, as well as Debt/CIP and Schools (details can be found in the individual agency pages and the CIP).

Community Development:

- Development services technology and credit card support
- Parks operating and field maintenance for new parks
- MWCOG membership fee increase
- Maintenance and custodial support for Central District Police Station
- Lease, utility and service contract increases
- Building maintenance and equipment replacement project managers
- Landfill capital projects
- Countywide watershed projects
- Streetlight electricity increase
- Additional vehicle for transportation planning and inspections

General Government:

- Commercial appraiser
- Audit and financial technology contract increases
- Environmental Management program for enhanced regulatory compliance

Budget Highlights

Human Services:

- New coordinated intake function for Homeless Services
- Birmingham Green nursing home
- Additional emergency services support for mentally ill persons
- Mandated assessments for intellectually disabled persons
- Medicaid supported case management services for intellectually disabled persons
- Mandated local share for special education private day school placements

Public Safety:

- Police staffing plan and operating costs, to include civilian directors for animal shelter operations and public safety communications center, Central District police station operating support and rifle range lease
- Body worn camera capital and operating support for Police patrol services and Commonwealth's Attorney
- Fire and Rescue staffing plan, capital and apparatus replacements to include new station 22 24-hour medic unit, 24-hour Gainesville truck, 24-hour Lake Jackson engine, 24-hour OWL engine, battalion chiefs, station 26 operating costs, OWL repairs and apparatus replacement, Nokesville apparatus replacement, Dumfries-Triangle Rescue station renovation, Stonewall Jackson SCBA air tank replacement, Dale City apparatus replacement, and overtime funds for training
- Sheriff's Office eviction squad staffing and support
- First year staffing complement for ADC expansion
- Staff support for Criminal Justice Services

Education:

- Transfer general revenue to the Schools in compliance with the adopted revenue sharing agreement – 57.23% Schools/42.77% County
- 13th high school debt funding for additional capacity
- Class size reduction grant

Capital Improvements/Debt Service:

This CIP continues to implement the County's fiscal policies regarding cash to capital and debt management: (1) invest a minimum of 10% of general revenues in the CIP; (2) annual debt service expenditures as a percentage of annual revenues will be capped at 10%; and (3) total bonded debt will not exceed 3% of net assessed valuation of taxable real and personal property in the County. Newly proposed capital projects in the six-year plan include the following:

- Qmatic technology replacement and Energov technology enhancement for development agencies
- Bennett School/Judicial Center feasibility study
- Building and Facility Capital Program
- Physical security at County facilities
- Two new fire stations (4 total new stations within six-year plan)
- Historic properties safety and maintenance improvements
- Human Services "No Wrong Door" solutions study
- Public Safety Training Center expansion planning and future construction

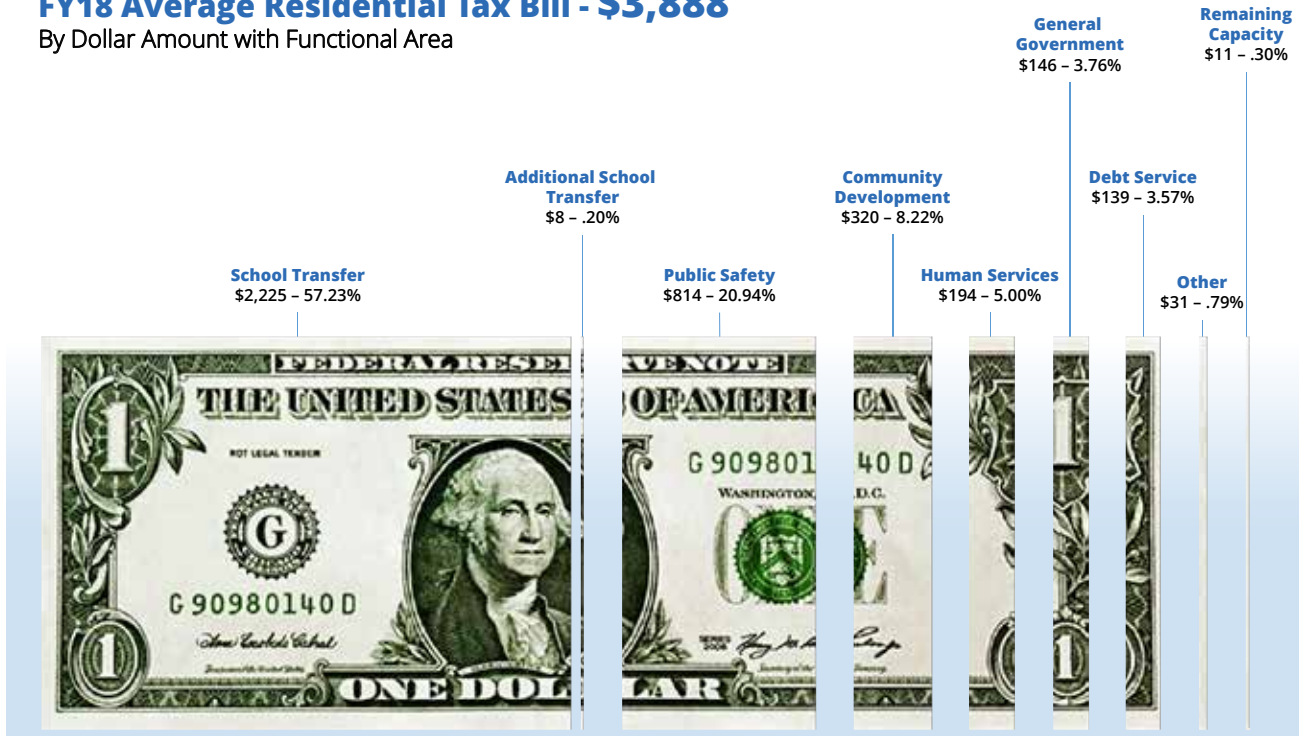
Budget Highlights

Community Partners

The Proposed FY2018 Budget includes a 2% increase in operating support to existing community partners, totaling \$45,141. The community partners section of the proposed budget outlines the mission of each partner receiving County funds and anticipated performance. An annual review of each partner's financial statements is performed to ensure compliance with County policy and proper categorization in the budget as a donation, pass-through, membership, interjurisdictional agreement, or grant.

FY18 Average Residential Tax Bill - \$3,888

By Dollar Amount with Functional Area



Budget Development Process

State Budget Requirements

The Code of Virginia governs the budget process in Prince William County (PWC). Sections [15.2-516](#) and [2503](#) require the County Executive to submit a proposed budget to the Board of County Supervisors (BOCS) no later than April 1 for the upcoming fiscal year; the County's fiscal year runs from July 1 to June 30. The proposed budget includes all projected expenditures, including the transfer to PWC Schools, and must be balanced against projected revenues. Once presented, the BOCS undertakes an extensive review and public comment period prior to final budget adoption.

Sections [15.2-2506](#), [58.1-3007](#), and [58.1-3321](#) of the Code of Virginia govern the public notice requirements that guide the County's budget review and public comment period. After receipt of the proposed budget, the tax and levy rates are advertised. Once the rates are advertised, the BOCS can adopt lower tax and levy rates, but cannot, without additional advertisement, adopt higher rates. The Code also requires the BOCS to hold public hearings on the proposed budget and the proposed tax and levy rates to collect public comment.

In accordance with state code, the Schools budget must be adopted by May 15 of each year. This mandate impacts the County's schedule because the final budget includes the transfer to the Schools.

Elements of the PWC Budget

The PWC budget has two major elements, the capital budget, and the operating budget. The capital budget includes all projected expenditures for improvements and/or additions to the County's capital inventory, such as roads, facilities, and parkland. The largest funding source for the capital budget is debt, in the form of bonds, and the largest expenditure is debt service on those bonds.

The operating budget includes all projected expenditures not included in the capital budget, including the operating transfer to PWC Schools. The operating budget funds day-to-day County service delivery, and excluding the transfer to the Schools, the largest expenditure category is employee compensation.

The budget is comprised of four fund types - general fund, special revenue funds, capital projects fund, and proprietary funds. Functionally, the County government services and expenditures are organized into the following sections within this budget document:

- **Community Development** - Development Services, Economic Development, Library, Parks & Recreation, Planning, PWC-Manassas Convention and Visitors Bureau, Public Works, Transit and Transportation
- **General Government** - Board of County Supervisors, Audit Services, Contingency, County Attorney, Elections, Executive Management, Finance, Human Resources, Human Rights, Information Technology and Management & Budget
- **Human Services** - Area Agency on Aging, Community Services, Housing & Community Development, Public Health, Social Services and Virginia Cooperative Extension
- **Public Safety** - Adult Detention Center, Circuit Court Judges, Clerk of the Circuit Court, Commonwealth's Attorney, Criminal Justice Services, Fire & Rescue, General District Court, Juvenile & Domestic Relations Court, Juvenile Court Service Unit, Law Library, Magistrates, Police, Public Safety Communications and Sheriff
- **Community Partners** - Donations, interjurisdictional agreements, memberships and grant funding pass-throughs
- **Non-Departmental** - Insurance, restricted use funds, pass-through collections, trust/fiduciary funds, and budgeted savings
- **Debt Service/Capital Improvement Program**

Budget Development Process

Policies & Practices for Budget Preparation

The County follows a series of policies and practices to guide the development of the annual budget. The application of these policies and practices promotes a consistent approach to budgeting that allows the community to compare the proposed budget to previous budgets.

Adopted Policies

Principles of Sound Financial Management

The County has a longstanding commitment to sound financial management. In 1988, this commitment was codified into the [Principles of Sound Financial Management](#), a document that is regularly reviewed and updated to ensure continued usefulness as a guide for decision-making. The consistent and coordinated approach to decision making provided by the Principles has enhanced the County's image and credibility with the public, bond rating agencies and investors, and is reflected in the County's three AAA bond ratings. Three factors make this prudent financial planning imperative:

- Public demand for services and facilities in a rapidly urbanizing environment tends to escalate at a higher rate than population growth and revenues;
- State and federal mandates for services and standards are often not accompanied by sufficient funds to meet the required service levels and standards; and
- Changes in national and local economic conditions can impact the County's revenue base.

Debt Management Policy Statement

Proper debt management provides a locality and its citizens with fiscal advantages. The State does not impose a debt limitation on the County; however, a debt policy has been adopted by the BOCS to ensure that no undue burden is placed on the County's taxpayers and provide policy guidance to staff. Specific language in the administrative policy provides the framework to limit the use of debt in Prince William County:

- **Policy V - Debt Management:** Annual net tax support debt service expenditures shall not exceed ten percent (10%) of annual revenues and total bonded debt will not exceed three percent (3%) of the net assessed valuation of taxable real and personal property in the County.

Five-Year Plan

One of the financial principles is relatively unique and especially relevant to budget preparation - the requirement to prepare a balanced Five-Year Plan - and deserves additional attention. By local code, the County is required to prepare not only a balanced annual budget, but also a balanced Five-Year Plan. The primary benefit of this requirement is that the community cannot fund a new initiative (staffing, facilities, program or compensation adjustment) if it is not affordable throughout the full five years of the budget plan. Adopting a Five-Year Plan provides a longer-term picture of the County's financial future and provides a longer planning window for both the County and the Schools. This process also facilitates community conversations about what services and programs are desired, as well as what the community is willing to fund. This Five-Year Planning process led to the creation of a revenue stabilization reserve that can be used to smooth revenue shortfalls during economic downturns. Over the past two decades, the balanced Five-Year Plan has proven to be an effective financial control tool for the BOCS, the organization and the community.

Budget Development Process

School Transfer Overview

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Budget Development Process

Class Size Reduction Grant - On April 21, 2015, the BOCS adopted [BOCS Resolution 15-292](#) creating a Class Size Reduction Grant of up to \$1 million. The grant is intended to help the School Board address the issue that PWCS class sizes are at the maximum permitted under Virginia law. Such funding is contingent upon the execution of a separate grant agreement between the School Board and the Prince William BOCS that includes the following provisions:

- The County's funding, up to \$1,000,000, is matched dollar for dollar by the School Board;
- The combined amount, up to \$2,000,000, is used exclusively to sustain the class size reductions achieved during the 2015-2016 school year;
- The combined amount, up to \$2,000,000, cannot be used to supplant the level of effort toward class size reduction already contained within the Schools' budget;
- The transfer of class size reduction funds will not occur until the school has identified the funds to be used to provide the match;
- The School Board will report on the use of funding and the class size reduction results for the FY16-17 school year.

The FY2018-2022 proposed Five-Year Plan provides funding for the Class Size Reduction Grant in FY18-20.

13th High School Debt Service Equivalent - In recognition of higher student enrollment than anticipated by Prince William County Schools, the BOCS approved BOCS [Resolution 17-18](#) on January 10, 2017 which transferred \$10.675 million to the Schools for school site acquisition, renovations, and new school construction in the eastern portion of the County. The BOCS also directed the County Executive to include in the FY2018 Budget annual debt service costs necessary to finance an additional \$10.675 million for additional capital project expenses at the 13th High School. This is an additional transfer to the Schools over and above the Schools' share of general revenue identified in the County/Schools Revenue Agreement. Board action was in response to the PWCS Board approving an alternative design for the 13th High School on January 4, 2017 that increases student capacity at the new school by over 500 students and increases the cost by \$10.675 million.

Cable Grant - An annual 1% cable equipment grant is provided by cable television providers operating in the County. Grant proceeds must be used for cable related capital needs. Although not considered general revenue, revenue derived from the grant is shared with PWCS in accordance with the County/Schools revenue agreement. Both the County and Schools use cable equipment grant proceeds to support informational programming on their respective access channels. Grant receipts are evaluated on an annual basis for potential, future adjustments.

Strategic Plan

PWC recognized the value of strategic planning in the early 1990's as the BOCS looked for a way to achieve the results identified in the County's first Commission on the Future Report (the first Future Report). The Commission on the Future, established in 1989, created a 20 year vision for the County rich with opportunities for growth and desired community assets. In 1992, the BOCS adopted the 1992-1995 Strategic Plan, identifying specific goals, outcomes, and strategies for that four-year period. That first plan, and each subsequent plan, covered a four-year period tied to the BOCS term of office. The County codified strategic planning in 1994 by adding it to the Principles of Sound Financial Management.

The County adopted the [2017-2020 Strategic Plan](#) in January 2017. This seventh PWC strategic plan is based upon the 2030 goals of the County's Comprehensive Plan and the second [Future Report](#), both of which provide perspectives on where the community should be in 2030. The Comprehensive Plan goals relate to the physical makeup of the community and the infrastructure necessary to support that, while the second Future Report addresses social and civic, as well as physical, goals. The Plan does not anticipate that the goals of the Comprehensive Plan or the second Future Report can be achieved during this four-year period. The 2017-2020 Strategic Plan is one of six plans that will build upon each other to achieve those long-term goals by 2030.

Budget Development Process



The 2017-2020 Strategic Plan provides budget guidance by highlighting those areas critical to the continued success of the community. The following vision and goals summarize the Strategic Plan:

Prince William County is a community of choice, where individuals and families choose to live and businesses choose to locate

Robust Economy: The community fosters a diverse local economy that creates a culture of innovation and achieves more quality jobs, economic opportunities, and an expanded commercial tax base

Increase the commercial tax base

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

Expand the commercial tax base in redevelopment areas

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

Increase the number of jobs in existing small businesses

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

Increase existing business retention

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

Increase at-place employment

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

Increase the number of targeted jobs

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

Decrease the average County review time for nonresidential development

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

Budget Development Process

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

Decrease the percentage of residents commuting out of the County

- Decrease percentage of the Prince William County workforce commuter to other localities for employment from 69%

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

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

Decrease congestion and travel time

- Improve I-66 Corridor (Route 234 to Sycamore Street) position on the INRIX Traffic Scorecard from 47/356
- Improve I-95 Corridor (Opitz Boulevard to Route 123) position on the INRIX Traffic Scorecard from 194/356

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

Reverse the growing epidemic of opiate abuse

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

Decrease truancy, as a precursor to delinquency

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

Increase the success rate of the DIVERT program

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

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

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

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

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

Decrease the number of homeless people living in the County

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

Budget Development Process

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

Safe & Secure Community: Prince William County is a community where people are safe and secure

Decrease the crime rate

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

Decrease the number of crime victims

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

Improve the closure rate of violent crime

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

Decrease recidivism

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

Improve emergency response times

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

Reduce the incarceration of mentally ill people

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

Improve the safety of first responders

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

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

Increase graduation rates

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

Increase the percentage of students scoring “pass advanced” on SOLs

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

Budget Development Process

Prince William County students will exceed the Commonwealth's average for "pass advanced" on SOLs in each area

- Percentage of Prince William County students with "pass advanced" score will continue to exceed Commonwealth's average for "pass advanced" in Reading
- Percentage of Prince William County students with "pass advanced" score will improve to exceed Commonwealth's average for "pass advanced" in Math
- Percentage of Prince William County students with "pass advanced" score will improve to exceed Commonwealth's average for "pass advanced" in Science
- Percentage of Prince William County students with "pass advanced" score will continue to exceed Commonwealth's average for "pass advanced" in Social Studies

Increase the percentage of graduates receiving dual enrollment credits

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

Increase workforce development activities

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

Increase vocational education training

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

Technology & Infrastructure for a Connected Community

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

Comprehensive Plan

Since 1974, PWC has had a [Comprehensive Plan](#) that provides general guidance to land use and the location, character and extent of supporting infrastructure and public facilities for a 20-year period. In accordance with State law, the Comprehensive Plan is reviewed every five years and updated as conditions or community expectations require new or different action strategies. The current Comprehensive Plan has 15 elements - Community Design, Cultural Resources, Economic Development, Environment, Fire & Rescue, Housing, Land Use, Libraries, Parks/Open Space/Trails, Police, Potable Water, Sanitary Sewer, Schools, Telecommunications, and Transportation. Each element states the community's goal for that specific area and the recommended action strategies to achieve that goal. A major implementation tool for the Comprehensive Plan is the annual capital budget and the six-year Capital Improvement Program.

Capital Improvement Program

Each year in conjunction with the budget, the BOCS adopts a six year [Capital Improvement Program](#) (CIP). The CIP identifies those capital improvements and construction projects that should be funded over the next six-year period to maintain or enhance County assets and service delivery. All funding sources are identified, and the resources necessary are accounted for in the capital projects fund. The first year of the CIP is adopted as the County's capital budget. The primary expenditure included in the capital budget is debt service for general obligation bonds or other types of debt issued to fund specific CIP projects. The General Debt/CIP section of this document provides detailed information on debt management considerations. The CIP also identifies facility and program operating costs, as well as any operating revenues, associated with the capital projects. Funding for operating costs for an approved CIP project is included in the affected agency's budget, consistent with the projections in the CIP.

Budget Development Process

County Practices

In addition to the adopted policies identified above, the County uses several practices to limit unnecessary growth in agency budgets. Some are undertaken by the Office of Management & Budget (OMB) once the prior year's budget is adopted, and others are collaborative practices between OMB and County agencies. In order to build the FY2018 Budget, a series of adjustments are made to the FY2017 Budget to build a "base" for FY18 budget discussions:

Removal of All One-Time Revenues and Expenditures

Revenues and expenditures in the annual budget are either ongoing or one-time. In the case of a new staff position, salaries and benefits are ongoing costs; a vehicle or computer station is a one-time cost. OMB staff removes all one-time costs and one-time revenues to establish the true starting point for the FY18 budget for each agency.

Resetting Vacant Positions Back to Entry Level

In August of each year, the County payroll is interfaced with the budgeting system to establish the base compensation. Current salaries and benefits are entered into the system for all employees. If a position is vacant at the time of the interface, the entry-level salary and benefits for the position, not the previously paid salary and benefits, are entered into the system, resulting in budget savings.

Inflationary Adjustments

Agency budgets are not tied to inflation, and therefore no inflationary adjustments are automatically included in the budget. Agencies must specifically request and justify all program and activity increases.

Replacement of Lost Revenue

BOCS policy is to not automatically replace lost agency revenue with tax support. Agencies must specifically request and justify any increase in tax support.

Agency Budget Reviews

The County has committed to conducting periodic agency budget reviews each year to ensure accountability for taxpayer money and transparency on the use of these funds. The reviews ensure that agencies are correctly funded, that previous budget assumptions are still valid, and that these funds are in the appropriate program. An agency review may result in savings that can be returned to the general fund, or may determine the need for additional resources.

Collaboration between Agencies within and Across Functional Areas

The County's organizational vision calls for employees to do the right thing for the customer every time. To meet that challenge, a collaborative approach across all agencies is essential. Communication and coordination of services has been greatly enhanced by organizing into four functional teams: Community Development, General Government, Human Services, and Public Safety. The agencies within each team work together to identify savings from efficiencies and items that must be incorporated into the budget to maintain current service levels. The teams' recommendations are forwarded to the County Executive for consideration for the proposed budget.

Efficiencies

The County Executive has committed to identifying ongoing reductions each year. These efficiencies are identified by agencies and functional teams and are used to fund new initiatives or lower the tax rate.

Add Operating Costs Associated with Capital Projects

In order to meet the balanced Five-Year Plan requirement, the plan includes the full cost of all capital projects, debt service, and associated facility operating and staffing costs. The full cost of capital projects must be affordable in all years of the Five-Year Plan.

Budget Development Process

Position Classification Plan

The Position Classification Plan (PCP) is a systematic process for grouping jobs into a common classification based on similarities in duties, responsibilities, and requirements. Originally adopted in 1958, the PCP has been amended as needed to accommodate changes in positions.

In FY01, the Board approved a compensation policy to ensure that employee salaries are competitive within the labor market and reflective of salaries in Northern Virginia jurisdictions. To accomplish this, the Department of Human Resources conducts an annual benchmark salary survey of all public safety sworn position classifications and more than 150 other non-sworn positions found in Arlington, Fairfax and Loudoun Counties and the City of Alexandria. Additionally, positions are reviewed and evaluated on an on-going basis to reflect changes in organizational structure and ensure competitiveness in the labor market and internal equity.

Compensation Policy

The BOCS' recent compensation policy has been a mix of pay plan (commonly known as cost of living) adjustments and pay for performance (commonly known as merit) adjustments.

FY2018 Budget Development Process Calendar

| 2016 | | | | | 2017 | | | | | | |
|----------------------|---|---|--|---|---|--|--|---|--|--|---------------------------------|
| CITIZEN ENGAGEMENT | Direct contact with BOCS members and public comments at BOCS meetings | | | | | | | | | | |
| | Strategic Plan Development | | | | | | Proposed FY2018 Budget Presentation Feb. 21st | Attend/View Budget Worksessions | Attend/View | | |
| | | | | | | | Attend Community Budget Meeting Feb 25th | | • Public Hearing | | |
| | | | | | | | | | • Markup | | |
| | | | | | | | | • Budget Adoption | | | |
| | | | | | | | Participate on BOCS Budget Committees | | | | |
| | | | | | | | Submit comments/questions to website | | | | |
| | | | | | | | View or Try budget decision app | | | | |
| BOCS ACTIONS | Receive citizen comments | | | | | | | | | | |
| | | | | | | | Receive preliminary revenue forecast Jan 21st | Receive FY2018 Budget Presentation Feb 21st | Receive Budget Worksessions | | |
| | | | | | | | Strategic Plan Presentation | | | • Receive Schools Budget | |
| | | | | | | | | | | • Hold Public Hearing | |
| | | | | | | | | | • Hold budget markup session | | |
| | | | | | | | | | • Adopt tax rates and FY2018 Budget | | |
| COUNTY DEPT/AGENCIES | Post FY2017 Budget online | Develop and distribute FY18 budget instructions | Report/prepare: • Agency historical variance report | Report/prepare: • Prior year's performance • Strategic Plan Updates | • Prioritize needs • Identify efficiencies/savings • Compensation modeling • Update Five-Year Plan | | Provide preliminary revenue forecast | • Present Proposed FY2018 Budget to BOCS | Advertise tax rate and public hearing date | | |
| | | "Scrub" the FY2017 Budget to create FY18 starting point | | Finalize FY17 "scrub" in financial reporting system | | | Enter proposed budget into financial system to balance | • Meet with BOCS Budget Committees | Budget Worksessions | Rebalance budget in financial system & prepare budget adoption resolutions | |
| | | | | Agency budget review | | | | • Respond to budget questions | | | |
| | | | Identify operating and capital needs | | | Address critical needs in light of budget guidance | | • Finalize revenue projection | | | Finalize FY2018 Budget document |

Budget Development Process

FY2018 Budget Development

Conversion to New Financial System

The FY2017 Budget was developed and adopted in the Performance Financial System. As of July 2, 2016, the beginning of the County's fiscal year, a new financial system has been implemented – Ascend. The Ascend Financial System has a different chart of accounts than Performance, requiring the conversion of the FY17 budget in Performance to a FY17 budget in Ascend.

Implementation of the Ascend Financial System includes the elimination of subfunds, the creation of new funds, and shifts of programs and activities between funds to accommodate the new chart of accounts. For example, the FY17 Performance budget had the Parks and Centers activity in the Parks enterprise fund; that same activity is now in the general fund in Ascend. Conversely, the Emergency Medical Services Billing activity was in the general fund in Performance, but is in a special revenue fund in Ascend. The general fund impact of the conversion from Performance to Ascend is as follows:

| FY2017 General Fund Comparison of Ascend & Performance Budgets | | | |
|--|---------------|---------------|-------------|
| | Ascend | Performance | Difference |
| General Fund Expenditures | | | |
| Transfer to Schools | \$526,177,581 | \$526,177,581 | \$0 |
| County Government | \$545,644,944 | \$542,458,811 | \$3,186,133 |
| General Fund Revenues | | | |
| General Revenue | \$926,748,669 | \$926,748,669 | \$0 |
| Agency Revenue | \$145,500,574 | \$143,781,089 | \$1,719,485 |
| Other Resources | \$3,538,118 | \$3,538,118 | \$0 |

The Cherry Bekaert December 2016 audit of the conversion shows that total expenditures and revenues are equivalent in the two systems:

| FY2017 All Fund Comparison of Ascend & Performance Budgets | | | |
|--|--------------------|--------------------|------------|
| | Ascend | Performance | Difference |
| Expenditures | \$2,849,499,675.00 | \$2,849,499,675.04 | \$0.04 |
| Revenues | \$2,832,737,327.00 | \$2,832,737,327.15 | \$0.15 |

The conversion also impacts the Expenditure and Revenue Summary and Program Summary for each agency. The FY14 through 16 actuals, the FY17 adopted, and the FY18 proposed columns in each agency's tables show the comparison of past expenditures and revenues as if each prior year was in the Ascend chart of accounts. For example, in FY14 the Board of Equalization was a distinct County agency; in FY15 it was merged into the Department of Finance. The Expenditure and Revenue Summary and Program Summary for the Department of Finance reads as if the merger occurred in FY14, providing comparable expenditures for all years.

Budget Development Process

Scrubbing FY17 Adopted to Create a Starting Point

OMB, in cooperation with all County agencies, applies the BOCS policies and County practices to the FY2017 Budget, converted to Ascend as described above, to create a starting point for FY18 budget discussions. One-time revenues and expenditures are removed, as are planned Five-Year Plan reductions such as previously funded capital and technology projects. Current salaries are brought forward, and all vacant positions are reset to the starting salary.

Agency Collaboration

Building the expenditure side of the annual budget and the Five-Year Plan is a multi-step process that involves the entire organization. PWC uses a cross-functional approach where all agencies are organized into four functional area teams that identify savings from efficiencies and those items that must be incorporated into the budget, because either the BOCS has already committed to them or they are necessary to meet current service levels, and critical needs. These recommendations are forwarded to the County Executive, who makes the final decisions regarding the proposed annual budget and the Five-Year Plan.

The value of this cross-disciplinary review of recommended reductions and additions is the identification of unintended consequences early on. Discussions of proposed reductions and additions highlight the interrelatedness of activities and results across agencies. Since beginning this cross-functional approach, agencies have consistently reported increased knowledge and appreciation of the work of others in the organization and a greater sense of cooperation and coordination. The budget process is no longer viewed as having agency winners and losers; it is a means of appropriately allocating resources toward common goals and objectives.

BOCS Budget Guidance

In past years it was the Board's practice to provide budget guidance in December of each year. However, prior to adopting the FY17-22 Five Year Plan as part of the FY2017 Budget, the Board engaged in a policy discussion regarding future budget guidance. The Board agreed that the practice of using the residential tax bill cap was no longer appropriate, given the community desire to maintain existing services and add planned community infrastructure. New guidance, in the form of a 3.5% annual growth cap on County operating expenditures, exclusive of operating expenditures associated with new capital expenditures, was adopted.

Revenue Forecast

The revenue projection involves another collaborative process with internal and external partners working together to identify changing economic conditions and analyze a complex market to calculate the anticipated tax base. Information is gleaned from national, state, and local tax and real estate experts to forecast revenues for the upcoming five years. The process has achieved a high level of accuracy and received an Achievement Award from the Virginia Association of Counties.

Additions and Reductions

The expenditure budget, once scrubbed, reduced by suggested cuts and expanded by the items that must be added, is compared to the budget guidance and then matched to the revenue budget. If any capacity exists, the County Executive can recommend additions from the priority list, but only if the additions can be sustained for at least five years. If the expenditure budget, before adding anything from the priority list, exceeds the revenue budget or budget guidance, the County Executive goes back to the functional teams to identify additional reductions.

Budget Development Process

Amending the Budget

The County budget can be amended through increases or decreases in agency appropriations or through transfers within or between agencies. Changes in agency appropriations require budget and appropriate resolutions adopted through formal Board actions. When the total dollar value of the appropriation changes proposed at any one Board meeting exceeds one percent (1%) of the total expenditures in the current adopted budget, the BOCS cannot act until the appropriation changes have been advertised for public comment, as required by [Section 15.2-2507](#) of the State Code, and a public hearing on such changes has been held.

The Budget Transfer Policy governs transfers within or between agencies to provide operating flexibility while ensuring fiscal control:

- **Department Director or designee approval** is required for transfers up to \$50,000, within a single fund, single department or capital project, except as designated below;
- **Office of Management and Budget Director or designee approval** is required for (1) transfers over \$50,000, within a single fund and department, or capital project, (2) transfers of any amount that involve salary, benefits and/or internal service funds, and (3) any transfer required to implement the adopted purposed of the Non-Departmental/Unclassified Administrative budget;
- **Board of County Supervisors approval** will be required for (1) transfers of any amount between funds or between departments, with the exception of the internal service funds and non-departmental, (2) any increase in a capital project, and (3) any appropriation of fund balance.

Basis of Budgeting

The County's governmental functions and accounting system are organized and controlled on a fund basis. The basis of budgeting for each of these funds is a non-GAAP basis that is similar to the basis of accounting, which is described below; however, it excludes the effect of fair-value adjustments to the carrying amounts of investments.

Accounts are maintained on the modified accrual basis of accounting for governmental, expendable trust and agency funds. Revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received and the liability is incurred.

Proprietary funds are accounted for on the full accrual basis of accounting, which requires that revenues be recognized in the period in which service is given and that expenses be recorded in the period in which the expenses are incurred.

Fund Types

Governmental Funds - Most of the County's governmental functions are accounted for in governmental funds. These funds measure changes in financial position rather than net income. All of these funds are appropriated. The following are the County's governmental funds:

- **General Fund** - The general fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, license and permit fees, charges for services and interest income. A significant part of the fund's revenues is transferred to other funds to finance the operations of the County Public Schools and the Regional Adult Detention Center. Debt service expenditures for payments of principal and interest of the County's general long-term debt (bonds and other long-term debt not serviced by proprietary or special revenue funds) are included in the general fund.

Budget Development Process

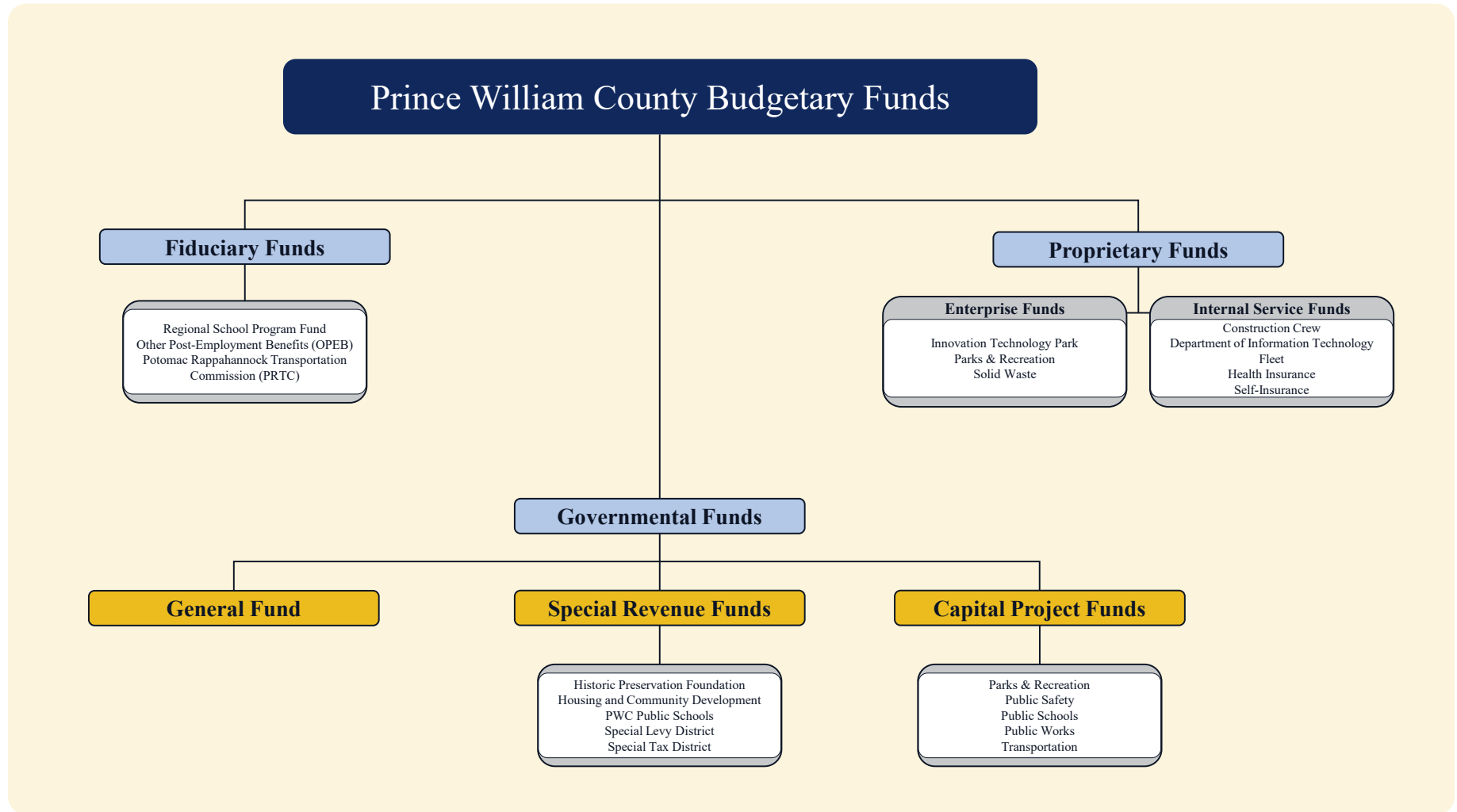
- **Special Revenue Funds** - Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds are used to account for volunteer Fire & Rescue levies, school operations, the Regional Adult Detention Center, and development fees.
- **Capital Projects Fund** - The capital projects fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types as discussed on the following page). The capital projects fund accounts for all current construction projects including improvements to and the construction of schools, roads and various other projects.

Proprietary Funds - Proprietary funds account for County activities that operate similarly to private sector businesses. These funds measure net income, financial position, and changes in financial position. The following are the county's proprietary fund types:

- **Enterprise Funds** - These funds are used to account for operations that are: (a) financed and operated in a manner similar to private business enterprises - where the intent of the BOCS is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the BOCS has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The following are enterprise funds: Prince William County Parks & Recreation, Prince William County Landfill (solid waste disposal) and Innovation Park (County owned land sold to businesses relocating to the Innovation area).
- **Internal Service Funds** - These funds are used to account for financing of goods or services provided by one county department or agency to other departments and agencies on an allocated cost recovery basis. Internal service funds are established for information technology, vehicle maintenance, small project construction, and self-insurance.

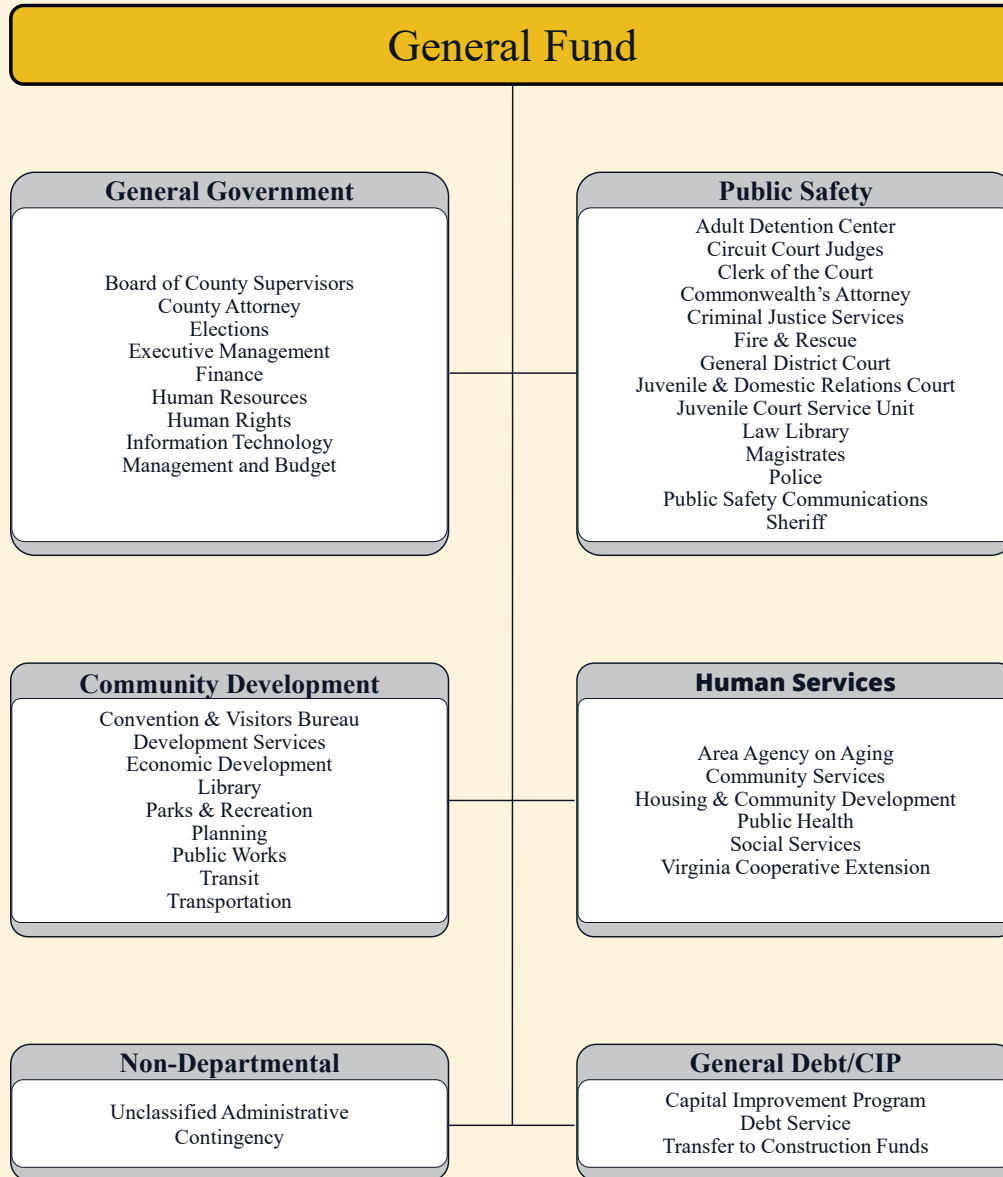
Fiduciary Funds (Trust and Agency Funds) - These funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. The County has established agency and expendable trust funds to account for library donations, special welfare, and certain other activities. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. Expendable trust funds are accounted for in essentially the same manner as governmental funds.

Budget Development Process



Budget Development Process

Operational Fund: Government Fund Types



Budget Development Process

Outcome Budgeting

Prince William County budgets for outcomes. Outcome budgets increase accountability by measuring whether an agency achieved its targets, rather than focusing on individual line item spending. This enables decision-makers to make budget decisions based on the desired community outcomes contained in the Strategic Plan and service level targets found in agency program budgets. Outcome budgets also allow citizens to see the County's future direction and, most importantly, what their tax dollars are really buying.

Defining Short-Term Initiatives

When new dollars are allocated for agency initiatives, the impact to the base performance measure is described in the agency detail section of the budget document. Service level impacts, or service level targets, represent the immediate improvements expected to occur with the new resource allocation. These improvements support the desired community outcomes contained in the Strategic Plan.

Citizen Satisfaction

The County is also constantly receiving input from its citizens on what services are appropriate for government to provide. This input is received through the strategic planning process and through the community survey. In 2016, the survey showed that 91% of County residents were satisfied or very satisfied with the services provided by Prince William County Government. Also in 2016, satisfaction with the value for their tax dollar was 88%. The next survey will be conducted during the summer of 2018.

Accomplishments

- The Strategic Plan has guided resource allocation in the County by increasing resources to strategic service areas while continuing to provide sufficient resources for areas considered important, but not strategic.
- The Strategic Plan and the Comprehensive Plan guide the development of the CIP. In FY14 and FY17, Prince William County received a "Special Capital Recognition" award by the Government Finance Officers' Association.
- Prince William County has received the Certificate of Achievement of Distinguished Budget Presentation from the Government Finance Officers' Association (GFOA) for every budget year from FY87 through FY17. This is the highest form of recognition in governmental budgeting.
- The National Association of Counties (NACO) presented a 2014 Achievement Award to the County for Prince William's budgeting process, which focuses on citizen engagement.

Budget Development Process

Outstanding Unmet Needs

Many budget requests come forward during the budget development process that are not included in the final adopted budget. These include expanding capacity to reduce current waiting lists for services, funding enhancements requested by community members, and providing new services not currently funded by County. Budget requests are often submitted in several budget cycles before being funded. Notwithstanding the work done to address unmet needs during the development of the FY2017 Budget, the list of outstanding unmet needs remains long. These initiatives will be evaluated during subsequent budget development processes, or as new resources are identified off-cycle, with a goal of addressing as many of these unmet needs as can be accommodated by the Board's revenue policies. The current list of outstanding unmet needs is as follows:

| FY2018 Unmet Needs | | |
|---------------------------|--|-----------------------------------|
| General Fund - Operating | Budget Request | First Identified |
| Adult Detention Center | Capital & Operating Needs for New & Existing Facilities | FY17 Future Outlook |
| Area Agency on Aging | Recreation & Socialization Activities Specialist | FY18 Unmet Critical Need Request |
| Area Agency on Aging | Public Health Nutritionist | FY18 Unmet Critical Need Request |
| Community Services | Adult Substance Abuse Therapist I | FY16 Directive Response 1.28.2015 |
| Community Services | Emergency Services Mandatory Outpatient Therapist II | FY16 Directive Response 1.28.2015 |
| Community Services | Emergency Services Peer Support Specialists | FY16 Directive Response 1.28.2015 |
| Community Services | Emergency Services Program Manager | FY16 Directive Response 1.28.2015 |
| Community Services | Medical Services Child Psychiatrist | FY16 Directive Response 1.28.2015 |
| Community Services | Medical Services Nurse Manager | FY16 Directive Response 1.28.2015 |
| Community Services | Deputy Director Position | FY18 Unmet Critical Need Request |
| Community Services | ACCESS Position | FY18 Unmet Critical Need Request |
| Community Services | Adult Substance Abuse Treatment Positions and Residential Placement Funds | FY18 Unmet Critical Need Request |
| Community Services | Medication Assisted Substance Abuse Treatment Position | FY18 Unmet Critical Need Request |
| Criminal Justice Services | Staffing Plan Due to Increased Public Safety Needs | FY16 Directive Response 1.28.2015 |
| Criminal Justice Services | Accounting Services Coordinator | FY18 Unmet Critical Need Request |
| Criminal Justice Services | Probation/Pretrial Officer III | FY18 Unmet Critical Need Request |
| Economic Development | Marketing Plan for Magisterial Districts | FY18 Unmet Critical Need Request |
| Economic Development | Contractual Services Data Base | FY18 Unmet Critical Need Request |
| Economic Development | Targeted Industry Labor Force Study | FY18 Unmet Critical Need Request |
| Economic Development | Existing Business Initiative | FY18 Unmet Critical Need Request |
| Economic Development | Advertising & Sponsorship | FY18 Unmet Critical Need Request |
| Elections | Additional Assistant Registrar | FY16 Directive Response 1.28.2015 |
| Elections | Additional Space Needed for Temporary Staff | FY17 Future Outlook |
| Elections | Ballot Software and Scanning Machines Licenses/Support | FY18 Unmet Critical Need Request |
| Finance | Financial Analyst III - Treasury Management | FY16 Directive Response 1.28.2015 |
| Finance | Subscriptions to Provide Critical Data to Assess Commercial Property | FY16 Directive Response 1.28.2015 |
| Finance | Tax Administration Positions (Billing, Collection, Auditing, Customer Service) | FY16 Directive Response 1.28.2015 |
| Finance | Call Center Training | FY17 Unmet Critical Needs Request |
| Fire & Rescue | Engine Company Minimum Staffing | FY16 Future Outlook |
| Fire & Rescue | Restoration of Non-Unit/Specialty Staffing Plan: 1 Battalion Chief/EMS Staff | FY16 Directive Response 1.28.2015 |
| Fire & Rescue | EMS Courses | FY16 Directive Response 1.28.2015 |
| Fire & Rescue | EMS Lieutenants | FY16 Directive Response 1.28.2015 |
| Fire & Rescue | Northern Virginia Emergency Response System Contribution | FY18 Unmet Critical Need Request |
| Fire & Rescue | Training Captain - Command Competency | FY18 Unmet Critical Need Request |
| Fire & Rescue | Emergency Management Planner - Grants | FY18 Unmet Critical Need Request |
| Fire & Rescue | Fleet Coordinator | FY18 Unmet Critical Need Request |
| Fire & Rescue | Special Projects Captain | FY18 Unmet Critical Need Request |
| Fire & Rescue | Staffing Coordinator | FY18 Unmet Critical Need Request |

Budget Development Process

| FY2018 Unmet Needs | | |
|--------------------------------------|--|-----------------------------------|
| General Fund - Operating (Continued) | Budget Request | First Identified |
| Human Resources | Funding for Maintenance of Required Certifications & Training | FY16 Directive Response 1.28.2015 |
| Human Resources | Recruiter; Classification & Compensation Analyst | FY16 Directive Response 1.28.2015 |
| Human Resources | New Hay-Type County-wide Classification Study | FY17 Future Outlook |
| Human Resources | Leadership Development Program | FY18 Unmet Critical Need Request |
| Human Rights | New Vehicle | FY16 Future Outlook |
| Information Technology | Funding for a Technical Writer - Contracted Services | FY16 Directive Response 1.28.2015 |
| Information Technology | Funding for Cloud Storage | FY16 Directive Response 1.28.2015 |
| Information Technology | Mobile Applications Developer | FY16 Directive Response 1.28.2015 |
| Information Technology | System Developer II Positions | FY16 Directive Response 1.28.2015 |
| Information Technology | Technical Service Analyst I | FY16 Directive Response 1.28.2015 |
| Information Technology | Telecommunications Field Engineer | FY16 Directive Response 1.28.2015 |
| Information Technology | Tower Lease Payments & Equipment | FY16 Directive Response 1.28.2015 |
| Information Technology | Assistant Radio Technicians | FY18 Unmet Critical Need Request |
| Information Technology | GIS Analyst III | FY18 Unmet Critical Need Request |
| Information Technology | Network Analyst | FY18 Unmet Critical Need Request |
| Information Technology | Data Architect/Records Management Position | FY18 Unmet Critical Need Request |
| Juvenile & Domestic Relations Court | Daily Pickup & Delivery of Bank Deposits | FY16 Directive Response 1.28.2015 |
| Law Library | Meet American Association of Law Libraries Print & On-Line Standards | FY16 Directive Response 1.28.2015 |
| Parks & Recreation | Replacement of Vehicles & Equipment | FY16 Directive Response 1.28.2015 |
| Parks & Recreation | Dove's Landing | FY16 Directive Response 1.28.2015 |
| Parks & Recreation | Inclusion Coordinator | FY16 Directive Response 1.28.2015 |
| Parks & Recreation | Landscape Maintenance | FY16 Directive Response 1.28.2015 |
| Parks & Recreation | Parts Position for Fleet | FY16 Directive Response 1.28.2015 |
| Parks & Recreation | Sport Services Specialist | FY16 Directive Response 1.28.2015 |
| Parks & Recreation | Trail Development/Maintenance/Potomac National Scenic Trail | FY16 Directive Response 1.28.2015 |
| Parks & Recreation | Equipment & Vehicle Replacement | FY16 Future Outlook |
| Parks & Recreation | Kayaks & Canoes for Silver Lake | FY16 Budget Request |
| Parks & Recreation | Artificial Turf Field Testing | FY16 Budget Request |
| Parks & Recreation | Administrative Support Positions - various locations | FY18 Unmet Critical Need Request |
| Parks & Recreation | Chinn Center Driver - additional hours | FY18 Unmet Critical Need Request |
| Parks & Recreation | Chinn Center Flooring | FY18 Unmet Critical Need Request |
| Parks & Recreation | Marketing Services Increase | FY18 Unmet Critical Need Request |
| Parks & Recreation | Administrative Support positions | FY18 Unmet Critical Need Request |
| Parks & Recreation | Landscape Maintenance Position | FY18 Unmet Critical Need Request |
| Parks & Recreation | Temporary Facility Maintenance Positions | FY18 Unmet Critical Need Request |
| Parks & Recreation | Armored Bank Services | FY18 Unmet Critical Need Request |
| Parks & Recreation | Part Specialist Position | FY18 Unmet Critical Need Request |
| Parks & Recreation | County-Wide Pool Lifejackets | FY18 Unmet Critical Need Request |
| Parks & Recreation | Dale City Center Fitness Repairs and Maintenance | FY18 Unmet Critical Need Request |
| Parks & Recreation | Dale City Center Additional Programming | FY18 Unmet Critical Need Request |
| Parks & Recreation | Dale City Center Professional Services | FY18 Unmet Critical Need Request |
| Parks & Recreation | Park Rangers | FY18 Unmet Critical Need Request |
| Parks & Recreation | ARC Community Partner Increase - Staff Support & Rental Fee Assistance | FY18 Unmet Critical Need Request |
| Parks & Recreation | Golf Cart Fleet Replacement | FY18 Unmet Critical Need Request |
| Parks & Recreation | Lifeguard and Safety Equipment | FY18 Unmet Critical Need Request |
| Parks & Recreation | Security Systems Replacement & Upgrades | FY18 Unmet Critical Need Request |
| Parks & Recreation | Vehicle Replacement | FY18 Unmet Critical Need Request |

Budget Development Process

| FY2018 Unmet Needs | | |
|--------------------------------------|--|-----------------------------------|
| General Fund - Operating (Continued) | Budget Request | First Identified |
| Planning | Consultant Services for Comprehensive Plan & BOCS Initiated Projects | FY18 Unmet Critical Need Request |
| Planning | Purchase of Development Rights Program Costs | FY18 Unmet Critical Need Request |
| Police | Take Home Vehicles | FY18 Unmet Critical Need Request |
| Public Works | Brentsville Jail Museum Operating Expenses | FY16 Directive Response 1.28.2016 |
| Public Works | Cyclic Replacement of Systems Furniture in Ferlazzo & Sudley North | FY16 Directive Response 1.28.2015 |
| Public Works | Management & Fiscal Analyst II to Strengthen Internal Controls | FY16 Directive Response 1.28.2015 |
| Public Works | Judicial Center Access Roads Paving Project | FY16 Directive Response 1.28.2015 |
| Public Works | Sign Shop - Replace Sign Shop Digital Printer | FY16 Directive Response 1.28.2015 |
| Public Works | Safety and Compliance Officer | FY18 Unmet Critical Need Request |
| Public Works | Building Maintenance Branch Chief | FY18 Unmet Critical Need Request |
| Public Works | Increase PSTC Landscaping Service Levels | FY18 Unmet Critical Need Request |
| Public Works | Contract Custodial Support for Senior Centers | FY18 Unmet Critical Need Request |
| Public Works | Deep Cleaning of County Facilities | FY18 Unmet Critical Need Request |
| Public Works | Security Increase for Ferlazzo and Sudley North | FY18 Unmet Critical Need Request |
| Public Works | Facility Condition Assessment Report | FY18 Unmet Critical Need Request |
| Public Works | Fleet Parts & Supplies Specialist | FY18 Unmet Critical Need Request |
| Public Works | Auto Mechanic | FY18 Unmet Critical Need Request |
| Public Works | Community Partner Donation to Freedom Museum | FY18 Unmet Critical Need Request |
| Public Works | Site Manager for Bushy Park and Barnes House | FY18 Unmet Critical Need Request |
| Sheriff's Office | Staffing Plan Due to Increased Public Safety Needs | FY16 Directive Response 1.28.2015 |
| Sheriff's Office | Eviction Squad Supervisor | FY18 Unmet Critical Need Request |
| Sheriff's Office | Training Officer | FY18 Unmet Critical Need Request |
| Sheriff's Office | Dispatcher | FY18 Unmet Critical Need Request |
| Sheriff's Office | Additional Vehicle | FY18 Unmet Critical Need Request |
| Social Services | Homeless Services Grants/Contract Manager | FY16 Directive Response 1.28.2015 |
| Transportation | Additional Vehicle to Support Traffic Safety Activities | FY18 Unmet Critical Need Request |

| FY2018 Unmet Needs | | |
|-----------------------------------|--|-----------------------------------|
| General Fund - Capital Facilities | Budget Request | First Identified |
| Adult Detention Center | Capital & Operating Needs for New & Existing Facilities | FY17 Future Outlook |
| Area Agency on Aging | Senior Center Upgrades/Replacement | FY14 Budget Presentation |
| Area Agency on Aging | Woodbridge Senior Center Replacement/Relocation | FY15 Unmet Critical Needs Request |
| Fire & Rescue | Additional Fire & Rescue Stations to Meet Comprehensive Plan Level of Service | FY18 Unmet Critical Need Request |
| Library | Facility Improvements | FY17 Future Outlook |
| Library | Potomac Community Library Renovation | FY18 Unmet Critical Need Request |
| Parks & Recreation | Facility Improvements/Aging Infrastructure | FY15 Future Outlook |
| Parks & Recreation | Ben Lomond Maintenance Shop | FY15 Unmet Critical Needs Request |
| Parks & Recreation | Long Park Maintenance Shop | FY15 Unmet Critical Needs Request |
| Parks & Recreation | Splashdown Updates & Expansion | FY15 Future Outlook |
| Parks & Recreation | Americans with Disabilities Act Facility Compliance | FY15 Unmet Critical Needs Request |
| Parks & Recreation | Field Lighting at Tyler Elementary School | FY15 Unmet Critical Needs Request |
| Parks & Recreation | Long Park Entrance Road | FY15 Unmet Critical Needs Request |
| Parks & Recreation | Long Park Sewer | FY15 Unmet Critical Needs Request |
| Parks & Recreation | Pfizer Stadium Lighting | FY15 Unmet Critical Needs Request |
| Parks & Recreation | PW Golf Course Maintenance Building | FY15 Unmet Critical Needs Request |
| Parks & Recreation | Valley View Maintenance Building | FY15 Unmet Critical Needs Request |
| Parks & Recreation | Ben Lomond Community Center Expansion | FY2008-13 CIP |
| Parks & Recreation | Chinn Center Expansion | FY2008-13 CIP |
| Parks & Recreation | Locust Shade Phase 2 - Mini Golf, Driving Range, 1st Tee & Office Improvements | FY2008-13 CIP |
| Parks & Recreation | Trails Development | FY2008-13 CIP |
| Parks & Recreation | Pfizer Stadium Replacement | FY2004-09 CIP |
| Parks & Recreation | Sudley Park | FY2005-10 CIP |
| Parks & Recreation | Catharpin Reginal Park restrooms & concession building | FY18 Unmet Critical Need Request |
| Parks & Recreation | Hellwig Complex entrance - traffic light | FY18 Unmet Critical Need Request |
| Parks & Recreation | Howison Homestead Park parking | FY18 Unmet Critical Need Request |

Budget Development Process

| FY2018 Unmet Needs | | |
|---|---|-----------------------------------|
| General Fund - Capital Facilities (Continued) | Budget Request | First Identified |
| Police | Animal Control Facility Expansion & Replacement | FY2008-13 CIP |
| Police | Replacement of Police Command Truck | FY16 Directive Response 1.28.2015 |
| Police/Fire & Rescue | Public Safety Training Center - Fuel Facility | FY2008-13 CIP |
| Police/Fire & Rescue | Public Safety Training Center - Land Acquisition | FY2008-13 CIP |
| Police/Fire & Rescue | Public Safety Training Center - Parking Expansion | FY2008-13 CIP |
| Police/Fire & Rescue | Public Safety Training Center - Phase I Expansion (classrooms) | FY2008-13 CIP |
| Public Safety Communications | E911 Call Takers Space Reconfiguration, Noise Reduction & Furniture Replacement | FY18 Unmet Critical Need Request |
| Public Works | Fleet Facility Expansion or Replacement | FY16 Unmet Critical Needs Request |
| Public Works | McCoart & Owens Restroom | FY17 Unmet Critical Needs Request |
| Public Works | Historic Properties ADA Upgrades | FY15 Unmet Critical Needs request |
| Public Works | Williams Ordinary Foundation & Wall | FY15 Unmet Critical Needs request |
| Public Works | Williams Ordinary Parking Lot Paving | FY15 Unmet Critical Needs request |
| Public Works | Bristoe Station Battlefield Heritage Park Septic& Well Upgrades | FY15 Unmet Critical Needs request |
| Public Works | Bristoe Station Battlefield Heritage Park Restrooms | FY15 Unmet Critical Needs request |
| Public Works | Bennett School Renovations | FY2004-09 CIP |
| Public Works | Garfield Fleet Renovation | FY2004-09 CIP |
| Public Works | Fleet Shop Expansion | FY17 Future Outlook |
| Social Services | Additional Space Needs at Juvenile Detention Center | FY16 Future Outlook |
| Social Services | Molinari Juvenile Shelter Expansion | FY15 Unmet Critical Needs request |

| FY2018 Unmet Needs | | |
|---|--|-----------------------------------|
| General Fund - Capital Facilities (Continued) | Budget Request | First Identified |
| Transportation | Matching Funds for State & Federal Grants | FY15 Future Outlook |
| Transportation | TRIP Replacement Funding Source | FY15 Future Outlook |
| Transportation | Balls Ford Rd (Ashton to Groveton) | FY16 Unmet Critical Needs Request |
| Transportation | Wellington Rd (Devlin to Rt 234 Bypass) | FY16 Unmet Critical Needs Request |
| Transportation | PW Parkway Interchange at Smoketown | FY15 Unmet Critical Needs request |
| Transportation | PW Parkway Interchange at Minnieville | FY15 Unmet Critical Needs request |
| Transportation | University Blvd (Sudley Manor to Progress) | FY14 Unmet Critical Needs Request |
| Transportation | Van Buren Rd (Rt 234 to Cardinal) | FY14 Unmet Critical Needs Request |
| Transportation | Rt 15 (Rt 29 to Rt 55) | FY14 Unmet Critical Needs Request |
| Transportation | Godwin Dr (Sudley to Lomond) | FY14 Unmet Critical Needs Request |
| Transportation | Telegraph Rd (PWP to Minnieville) | FY14 Unmet Critical Needs Request |
| Multiple Agencies | Judicial Center Expansion | FY18 Unmet Critical Need Request |
| Multiple Agencies | Human Services Building | FY15 Unmet Critical Needs request |

Budget Development Process

| FY2018 Unmet Needs | | |
|-------------------------------------|---|----------------------------------|
| General Fund - Capital - Technology | Budget Request | First Identified |
| Area Agency on Aging | Senior Center Management | FY17 Budget Q&A |
| Community Services | Client Case Management | FY17 Budget Q&A |
| Elections | Poll Chief | FY17 Budget Q&A |
| Elections | New Phone System | FY17 Future Outlook |
| Finance | Real Estate Assessment Tracking | FY17 Budget Q&A |
| Finance | Public Real Estate Portal | FY17 Budget Q&A |
| Finance | Tax Administration Management | FY17 Budget Q&A |
| Finance | Risk Management Claims Processing Software | FY18 Unmet Critical Need Request |
| Finance | Ascend Enhancements, Phase IV | FY18 Unmet Critical Need Request |
| Finance | Mobile Data Access for Real Estate | FY18 Unmet Critical Need Request |
| Finance | Tax Portal | FY18 Unmet Critical Need Request |
| Finance | Wdesk for Financial Reporting | FY18 Unmet Critical Need Request |
| Human Resources | Human Capital Management System Replacement | FY16 Future Outlook |
| Human Resources | Applicant /Recruitment Management | FY17 Budget Q&A |
| Human Resources | Onboarding Application | FY17 Budget Q&A |
| Information Technology | Asset Inventory Tracking for DoIT ISF Bill | FY17 Budget Q&A |
| Information Technology | Network Analytics & Proactive Monitoring | FY17 Budget Q&A |
| Information Technology | Program Management | FY17 Budget Q&A |
| Information Technology | Physical Security Technology | FY15 Future Outlook |
| Information Technology | Disaster Recovery | FY15 Future Outlook |
| Library | Library Technology | FY15 Future Outlook |
| Library | Catalog/Content Management | FY17 Budget Q&A |
| Library | Volunteer Management | FY17 Budget Q&A |
| Library | Electronic Resources for Citizens | FY17 Budget Q&A |
| Parks & Recreation | Disaster Recovery | FY2008-13 CIP |
| Parks & Recreation | Maintenance Order Tracking System | FY18 Unmet Critical Need Request |
| Planning | Citizen Participation Technology | FY15 Future Outlook |
| Public Works | Facility Door Access Management | FY17 Budget Q&A |
| Public Works | Facility HVAC Maintenance | FY17 Budget Q&A |
| Social Services | Call Center for Citizen Information | FY17 Budget Q&A |
| Social Services | Case Management Software Replacement | FY18 Unmet Critical Need Request |
| Social Services | Family Assessment Case & Adoption Subsidy Payment Case Tracking | FY17 Budget Q&A |
| Multiple Agencies | CAD/RMS Enhancement - Motorola APX Radio Manager Solution | FY18 Unmet Critical Need Request |
| Multiple Agencies | Work Order & Inventory Tracking | FY17 Budget Q&A |
| Multiple Agencies | Crystal Reports | FY17 Budget Q&A |
| Multiple Agencies | Archival Records Management | FY17 Budget Q&A |
| Multiple Agencies | Enterprise EDMS | FY17 Budget Q&A |
| Multiple Agencies | Radio Network Diagnostic Tool | FY17 Budget Q&A |

| FY2018 Unmet Needs | | |
|--------------------------------------|--|-----------------------------------|
| Non-General Fund Operating & Capital | Budget Request | First Identified |
| Development Fee Agencies | Increases to Cover Program Costs | FY16 Directive Response 1.28.2015 |
| Public Works | Engineer for Solid Waste Program Management | FY18 Unmet Critical Need Request |
| Public Works | Electronic Message Board for Landfill Entrance | FY18 Unmet Critical Need Request |

Budget Development Process



Budget Summary

Budget Highlights

The total, all funds budget, including the Schools budget proposed by the School Superintendent, increases by 9.78% from FY17 to FY18. The County government all funds budget increases 3.17% and the Schools all funds budget increases 16.30%. A significant portion of the Schools all funds budget increase is attributed to a \$175.0 million increase in their construction fund.

| All Funds Expenditure | | | | |
|---------------------------------|------------------------|------------------------|----------------------|-------------------|
| Funding Area | FY17 Adopted | FY18 Proposed | Dollar Change | Percentage Change |
| County Government | \$1,413,593,034 | \$1,458,357,560 | \$44,764,526 | 3.17% |
| Schools | \$1,435,906,641 | \$1,669,914,920 | \$234,008,279 | 16.30% |
| Total County and Schools | \$2,849,499,675 | \$3,128,272,480 | \$278,772,805 | 9.78% |

| All Funds Expenditure Summary (Includes Operating Transfers) | | | | |
|---|------------------------|------------------------|----------------------|-------------------|
| Funding Area | FY17 Adopted | FY18 Proposed | Dollar Change | Percentage Change |
| General Fund | \$1,071,822,525 | \$1,114,637,040 | \$42,814,515 | 3.99% |
| Special Revenue Fund | \$120,195,297 | \$137,312,101 | \$17,116,804 | 14.24% |
| Capital Projects Fund | \$37,419,780 | \$7,902,825 | (\$29,516,955) | (78.88%) |
| Enterprise Fund | \$31,764,077 | \$43,186,758 | \$11,422,682 | 35.96% |
| Internal Service Fund | \$108,940,907 | \$110,778,556 | \$1,837,649 | 1.69% |
| Trust and Agency Funds | \$1,909,500 | \$1,909,500 | \$0 | 0.00% |
| Adult Detention Center | \$41,540,948 | \$42,630,780 | \$1,089,832 | 2.62% |
| Schools * | \$1,435,906,641 | \$1,669,914,920 | \$234,008,279 | 16.30% |
| Total All Funds | \$2,849,499,675 | \$3,128,272,480 | \$278,772,805 | 9.78% |

* Schools FY2018 proposed budget as presented by School Superintendent to Prince William County School Board on February 1, 2017.

The total Prince William County general fund budget increases by 3.99% from FY17 to FY18. This includes a 4.16% increase in the transfer to the Schools and a 3.83% increase in the County government general fund budget.

| General Fund Expenditures | | | | |
|---------------------------|------------------------|------------------------|---------------------|-------------------|
| Funding Area | FY17 Adopted | FY18 Proposed | Dollar Change | Percentage Change |
| County Government | \$545,644,944 | \$566,544,495 | \$20,899,551 | 3.83% |
| Transfer to Schools | \$526,177,581 | \$548,092,545 | \$21,914,964 | 4.16% |
| Total General Fund | \$1,071,822,525 | \$1,114,637,040 | \$42,814,515 | 3.99% |

Budget Summary

Five-Year Plan

The Proposed FY2018 Budget implements the County/School revenue agreement which allocates 57.23% of general revenues to the Schools and 42.77% of general revenues to the County. This agreement makes the allocation of revenues in the Five-Year Plan more predictable. The Five-Year Plan is an important tool for addressing strategic goals and community needs over a five-year horizon. The proposed FY18-22 five-year budget plan is based on an annual 3.5% cap of County government operating budget increases.

| FY2018-FY2022 Five-Year Plan | | | | | |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 |
| Revenue and Resources | | | | | |
| General Revenue | \$966,181,459 | \$1,010,718,593 | \$1,056,195,991 | \$1,095,664,574 | \$1,135,146,888 |
| Less Schools Share of General Revenue | (\$548,092,545) | (\$573,535,363) | (\$599,464,787) | (\$621,955,366) | (\$644,448,080) |
| County Share of General Revenue | \$418,088,914 | \$437,183,230 | \$456,731,204 | \$473,709,208 | \$490,698,808 |
| County General Revenue | \$418,088,914 | \$437,183,230 | \$456,731,204 | \$473,709,208 | \$490,698,808 |
| Agency Revenue | \$149,302,587 | \$151,796,219 | \$153,403,468 | \$154,902,943 | \$156,600,256 |
| County Resources | \$1,981,589 | \$1,654,879 | \$2,077,217 | \$2,846,987 | \$2,449,582 |
| Total County Revenue and Resources Available | \$569,373,090 | \$590,634,328 | \$612,211,889 | \$631,459,138 | \$649,748,646 |
| Expenditures | | | | | |
| County Operating Expenditures | \$563,320,081 | \$579,747,199 | \$595,398,549 | \$614,403,783 | \$628,532,669 |
| County CIP Expenditures | \$3,224,413 | \$10,883,407 | \$16,015,411 | \$16,112,597 | \$19,085,572 |
| Total County Expenditure (Operating and CIP) | \$566,544,495 | \$590,630,606 | \$611,413,960 | \$630,516,380 | \$647,618,241 |
| Available Capacity | \$2,828,595 | \$3,722 | \$797,929 | \$942,758 | \$2,130,405 |
| Total General Fund Expenditures (Including County Transfer to Schools) | \$1,114,637,040 | \$1,164,165,969 | \$1,210,878,747 | \$1,252,471,746 | \$1,292,066,321 |
| County Operating Expenditure % Change | 3.24% | 2.92% | 2.70% | 3.19% | 2.30% |
| Total County Expenditure % Change | 3.83% | 4.25% | 3.52% | 3.12% | 2.71% |
| Transfer to Schools % Change | 4.16% | 4.64% | 4.52% | 3.75% | 3.62% |

Budget Summary

| General Fund Revenue & Resource Summary | | | | |
|--|---------------------------|----------------------------|------------------------------------|-----------------------------------|
| Title | FY17 Adopted Budget | FY18 Proposed Budget | \$ Change FY17/FY18 Proposed | % Change FY17/FY18 Proposed |
| General Revenues | | | | |
| All Real Estate Taxes | | | | |
| Real Estate Taxes - Current Year | \$604,097,000 | \$630,111,000 | \$26,014,000 | 4.31% |
| Real Estate Tax Exonerations | (\$15,706,500) | (\$16,382,900) | (\$676,400) | 4.31% |
| Real Estate Tax Deferrals | (\$500,000) | (\$500,000) | (\$0) | 0.00% |
| Land Redemption | \$315,000 | \$315,000 | (\$0) | 0.00% |
| Public Service Real Estate Current Year | \$19,019,169 | \$20,255,359 | \$1,236,190 | 6.50% |
| Real Estate Penalties Current Year | \$1,532,000 | \$1,449,000 | (\$83,000) | (5.42%) |
| Total All Real Estate Taxes | \$608,756,669 | \$635,247,459 | \$26,490,790 | 4.35% |
| All Personal Property Taxes | | | | |
| Personal Property Taxes Current Year | \$164,900,000 | \$171,500,000 | \$6,600,000 | 4.00% |
| Personal Property Taxes Prior Year | \$50,000 | \$50,000 | (\$0) | 0.00% |
| Personal Property Tax Deferrals | (\$500,000) | (\$500,000) | (\$0) | 0.00% |
| Personal Property Penalties Current Year | \$1,830,000 | \$1,940,000 | \$110,000 | 6.01% |
| Total All Personal Property Taxes | \$166,280,000 | \$172,990,000 | \$6,710,000 | 4.04% |
| Interest on Taxes | | | | |
| Interest on all Taxes | \$1,431,000 | \$1,492,000 | \$61,000 | 4.26% |
| Total Interest On Taxes | \$1,431,000 | \$1,492,000 | \$61,000 | 4.26% |
| Total General Property Taxes | \$776,467,669 | \$809,729,459 | \$33,261,790 | 4.28% |
| Other Local Taxes | | | | |
| Local Sales Tax | \$62,088,000 | \$64,260,000 | \$2,172,000 | 3.50% |
| Daily Equipment Rental Tax | \$190,000 | \$194,000 | \$4,000 | 2.11% |
| Consumers Utility Tax | \$14,240,000 | \$14,520,000 | \$280,000 | 1.97% |
| Bank Franchise Tax | \$1,500,000 | \$1,500,000 | (\$0) | 0.00% |
| BPOL Tax | \$26,051,000 | \$25,795,000 | (\$256,000) | (0.98%) |
| Public Utility Gross Receipts Tax | \$1,518,000 | \$1,518,000 | (\$0) | 0.00% |
| Motor Vehicle License | \$8,460,000 | \$8,580,000 | \$120,000 | 1.42% |
| Recordation Tax | \$7,340,000 | \$8,480,000 | \$1,140,000 | 15.53% |
| Deed of Conveyance Tax | \$1,730,000 | \$2,360,000 | \$630,000 | 36.42% |
| Transient Occupancy Tax | \$1,400,000 | \$1,400,000 | (\$0) | 0.00% |
| Total Other Local Taxes | \$124,517,000 | \$128,607,000 | \$4,090,000 | 3.28% |
| Total Local Tax Sources | \$900,984,669 | \$938,336,459 | \$37,351,790 | 4.15% |
| Additional Revenue Sources | | | | |
| Revenue from Money & Property | \$7,142,000 | \$9,473,000 | \$2,331,000 | 32.64% |
| Misc Revenue | \$7,000 | \$7,000 | (\$0) | 0.00% |
| State Revenue | \$18,545,000 | \$18,295,000 | (\$250,000) | (1.35%) |
| Federal Revenue | \$70,000 | \$70,000 | (\$0) | 0.00% |
| Total Additional Revenue Sources | \$25,764,000 | \$27,845,000 | \$2,081,000 | 8.08% |
| Total General Revenue | \$926,748,669 | \$966,181,459 | \$39,432,790 | 4.25% |

Budget Summary

| General Fund Revenue & Resource Summary (Continued) | | | | |
|---|------------------------|------------------------|---------------------|--------------------|
| Title | FY17 | FY18 | \$ Change | % Change |
| | Adopted Budget | Proposed Budget | FY17/FY18 Proposed | FY17/FY18 Proposed |
| Agency Revenue | | | | |
| Economic Development | \$106,939 | \$106,939 | (\$0) | 0.00% |
| Library | \$2,995,495 | \$2,995,495 | (\$0) | 0.00% |
| Parks & Recreation | \$10,502,233 | \$8,236,238 | (\$2,265,995) | (21.58%) |
| Planning | \$36,462 | \$36,462 | (\$0) | 0.00% |
| Public Works | \$3,696,781 | \$3,454,083 | (\$242,698) | (6.57%) |
| County Attorney | \$245,186 | \$245,186 | (\$0) | 0.00% |
| Elections | \$83,669 | \$83,669 | (\$0) | 0.00% |
| Finance | \$2,521,469 | \$2,521,469 | (\$0) | 0.00% |
| Human Rights Office | \$47,650 | \$47,650 | (\$0) | 0.00% |
| Area Agency on Aging | \$2,101,595 | \$2,066,451 | (\$35,144) | (1.67%) |
| Public Health | \$461,907 | \$461,907 | (\$0) | 0.00% |
| Social Services | \$24,560,899 | \$29,951,420 | \$5,390,521 | 21.95% |
| Virginia Cooperative Extension | \$484,344 | \$484,344 | (\$0) | 0.00% |
| Community Services | \$22,240,542 | \$23,370,535 | \$1,129,993 | 5.08% |
| Non-Departmental | \$13,979,869 | \$7,196,429 | (\$6,783,440) | (48.52%) |
| General Debt | \$16,855,001 | \$16,737,744 | (\$117,257) | (0.70%) |
| Clerk of the Court | \$3,300,863 | \$3,300,863 | (\$0) | 0.00% |
| Commonwealth's Attorney | \$2,481,455 | \$2,536,592 | \$55,137 | 2.22% |
| Criminal Justice Services | \$1,380,933 | \$1,380,933 | (\$0) | 0.00% |
| Fire & Rescue | \$17,888,397 | \$24,565,808 | \$6,677,411 | 37.33% |
| General District Court | \$2,392,930 | \$2,392,930 | (\$0) | 0.00% |
| Juvenile & Domestic Relations Court | \$81,517 | \$81,517 | (\$0) | 0.00% |
| Juvenile Court Services Unit | \$5,264 | \$5,264 | (\$0) | 0.00% |
| Law Library | \$124,301 | \$117,786 | (\$6,515) | (5.24%) |
| Police | \$11,147,025 | \$11,147,025 | (\$0) | 0.00% |
| Public Safety Communications | \$2,502,892 | \$2,502,892 | (\$0) | 0.00% |
| Sheriff | \$3,274,956 | \$3,274,956 | (\$0) | 0.00% |
| Total Agency Revenue | \$145,500,574 | \$149,302,587 | \$3,802,013 | 2.61% |
| Total General Fund Revenue | \$1,072,249,243 | \$1,115,484,046 | \$43,234,803 | 4.03% |
| County Resources | | | | |
| Budgeted County Resources | | | | |
| Indirect Cost Transfers: | | | | |
| Transfer from FMO Development Services | \$38,397 | \$69,102 | \$30,705 | 79.97% |
| Transfer from Site Development Review & Inspection | \$573,150 | \$704,377 | \$131,227 | 22.90% |
| Transfer from Building Development | \$881,947 | \$838,971 | (\$42,976) | (4.87%) |
| Transfer from Mosquito & Forest Pest | \$212,379 | \$216,470 | \$4,091 | 1.93% |
| Transfer from Stormwater Management Fee | \$392,026 | \$569,716 | \$177,690 | 45.33% |
| Transfer from SW Operations | \$1,164,019 | \$1,121,390 | (\$42,629) | (3.66%) |
| Special Taxing District Debt Support | \$276,200 | \$276,200 | (\$0) | 0.00% |
| Total Budgeted County Resources | \$3,538,118 | \$3,796,226 | \$258,108 | 7.30% |
| Total Budgeted Revenue & Resources | \$1,075,787,361 | \$1,119,280,272 | \$43,492,911 | 4.04% |

Budget Summary

| General Fund Revenue & Resource Summary (Continued) | | | | |
|--|---------------------------|----------------------------|------------------------------------|-----------------------------------|
| Title | FY17 Adopted Budget | FY18 Proposed Budget | \$ Change FY17/FY18 Proposed | % Change FY17/FY18 Proposed |
| Other County Resources | | | | |
| Recordation Tax Rev Committed for Transportation Projects | (\$5,450,000) | (\$6,290,000) | (\$840,000) | 15.41% |
| Recordation Tax Rev Used for Transportation Debt Service | \$4,880,980 | \$4,746,716 | (\$134,264) | (2.75%) |
| Transient Occupancy Tax Revenue Committed for Tourism | (\$2,100,000) | (\$2,100,000) | \$0 | 0.00% |
| Transient Occupancy Tax Used for Tourism | \$2,100,000 | \$1,900,515 | (\$199,485) | (9.50%) |
| Use of Capital Reserve - Historic Preservation | \$145,488 | \$0 | (\$145,488) | (100.00%) |
| Reduce Revenue Stabilization Reserve to 2% Projected Rev | \$8,550,000 | \$0 | (\$8,550,000) | (100.00%) |
| Contribute Excess Rev Stabilization Funds to Cap Reserve | (\$8,550,000) | \$0 | \$8,550,000 | (100.00%) |
| Add Funds to Golf Course Reserve | (\$80,000) | (\$80,000) | \$0 | 0.00% |
| Use of Senior Tour Bus Replacement Fund | \$24,000 | \$8,132 | (\$15,868) | (66.12%) |
| Use of Fire Programs Fund for Ladder Truck Replacement at PSTC | \$600,000 | \$0 | (\$600,000) | (100.00%) |
| Total Other County Resources | \$120,468 | (\$1,814,637) | (\$1,935,105) | (1,606.32%) |
| Total County Resources | \$3,658,586 | \$1,981,589 | (\$1,676,997) | (45.84%) |
| Total Revenue & Resources | \$1,075,907,829 | \$1,117,465,635 | \$41,557,806 | 3.86% |

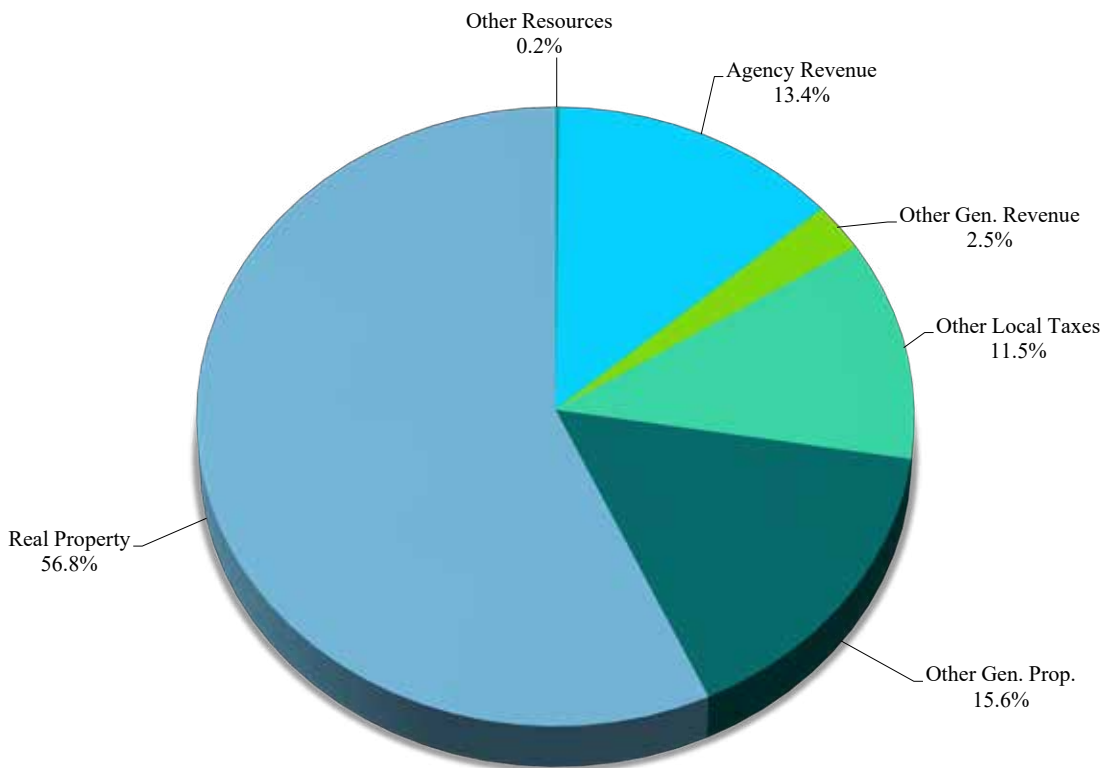
| Calculation of County & Schools General Revenue Split | | | | |
|---|---------------------------|----------------------------|------------------------------------|-----------------------------------|
| Title | FY17 Adopted Budget | FY18 Proposed Budget | \$ Change FY17/FY18 Proposed | % Change FY17/FY18 Proposed |
| Revenue & Resources County/School Split | | | | |
| Total General Revenues | \$926,748,669 | \$966,181,459 | \$39,432,790 | 4.25% |
| Less Recordation Tax Revenue | (\$7,340,000) | (\$8,480,000) | (\$1,140,000) | 15.53% |
| Total Split Between County & Schools | \$919,408,669 | \$957,701,459 | \$38,292,790 | 4.16% |
| General Fund Total Transferred to Schools (57.23%) | \$526,177,581 | \$548,092,545 | \$21,914,964 | 4.16% |
| County Share of County/School Split (42.77%) | \$393,231,088 | \$409,608,914 | \$16,377,826 | 4.16% |
| Other County Resources (Not Split) | | | | |
| -Agency Revenue | \$145,500,574 | \$149,302,587 | \$3,802,013 | 2.61% |
| -Budgeted County Resources | \$3,538,118 | \$3,796,226 | \$258,108 | 7.30% |
| -Other County Resources | \$120,468 | (\$1,814,637) | (\$1,935,105) | (1,606.32%) |
| -Recordation Tax Revenue | \$7,340,000 | \$8,480,000 | \$1,140,000 | 15.53% |
| County Share of General Fund Total | \$549,730,248 | \$569,373,090 | \$19,642,842 | 3.57% |
| Total County and Transfer to Schools | \$1,075,907,829 | \$1,117,465,635 | \$41,557,806 | 3.86% |

Budget Summary

General Fund Revenue Summary

The general fund accounts for all financial transactions and resources in Prince William County other than those required to be accounted for in another fund. Thus, the general fund is the largest and most important fund used by the County. The general fund is divided into revenues and expenditures. This pie chart shows all FY18 proposed funding sources contained within Prince William County's general fund. In other words, the chart shows where the money comes from to support the County's expenditures. The largest slice of this pie (56.8%) comes from Real Property Taxes. This source contains revenues received from the County's real estate. The next largest source is Other General Property Tax (15.6%) which contains revenue from Personal Property Taxes. The next largest sources are Other Local Taxes and Agency Revenue. Other Local Taxes (11.5%) contains revenues from such sources as Sales Tax, Business, Professional & Occupational License, Public Utility Gross Receipts Tax, Consumer Utility Tax, and Transient Occupancy Tax. Agency Revenue (13.4%) contains revenues that are collected by individual County agencies. These revenues most typically come from Federal and State grants as well as private sector sources. These four pieces of the pie, when added together, make up 97.3% of total funding sources in the general fund.

FY18 Funding Sources General Fund



\$1,117,465,635

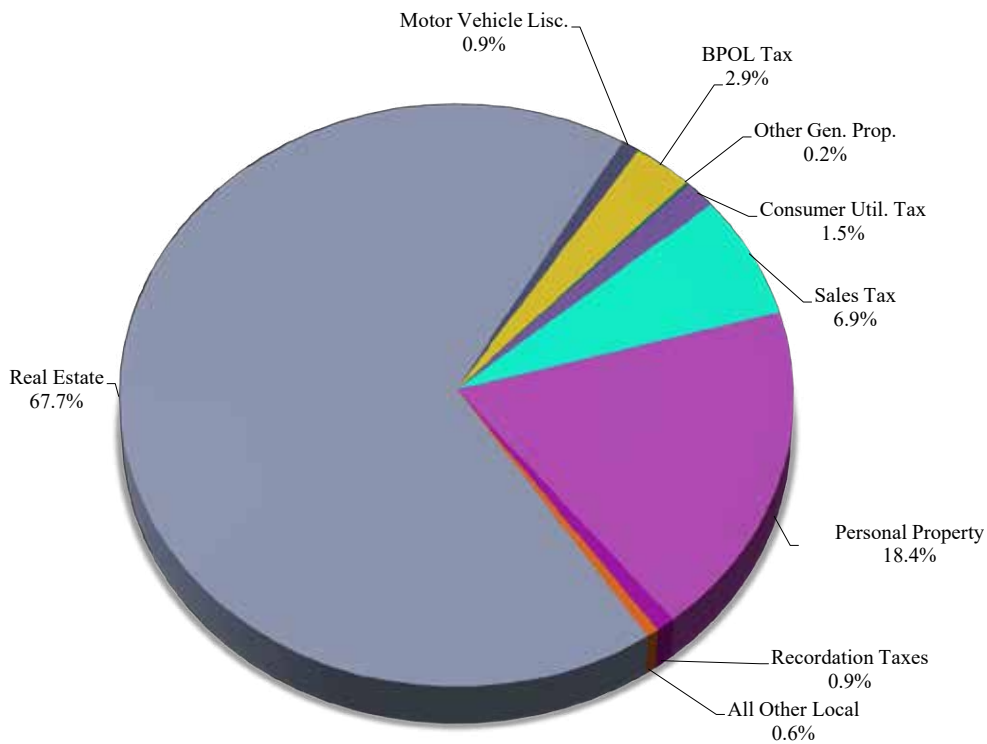
Budget Summary

General Fund Local Tax Sources

This pie chart provides detail regarding the County's FY18 proposed local tax sources. These taxes make up a majority of the funding sources contained in the County's general fund. The largest source of local tax dollars (67.7%) comes from the real estate tax (\$1.125 per \$100 of assessed value) assessed on all taxable real estate. The next largest source (18.4%) is Personal Property Taxes (\$3.70 per \$100 of assessed value) assessed on individual and business personal property. The next source (6.9%) is Sales Tax (a tax rate of 1.0%) levied on the retail sale or rent of most tangible property. These three tax sources taken together provide 93.0% of total local tax dollars coming into the County. The smaller sources of tax dollars include:

- Business, Professional, Occupational License Tax (2.9%) levied on the gross receipts of County businesses;
- Consumer Utility Tax (1.5%) levied on the consumers of electricity and natural gas;
- Motor Vehicle License Fee (0.9%) levied in conjunction with the personal property tax;
- Recordation Taxes (0.9%) levied when a legal instrument regarding real property such as a deed is recorded with the clerk of the circuit court;
- All Other Local (0.6%) include miscellaneous tax sources such as Transient Occupancy and additional taxes on deeds; and
- Other General Property (0.2%) is interest earned on all taxes.

Detail of FY18 Local Tax Sources



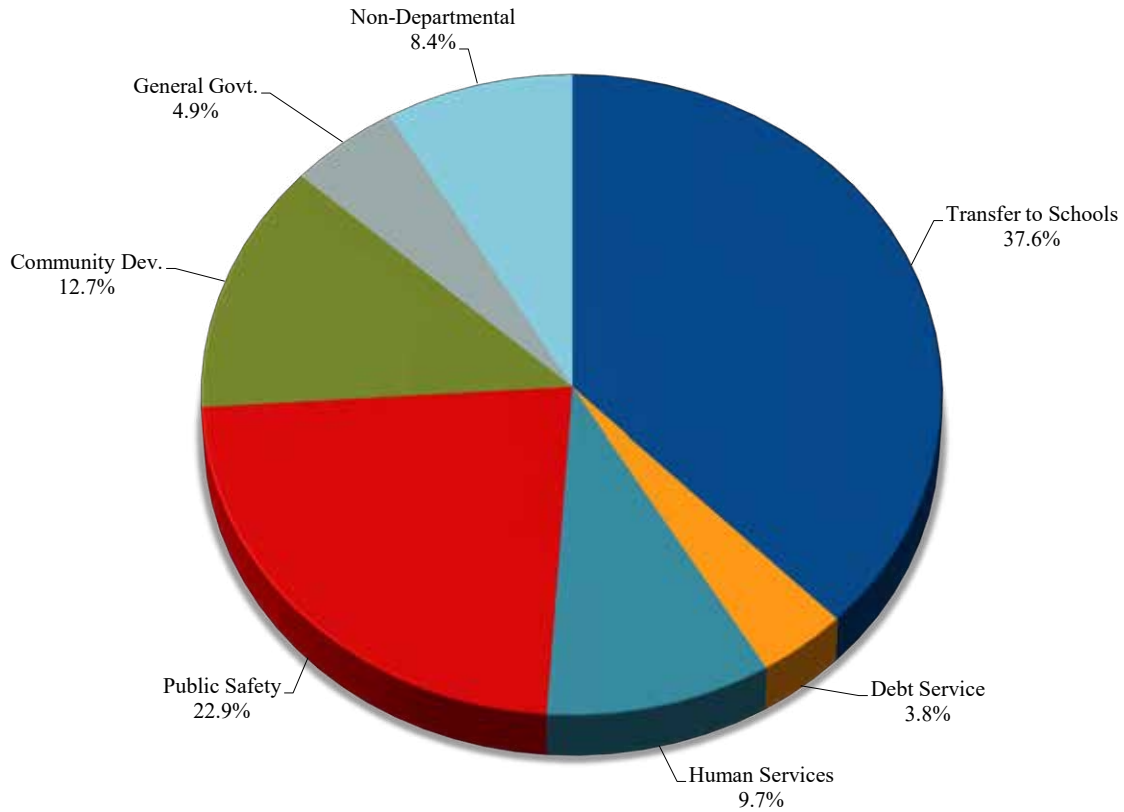
\$938,336,459

Budget Summary

All Funds Expenditure Summary

The chart displayed below shows the County government expenditure budget for all funds, including the general fund transfer to the Schools. It does not include the School Superintendent's proposed budget presented to the Prince William County School Board.

**FY18 Total County Government Budget
By Functional Categories**



\$1,458,357,560

Budget Summary

| Expenditure Summary | | | | | | | |
|-------------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|----------------------------|------------------------------------|-----------------------------------|
| Department/Agency | FY14 Actual Budget | FY15 Actual Budget | FY16 Actual Budget | FY17 Adopted Budget | FY18 Proposed Budget | \$ Change FY17-FY18 Proposed | % Change FY17-FY18 Proposed |
| SECTION ONE: GENERAL FUND | | | | | | | |
| EXPENDITURE SUMMARY | | | | | | | |
| Community Development | | | | | | | |
| Economic Development | \$5,293,415 | \$2,797,050 | \$3,830,159 | \$2,611,164 | \$2,685,626 | \$74,462 | 2.85% |
| Library | \$13,556,682 | \$13,945,803 | \$16,610,758 | \$16,900,236 | \$17,374,716 | \$474,480 | 2.81% |
| Parks & Recreation | \$24,738,769 | \$28,030,049 | \$29,059,350 | \$29,092,858 | \$29,936,307 | \$843,449 | 2.90% |
| Planning | \$4,075,376 | \$3,289,886 | \$3,398,062 | \$3,689,600 | \$3,678,463 | (\$11,137) | (0.30%) |
| Public Works | \$30,660,377 | \$30,737,674 | \$30,660,012 | \$32,162,434 | \$33,970,783 | \$1,808,348 | 5.62% |
| Transportation | \$2,536,884 | \$2,444,035 | \$2,572,136 | \$2,574,641 | \$2,652,988 | \$78,347 | 3.04% |
| Subtotal | \$80,861,503 | \$81,244,497 | \$86,130,476 | \$87,030,934 | \$90,298,883 | \$3,267,950 | 3.75% |
| General Government | | | | | | | |
| Board of County Supervisors | \$3,432,464 | \$3,264,225 | \$3,519,609 | \$3,622,355 | \$4,493,727 | \$871,372 | 24.06% |
| Audit Services | \$772,573 | \$777,017 | \$868,322 | \$773,715 | \$0 | (\$773,715) | (100.00%) |
| County Attorney | \$3,347,354 | \$3,454,871 | \$3,628,370 | \$3,706,781 | \$3,728,247 | \$21,466 | 0.58% |
| Elections | \$1,426,856 | \$2,518,433 | \$2,170,232 | \$1,583,167 | \$1,710,601 | \$127,434 | 8.05% |
| Executive Management | \$3,292,237 | \$3,751,986 | \$3,839,919 | \$3,867,493 | \$3,991,264 | \$123,770 | 3.20% |
| Finance | \$28,919,720 | \$25,162,222 | \$24,425,848 | \$19,251,079 | \$19,861,517 | \$610,438 | 3.17% |
| Human Resources | \$2,844,485 | \$2,914,515 | \$3,090,316 | \$3,191,554 | \$3,234,225 | \$42,672 | 1.34% |
| Human Rights Office | \$581,167 | \$594,500 | \$591,585 | \$589,966 | \$663,149 | \$73,183 | 12.40% |
| Management & Budget | \$1,413,082 | \$1,534,787 | \$1,613,701 | \$1,708,165 | \$1,791,647 | \$83,482 | 4.89% |
| Subtotal | \$46,029,938 | \$43,972,557 | \$43,747,902 | \$38,294,275 | \$39,474,377 | \$1,180,102 | 3.08% |
| Human Services | | | | | | | |
| Area Agency on Aging | \$5,214,456 | \$5,241,195 | \$5,390,653 | \$5,805,790 | \$5,966,064 | \$160,274 | 2.76% |
| Public Health | \$3,929,709 | \$3,932,279 | \$3,351,109 | \$3,323,535 | \$3,396,693 | \$73,159 | 2.20% |
| Social Services | \$37,687,955 | \$40,827,941 | \$42,951,265 | \$43,423,906 | \$50,955,900 | \$7,531,994 | 17.35% |
| Virginia Cooperative Extension | \$885,266 | \$860,214 | \$853,888 | \$790,471 | \$816,491 | \$26,020 | 3.29% |
| Community Services | \$36,664,411 | \$37,102,785 | \$40,284,827 | \$41,109,964 | \$43,757,333 | \$2,647,368 | 6.44% |
| Subtotal | \$84,381,795 | \$87,964,415 | \$92,831,741 | \$94,453,666 | \$104,892,481 | \$10,438,816 | 11.05% |
| Public Safety | | | | | | | |
| Circuit Court Judges | \$660,813 | \$656,243 | \$776,856 | \$770,186 | \$806,435 | \$36,249 | 4.71% |
| Clerk of the Court | \$3,750,655 | \$3,791,209 | \$3,906,419 | \$3,952,424 | \$4,008,276 | \$55,852 | 1.41% |
| Commonwealth's Attorney | \$5,138,238 | \$5,210,225 | \$5,421,020 | \$5,561,010 | \$6,127,822 | \$566,812 | 10.19% |
| Criminal Justice Services | \$3,343,313 | \$3,401,340 | \$3,564,303 | \$3,957,294 | \$4,190,117 | \$232,824 | 5.88% |
| Fire & Rescue | \$66,624,904 | \$66,244,793 | \$71,729,616 | \$76,998,138 | \$87,859,221 | \$10,861,083 | 14.11% |
| General District Court | \$204,085 | \$191,211 | \$191,193 | \$271,842 | \$276,689 | \$4,848 | 1.78% |
| Juvenile & Domestic Relations Court | \$90,655 | \$95,923 | \$83,054 | \$107,460 | \$109,128 | \$1,668 | 1.55% |
| Juvenile Court Services Unit | \$1,082,035 | \$1,055,266 | \$827,501 | \$835,939 | \$860,108 | \$24,169 | 2.89% |
| Law Library | \$148,277 | \$147,638 | \$91,955 | \$124,301 | \$117,786 | (\$6,516) | (5.24%) |
| Magistrates | \$221,184 | \$254,866 | \$127,902 | \$130,008 | \$133,448 | \$3,440 | 2.65% |
| Police | \$86,634,778 | \$89,556,296 | \$94,411,511 | \$95,742,103 | \$101,025,746 | \$5,283,643 | 5.52% |

Budget Summary

| Expenditure Summary (Continued) | | | | | | | |
|--|--------------------------|--------------------------|--------------------------|---------------------------|----------------------------|------------------------------------|-----------------------------------|
| Department/Agency | FY14 Actual Budget | FY15 Actual Budget | FY16 Actual Budget | FY17 Adopted Budget | FY18 Proposed Budget | \$ Change FY17-FY18 Proposed | % Change FY17-FY18 Proposed |
| Public Safety | | | | | | | |
| Public Safety Communications | \$16,093,483 | \$9,401,319 | \$11,700,844 | \$11,002,823 | \$10,938,673 | (\$64,149) | (0.58%) |
| Sheriff | \$8,944,905 | \$9,402,282 | \$9,619,646 | \$10,185,669 | \$10,519,693 | \$334,024 | 3.28% |
| Transfer to Adult Detention Center | \$25,494,492 | \$26,822,342 | \$28,002,921 | \$26,924,874 | \$27,777,453 | \$852,579 | 3.17% |
| Subtotal | \$218,431,816 | \$216,230,951 | \$230,454,741 | \$236,564,070 | \$254,750,595 | \$18,186,525 | 7.69% |
| Debt | | | | | | | |
| Debt Service | \$50,750,810 | \$53,588,665 | \$50,099,963 | \$60,406,086 | \$56,131,838 | (\$4,274,248) | (7.08%) |
| Subtotal | \$50,750,810 | \$53,588,665 | \$50,099,963 | \$60,406,086 | \$56,131,838 | (\$4,274,248) | (7.08%) |
| Transfers | | | | | | | |
| Transfer to General Fund | \$63,649,390 | \$66,648,451 | \$67,632,167 | \$2,088,196 | \$0 | (\$2,088,196) | (100.00%) |
| Transfer to Law Library | \$0 | \$0 | \$0 | \$0 | \$10,229 | \$10,229 | 0.00% |
| Transfer to Aging | \$0 | \$0 | \$0 | \$0 | \$30,000 | \$30,000 | 0.00% |
| Transfer to F&R Systemwide Initiatives | \$3,280,027 | \$3,528,643 | \$3,523,967 | \$0 | \$0 | \$0 | 0.00% |
| Transfer to Site Development Review & Inspection | \$0 | \$0 | \$0 | \$1,615,186 | \$1,615,186 | \$0 | 0.00% |
| Transfer to Building Development | \$0 | \$0 | \$0 | \$1,947,180 | \$1,957,945 | \$10,765 | 0.55% |
| Transfer to Housing Choice Voucher Program | \$11,082 | \$31,811 | \$11,414 | \$0 | \$0 | \$0 | 0.00% |
| Transfer to Housing Trust Contribution | \$0 | \$0 | \$0 | \$11,414 | \$11,414 | \$0 | 0.00% |
| Transfer to All Other Projects | \$7,358,113 | \$3,243,681 | \$9,067,501 | \$0 | \$0 | \$0 | 0.00% |
| Transfer to Innovation | \$0 | \$0 | \$0 | \$35,000 | \$35,000 | \$0 | 0.00% |
| Transfer to Parks Enterprise Fund | \$6,835,409 | \$35,000 | \$1,176,738 | \$225,000 | \$780,463 | \$555,463 | 246.87% |
| Transfer to DoIT Capital Replacement | \$14,217,000 | \$1,710,000 | \$725,195 | \$0 | \$0 | \$0 | 0.00% |
| Class Size Reduction Grant | \$0 | \$0 | \$1,000,000 | \$0 | \$1,000,000 | \$1,000,000 | 0.00% |
| Debt Service for 13th High School | \$0 | \$0 | \$0 | \$0 | \$907,375 | \$907,375 | 0.00% |
| Subtotal | \$95,351,021 | \$75,197,586 | \$83,136,982 | \$5,921,976 | \$6,347,612 | \$425,636 | 7.19% |
| Non-Departmental | | | | | | | |
| Unclassified Administrative | \$19,033,236 | \$22,050,319 | \$22,003,878 | \$20,288,447 | \$7,017,102 | (\$13,271,345) | (65.41%) |
| Contingency Reserve | \$100,000 | \$305,000 | \$50,000 | \$1,300,000 | \$500,000 | (\$800,000) | (61.54%) |
| Countywide Insurance Programs | \$968,370 | \$733,774 | \$748,766 | \$1,260,491 | \$7,006,606 | \$5,746,115 | 455.86% |
| Unemployment Insurance | \$185,559 | \$124,969 | \$67,397 | \$125,000 | \$125,000 | \$0 | 0.00% |
| Subtotal | \$20,287,165 | \$23,214,062 | \$22,870,041 | \$22,973,938 | \$14,648,708 | (\$8,325,230) | (36.24%) |
| Total Without School Transfer | \$596,094,049 | \$581,412,733 | \$609,271,846 | \$545,644,944 | \$566,544,495 | \$20,899,551 | 3.83% |
| Transfer to Schools | \$470,476,022 | \$481,930,025 | \$507,302,048 | \$526,177,581 | \$548,092,545 | \$21,914,964 | 4.16% |
| Total With School Transfer | \$1,066,570,071 | \$1,063,342,758 | \$1,116,573,894 | \$1,071,822,525 | \$1,114,637,040 | \$42,814,515 | 3.99% |

The FY14-16 Actuals include operating transfers to departments within the general fund. In the old financial system, human services departments such as Social Services, Community Services, and Aging were budgeted in individual funds within the general fund. The operating transfers were a means to provide budgeted general tax support to these departments. In FY17, this practice will be significantly reduced because most of these departments are in the same fund within the general fund.

Please note that actual agency expenditures in the table above includes the County's capital reserve which is a use of general fund balance in the new chart of accounts. Since the capital reserve does not reflect an agency's operating budget, use of the capital reserve is not depicted in each agency's specific Expenditure & Revenue Summary.

Budget Summary

| Expenditure Summary (Continued) | | | | | | | |
|--------------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|----------------------------|------------------------------------|-----------------------------------|
| Department/Agency | FY14 Actual Budget | FY15 Actual Budget | FY16 Actual Budget | FY17 Adopted Budget | FY18 Proposed Budget | \$ Change FY17-FY18 Proposed | % Change FY17-FY18 Proposed |
| SECTION TWO: NON GENERAL FUND | | | | | | | |
| EXPENDITURE SUMMARY | | | | | | | |
| Special Revenue Funds | | | | | | | |
| Community Development Authority | \$0 | \$0 | \$1,229,479 | \$2,593,361 | \$2,593,361 | \$0 | 0.00% |
| Development Services | \$19,770,825 | \$21,747,645 | \$25,068,097 | \$22,538,969 | \$23,803,566 | \$1,264,597 | 5.61% |
| Emergency Medical Service Fee | \$5,169,395 | \$4,714,546 | \$4,924,974 | \$5,042,543 | \$5,377,889 | \$335,346 | 6.65% |
| Housing & Community Development | \$32,783,665 | \$33,967,616 | \$31,518,296 | \$35,058,024 | \$35,843,091 | \$785,067 | 2.24% |
| Fire & Rescue Levy | \$26,413,259 | \$35,273,185 | \$39,319,661 | \$44,022,591 | \$55,685,414 | \$11,662,823 | 26.49% |
| Mosquito & Forest Pest Management | \$1,503,026 | \$1,417,367 | \$1,431,993 | \$1,808,077 | \$1,894,133 | \$86,057 | 4.76% |
| Stormwater Management | \$6,750,095 | \$6,793,576 | \$7,528,817 | \$8,490,221 | \$11,473,136 | \$2,982,915 | 35.13% |
| Transportation/Service Districts | \$2,962,222 | \$2,660,304 | \$486,916 | \$641,511 | \$641,511 | \$0 | 0.00% |
| Total Special Revenue Funds | \$95,352,487 | \$106,574,239 | \$111,508,233 | \$120,195,297 | \$137,312,101 | \$17,116,804 | 14.24% |
| Capital Project Funds | | | | | | | |
| Capital Project Funds | \$90,189,910 | \$106,259,732 | \$120,431,410 | \$37,419,780 | \$7,902,825 | (\$29,516,955) | (78.88%) |
| Total Capital Project Funds | \$90,189,910 | \$106,259,732 | \$120,431,410 | \$37,419,780 | \$7,902,825 | (\$29,516,955) | (78.88%) |
| Enterprise Funds | | | | | | | |
| Innovation Business Park | \$424,977 | \$715,227 | \$331,228 | \$195,000 | \$195,000 | \$0 | 0.00% |
| Parks & Recreation | \$6,213,807 | \$6,085,189 | \$6,419,977 | \$6,612,536 | \$6,781,175 | \$168,639 | 2.55% |
| Solid Waste | \$19,269,885 | \$19,256,939 | \$19,514,397 | \$24,956,541 | \$36,210,583 | \$11,254,042 | 45.09% |
| Total Enterprise Funds | \$25,908,669 | \$26,057,355 | \$26,265,602 | \$31,764,077 | \$43,186,758 | \$11,422,682 | 35.96% |
| Internal Service Funds | | | | | | | |
| Information Technology | \$22,895,098 | \$22,256,652 | \$26,500,158 | \$29,655,059 | \$31,432,485 | \$1,777,426 | 5.99% |
| Public Works Construction Crew | \$2,048,951 | \$1,599,435 | \$2,713,579 | \$2,058,102 | \$1,874,172 | (\$183,930) | (8.94%) |
| Public Works Fleet Management | \$7,735,947 | \$7,418,474 | \$7,060,488 | \$8,295,746 | \$8,539,899 | \$244,153 | 2.94% |
| Public Works - Print Shop | (\$5,953) | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Medical Insurance | \$44,794,671 | \$49,390,676 | \$52,171,443 | \$68,932,000 | \$68,932,000 | \$0 | 0.00% |
| Other Self Insurance | \$66,261 | \$0 | \$28,057 | \$0 | \$0 | \$0 | 0.00% |
| Casualty Pool/Worker's Compensation | \$2,538,191 | \$5,719,323 | \$8,027,733 | \$0 | \$0 | \$0 | 0.00% |
| Total Internal Service Funds | \$80,073,167 | \$86,384,560 | \$96,501,458 | \$108,940,907 | \$110,778,556 | \$1,837,649 | 1.69% |

Budget Summary

| Expenditure Summary (Continued) | | | | | | | |
|---|--------------------------|--------------------------|--------------------------|---------------------------|----------------------------|------------------------------------|-----------------------------------|
| Department/Agency | FY14 Actual Budget | FY15 Actual Budget | FY16 Actual Budget | FY17 Adopted Budget | FY18 Proposed Budget | \$ Change FY17-FY18 Proposed | % Change FY17-FY18 Proposed |
| Trust and Agency Funds | | | | | | | |
| Commonwealth Credit | \$491,799 | \$463,294 | \$453,593 | \$500,000 | \$500,000 | \$0 | 0.00% |
| NVTA - 2% Transient Occupancy Tax | \$855,547 | \$1,316,688 | \$1,470,370 | \$1,400,000 | \$1,400,000 | \$0 | 0.00% |
| Library Trust | \$117,591 | \$118,933 | \$152,493 | \$0 | \$0 | \$0 | 0.00% |
| Innovation Owners Association | \$22,905 | \$92,726 | \$115,224 | \$0 | \$0 | \$0 | 0.00% |
| Police Donations/Animal Friendly License Plates | \$9,053 | \$5,610 | \$8,390 | \$9,500 | \$9,500 | \$0 | 0.00% |
| Historic Preservation Foundation | \$10,183 | \$30,091 | \$28 | \$0 | \$0 | \$0 | 0.00% |
| Other Post Employment Benefits (OPEB) | \$2,954,991 | \$3,727,666 | \$4,412,358 | \$0 | \$0 | \$0 | 0.00% |
| Police & Fire Supplemental Retirement | \$2,067,134 | \$2,104,378 | \$2,308,676 | \$0 | \$0 | \$0 | 0.00% |
| Length of Service Award Program (LOSAP) | \$404,195 | \$399,802 | \$407,490 | \$0 | \$0 | \$0 | 0.00% |
| Total Trust & Agency Funds | \$6,933,399 | \$8,259,188 | \$9,328,622 | \$1,909,500 | \$1,909,500 | \$0 | 0.00% |
| Component Units | | | | | | | |
| Adult Detention Center | \$43,930,420 | \$42,468,351 | \$43,224,303 | \$41,540,948 | \$42,630,780 | \$1,089,832 | 2.62% |
| Total Adult Detention Center Fund | \$43,930,420 | \$42,468,351 | \$43,224,303 | \$41,540,948 | \$42,630,780 | \$1,089,832 | 2.62% |
| Schools | | | | | | | |
| Operating Fund | \$890,612,961 | \$906,217,008 | \$927,284,048 | \$990,713,694 | \$1,039,801,143 | \$49,087,449 | 4.95% |
| School Debt Service Fund | \$74,690,942 | \$77,277,706 | \$84,523,659 | \$88,351,647 | \$97,243,315 | \$8,891,668 | 10.06% |
| Construction Fund | \$89,216,868 | \$128,684,169 | \$135,947,829 | \$141,872,070 | \$316,772,454 | \$174,900,384 | 123.28% |
| Food Service Fund | \$37,518,592 | \$40,108,089 | \$40,952,508 | \$50,111,937 | \$51,285,609 | \$1,173,672 | 2.34% |
| Warehouse Fund | \$4,225,637 | \$4,530,119 | \$36,384 | \$4,750,000 | \$5,000,000 | \$250,000 | 5.26% |
| Facilities Use Fund | \$1,199,848 | \$1,342,208 | \$1,425,097 | \$1,367,269 | \$1,402,130 | \$34,861 | 2.55% |
| Self Insurance Fund | \$3,734,219 | \$4,610,286 | \$4,036,564 | \$5,319,343 | \$5,367,639 | \$48,296 | 0.91% |
| Health Insurance Fund | \$77,774,388 | \$86,694,039 | \$90,684,104 | \$98,346,501 | \$99,157,018 | \$810,517 | 0.82% |
| Regional School Fund | \$41,400,205 | \$44,992,089 | \$7,285,944 | \$51,300,000 | \$51,308,693 | \$8,693 | 0.02% |
| Governor's School at Innovation Park | \$854,266 | \$796,927 | \$1,203,345 | \$877,945 | \$968,357 | \$90,412 | 10.30% |
| School Age Child Care (SACC) Program Fund | \$461,500 | \$590,111 | \$650,718 | \$630,000 | \$630,000 | \$0 | 0.00% |
| School Aquatic Center | \$0 | \$0 | \$0 | \$2,266,235 | \$978,562 | (\$1,287,673) | (56.82%) |
| Total Schools | \$1,221,689,427 | \$1,295,842,752 | \$1,294,030,201 | \$1,435,906,641 | \$1,669,914,920 | \$234,008,279 | 16.30% |
| Grand Total All Funds | \$2,630,647,550 | \$2,735,188,935 | \$2,817,863,723 | \$2,849,499,675 | \$3,128,272,480 | \$278,772,805 | 9.78% |

Budget Summary

| Position Summary of Full-Time Equivalent Positions (FTE) | | | | | | | |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------|---------------------------------------|--------------------------------------|
| Department/Agency | FY14 Adopted FTE Positions | FY15 Adopted FTE Positions | FY16 Adopted FTE Positions | FY17 Adopted FTE Positions | FY18 Proposed FTE Positions | Position Change FY17 to FY18 | Percent Change FY17 to FY18 |
| Community Development | | | | | | | |
| Development Services | 95.50 | 107.00 | 112.00 | 112.00 | 113.00 | 1.00 | 0.89% |
| Economic Development | 13.00 | 13.00 | 13.00 | 13.00 | 13.00 | 0.00 | 0.00% |
| Library | 163.86 | 179.51 | 208.48 | 208.16 | 208.16 | 0.00 | 0.00% |
| Parks & Recreation | 382.07 | 391.68 | 396.58 | 408.57 | 411.16 | 2.59 | 0.63% |
| Planning | 33.50 | 29.00 | 29.00 | 29.00 | 29.00 | 0.00 | 0.00% |
| Public Works | 346.52 | 348.52 | 348.02 | 352.02 | 358.02 | 6.00 | 1.70% |
| Transportation | 50.80 | 50.80 | 42.80 | 43.80 | 43.80 | 0.00 | 0.00% |
| Subtotal | 1,085.25 | 1,119.51 | 1,149.88 | 1,166.55 | 1,176.14 | 9.59 | 0.82% |
| General Government | | | | | | | |
| Board of County Supervisors (1) | 25.00 | 25.00 | 25.00 | 25.00 | 26.00 | 1.00 | 4.00% |
| Audit Services (1) | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) | (100.00%) |
| County Attorney | 27.00 | 27.00 | 27.00 | 28.00 | 28.00 | 0.00 | 0.00% |
| Elections | 13.00 | 13.00 | 14.00 | 14.00 | 14.00 | 0.00 | 0.00% |
| Executive Management | 25.00 | 25.00 | 26.00 | 26.00 | 26.00 | 0.00 | 0.00% |
| Finance | 156.00 | 156.00 | 158.00 | 159.00 | 161.00 | 2.00 | 1.26% |
| Human Resources | 23.50 | 23.50 | 23.50 | 26.50 | 26.50 | 0.00 | 0.00% |
| Human Rights Office | 5.00 | 5.00 | 5.00 | 5.00 | 6.00 | 1.00 | 20.00% |
| Information Technology | 79.00 | 87.88 | 88.88 | 91.88 | 91.88 | 0.00 | 0.00% |
| Management & Budget | 11.00 | 11.00 | 12.00 | 13.00 | 13.00 | 0.00 | 0.00% |
| Subtotal | 365.50 | 374.38 | 380.38 | 389.38 | 392.38 | 3.00 | 0.77% |
| Human Services | | | | | | | |
| Area Agency on Aging | 32.14 | 32.14 | 32.14 | 32.28 | 32.28 | 0.00 | 0.00% |
| At-Risk Youth & Family Services (2) | 5.00 | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Community Services | 286.71 | 294.21 | 293.96 | 316.26 | 330.26 | 14.00 | 4.43% |
| Housing & Community Development | 27.00 | 24.00 | 24.00 | 24.00 | 24.00 | 0.00 | 0.00% |
| Public Health | 3.60 | 3.60 | 3.60 | 3.60 | 3.60 | 0.00 | 0.00% |
| Social Services (2) | 307.46 | 306.46 | 322.26 | 331.26 | 352.26 | 21.00 | 6.34% |
| Virginia Cooperative Extension Service | 7.14 | 7.14 | 7.14 | 6.87 | 6.87 | 0.00 | 0.00% |
| Subtotal | 669.05 | 673.55 | 683.10 | 714.27 | 749.27 | 35.00 | 4.90% |
| Public Safety | | | | | | | |
| Adult Detention Center | 339.00 | 348.40 | 349.40 | 349.40 | 377.40 | 28.00 | 8.01% |
| Circuit Court Judges | 9.00 | 9.00 | 10.00 | 10.00 | 10.00 | 0.00 | 0.00% |
| Clerk of the Circuit Court | 46.00 | 46.00 | 46.00 | 48.00 | 48.00 | 0.00 | 0.00% |
| Commonwealth's Attorney | 44.00 | 44.00 | 44.00 | 45.00 | 50.00 | 5.00 | 11.11% |
| Criminal Justice Services | 39.60 | 39.60 | 39.60 | 42.60 | 43.60 | 1.00 | 2.35% |
| Fire & Rescue | 574.70 | 589.70 | 614.70 | 662.70 | 722.70 | 60.00 | 9.05% |
| General District Court | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| Juvenile Court Services Unit | 8.00 | 8.00 | 6.00 | 6.00 | 6.00 | 0.00 | 0.00% |
| Law Library | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| Police | 792.00 | 820.00 | 847.00 | 854.00 | 871.00 | 17.00 | 1.99% |
| Public Safety Communications | 103.00 | 103.00 | 109.00 | 113.00 | 112.00 | (1.00) | (0.88%) |
| Sheriff | 94.50 | 94.50 | 96.50 | 100.50 | 102.50 | 2.00 | 1.99% |
| Subtotal | 2,051.80 | 2,104.20 | 2,164.20 | 2,233.20 | 2,345.20 | 112.00 | 5.02% |
| Total FTE Positions | 4,171.60 | 4,271.64 | 4,377.56 | 4,503.40 | 4,662.99 | 159.59 | 3.54% |

(1) Audit Services was integrated into Board of County Supervisors as part of the FY18 budget.

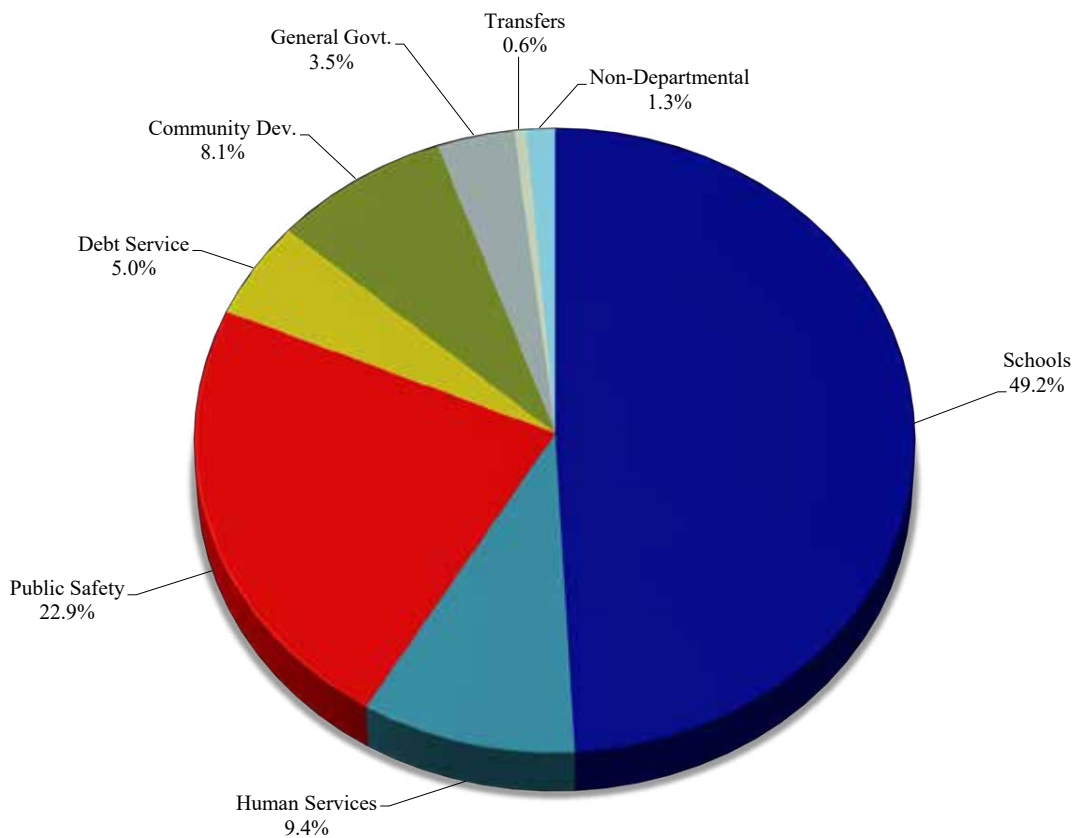
(2) At-Risk Youth & Family Services was integrated into the Department of Social Services as part of the FY16 budget.

Budget Summary

General Fund Expenditure Summary – Functional Areas with School Transfer

The total proposed FY18 general fund budget is \$1.1 billion within the eight functional categories shown below. This pie chart indicates which services County revenues buy for Prince William County residents. The largest single slice of this pie (49.2%) goes towards funding the Prince William County School System. The next largest categories are Public Safety at 22.9%, Human Services at 9.4%, and Community Development at 8.1%. These four categories represent almost 90% of the total Prince William County budget (89.6%).

FY18 General Fund Budget By Functional Categories
(Includes School Transfer Budget)



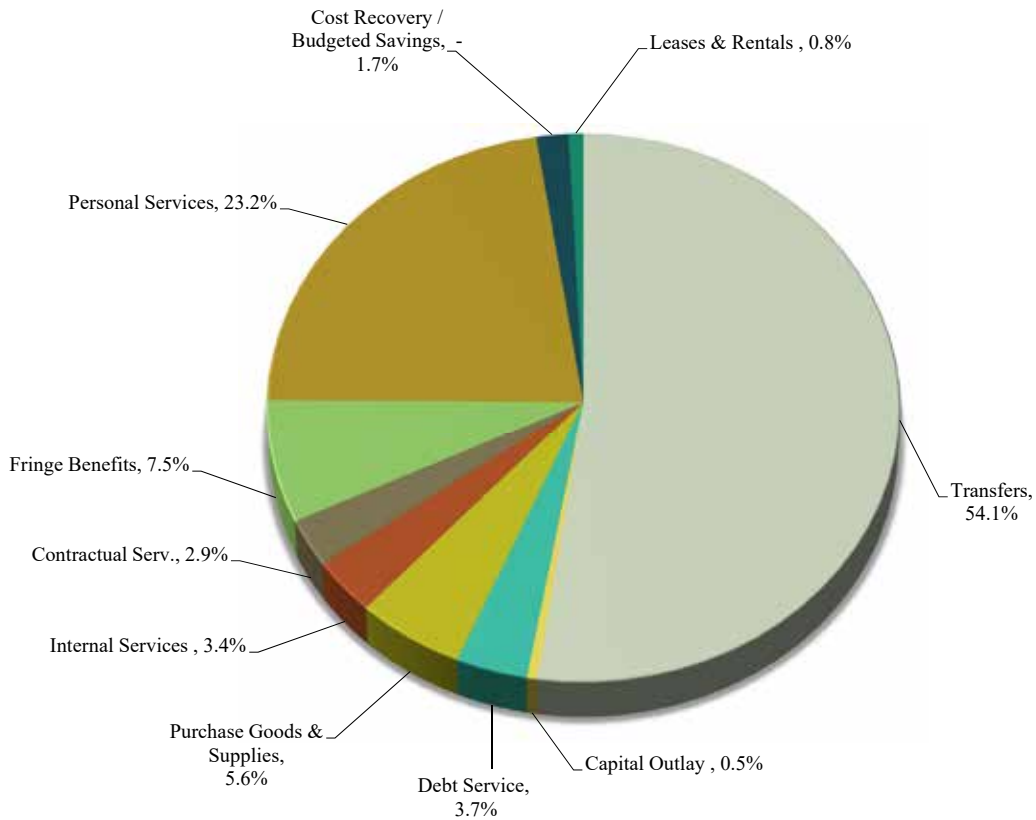
\$1,114,637,040

Budget Summary

General Fund Expenditure Summary – Expenditure Categories with School Transfer

This pie chart shows the total proposed FY18 general fund budget by expenditure categories. All general fund expenditures (totaling \$1.1 billion) are grouped into ten categories of expenditures. The largest slice of this pie (54.1%) is Transfers which includes transfers to the Prince William County School System (\$548.1 million), Adult Detention Center (\$27.8 million), Convention and Visitors Bureau (\$1.2 million), and general fund support to other funds outside the general fund. The next largest category of expenditures (23.2%) is Personal Services which contains salaries for all full-time, part-time and temporary County employees. Combined with fringe benefits (7.5%), compensation for County employees totals 30.7% of total general fund expenditures. Together, these three categories make up 84.8% of the total general fund expenditure budget.

FY18 General Fund Budget By Category of Expenditure
(Includes School Transfer Budget)



\$1,114,637,040

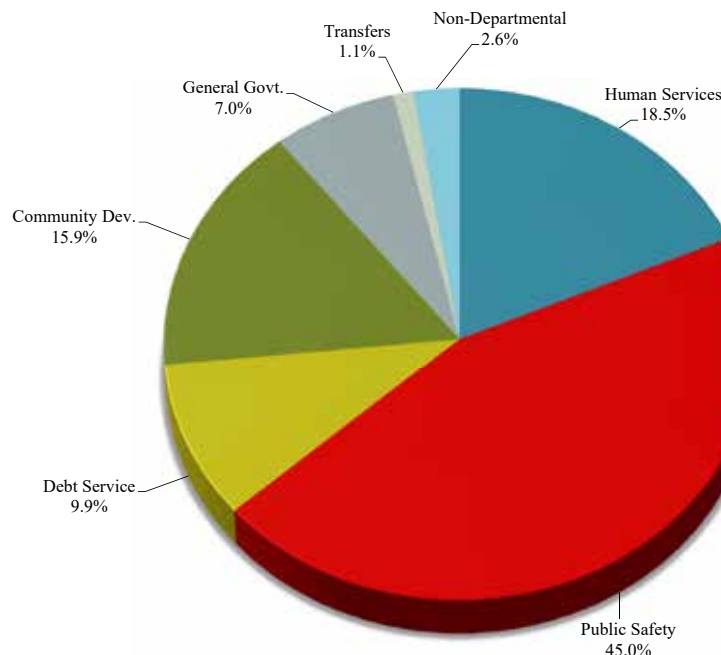
Budget Summary

General Fund Expenditure Summary – Functional Areas without School Transfer

The total proposed FY18 general fund budget excluding the Prince William County School transfer budget is \$566.5 million within seven functional categories. The various categories are shown in this pie chart. As in FY17, Public Safety continues to receive the largest commitment of County funds with 45.0% of the total budget. This category funds Police, Fire & Rescue, Public Safety Communications, Sheriff, Adult Detention Center, Criminal Justice and all court services. Again as in FY17, Human Services is the second largest category with 18.5% of the total budget. This category contains funding for such departments as Social Services, Community Services, Aging, Virginia Cooperative Extension, and Public Health. Taken together, these two categories command over half (63.5%) of the total Prince William County general fund budget. The remainder of the budget is broken into the following categories:

- Community Development (15.9%) contains funding for Transportation, Public Works, Economic Development and the Planning Office as well as Libraries and Parks & Recreation;
- Debt Service (9.9%) funds debt service payments which financed public infrastructure such as roads, parks, public safety facilities, and libraries;
- General Government (7.0%) contains funding for BOCS, County Attorney, Audit Services, and Executive Management. It also funds financial, support and community activities such as Finance, Information Technology, Human Rights, Elections, Human Resources and Management and Budget;
- Non-Departmental (2.6%) contains funding for the County Self-Insurance Program and general fund support for the Information Technology and Fleet internal service funds; and
- Transfers (1.1%) includes supplemental general fund transfers to the Schools such as the Class Size Reduction Grant and debt service equivalent for the 13th High School. It also includes general fund support to development fee agencies.

FY18 General Fund Budget By Functional Categories
(Excludes School Transfer Budget)



\$566,544,495

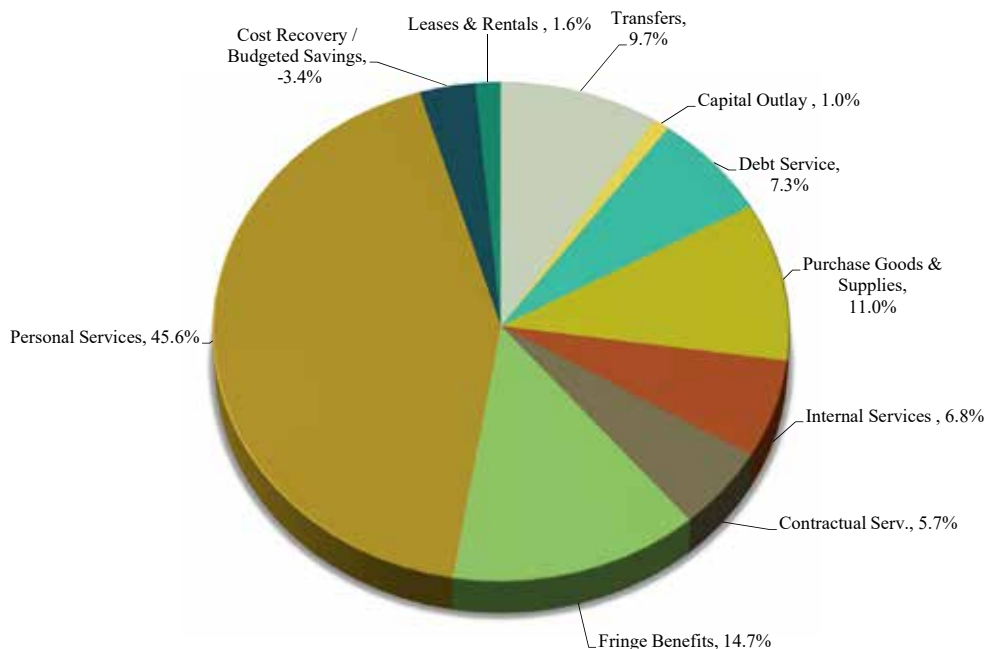
Budget Summary

General Fund Expenditure Summary – Expenditure Categories without School Transfer

This pie chart shows the proposed FY18 general fund budget by expenditure categories excluding the Prince William County School budget transfer (a total of \$566.5 million). These general fund expenditures relate only to the County Government portion of the budget. The largest slice of this pie (45.6%) is Personal Services. Combined with Fringe Benefits (14.7%), compensation for all County employees accounts for over one half (60.3%) of total general fund expenditures. The remainder of the budget is broken into the following categories.

- Purchase Goods and Supplies (11.0%) contains funds to supply, equipment and train employees to perform their jobs;
- Transfers (9.7%) contains funds transferred out of the general fund to other funds such as the Adult Detention Center and the Construction Fund;
- Debt Service (7.3%) pays the debt service on capital projects such as roads and other construction;
- Internal Services (6.8%) contains funds to account for financing of goods or services provided by one department of the County to other departments. An example is information technology services;
- Contractual Services (5.7%) pays for products and services contracted out by the County;
- Leases and Rentals (1.6%) contains funds to pay for leases and rentals on goods and property;
- Capital Outlay (1.0%) pays for capital items, e.g., vehicles purchased by County departments; and
- Cost Recovery and Budgeted Savings (-3.4%): Cost Recovery is a negative expenditure budget used to offset project management costs in the general fund that are reimbursed from capital projects. Budgeted Savings is a negative line-item used to reduce year-end agency expenditure savings.

FY18 General Fund Budget By Category of Expenditure
(Excludes School Transfer Budget)



\$566,544,495

Budget Summary



Compensation

Attracting and Retaining Quality County Employees

The County's compensation policy is as follows:

Prince William County (PWC) will have a combination of salaries, benefits, employee development and workplace environment that will attract and retain the most qualified employees in order to implement our vision. To accomplish this, the County recognizes the importance of maintaining salaries that are competitive with other Northern Virginia jurisdictions. Our success in implementing this strategy will be measured by our ability to attract quality applicants, retain quality employees and maintain employee satisfaction.

To implement this compensation policy, we will make every effort, within our position classification structure, to maintain salaries comparable to salaries of similar positions in Fairfax and Arlington counties and the City of Alexandria. The County will annually benchmark to the average midpoint salaries for these three jurisdictions. Since the County's pay grades are based on the starting salary figure, increases in the starting salary will result in increases throughout the pay grade.

General Overview

- A. Budgeted Salary Lapse** - Employee compensation for each agency includes the salaries, benefits and budgeted increases that may include either pay plan or pay-for-performance increases. This total compensation figure is adjusted in the base budget to account for turnover and the associated savings when longer term employees are replaced by individuals hired at lower points in the County's pay scale. This 'salary lapse' savings totaling \$2.0 million in the FY2017 Budget is allocated to each agency that is (1) not a state or federal agency encompassed within the PWC budget structure and (2) has 21 or more FTEs in the general fund portion of their budget. Larger agencies are more likely to have higher turnover during the fiscal year and are therefore in a better position to absorb salary lapse savings than smaller agencies. The amount of anticipated savings allocated to an agency is directly related to the number of FTEs in the agency. Budgeted salary lapse was increased \$0.35 million in the FY2017 Budget from \$1.65 million to \$2.00 million.
- B. Budgeted Agency Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria, year-end savings are considered one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget included a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. The Proposed FY2018 Budget includes a \$1.0 million increase in budgeted agency savings totaling \$14.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. Agencies typically realize these savings during the course of the fiscal year through staff turnover (vacancies).
- C. Police and Fire & Rescue Retention Supplement Increase** - An annual salary supplement is provided to full-time sworn police officers and uniformed fire and rescue personnel. The purpose of the supplement is to encourage continued County employment in a highly competitive Washington DC and surrounding area public safety environment. The supplement amount is based on an employee's annual salary on their anniversary date as a police officer or firefighter. A 3.0% retention supplement was granted to employees with two through nine years of service. A 5.0% retention supplement is provided for ten or more years of service. The maximum retention supplement is re-calculated annually based on the maximum salary for a Grade 16 position in the public safety salary scale.

Compensation

In a study of retention issues, it was determined that 89% of all public safety personnel who left PWC over the past three years (excluding retirements and terminations) left within the first nine years of service. In response, the retention supplement was increased in FY17 from 3.0% to 5.0% for two years of service at an annual cost of \$632,000 per year. The cost of this retention supplement policy change is included in the Proposed FY2018 Budget and FY2018-2022 Five-Year Plan.

- D. Position Reclassifications** - Every year, the County conducts an annual benchmark salary survey of selected job classifications to ensure salaries are competitive with surrounding jurisdictions. The following position reclassifications are recommended as part of the Proposed FY2018 Budget at a cost of approximately \$56,000:

| Position Reclassifications Recommended in Proposed FY2018 Budget | | |
|--|---------------|-----------|
| | Current Grade | New Grade |
| Title Researcher | 10 | 11 |
| Safety Specialist I | 13 | 14 |
| Juvenile Probation Officer | 13 | 14 |
| Engineer II | 15 | 16 |
| Engineer III | 16 | 17 |
| Engineer IV | 17 | 18 |
| Right of Way Agent | 14 | 15 |
| Public Safety Communications Telecommunicator II | PS 11 | PS 12 |
| Public Safety Communications Telecommunicator III | PS 12 | PS 13 |
| Public Safety Communications Assistant Shift Supervisor | PS 13 | PS 14 |
| Public Safety Communications Shift Supervisor | PS 14 | PS 15 |
| Jail Major | PS 20 | PS 21 |
| Assistant Planning Director | 20 | 21 |

Budget Initiatives

1. Market Pay Adjustment

| | |
|--------------------|-------------|
| Total Cost | \$3,271,358 |
| Supporting Revenue | \$0 |
| Total PWC Cost | \$3,271,358 |

- a. Market Pay Adjustment** - When an adjustment is required to maintain salaries that are competitive between Prince William and the other Northern Virginia jurisdictions, an across-the-board market pay adjustment will be proposed for all County employees. Market pay adjustments of 1.0% is included in each year of the proposed Five-Year Plan (FY2018-2022). The total general fund cost of market pay adjustments is \$49,394,304 in FY18-22.
- b. Sunday and Holiday Pay Increase** - This covers the increased cost of Sunday and holiday pay due to market pay adjustment increases. The total general fund cost is \$999,416 in FY18-22.

Compensation

2. Pay for Performance Adjustment

| | |
|--------------------|-------------|
| Total Cost | \$4,141,986 |
| Supporting Revenue | \$0 |
| Total PWC Cost | \$4,141,986 |

- a. **Pay for Performance Adjustment** - Pay for performance adjustments of 2.0% are included in each year of the proposed Five-Year Plan (FY2018-2022). Pay for performance includes the following:
- The basic pay for performance increase is calculated on the employee's current salary/pay as a percentage increase until the employee reaches the maximum salary/pay for that position. Maximum salary/pay scales are not extended based on pay for performance adjustments. The total general fund cost of pay for performance adjustments is \$51,456,748 in FY18-22.
 - "Performance Plus" is a lump-sum award that will be added to the first paycheck the employee receives after his/her evaluation, if the performance is rated higher than the "Fully Achieved" rating. This one-time amount is not added to the employee's base pay. Employees at the maximum salary/pay for their position are eligible for this award. Funding to support "Performance Plus" is budgeted in FY18-22. The total general fund cost of Performance Plus is \$4,089,068 in FY18-22.
- b. **Compensation Rollover** - Each year compensation actions are rolled over into the next budget year. This includes positions which were funded for a partial year that require a full year budget in the next fiscal year. Pay for performance rollovers are necessary because not all employees receive pay for performance increases at the beginning of the fiscal year. Therefore, a pay for performance increase given halfway through a fiscal year needs to be funded for the entire next fiscal year. This rollover captures the full cost of providing a pay for performance increase to employees. When no pay for performance increase is authorized, little if any compensation rollover funds are added to the budget in the next budget year. The total general fund cost of compensation rollover is \$16,701,830 in FY18-22.

3. Pension and Retirement Benefits

| | |
|--------------------|----------|
| Total Cost | \$90,366 |
| Supporting Revenue | \$0 |
| Total PWC Cost | \$90,366 |

- a. **Virginia Retirement System (VRS)** - The current VRS employer contribution rate is 12.73% which was certified by the VRS Board of Trustees and became effective July 1, 2016 for FY17 and FY18. The VRS rate is projected to decrease by 0.86% to 11.87% for FY19 and FY20 with projected general fund savings of \$2.1 million per year beginning in FY19. No change is projected to VRS rates in FY21. The total general fund savings associated with projected VRS actuarial rate decreases is \$8,532,956 in FY18-22.
- b. **Retiree Health Credit** - County employees are not provided health insurance coverage upon retirement. The County Retiree Health Credit Program is available to employees upon separation and retirement from County service. All full-time employees and existing retirees with a minimum of 15 years of County service can receive \$5.50 per month for each year of service, up to a maximum of \$165 per month for 30 years of County service. When the \$45 maximum per month currently offered as part of the State VRS is added, the maximum for 30 years of County service increases to \$210 per month. The Retiree Health Credit Program is separate from and in addition to the existing VRS Health Credit Program, which is also completely funded by County contributions. A 5% cost increase of \$90,366 in the retiree health credit budget is included to cover projected growth in this benefit due to additional retirees. The amount paid to each individual retiree has not increased. The total general fund cost to increase the retiree health care budget at 5% per year is \$1,449,318 in FY18-22.

Compensation

4. Health Insurance Increase/Dental Insurance Decrease

| | |
|--------------------|-------------|
| Total Cost | \$1,422,001 |
| Supporting Revenue | \$0 |
| Total PWC Cost | \$1,422,001 |

- a. **Description** - County employer contributions to the Medical Insurance Self-Insurance Internal Service account for health and dental insurance increases required to maintain the stability of the County's self-insurance fund. The increase is due to an average 5.3% increase for the County's health insurance and an average 5.0% decrease for dental insurance in FY18. The Five-Year Plan contains provisions for 9.0% annual increases to health insurance rates and 10.0% annual increases to dental insurance rates in FY19-22. The total general fund cost for the County's employer contribution for health and dental insurance is \$37,295,073 in FY18-22.

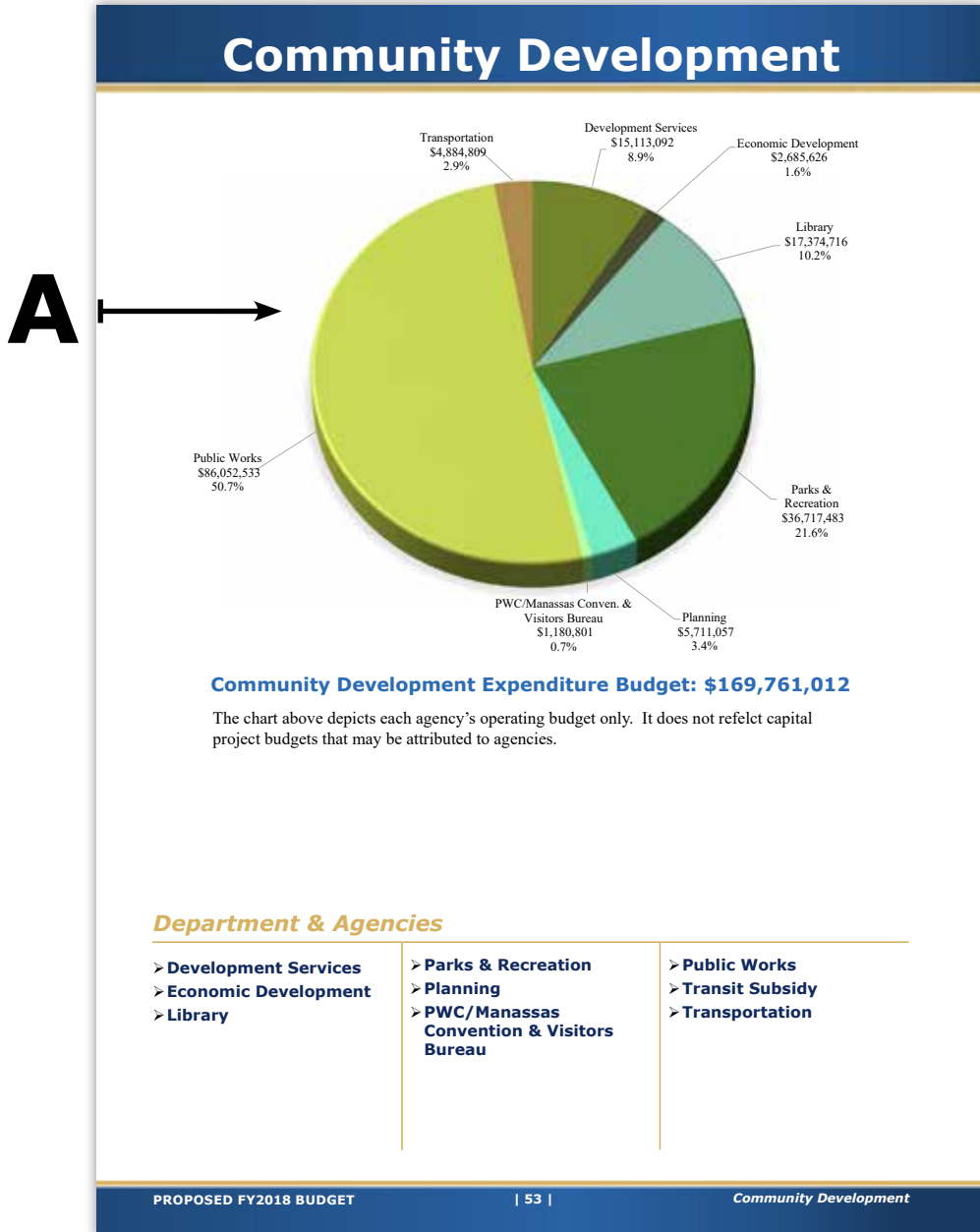
| Summary of Compensation Adjustments in Proposed FY2018-2022 Five Year Plan (Amounts are Cumulative) | | | | | | |
|--|--------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | Total |
| Market Pay Adjustment: | | | | | | |
| Market Pay Adjustment (1% Annual Increase Each Year) | \$3,206,480 | \$6,477,090 | \$9,812,792 | \$13,214,560 | \$16,683,382 | \$49,394,304 |
| Sunday & Holiday Pay (1% Annual Increase Each Year) | \$64,878 | \$131,054 | \$198,546 | \$267,376 | \$337,562 | \$999,416 |
| Subtotal | \$3,271,358 | \$6,608,144 | \$10,011,338 | \$13,481,936 | \$17,020,944 | \$50,393,720 |
| Pay for Performance: | | | | | | |
| Pay for Performance (2% Annual Increase Each Year) | \$3,340,366 | \$6,747,539 | \$10,222,522 | \$13,766,330 | \$17,379,991 | \$51,456,748 |
| Compensation Rollover | \$0 | \$1,670,183 | \$3,340,366 | \$5,010,549 | \$6,680,732 | \$16,701,830 |
| Performance Plus | \$801,620 | \$809,636 | \$817,733 | \$825,910 | \$834,169 | \$4,089,068 |
| Subtotal | \$4,141,986 | \$9,227,358 | \$14,380,621 | \$19,602,789 | \$24,894,892 | \$72,247,646 |
| Pension and Retirement Benefits: | | | | | | |
| Virginia Retirement System (VRS) (Projected Rate Decrease in FY19) | \$0 | (\$2,133,239) | (\$2,133,239) | (\$2,133,239) | (\$2,133,239) | (\$8,532,956) |
| Retiree Health Credit (5% Annual Increase) | \$90,366 | \$185,251 | \$284,880 | \$389,490 | \$499,331 | \$1,449,318 |
| Subtotal | \$90,366 | (\$1,947,988) | (\$1,848,359) | (\$1,743,749) | (\$1,633,908) | (\$7,083,638) |
| Health/Dental Insurance: | | | | | | |
| Health Insurance (5.3% Increase in FY18; 9.0% Annual Increase in FY19-22) | \$1,480,304 | \$4,127,254 | \$7,012,429 | \$10,157,269 | \$13,585,145 | \$36,362,401 |
| Dental Insurance (5.0% Decrease in FY18; 10.0% Annual Increase in FY19-22) | (\$58,303) | \$52,473 | \$174,327 | \$308,366 | \$455,809 | \$932,672 |
| Subtotal | \$1,422,001 | \$4,179,727 | \$7,186,756 | \$10,465,635 | \$14,040,954 | \$37,295,073 |
| Grand Total | \$8,925,711 | \$18,067,241 | \$29,730,356 | \$41,806,611 | \$54,322,882 | \$152,852,801 |

Agency Page Information

Functional Areas

The County agency pages are organized by the four functional areas of the county government: Community Development, General Government, Human Services, and Public Safety.

A. Functional Area Expenditure Budget Pie Chart - Each section begins with a pie chart showing the FY17 expenditure budget broken out by agency and a list of all the agencies included in the functional area.



Agency Page Information


Agency Pages

- A. **Mission Statement** - The mission statement is a brief description of the purpose and functions of the agency.
- B. **Expenditure Budget within Functional Area** - The agency's FY18 proposed expenditure budget is shown in relation to other agencies within the functional area.
- C. **Mandates** - Describe the activities in an agency that are governed by requirements from the federal, state, and local mandates with the relevant code or ordinance information referencing the source.

Public Works

A → **Mission Statement**

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



Community Development Expenditure Budget:
\$169,761,012

C → **Mandates**

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

State Code: [Chapter 7](#), Virginia Public Records Act; Highways, Bridges and Ferries, [33.2-328](#), Wetland Board, [28.2-1303](#), Chesapeake Bay Preservation Area Review Board, [Title 9](#), Virginia Administrative Code, [62.1-44.13:24](#)

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

Expenditure Budget:
\$86,052,533

← **B**

47.7% of Community Development

Program:

- Director's Office: \$759,477
- Historic Preservation: \$1,455,850
- Stormwater Infrastructure Management: \$3,545,020
- Site Development: \$3,534,942
- Watershed Improvement: \$7,833,158
- Fleet Management: \$11,240,284
- Facilities Construction Management: \$163,673
- Sign Shop: \$217,111
- Small Project Construction: \$1,874,172
- Mosquito & Forest Pest Management: \$1,894,133
- Solid Waste: \$24,422,583
- Buildings & Grounds: \$11,685,242
- Property Management: \$12,871,494
- Neighborhood Services: \$4,190,083
- Service Districts (Bull Run & Lake Jackson): \$365,311

PROPOSED FY2018 BUDGET
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Community Development

Agency Page Information

D. Expenditure and Revenue Summary - The expenditure and revenue summary provides historical and adopted expenditure and revenue information for each agency. For historical reference, actual expenditures and revenues are reported for FY14, FY15, and FY16. Adopted budget information is displayed for FY17 and proposed budget information for FY18. The last column calculates the change between the FY17 adopted and FY18 proposed budgets. Four types of information are summarized for each fiscal year displayed:

- 1. Expenditure by Program** - These figures represent the amounts appropriated or expended for each program within the agency.
- 2. Total Designated Funding Sources (revenues)** - Includes all sources of agency revenue that support the expenditures.
- 3. Net General Tax Support (in dollars)** - The operating subsidy received by the agency; this amount is calculated by subtracting total designated funding sources (revenues) from total expenditures for each fiscal year.
- 4. Net General Tax Support (as a %)** - The percentage of the expenditure budget that is supported by the general fund; this percentage is calculated by dividing the net general tax support by the total expenditures for each fiscal year.

D

| Public Works | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------------------|
| Expenditure and Revenue Summary | | | | | | |
| | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17 Budget FY18 |
| Expenditure by Program | | | | | | |
| Public Works Director's Office | \$1,270,245 | \$1,314,234 | \$1,326,506 | \$720,936 | \$759,477 | -5.35% |
| Historic Preservation | \$1,461,803 | \$1,502,082 | \$1,352,263 | \$1,425,258 | \$1,455,850 | 2.15% |
| Stormwater Infrastructure Management | \$2,649,889 | \$2,970,781 | \$2,798,956 | \$3,302,756 | \$3,545,020 | 7.34% |
| Site Development | \$2,758,501 | \$3,113,044 | \$3,129,368 | \$3,299,188 | \$3,534,042 | 7.15% |
| Watershed Improvement | \$3,390,972 | \$3,156,787 | \$4,326,518 | \$5,015,908 | \$7,833,158 | 56.17% |
| Fleet Management | \$10,391,824 | \$10,231,551 | \$9,509,587 | \$10,996,131 | \$11,240,284 | 2.22% |
| Facilities Construction Management | \$197,895 | \$1,551 | (\$14,110) | \$119,149 | \$163,673 | 37.37% |
| Sign Shop | \$230,756 | \$231,381 | \$245,535 | \$203,433 | \$217,111 | -6.68% |
| Small Project Construction | \$2,048,951 | \$1,599,435 | \$2,713,579 | \$2,058,102 | \$1,874,172 | (8.94%) |
| Mosquito & Forest Pest Mgmt | \$1,503,026 | \$1,417,367 | \$1,431,993 | \$1,808,077 | \$1,894,133 | 4.76% |
| Solid Waste | \$19,094,885 | \$19,020,477 | \$16,579,543 | \$17,616,542 | \$24,422,583 | 38.63% |
| Buildings & Grounds | \$10,736,120 | \$10,479,664 | \$10,463,388 | \$10,667,356 | \$11,685,242 | 9.54% |
| Property Management | \$10,787,030 | \$10,991,654 | \$11,096,827 | \$12,312,610 | \$12,871,494 | 4.54% |
| Neighborhood Services | \$3,295,480 | \$3,711,504 | \$3,783,055 | \$4,085,882 | \$4,190,083 | 2.55% |
| Service Districts | \$462,221 | \$336,990 | \$226,516 | \$365,311 | \$365,311 | 0.00% |
| Total Expenditures | \$70,288,599 | \$70,078,503 | \$68,969,521 | \$73,998,640 | \$86,052,533 | 16.29% |
| Expenditure by Classification | | | | | | |
| Salaries and Benefits | \$25,195,601 | \$25,210,806 | \$27,216,854 | \$27,957,906 | \$29,277,486 | 4.72% |
| Amortization | \$3,774,243 | \$2,386,372 | \$1,483,825 | \$1,755,699 | \$2,085,793 | 18.80% |
| Capital Outlay | \$2,658,020 | \$2,521,188 | \$2,144,190 | \$4,088,042 | \$4,343,048 | 6.76% |
| Contractual Services | \$11,104,589 | \$10,818,362 | \$11,607,479 | \$13,246,082 | \$14,076,374 | 6.27% |
| Debt Maintenance | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Depreciation | \$3,171,757 | \$4,015,054 | \$1,404,086 | \$1,007,569 | \$2,098,713 | 108.29% |
| Internal Services | \$2,986,634 | \$3,822,599 | \$3,277,379 | \$2,778,723 | \$2,835,975 | 2.06% |
| Purchase of Goods & Services | \$11,577,531 | \$11,328,794 | \$11,038,682 | \$14,520,167 | \$14,925,871 | 2.79% |
| Leases & Rentals | \$6,247,571 | \$6,452,339 | \$6,513,416 | \$6,959,789 | \$7,528,497 | 8.17% |
| Reserves & Contingencies | (\$829,535) | (\$997,515) | (\$1,407,876) | (\$3,570,217) | (\$3,758,056) | -5.26% |
| Transfers Out | \$4,402,221 | \$4,289,504 | \$5,691,485 | \$5,274,880 | \$12,638,832 | 139.60% |
| Total Expenditures | \$70,288,599 | \$70,078,503 | \$68,969,521 | \$73,998,640 | \$86,052,533 | 16.29% |
| Funding Sources | | | | | | |
| Revenue from Federal Government | \$267,260 | \$267,260 | \$330,000 | \$330,000 | \$330,000 | 0.00% |
| Permits & Fees | \$1,901,782 | \$2,297,479 | \$2,300,354 | \$2,407,996 | \$2,407,996 | 0.00% |
| Fines & Forfeitures | \$1,163 | \$570 | \$9,015 | \$0 | \$0 | 0.00% |
| Use of Money & Property | \$1,762,644 | \$1,728,145 | \$1,978,405 | \$1,989,190 | \$1,989,190 | 0.00% |
| Revenue from Other Localities | \$56,997 | \$2,839 | \$0 | \$0 | \$0 | 0.00% |
| Miscellaneous Revenue | \$165,859 | \$259,314 | \$516,140 | \$243,000 | \$492,932 | 102.85% |
| Non-Revenue Receipts | \$157,526 | \$223,397 | \$423,236 | \$173,700 | \$173,700 | 0.00% |
| General Property Taxes | \$1,540,997 | \$1,599,105 | \$1,710,112 | \$1,794,771 | \$1,794,771 | 0.00% |
| Charges for Services | \$35,348,742 | \$36,322,119 | \$38,453,890 | \$36,837,953 | \$37,082,085 | 0.66% |
| Revenue from Commonwealth | \$480,227 | \$1,295,388 | \$517,762 | \$552,728 | \$552,728 | 0.00% |
| Transfers In | \$10,417,561 | \$2,356,503 | \$3,549,431 | \$2,028,088 | \$1,785,390 | (11.97%) |
| Total Designated Funding Sources | \$52,100,758 | \$46,352,120 | \$49,788,306 | \$46,357,406 | \$46,608,792 | 0.54% |
| Use/(Contribution) of Fund Balance | (\$7,702,986) | (\$3,747,682) | (\$7,386,786) | (\$1,132,819) | \$8,620,083 | |
| Net General Tax Support | \$25,890,827 | \$27,474,065 | \$26,568,001 | \$28,774,053 | \$30,823,659 | 7.12% |
| Net General Tax Support | 36.84% | 39.20% | 38.52% | 38.88% | 38.82% | |

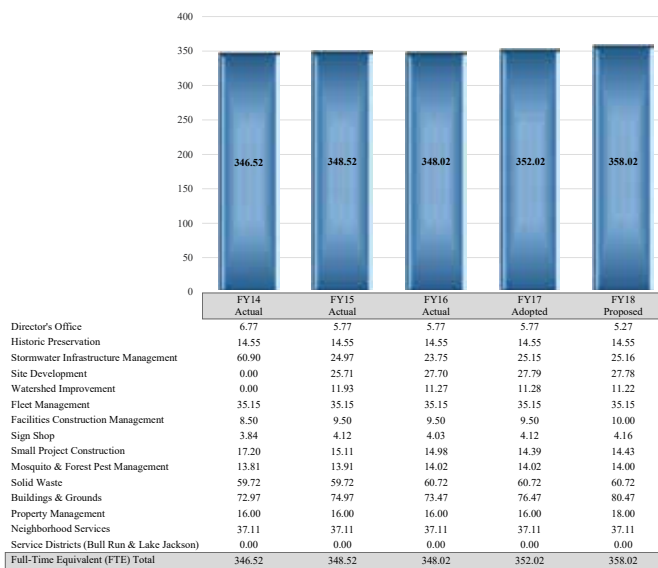
Agency Page Information

- E. **Staff History by Program** - Chart and table showing the staffing history and the total authorized full-time and part-time positions for FY14 actual, FY15 actual, FY16 actual, FY17 adopted, and FY18 proposed staffing summarized by program. Values are expressed in FTEs (full-time equivalents). One FTE is equal to one full-time position.
- F. **Future Outlook** - Information on current and future issues or circumstances that impact an agency's service delivery.
- G. **General Overview** - Narrative discussion summarizing major FY18 budget changes for the agency as a whole.

Public Works

E

Staff History by Program



F

Future Outlook

County Facilities Are Over Capacity - Many County facilities are currently at or beyond capacity. In particular, staff housed at the Judicial Center, Sudley North, Ferlazzo, Public Safety Training Center and Fleet Management facilities have faced increasing shortages in space for several years. These facilities support Public Safety and Human Service agencies, which have experienced growth and will continue to grow as the population increases. Many steps have been taken to accommodate this growth such as reducing space standards, making conference rooms into office space and fragmenting agencies into other facilities both owned and leased. However, at this point these tactics have exhausted their effectiveness and all future growth will have to be accommodated through additional leased space or the construction of additional County facilities.

G

General Overview

- A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Public Works technology bill increases by \$40,011.
- B. **Snow Removal Budget Increase** - Based on the three and five prior year averages of snow removal expenditures, the Public Works snow removal budget is being increased by \$200,000. In prior years when there were major snow events, Public Works would have to request funding from the contingency budget.
- C. **Site Inspections Funding Shift** - Since 2010, funding for the site inspections activity was split between the stormwater management fee and land development fees. In FY17, funding for site inspections was shifted to development fees and the Virginia Stormwater Management Program (VSMP). Development fees funds 60%, VSMP fees funds 20% and the stormwater management fee funds the remaining 20% of site inspections. The stormwater management (SWM) fee will continue to fund federal and state mandated

Agency Page Information

- H. Supplementals** - Budget adjustments for each program are grouped into three categories, including budget reductions, budget initiatives (additions), and budget shifts.
- I. Program Summary** - Information on the programs that are managed by each agency and include the following details:
- 1. Program Description** - Description of the activities the program performs or services that will be delivered.
 - 2. Key Measures** - Shows important performance measures that demonstrate the productivity and effectiveness of the program. Measures are outcome measures, generally, which are specific objectives to be accomplished by the program.
 - 3. Program Activities with Expenditure Dollars** - List of activities that roll up into the program including the expenditure dollars, expressed in thousands, for FY14 actual, FY15 actual, FY16 actual, FY17 adopted, and FY18 proposed.
 - 4. Workload Measures** - Performance measures, specifically workload measures, which demonstrates an aspect of work performed within the activity.

H



Budget Initiatives

A. Budget Initiatives

1. Maintenance and Custodial Services for Central District Police Station – Buildings & Grounds

| | |
|---------------------|-----------|
| Expenditure | \$575,201 |
| Revenue | \$0 |
| General Fund Impact | \$575,201 |
| FTE Positions | 4.00 |

- Description** - Central District Police Station is scheduled to be operational in Summer 2017. This initiative funds three custodians and one maintenance mechanic to maintain the new county facility.
- Service Level Impacts** - The new police station, a 24/7 facility, adds 57,000 square feet of building maintenance and support to the county's facility inventory.

2. Utilities for Central District Police Station – Property Management

| | |
|---------------------|-----------|
| Expenditure | \$163,684 |
| Revenue | \$0 |
| General Fund Impact | \$163,684 |
| FTE Positions | 0.00 |

- Description** - Central District Police Station occupancy is planned to occur in Summer 2017. This initiative is for a full year of utility costs.

I



Program Summary

Director's Office

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|--------------|--------------|--------------|--------------|---------------|
| Key department program measures met | 77% | 62% | 54% | 70% | 70% |
| Public Works DART Score (Days Away, Restricted or Transferred) | 8.1 | 3.0 | 7.9 | 4.5 | 6.2 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|--------------|--------------|--------------|--------------|---------------|
| Leadership & Management | \$1,279 | \$1,314 | \$1,327 | \$721 | \$759 |
| BOCS agenda items | 42 | 68 | 55 | 54 | 55 |

Historic Preservation

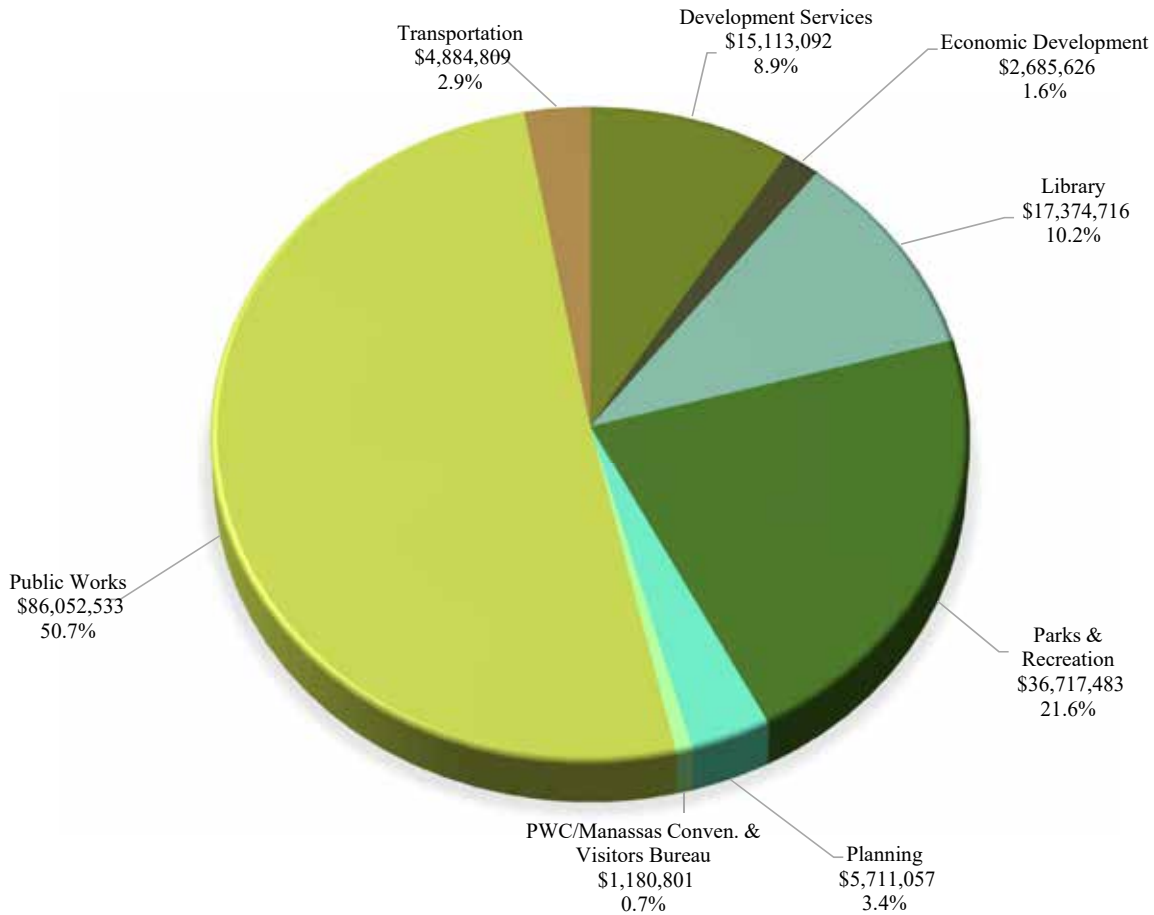
Manage the capital funding (through grants and capital program), design, restoration, and preservation of all County-owned historic sites. Engage in historic collections management. Support the work plan developed by the Historic Preservation Foundation. Manage the daily operations of County historic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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|--------------|--------------|--------------|--------------|---------------|
| Customer satisfaction with visit to historic site | 95% | 96% | 97% | 95% | 95% |
| Volunteer hours value | \$212,186 | \$106,580 | \$111,498 | \$150,000 | \$125,000 |
| Revenue recovery rate | 4.9% | 4.1% | 4.3% | 5.0% | 5.0% |

Agency Page Information



Community Development



Community Development Expenditure Budget: \$169,761,012

The chart above depicts each agency's operating budget only. It does not reflect capital project budgets that may be attributed to agencies.

Department & Agencies

- Development Services
- Economic Development
- Library

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

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



Expenditure Budget:
\$15,113,092



8.4% of Community Development

Program:

- Building Development: \$12,221,077
- Land Development: \$2,594,121
- Customer Liaison: \$297,894

Community Development Expenditure Budget:
\$169,761,012

Mandates

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

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

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

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

Development Services



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Building Development | \$10,757,170 | \$11,651,262 | \$11,664,223 | \$11,509,451 | \$12,221,077 | 6.18% |
| Land Development | \$2,891,778 | \$2,830,824 | \$4,299,240 | \$2,519,216 | \$2,594,121 | 2.97% |
| Customer Liaison | \$319,072 | \$304,871 | \$316,060 | \$289,808 | \$297,894 | 2.79% |
| Total Expenditures | \$13,968,020 | \$14,786,957 | \$16,279,523 | \$14,318,474 | \$15,113,092 | 5.55% |

Expenditure by Classification

| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Salaries and Benefits | \$8,983,355 | \$9,634,844 | \$9,365,203 | \$10,201,162 | \$10,482,715 | 2.76% |
| Capital Outlay | \$104,418 | \$207,225 | \$135,231 | \$157,000 | \$157,000 | 0.00% |
| Contractual Services | \$36,760 | \$53,063 | \$121,932 | \$130,285 | \$70,285 | (46.05%) |
| Internal Services | \$2,132,464 | \$2,108,797 | \$2,041,825 | \$2,038,988 | \$2,069,838 | 1.51% |
| Purchase of Goods & Services | \$271,296 | \$308,862 | \$311,790 | \$499,433 | \$667,107 | 33.57% |
| Leases & Rentals | \$10,084 | \$14,910 | \$15,011 | \$20,656 | \$20,656 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$48,713) | (\$48,713) | 0.00% |
| Transfers Out | \$2,429,643 | \$2,459,256 | \$4,288,531 | \$1,319,663 | \$1,694,204 | 28.38% |
| Total Expenditures | \$13,968,020 | \$14,786,957 | \$16,279,523 | \$14,318,474 | \$15,113,092 | 5.55% |

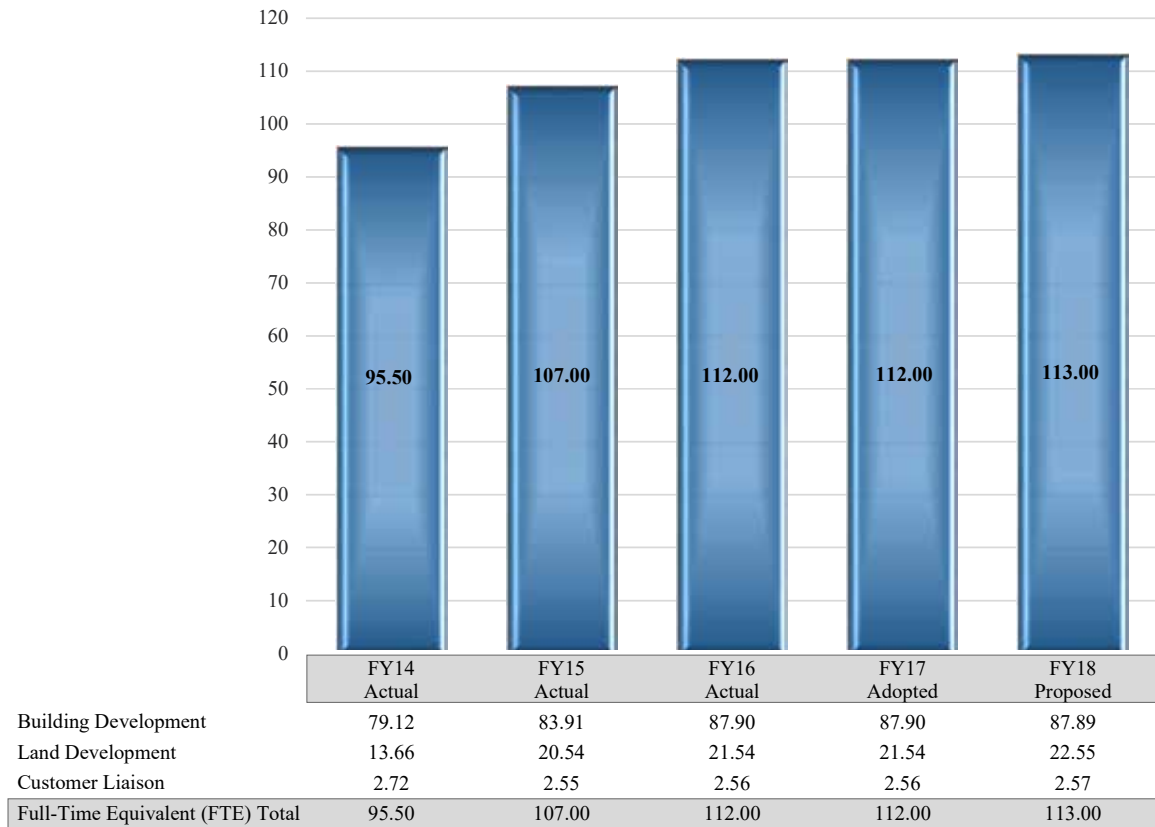
Funding Sources

| | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Permits & Fees | \$10,859,664 | \$10,743,098 | \$11,252,836 | \$12,079,034 | \$12,079,034 | 0.00% |
| Fines & Forfeitures | \$1,260 | \$875 | \$945 | \$0 | \$0 | 0.00% |
| Use of Money & Property | \$38,241 | \$47,452 | \$46,754 | \$4,790 | \$4,790 | 0.00% |
| Miscellaneous Revenue | \$228,634 | \$230,757 | \$245,655 | \$267,872 | \$267,872 | 0.00% |
| Non-Revenue Receipts | \$1,181 | \$10,005 | \$8,767 | \$0 | \$0 | 0.00% |
| Charges for Services | \$144,103 | \$115,069 | \$131,170 | \$138,285 | \$138,285 | 0.00% |
| Transfers In | \$285,548 | \$143,369 | \$287,393 | \$445,727 | \$555,412 | 24.61% |
| Total Designated Funding Sources | \$11,558,631 | \$11,290,625 | \$11,973,520 | \$12,935,708 | \$13,045,393 | 0.85% |
| (Contribution to)/Use of Fund Balance | \$279,251 | \$1,270,441 | \$2,013,552 | (\$633,507) | \$40,661 | |
| Net General Tax Support | \$2,130,139 | \$2,225,892 | \$2,292,450 | \$2,016,273 | \$2,027,038 | 0.53% |
| Net General Tax Support | 15.25% | 15.05% | 14.08% | 14.08% | 13.41% | |

Development Services



Staff History by Program



Future Outlook

Open for Business - The Board of County Supervisors (BOCS) has been consistent in its efforts to help promote commercial development through streamlining the County’s development. Development Agencies work closely with industry to identify areas of focus for improving development processes.

Small Businesses - One of the most challenging areas to improve the development process is for small businesses. The large local firms (Engineers, Architects, Contractors, Developments, Attorneys, etc.) have the staffing levels to get engaged on County Process Action Teams. The larger firms know the process and who to contact if an issue arises. The small business owner may not be able to attend County meetings and participate on Process Action Teams. In some instances, the small business owner may try to serve as their own General Contractor on a complex commercial development project. The challenge is identifying these customers and assisting them through the process, while still having to balance the workload associated with all the other projects being submitted for review, permit issuance and inspections.

Business Friendly Environment - One of the goals established by the County’s Commercial Development Committee is to review County development ordinances and identify possible changes to the regulations that will help promote Prince William as a business friendly community. The recent Stormwater Management regulation change made it more difficult and costly to develop, so identifying changes to local development regulations may be a way to offset those costs.

Development Services

Fee Study - The County partnered with the development community to conduct an extensive review of the County's Land Development Fee Schedule. The study was completed in the fall of 2015 and reflected the fact the County's fees, at a project level, are on par with our neighboring jurisdictions. The study also identified the fact that Loudoun, Stafford and Fairfax Counties receive a "subsidy" to supplement the revenue collected from development fees. Aside from Rezoning and Special Use Permit programs, County Land Development Agencies do not receive funding from the General Fund; thus, the County faces a competitive disadvantage when attempting to match staffing levels with workload.

Performance Levels - The Land Development programs are 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 will decline as a result of not addressing the deficit situation.

Electronic Plan Review - This effort is part of the EnerGov project and will ultimately enable the County to accept and review electronic plan submissions. A Process Action Team was created to assist with the development of the system and the associated business processes. We anticipate launching a pilot program in FY18.

EnerGov System Enhancements - This component of the project involves adding enhancements to the current system to improve the customer experience, data collection and staff efficiency.

Q-Matic System - Since the Development Services Building opened in November 2006, the Development Services Building has been equipped with an Automatic Queuing System. The system organizes and facilitates the delivery of over 50,000 counter based transactions annually. The system allows staff to create individual customer service tickets that are programmed to manage complex multi-service and multi-counter transactions. The system software was upgraded five years ago and the hardware is ten years old. Staff is presently evaluating the option of replacing the system or upgrading the current system version.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Development Services technology bill increases by \$16,542.
- B. One Time Reductions** - \$60,000 has been removed from the Development Services FY18 budget for non-recurring expenditures associated with the purchase of security cameras for the cash handling and collection areas.
- C. Budget Shift** - \$611 has been shifted from other services into the internal service series to support computer upgrades made during FY17.
- D. Increase Indirect Cost Transfer to the General Fund** - Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY18, the indirect cost transfer amount reimbursing the general fund for Development Services increases by \$8,291.
- E. Increase to the Building and Land Development Fee Schedules** - The Proposed FY2018 Budget includes a 1.85% increase to the Building Development fee schedule and a 1.1% increase to the Land Development fee schedule. This action adjusts the Building and Land Development fee schedules to align development fees with activity costs and current revenue projections.

Development Services

Budget Initiatives

A. Budget Initiatives

1. Customer Queuing System – Land Development and Building Development

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

a. **Description** - This one-time funding will enable Development Services to replace the current customer queuing system which was installed over 10 years ago and has been discontinued by the vender. The current queuing system will not be upgraded to support any browser beyond Internet Explorer 11 (IE11). It is anticipated that Microsoft will discontinue support for the IE11 browser by January 2020 which will make the current system nonviable. Additionally, hardware will need to be replaced to be compatible with the new system.

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

2. Energov System Enhancements – Land Development and Building Development

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

a. **Description** - Energov, the land use information system, manages land and building development and code enforcement information. The system was replaced in FY15 but enhancements are still needed. The Fire Marshall's Office will transfer \$25,000 to Development Services to be included in the \$100,000 one-time funding amount.

b. **Service Level Impacts** - Will provide enhancements to batch permitting, system setup, GIS viewer, object management, attached documentation and customer portal.

3. 2015 Code Book Purchase – Building Development

| | |
|---------------------|----------|
| Expenditure | \$36,000 |
| Revenue | \$36,000 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

a. **Description** - Every three years the Virginia Department of Housing and Community Development (DHCD) adopts International Code Council code books. Current books are needed because staff members are required to obtain & maintain specific State of Virginia certifications to perform job functions in these areas: counter services, plan review, inspections and/or code enforcement.

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

Development Services

4. Increase Credit Card Expenditure Budget – Building Development

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

a. **Description** - In FY14, Development Services began accepting credit cards at customer counters. Since then, the success of this initiative has caused a 74% increase in fees paid to provide this service from \$25,024 in FY14 to \$97,775 in FY16.

In addition to the existing 0.5% added to the Building Development fee schedule in FY14, which is projected to bring in \$48,000 in FY18, a 0.75% increase to the Building Development fee schedule is proposed in FY18. The 0.75% is projected to generate an additional \$72,000 of revenue in FY18, for total revenue of \$120,000. This revenue will be used to offset any credit card fee expenditures that are incurred in FY18.

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

5. Operational Cost Increases for Code Academy – Building Development

| | |
|---------------------|----------|
| Expenditure | \$30,000 |
| Revenue | \$30,000 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

a. **Description** - Using current Code Academy revenue, increase expenditure budget to enable additional staff to attend conferences, attend mandatory DHCD training, and obtain membership in organizations that support the mission of the Code Academy.

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

6. Development Tech Supervisor - Land Counter – Land Development

| | |
|---------------------|----------|
| Expenditure | \$70,627 |
| Revenue | \$70,627 |
| General Fund Impact | \$0 |
| FTE Positions | 1.00 |

a. **Description** - Provide additional support for counter activities so that two employees can be present to serve customers at all times.

b. **Service Level Impacts** - Improve customer service turnaround times for plan intake and approval and bond escrow release. Additionally, the shift in workload will provide the Assistant Bond Administrator (Bond and Escrow activity) and Planner I (Zoning – Signs/Temporary Activities) positions additional time to perform their primary functions improving turnaround time for these activities as well. Currently, both positions are pulled from their duties to provide support for counter activities.

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 | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Inspections performed on day requested | 99% | 100% | 99% | 98% | 98% |
| Commercial plans reviewed within 6 weeks, first review | 70% | 96% | 95% | 90% | 90% |
| Tenant layout plans reviewed within 3 weeks, first review | 81% | 95% | 99% | 90% | 90% |
| Code enforcement cases resolved or moved to court within 100 days | 67% | 67% | 75% | 80% | 80% |
| Overall customer satisfaction | 89% | 86% | 88% | 90% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Building Plan Review | \$3,098 | \$3,798 | \$3,854 | \$3,711 | \$4,144 |
| Plan submissions | 9,886 | 9,008 | 8,467 | 8,600 | 8,500 |
| Building Permitting Services | \$1,226 | \$1,319 | \$1,245 | \$1,344 | \$1,440 |
| Permits issued | 24,708 | 24,954 | 26,563 | 25,400 | 26,500 |
| Building Construction Inspections | \$5,463 | \$5,524 | \$5,604 | \$5,337 | \$5,400 |
| Inspections performed | 70,672 | 64,105 | 70,899 | 65,500 | 70,000 |
| Building Special Inspections | \$456 | \$471 | \$421 | \$476 | \$585 |
| Field and test results, certifications and shop drawings reviewed | 1,866 | 2,399 | 2,169 | 2,500 | 2,150 |
| Building Code Enforcement | \$515 | \$540 | \$541 | \$642 | \$651 |
| Enforcement cases | 1,035 | 960 | 991 | 1,025 | 1,000 |

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 | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Average days from first to final plan approval, non-residential | 42 | 45 | 57 | 44 | 45 |
| Average days from first to final plan approval, residential | 48 | 62 | 70 | 59 | 55 |
| Overall customer satisfaction | 89% | 86% | 88% | 90% | 90% |

Development Services

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Site and Subdivision Plans | \$1,569 | \$1,479 | \$3,157 | \$1,192 | \$1,295 |
| Plans reviewed | 1,121 | 1,147 | 1,014 | 1,176 | 1,024 |
| Bonds and Escrows | \$898 | \$860 | \$723 | \$819 | \$836 |
| Bond and escrow cases administered | 1,092 | 813 | 1,046 | 850 | 1,033 |
| Lot escrow cases initiated and released | 869 | 853 | 721 | 850 | 750 |
| Customer Service/Zoning Permits | \$425 | \$491 | \$419 | \$508 | \$463 |
| Permits processed | 6,312 | 6,471 | 6,999 | 6,500 | 7,059 |

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.

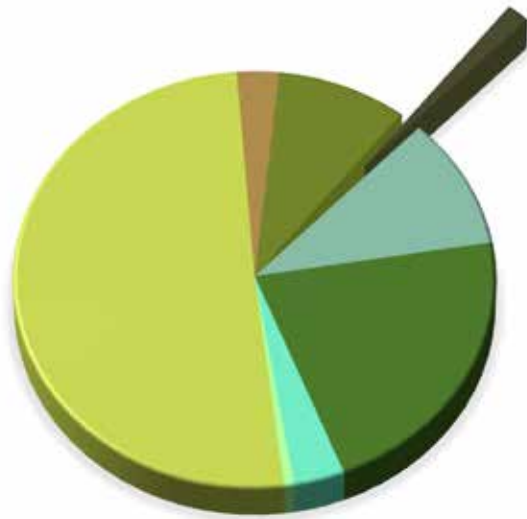
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Customer transactions processed per FTE | 21,590 | 20,905 | 22,045 | 21,250 | 21,800 |
| Overall customer satisfaction | 89% | 86% | 88% | 90% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Early Assistance Desk | \$319 | \$305 | \$316 | \$290 | \$298 |
| Customer transactions | 43,179 | 41,810 | 44,089 | 42,500 | 43,600 |

Economic Development

Mission Statement

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



Expenditure Budget:
\$2,685,626



1.5% of *Community Development*

Program:

- Investment Attraction: \$1,625,243
- Existing Business: \$492,582
- Marketing & Research: \$567,801

Community Development Expenditure Budget:
\$169,761,012

Mandates

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

Economic Development



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| Investment Attraction | \$2,866,014 | \$1,332,912 | \$1,626,720 | \$1,578,141 | \$1,625,243 | 2.98% |
| Existing Business | \$221,597 | \$448,093 | \$465,963 | \$483,534 | \$492,582 | 1.87% |
| Marketing & Research | \$536,731 | \$613,986 | \$793,969 | \$549,489 | \$567,801 | 3.33% |
| Total Expenditures | \$3,624,342 | \$2,394,992 | \$2,886,652 | \$2,611,164 | \$2,685,626 | 2.85% |

Expenditure by Classification

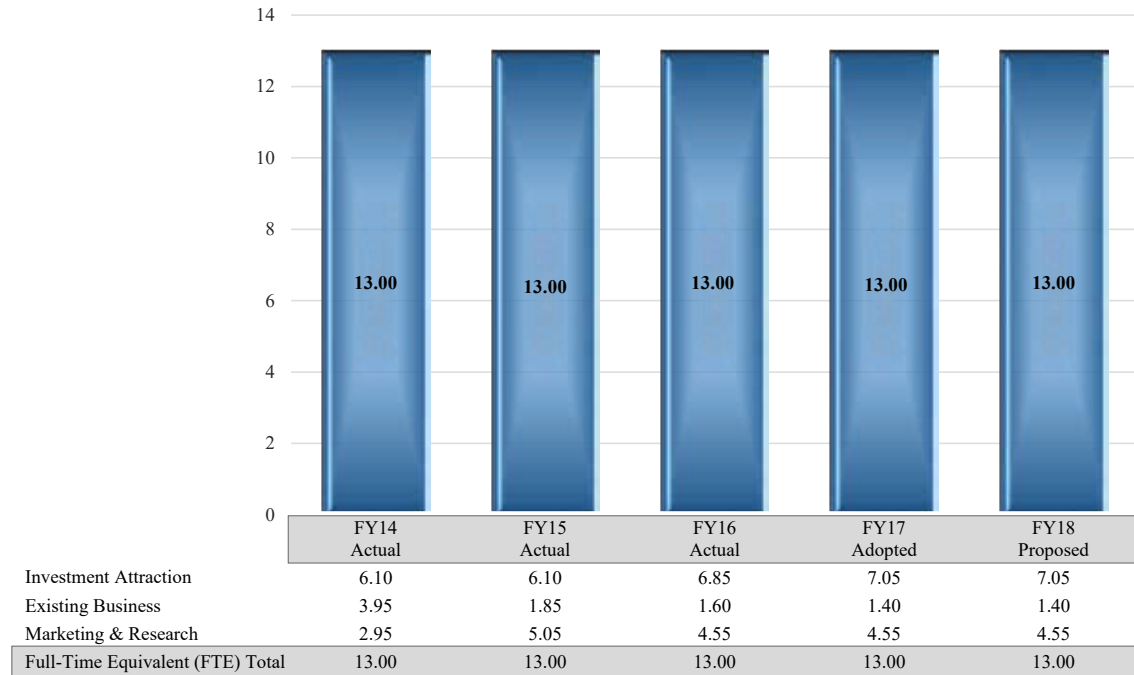
| | | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$1,382,355 | \$1,342,866 | \$1,488,009 | \$1,525,667 | \$1,599,849 | 4.86% |
| Capital Outlay | \$1,280,546 | \$27,760 | \$26,457 | \$1,000 | \$1,000 | 0.00% |
| Contractual Services | \$214,834 | \$229,041 | \$425,390 | \$351,548 | \$351,548 | 0.00% |
| Internal Services | \$55,477 | \$61,954 | \$67,626 | \$49,823 | \$50,694 | 1.75% |
| Payments to Other Local Agencies | \$0 | \$6,600 | \$5,000 | \$0 | \$0 | 0.00% |
| Purchase of Goods & Services | \$482,378 | \$486,466 | \$568,013 | \$475,032 | \$474,440 | (0.12%) |
| Leases & Rentals | \$208,752 | \$240,305 | \$251,146 | \$271,707 | \$271,707 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$63,613) | (\$63,613) | 0.00% |
| Transfers Out | \$0 | \$0 | \$55,011 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$3,624,342 | \$2,394,992 | \$2,886,652 | \$2,611,164 | \$2,685,626 | 2.85% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Use of Money & Property | \$0 | \$0 | \$31,479 | \$106,939 | \$106,939 | 0.00% |
| Miscellaneous Revenue | \$6,061 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Transfers In | \$1,593,147 | \$301,235 | \$443,507 | \$0 | \$0 | 0.00% |
| Total Designated Funding Sources | \$1,599,208 | \$301,235 | \$474,986 | \$106,939 | \$106,939 | 0.00% |
| Net General Tax Support | \$2,025,134 | \$2,093,757 | \$2,411,666 | \$2,504,225 | \$2,578,687 | 2.97% |
| Net General Tax Support | 55.88% | 87.42% | 83.55% | 95.90% | 96.02% | |

Economic Development

Staff History by Program



Future Outlook

Information Technology - Prince William County (PWC) and Loudoun County together constitute the largest data center market (by square footage) in North America with over 11 million square feet. Prince William passed 3 million square feet this year and market demand shows no sign of slowing down as transition to the “cloud” continues for all industries. The County’s new Data Center Opportunity Zone has been helpful in letting prospect companies know that there are “pre-certified” sites available with the necessary infrastructure to accommodate their projects.

In addition to data centers, the adoption of modeling/simulation/visualization tools is rapidly taking place in many sectors. George Mason University’s Computer Game Design program is the fastest growing program in the university and the location of the Virginia Serious Game Institute at Mason’s Science & Technology campus here in the County. The County helped stand up the VSGI with an EDOF grant in 2014 and today there are 10 game design companies resident in this incubator developing games in the areas of education, health care and public safety among others.

Life Sciences - PWC has supported the growth of the life sciences sector since its first Strategic Plan in 1992 and the creation of the Economic Development Opportunity Fund. Taking advantage of the assets located at GMU’s Science & Technology campus including the Center for Proteomics and Molecular Medicine and the Institute for Advanced Biomedical Research, the sector has grown substantially.

The County continued to invest in this important sector by building the Prince William Science Accelerator which opened in mid-2014 to provide wet labs for early growth stage life science companies. Today, eight of the nine labs are occupied and the last lab is being converted to four “mini-labs” to accommodate additional demand. We are also in discussions with developers with the goal of building a commercial wet lab space to house companies “graduating” from the Science Accelerator.

Economic Development

Logistics/Distribution/Supply Chain - The logistics industry is undergoing a major transformation with a shift toward “just in time” delivery and e-commerce. This results in smaller centers, closer to consumers which utilize sophisticated product fulfillment tools. Prince William County has attracted a number of these centers in the last three years since the adoption of this sector as a target industry. Having both I-95 and I-66 running through the county and with less congestion than sites near or inside the Beltway makes the county a very attractive location for this type of company.

Federal Agencies & Contractors - The I-95/Route 1 corridor is home to many of PWC’s over 200 federal contractors, the majority of whom work with the various defense agencies. This corridor stretching from Marine Corps Base Quantico to Fort Belvoir and then to the Pentagon, we’ve called the “Defense Technology Corridor”. When working with prospects, we typically direct them to this area to take advantage of this market access. As a result of a recent report issued by the Virginia Commission on Military Installations and Defense Activities, we are exploring ways to leverage the assets at both Quantico and Belvoir in order to surface cooperative opportunities and increase the number of federal contractors in the county. Additionally, we continue to work with the General Service Administration (GSA) to acquaint them with direct lease or purchase opportunities for various federal agencies.

Advanced Manufacturing - As one of our two new target industry groups (along with logistics/distribution/supply chain) we are researching in more detail which sub-groups would lend themselves to the county’s business assets relevant to this sector. Thus far we are focusing on: advanced materials, photonics and optics, nanotechnology, biotechnology manufacturing, engineering services, and research & development commercialization. Based on this analysis, we will launch a proactive outreach effort in the second half of 2017.

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Economic Development technology bill increases by \$871.

Economic Development

Program Summary

Investment Attraction

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Targeted jobs associated with new businesses | 239 | 690 | 449 | 300 | 300 |
| County at-place employment | 117,546 | 119,297 | 122,596 | 122,000 | 126,000 |
| Capital investment associated with new and existing projects (non-retail) | \$1.07B | \$676M | \$92.2M | \$300M | \$325M |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Investment Attraction Marketing | \$2,866 | \$1,333 | \$1,627 | \$1,578 | \$1,625 |
| Target missions/trade shows/special events attended | 144 | 105 | 160 | 120 | 120 |
| Contacted leads | - | 151 | 107 | 300 | 300 |
| Qualified leads | - | 23 | 60 | 50 | 70 |
| Projects managed | - | 55 | 42 | 55 | 50 |
| Project wins | - | 21 | 13 | 25 | 20 |

Existing Business & Entrepreneurship

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Targeted jobs associated with existing businesses | 39 | 579 | 95 | 350 | 300 |
| Consultations completed | - | - | - | - | 400 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Existing Business Outreach/Expansion | \$222 | \$217 | \$235 | \$252 | \$261 |
| Local companies assisted with expansion projects | 47 | 12 | 17 | 15 | 13 |
| Entrepreneurship Initiatives | \$0 | \$231 | \$231 | \$231 | \$231 |
| Jobs created | 94 | 105 | 609 | 100 | 90 |
| Jobs saved/retained | 72 | 25 | 125 | 50 | 45 |

Economic Development

Marketing & Research

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Marketing communications online digital content unique views | - | - | - | - | 35,000 |
| Website visits | - | - | - | - | 12,000 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Business Location and Expansion Research | \$338 | \$427 | \$595 | \$316 | \$328 |
| Site and building inventory maintained and updated | 81 | 320 | 45 | 350 | 350 |
| Economic development research conducted for or presented to clients | 65 | 240 | 70 | 250 | 250 |
| Web Site Marketing and Outreach, Public Relations and Special Events | \$198 | \$187 | \$199 | \$233 | \$240 |
| Press releases disseminated or media calls for information/statements fielded | 199 | 202 | 81 | 200 | 200 |
| Property searches on the Economic Development Site and Building Database | 5,247 | 6,439 | 4,169 | 7,000 | 7,000 |

Mission Statement

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



Expenditure Budget:
\$17,374,716



9.6% of Community Development

Program:

- Materials Services: \$3,649,345
- Library Financial Services: \$738,906
- Public Services: \$9,527,451
- Technology Services: \$1,973,181
- Administrative Services: \$1,485,833

Community Development Expenditure Budget:
\$169,761,012

Mandates

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

Library



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Materials Services | \$3,246,963 | \$3,304,045 | \$3,813,568 | \$3,575,115 | \$3,649,345 | 2.08% |
| Library Financial Services | \$689,171 | \$683,609 | \$703,082 | \$777,110 | \$738,906 | (4.92%) |
| Public Services | \$7,010,689 | \$7,226,720 | \$8,490,505 | \$9,387,941 | \$9,527,451 | 1.49% |
| Technology Services | \$1,666,296 | \$1,636,788 | \$2,202,311 | \$1,713,486 | \$1,973,181 | 15.16% |
| Administrative Services | \$943,563 | \$1,094,641 | \$1,401,293 | \$1,446,584 | \$1,485,833 | 2.71% |
| Total Expenditures | \$13,556,682 | \$13,945,803 | \$16,610,758 | \$16,900,236 | \$17,374,716 | 2.81% |

Expenditure by Classification

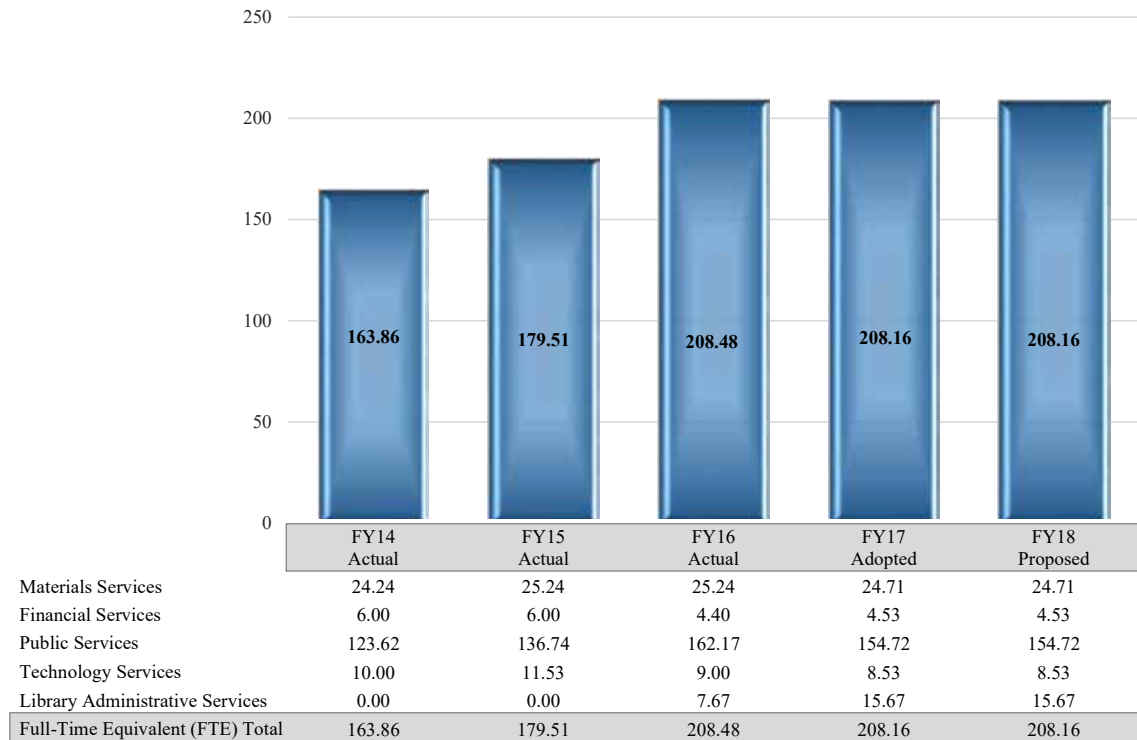
| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Salaries and Benefits | \$10,632,265 | \$10,807,738 | \$12,390,580 | \$13,422,782 | \$13,677,442 | 1.90% |
| Capital Outlay | \$0 | \$0 | \$5,065 | \$0 | \$0 | 0.00% |
| Contractual Services | \$250,874 | \$294,233 | \$396,040 | \$367,580 | \$367,580 | 0.00% |
| Internal Services | \$846,172 | \$878,217 | \$1,090,829 | \$853,396 | \$1,072,681 | 25.70% |
| Purchase of Goods & Services | \$1,788,314 | \$1,922,356 | \$2,678,826 | \$2,572,907 | \$2,573,442 | 0.02% |
| Leases & Rentals | \$39,057 | \$43,259 | \$49,418 | \$54,912 | \$54,912 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$371,341) | (\$371,341) | 0.00% |
| Total Expenditures | \$13,556,682 | \$13,945,803 | \$16,610,758 | \$16,900,236 | \$17,374,716 | 2.81% |

Funding Sources

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Fines & Forfeitures | \$0 | \$7 | \$35 | \$0 | \$0 | 0.00% |
| Revenue from Other Localities | \$1,756,068 | \$1,957,560 | \$1,918,764 | \$1,808,041 | \$1,808,041 | 0.00% |
| Charges for Services | \$567,434 | \$550,440 | \$562,470 | \$663,492 | \$663,492 | 0.00% |
| Revenue from Commonwealth | \$543,915 | \$510,190 | \$519,607 | \$523,962 | \$523,962 | 0.00% |
| Transfers In | \$42,510 | \$42,510 | \$0 | \$0 | \$0 | 0.00% |
| Total Designated Funding Sources | \$2,909,927 | \$3,060,706 | \$3,000,876 | \$2,995,495 | \$2,995,495 | 0.00% |
| Net General Tax Support | \$10,646,755 | \$10,885,097 | \$13,609,882 | \$13,904,741 | \$14,379,221 | 3.41% |
| Net General Tax Support | 78.54% | 78.05% | 81.93% | 82.28% | 82.76% | |



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. The Library System continues to evolve in order to respond to demand for new services, changing library usage patterns, and strengthening its role as community center. Identifying and implementing new technology initiatives while maintaining traditional public library functions will be both a challenge and a necessity now and in the future for the Library System.

Renovate and Renew Older Facilities - With facilities ranging in age from 25 to 45 years, older libraries are in need of renovation and renewal in order to meet 21st century library standards. Improved service, spatial, security, and aesthetic improvements will renew the facilities and improve the library experience for its customers.

Shared Library Services Agreement - As part of the interjurisdictional agreement between the County and the Cities of Manassas and Manassas Park, Library administration will participate in the joint work group to discuss alternatives to Central Community Library. The work group will consider alternatives to Central Community Library including the construction of future libraries, the possible renovation of Central Community Library, and potential replacements for that facility in each of the Cities.

Library

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Library technology bill increases by \$219,285.

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 print, digital, and electronic 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. In addition, courier and mailroom services for the Library System are provided through this Library program.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Materials availability survey title fill rate | 73% | 71% | 76% | 70% | 72% |
| Subject/author fill rate | 82% | 79% | 92% | 79% | 80% |
| Browser fill rate | 95% | 92% | 96% | 92% | 92% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Library Materials Support | \$3,247 | \$3,304 | \$3,814 | \$3,575 | \$3,649 |
| Items processed | 65,687 | 75,628 | 135,745 | 72,000 | 100,000 |

Library

Financial Services

The Financial Services Program of the Library System manages the financial, accounting, and budget development 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 the Library System's 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 | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Financial transactions processed on schedule | 98% | 98% | 98% | 98% | 98% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Financial Management Services | \$689 | \$684 | \$703 | \$777 | \$739 |
| Financial transactions processed | 22,756 | 24,681 | 40,864 | 22,000 | 23,000 |

Public Services

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Residents with library cards | 69% | 66% | 66% | 66% | 66% |
| Information requests completed within 24 hours | 93% | 95% | 89% | 94% | 93% |
| Library services meet residents needs | 95% | 95% | 95% | 95% | 95% |

Library

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Circulation | \$2,396 | \$2,578 | \$3,096 | \$3,517 | \$3,484 |
| Print materials circulated | 3.5M | 3.2M | 3.4M | 3.2M | 3.3M |
| Digital materials circulated | 178,846 | 206,637 | 200,023 | 205,000 | 205,000 |
| Information Services | \$3,291 | \$3,370 | \$4,167 | \$4,579 | \$4,660 |
| Information requests handled: staff assisted (in person, telephone, e-mail) | 362,971 | 354,221 | 392,951 | 360,000 | 360,000 |
| Information requests handled: electronic | 4.5M | 5.1M | 7.0M | 5.1M | 6.5M |
| Library Activities and Events | \$364 | \$374 | \$434 | \$487 | \$491 |
| Attendees at Library programs/events | 96,224 | 95,527 | 130,429 | 105,000 | 125,000 |
| Library events and activities | 2,315 | 2,518 | 3,298 | 2,700 | 3,200 |
| Neighborhood Libraries | \$960 | \$905 | \$794 | \$804 | \$892 |
| Materials circulated | 810,241 | 731,612 | 556,043 | 600,000 | 550,000 |
| Information requests handled (staff assisted) | 128,011 | 167,057 | 146,628 | 130,000 | 135,000 |
| Events and activities | 302 | 440 | 573 | 350 | 450 |
| Attendees at events and activities | 8,005 | 10,080 | 14,128 | 7,000 | 11,000 |

Technology Services

The Technology Services Program of the Library System manages the daily operations of all Library-specific automated systems, such as the Library's automated circulation system, the Library's print, time management and credit card payment systems, as well as all library Web-based services, such as meeting room and event reservations, interlibrary loan, reading programs, Library wireless services, Library mobile services; and the Library System's Public Access Computer (PAC) 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 | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Customer on-site HW/SW problems resolved within 8 hours (LNSS) | 99% | 99% | 99% | 98% | 98% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Library Network Support | \$1,666 | \$1,637 | \$2,202 | \$1,713 | \$1,973 |
| Support requests assigned to Library Network Support Services | 7,250 | 11,660 | 13,295 | 7,500 | 7,500 |

Library

Library 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 insures compliance with County policies and procedures through the Library Director's Office, the Human Resources work unit, and the Facilities Maintenance work unit. This program also includes the Office of Community Engagement work unit which is responsible for Library marketing and development, Library printed and digital publications and graphics, programming coordination, and the Library's Web and social media presence. The Library System's Community Partner, Literacy Volunteers of America-Prince William, is also part of this program and provides free, basic literacy, computer, workplace, job skills, English as a Second Language and other tutoring services to citizens.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Customer schedule actions for Graphics and Web Services completed as scheduled | - | - | 99% | 90% | 98% |
| Total Web page sessions (Library) | - | - | 1.4M | 500,000 | 1.0M |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Library Director's Office | \$299 | \$325 | \$322 | \$365 | \$368 |
| Library services meet residents needs | 95% | 95% | 95% | 95% | 95% |
| Human Resources - Library | \$376 | \$368 | \$422 | \$354 | \$365 |
| FTE of volunteer hours contributed | 17.8 | 17.4 | 17.0 | 16.0 | 16.0 |
| Facilities Maintenance | \$72 | \$112 | \$135 | \$120 | \$125 |
| Maintenance, repair and/or special project requests | 504 | 744 | 872 | 600 | 700 |
| Community Engagement | \$170 | \$263 | \$495 | \$580 | \$600 |
| Web requests and print pieces produced | - | - | 7,510 | 6,500 | 6,500 |
| Social media growth rate | - | - | 52% | 50% | 50% |
| E-mail and print newsletters produced | - | - | 28 | 28 | 28 |
| Literacy Volunteers of America-Prince William | \$26 | \$27 | \$27 | \$27 | \$27 |
| Adults served | 667 | 678 | 712 | 655 | 730 |
| Tutors trained and supported | 230 | 236 | 225 | 234 | 235 |
| Literacy volunteer hours provided to students | 15,003 | 14,696 | 15,078 | 14,700 | 15,550 |

Parks & Recreation

Mission Statement

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



Expenditure Budget:
\$36,717,483



20.5% of Community Development

Program:

- Parks Administration: \$2,631,714
- Parks Operations: \$14,056,099
- Recreation: \$20,029,669

Community Development Expenditure Budget:
\$169,761,012

Mandates

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

Parks & Recreation



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Parks Administration | \$3,660,166 | \$3,860,288 | \$3,314,982 | \$2,501,568 | \$2,631,714 | 5.20% |
| Parks Operations | \$9,855,545 | \$12,195,687 | \$12,926,419 | \$13,404,118 | \$14,056,099 | 4.86% |
| Recreation | \$17,436,866 | \$18,059,263 | \$19,237,926 | \$19,799,708 | \$20,029,669 | 1.16% |
| Total Expenditures | \$30,952,576 | \$34,115,238 | \$35,479,327 | \$35,705,394 | \$36,717,483 | 2.83% |

Expenditure by Classification

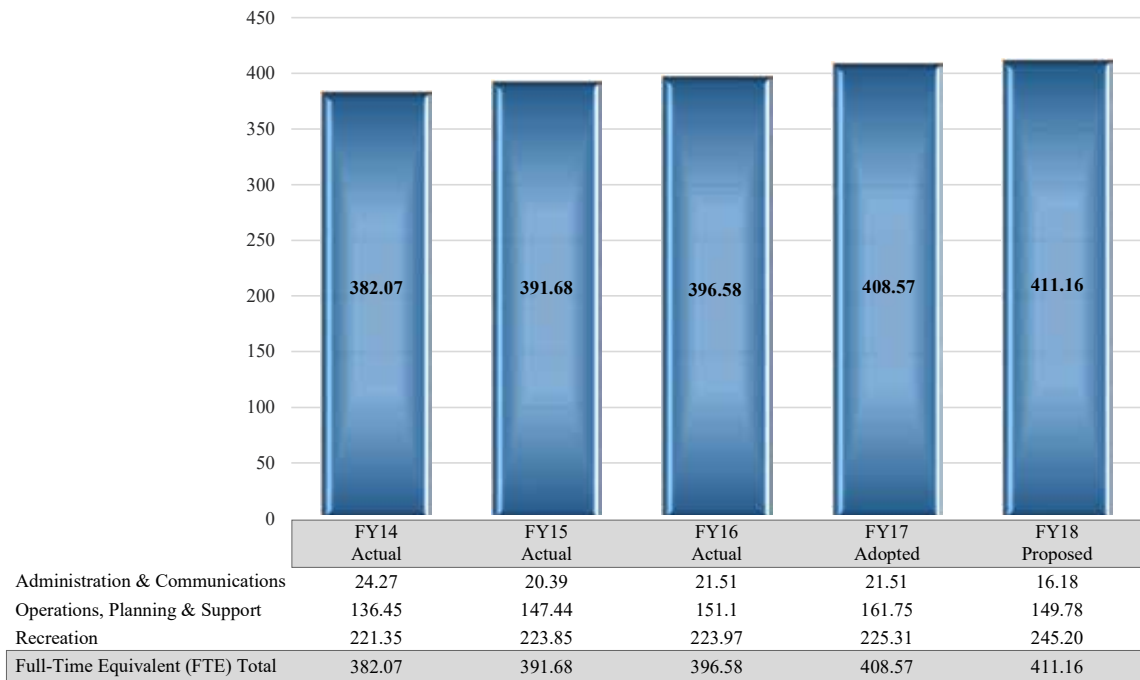
| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Salaries and Benefits | \$15,538,930 | \$16,947,035 | \$18,852,837 | \$19,578,082 | \$20,285,920 | 3.62% |
| Capital Outlay | \$124,055 | \$1,278,449 | \$835,290 | \$1,915,143 | \$2,046,978 | 6.88% |
| Contractual Services | \$6,967,047 | \$5,399,724 | \$5,637,927 | \$5,730,099 | \$5,711,334 | (0.33%) |
| Debt Maintenance | \$948,056 | \$908,689 | \$681,049 | \$801,954 | \$801,715 | (0.03%) |
| Depreciation | \$1,074,506 | \$1,150,318 | \$1,135,318 | \$0 | \$0 | 0.00% |
| Internal Services | \$1,238,614 | \$1,385,161 | \$1,385,090 | \$982,263 | \$1,035,702 | 5.44% |
| Purchase of Goods & Services | \$4,256,985 | \$5,362,634 | \$5,798,769 | \$6,794,738 | \$7,198,681 | 5.94% |
| Leases & Rentals | \$27,942 | \$53,124 | \$72,157 | \$290,287 | \$236,988 | (18.36%) |
| Reserves & Contingencies | \$0 | (\$60,000) | (\$94,540) | (\$599,835) | (\$599,835) | 0.00% |
| Transfers Out | \$776,441 | \$1,690,105 | \$1,175,430 | \$212,664 | \$0 | (100.00%) |
| Total Expenditures | \$30,952,576 | \$34,115,238 | \$35,479,327 | \$35,705,394 | \$36,717,483 | 2.83% |

Funding Sources

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Revenue from Federal Government | \$75,500 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Use of Money & Property | \$84,263 | \$157,960 | \$279,720 | \$0 | \$0 | 0.00% |
| Miscellaneous Revenue | \$45,070 | \$22,092 | \$1,060 | \$0 | \$7,389 | 0.00% |
| Non-Revenue Receipts | \$47,126 | \$51,151 | \$4,292 | \$0 | \$0 | 0.00% |
| Charges for Services | \$12,738,084 | \$12,945,275 | \$13,589,000 | \$14,554,025 | \$13,403,296 | (7.91%) |
| Transfers In | \$45,058 | \$863,935 | \$222,664 | \$33,148 | \$26,265 | 0.00% |
| Total Designated Funding Sources | \$13,035,101 | \$14,040,414 | \$13,537,296 | \$14,587,173 | \$13,436,950 | (7.89%) |
| Net General Tax Support | \$17,917,475 | \$20,074,824 | \$21,942,030 | \$21,118,221 | \$23,280,533 | 10.24% |
| Net General Tax Support | 57.89% | 58.84% | 61.84% | 59.15% | 63.40% | |

Parks & Recreation

Staff History by Program



Future Outlook

Over the last few years there have been improvements and enhancements in the Prince William County (PWC) Parks & Recreation system. Park and School fields have been added or improved which enables more youth to participate in sports. Lighting was added to ten parks fields, two restroom facilities added, seven lighted artificial turf fields were installed at middle schools and a football field at the Landfill was renovated. Trail segments were completed or improved; the dangerous intersection at the entrance to Hellwig Park has been re-aligned and a pavilion was constructed at Silver Lake Park. A water line was installed at Long Park in order to disconnect from the wells in the park. In FY18 the first phase of the Ali Krieger Sports Complex will be completed which will add five additional lighted fields, two with artificial turf, two grass rectangular fields and one softball field and at Orchard Bridge Park additional new fields will be completed. These improvements will provide many quality wellness and leisure opportunities for the citizens of PWC, but in addition to all of these improvements there are still needs to be addressed within the Parks.

Aging Infrastructure of Recreation Facilities - Many PWC recreation facilities are 25 to 30 years old. Although they have been maintained throughout the years, the cyclical maintenance budget has been reduced several times and many major repairs and/or renovations are necessary to continue to provide sound, safe and updated facilities for the citizens. The chiller in the Sharron Baucom Dale City Recreation Center is the original chiller which is now 40 years old. Other projects that will need to be funded are: pool renovations; parking lot resurfacing and expansions; roof and heating, ventilation and air conditioning replacements; and renovation and re-purposing of outdated spaces.

Parks & Recreation

Parks Maintenance Shops/Equipment Storage Areas - Due to the growth of sports and the addition of maintaining the Elementary and Middle schools, the Grounds maintenance crews and equipment have outgrown the existing facilities. Adding additional storage for both equipment and materials will assist in addressing issues identified in recent environment management services audits. Prince William Golf Course has a critical need for a new or renovated maintenance facility. This improvement is needed to provide space for a mechanic's lift to safely work on the equipment. Currently the Veterans Park and Locust Shade Maintenance buildings are being re-built.

Americans with Disabilities Act (ADA) Improvements - The County has conducted an ADA audit of Parks & Recreation Facilities and received a report that documents the need for alterations at many park locations to meet current ADA standards. There are some major renovations to be accomplished and many minor fixes to be done over the next two to seven years.

Splashdown Waterpark Updates and Expansion - Opened in 1996 and built with revenue bonds, Splashdown's infrastructure is aging. In 20 years of operation, only one new attraction has been added, resulting in flat revenues and attendance, making it difficult to market or increase prices. Other local jurisdictions are expanding waterpark offerings, as these projects are completed; they draw from Splashdown's attendance. Guest surveys at Splashdown mention aging facilities and outdated amenities. In 2011, a leading waterpark consultant's report identified Splashdown's strength as a known waterpark in Northern Virginia and the demographics appear to support expansion with a resulting increase in revenues.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Parks & Recreation technology bill increases by \$18,439.
- B. Revenue Right-Sizing** - A historic review of revenue projections in the Parks & Recreation enterprise fund identified over \$1 million in budgeted revenue that was not collected. In an effort to right-size the revenue projections, excess budgeted revenue was reduced in the Waterpark activity (\$362,731) and the Golf activity (\$418,789) to the amount that would cover budgeted expenditures, putting those activities into a break-even situation. Additionally, another \$300,000 in budgeted Golf revenue was replaced with a transfer from the general fund to offset revenues not collected. Should the enterprise fund programs collect more revenue than budgeted, such revenue will fall to the enterprise fund balance at year end.
- C. One-Time Expenditures** - The FY18 budget includes an expenditure reduction of \$186,344 related to the FY17 one-time purchase of equipment used to maintain the Ali Krieger fields and Catharpin Park fields, and to bushhog the Orchard Bridge property. Additionally, compensation expenditures are decreased by \$135,000 related to the FY17 approval of the new Parks & Recreation pay plan. The positions impacted by the pay plan increase are fully funded in the FY17 budget and the additional miscellaneous compensation is no longer required.
- D. Snow Removal Costs** - In prior years, snow removal was not budgeted and required a Board action after-the-fact to shift funds from the contingency budget. The FY18 budget includes a \$41,050 increase to Parks & Recreation for snow removal, based on the average costs incurred over the past five years.

Parks & Recreation

Budget Initiatives

A. Budget Initiatives

1. Increase for Athletic Field Maintenance – Operations, Planning & Support

| | |
|---------------------|-----------|
| Expenditure | \$236,195 |
| Revenue | \$0 |
| General Fund Impact | \$236,195 |
| FTE Positions | 0.25 |

- a. **Description** - This initiative funds additional staff and equipment to maintain new athletic fields anticipated to come online in FY18 at Kyle Wilson Elementary School (\$135,183) and Orchard Bridge Park (\$101,012).
- b. **Service Level Impacts** - Service levels established under the Cooperative Agreement between the County and Prince William County Schools will be maintained.

2. Increase for Community Pool Operations – Recreation

| | |
|---------------------|----------|
| Expenditure | \$89,457 |
| Revenue | \$0 |
| General Fund Impact | \$89,547 |
| FTE Positions | 0.00 |

- a. **Description** - This initiative funds an increase in the lifeguard training contract (\$5,200) and additional costs related to chemicals and utilities (\$84,257) for community pools.
- b. **Service Level Impacts** - Existing service levels are maintained.

3. Increase for Trail Maintenance – Operations, Planning & Support

| | |
|---------------------|----------|
| Expenditure | \$78,000 |
| Revenue | \$0 |
| General Fund Impact | \$78,000 |
| FTE Positions | 1.74 |

- a. **Description** - This initiative funds the staff required to maintain the new segments of trails throughout the County, including the Potomac Heritage National Scenic Trail.
- b. **Service Level Impacts** - Parks currently maintains 44 miles of trails; by the end of FY17, this will increase to 55 miles.

Parks & Recreation

4. Increase for Waterparks Operations – Recreation

| | |
|---------------------|----------|
| Expenditure | \$42,284 |
| Revenue | \$7,389 |
| General Fund Impact | \$34,895 |
| FTE Positions | 0.00 |

- a. **Description** - This initiative funds the increased utility costs (\$25,895) and increased bank fees (\$9,000) for Splashdown and WaterWorks, as well as increased food costs (\$7,389) at Splashdown. The cost associated with the utilities and bank fees are funded through a transfer from the general fund to the enterprise fund; food costs are funded through food sales.
- b. **Service Level Impacts** - Existing service levels are maintained.

5. Increase for Equipment & Vehicles – Operations, Planning & Support

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

- a. **Description** - This initiative funds the increased fuel and parts for recently added equipment and vehicles operated and maintained by the Parks & Recreation Department.
- b. **Service Level Impacts** - Existing service levels are maintained.

6. Increase for Recreation Center Operations – Recreation

| | |
|---------------------|----------|
| Expenditure | \$28,004 |
| Revenue | \$20,004 |
| General Fund Impact | \$8,000 |
| FTE Positions | 0.6 |

- a. **Description** - This initiative funds increased costs at the Chinn and Dale City Community Centers, to include a part-time martial arts instructor and two part-time sports instructors at Chinn (\$20,004) fully supported by program revenue, an increase to the cleaning contract at Chinn (\$1,000) and increased banking fees for Dale City (\$7,000).
- b. **Service Level Impacts** - This initiative would allow for an increase of 300 program participants.

7. Increase for Lease Payment for General's Ridge Golf Course – Recreation

| | |
|---------------------|----------|
| Expenditure | \$20,568 |
| Revenue | \$0 |
| General Fund Impact | \$20,568 |
| FTE Positions | 0.00 |

- a. **Description** - This initiative funds the increased lease payment to the City of Manassas Park for General's Ridge Golf Course (\$20,568), funded by a transfer from the general fund to the enterprise fund.
- b. **Service Level Impacts** - Existing service levels are maintained.

Parks & Recreation

8. Increase for Operating Costs associated with the Locust Shade Park Maintenance Building – Operations, Planning & Support

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

- a. **Description** - This initiative funds the utility costs (\$15,000) associated with the new maintenance building at Locust Shade Park, which will house two maintenance crews.
- b. **Service Level Impacts** - The new maintenance building will allow increased efficiency of parks maintenance crews.

Program Summary

Executive Management & Administration

Provides leadership, coordination, oversight, of all Parks & Recreation programs. Also provides financial, Human resources, Safety Coordination and administrative support for Parks & Recreation.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Use of county parks & recreation (community survey) | 56% | 56% | 48% | 56% | 49% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Executive Management/Administration | \$3,660 | \$3,860 | \$3,315 | \$2,502 | \$2,629 |
| Accident rate per 100,000 miles driven | 2.3 | 2.0 | 0.7 | 1.0 | 1.0 |

Operations, Planning & Support

Maintains all recreational facilities, grounds, vehicles and equipment in order to provide a quality recreational experience for all patrons. Manages Parks & Recreation capital projects and renovations.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Satisfaction with quality of passive recreation opportunities (community survey) | 87% | 87% | 88% | 87% | 90% |
| Trail miles | - | - | 43 | 45 | 53 |
| Park acreage | - | - | 4,258 | 4,221 | 4,278 |

Parks & Recreation

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Grounds & Landscape Maintenance | \$5,476 | \$6,910 | \$7,444 | \$8,578 | \$8,952 |
| Park acres maintained | 825 | 835 | 840 | 853 | 900 |
| School acres maintained | 265 | 265 | 266 | 267 | 268 |
| Fleet & Equipment Repair | \$853 | \$1,401 | \$1,368 | \$1,303 | \$1,366 |
| Total work orders | 1,378 | 1,366 | 1,396 | 1,500 | 1,575 |
| Planning & Project Management | \$252 | \$508 | \$370 | \$474 | \$511 |
| Land use plans reviewed | 85 | 42 | 56 | 48 | 88 |
| Total capital improvement projects | 66 | 33 | 29 | 13 | 20 |
| Facility Maintenance | \$1,293 | \$1,455 | \$1,533 | \$1,649 | \$1,731 |
| Work orders completed | 1,425 | 1,589 | 1,630 | 1,600 | 1,680 |
| Cyclical Maintenance Plan (CMP) | \$1,982 | \$1,922 | \$2,211 | \$1,400 | \$1,495 |
| Total CMP projects | 37 | 27 | 29 | 20 | 25 |

Recreation

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

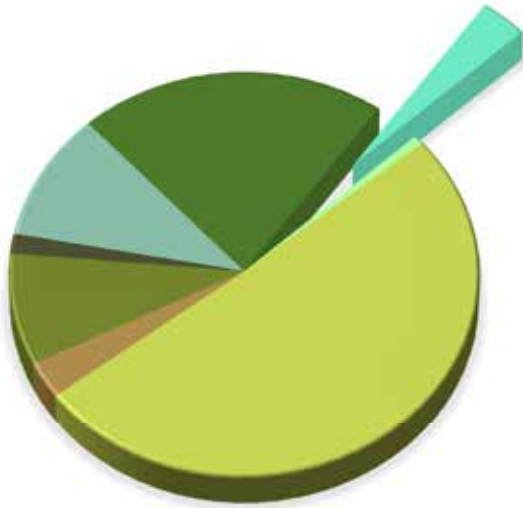
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Satisfaction with quality of athletic fields (community survey) | 89% | 89% | 82% | 89% | 84% |
| Satisfaction with quality of pools & water parks (community survey) | 87% | 87% | 80% | 87% | 80% |
| Satisfaction with quality of indoor recreation facilities (community survey) | 90% | 90% | 78% | 90% | 80% |
| Growth in non-golf recreation revenue | - | - | 15% | 3% | 3% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Parks & Centers | \$10,669 | \$11,209 | \$12,047 | \$12,325 | \$12,639 |
| Participant visits | 1.6M | 1.5M | 1.5M | 1.6M | 1.6M |
| Total park patrols | 25,120 | 28,423 | 26,676 | 26,500 | 27,000 |
| Customer surveys | 9 | 5 | 6 | - | - |
| Annual website visitors | 337,623 | 504,883 | 693,033 | 525,000 | 525,000 |
| Advertising media distribution | 280,885 | 2.9M | 25.8M | 3.0M | 20.0M |
| Golf | \$4,212 | \$3,992 | \$4,056 | \$4,057 | \$4,179 |
| Rounds of golf (18-hole equivalent) | 90,500 | 98,783 | 105,875 | 100,000 | 100,000 |
| Water Parks | \$2,002 | \$2,093 | \$2,364 | \$2,555 | \$2,605 |
| Water park admissions | 147,000 | 149,119 | 159,848 | 153,000 | 157,000 |
| Community Sports | \$554 | \$765 | \$771 | \$862 | \$611 |
| Sports youth participant visits | 1.3M | 1.4M | 1.4M | 1.4M | 1.4M |
| Sports adult participant visits | 223,578 | 210,012 | 200,562 | 210,000 | 219,870 |
| Sports tournament participants | 25,545 | 32,055 | 31,604 | 34,000 | 36,577 |

Planning

Mission Statement

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



Expenditure Budget:
\$5,711,057



3.2% of Community Development

Program:

- Zoning Administration: \$946,379
- Long Range Planning: \$3,485,043
- Current Planning: \$1,086,214
- Community Development: \$193,420

Community Development Expenditure Budget:
\$169,761,012

Mandates

Prince William County operates under state mandates including the development of a Comprehensive Plan. The Plan is required to contain certain elements and must be reviewed 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](#), [15.2-2223](#), [15.2-2285](#), [15.2-4304](#), [15.2-2210](#), [15.2-2306](#)

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

Planning



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| Zoning Administration | \$1,429,434 | \$950,100 | \$867,532 | \$934,116 | \$946,379 | 1.31% |
| Long Range Planning | \$3,171,934 | \$3,030,724 | \$3,247,005 | \$3,491,270 | \$3,485,043 | (0.18%) |
| Current Planning | \$631,631 | \$896,020 | \$967,221 | \$1,050,393 | \$1,086,214 | 3.41% |
| Community Development Program | \$110,046 | \$179,023 | \$135,788 | \$198,330 | \$193,420 | (2.48%) |
| Total Expenditures | \$5,343,045 | \$5,055,867 | \$5,217,545 | \$5,674,109 | \$5,711,057 | 0.65% |

Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$2,657,018 | \$2,585,223 | \$2,518,827 | \$2,840,645 | \$2,876,100 | 1.25% |
| Contractual Services | \$201,693 | \$53,704 | \$88,645 | \$47,182 | \$47,182 | 0.00% |
| Internal Services | \$1,851,987 | \$1,783,653 | \$1,978,172 | \$2,114,848 | \$2,098,524 | (0.77%) |
| Purchase of Goods & Services | \$507,464 | \$503,528 | \$502,796 | \$564,208 | \$579,321 | 2.68% |
| Leases & Rentals | \$15,554 | \$18,241 | \$21,272 | \$19,116 | \$19,116 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$38,270) | (\$38,270) | 0.00% |
| Transfers Out | \$109,329 | \$111,518 | \$107,833 | \$126,380 | \$129,084 | 2.14% |
| Total Expenditures | \$5,343,045 | \$5,055,867 | \$5,217,545 | \$5,674,109 | \$5,711,057 | 0.65% |

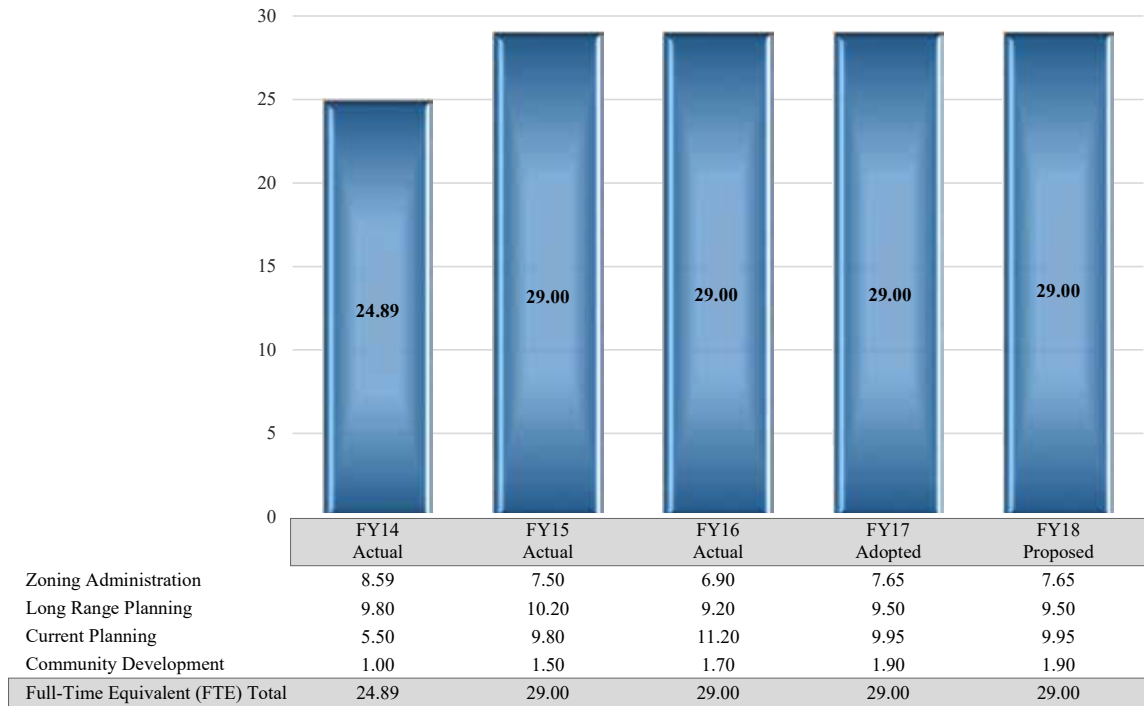
Funding Sources

| | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| Revenue from Federal Government | (\$0) | \$56,317 | \$25,272 | (\$0) | (\$0) | (\$0.00) |
| Permits & Fees | \$603,665 | \$337,245 | \$564,705 | \$419,894 | \$419,894 | (\$0.00) |
| Fines & Forfeitures | (\$25) | (\$0) | (\$0) | (\$0) | (\$0) | (\$0.00) |
| Miscellaneous Revenue | \$381 | \$3,681 | (\$102) | \$155 | \$155 | (\$0.00) |
| Charges for Services | \$31,437 | \$22,189 | \$28,291 | \$37,437 | \$37,437 | (\$0.00) |
| Revenue from Commonwealth | (\$0) | (\$0) | \$3,500 | (\$0) | (\$0) | (\$0.00) |
| Transfers In | \$5,000 | \$3,000 | (\$0) | \$237,066 | \$237,066 | (\$0.00) |
| Designated Funding Sources | \$640,458 | \$422,432 | \$621,666 | \$694,552 | \$694,552 | 0.00% |
| (Contribution to)/Use of Fund Balance | (\$257,548) | (\$44,333) | (\$210,903) | \$113,594 | \$161,678 | 42.33% |
| Net General Tax Support | \$4,960,134 | \$4,677,768 | \$4,806,782 | \$4,865,963 | \$4,854,826 | (0.23%) |
| Net General Tax Support | 92.83% | 92.52% | 92.13% | 85.76% | 85.01% | |

Planning



Staff History by Program



Future Outlook

Land Use Tools - Prince William County (PWC) continues to update land use planning policies to better implement the Comprehensive Plan goals; particularly with regards to mixed use development, redevelopment, environmental and cultural resource preservation, and rural preservation. The County should continue to refine existing tools and develop additional tools to meet stated goals, achieve strategic objectives, and promote economic development opportunities. Future updates to the Comprehensive Plan should be tied to achievable implementation measures and to the tools that implement the Plan (e.g. Zoning Ordinance). In particular, more focus should be placed on the link between the Comprehensive Plan and the Capital Improvement Program.

Citizen Engagement - The Planning Office informs citizens about planning issues and provides staff support to several Boards, Committees, and Commissions. The Planning Office has become more active in soliciting input from a broad stakeholder base and has begun to utilize a wider variety of citizen engagement strategies. These public input opportunities are beneficial, however, they are extremely resource intensive. The Planning Office will continue to refine and expand the ways in which stakeholders can participate in the planning process with a particular focus on the utilization of technology and communication tools, but will closely monitor the impact on staffing resources.

Comprehensive Plan Update - 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 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.

Planning

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 Dale City Sustainable Design Project and the Transportation and Land Use Connections Program, 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 core staffing levels and several major projects either have been recently initiated or are on the horizon. Applications have increased in both the Current Planning and Zoning Administration divisions, partly due to recent changes in state law. The workload associated with the large number of pending zoning text amendments and the updates to the Comprehensive Plan is greater than available resources which will likely lead to longer processing timelines. In addition, many initiatives outlined in the Comprehensive Plan cannot be adequately accomplished with existing resources. Work program activity will need to be carefully monitored to ensure that the highest priority goals are accomplished.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Planning technology bill decreases by \$16,324.
- 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 FY18, the indirect cost transfer amount reimbursing the general fund for Planning decreases by \$22,713.

Budget Initiatives

A. Budget Initiatives

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

| | |
|---------------------|----------|
| Expenditure | \$15,113 |
| Revenue | \$0 |
| General Fund Impact | \$15,113 |
| FTE Positions | 0.00 |

- a. Description** - This addition covers an increase in COG membership dues for FY18.
- b. Service Level Impacts** - Existing service levels are maintained.

Planning

Program Summary

Zoning Administration

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| County has helped preserve the appearance and condition of our neighborhoods | 85% | 85% | 87% | 85% | 87% |
| Zoning verifications/interpretations/certifications completed within 30 days | 90% | 66% | 71% | 90% | 75% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Zoning Administration | \$1,429 | \$950 | \$868 | \$934 | \$946 |
| Zoning verifications/interpretations/certifications issued | 154 | 107 | 205 | 165 | 200 |
| Records Center requests fulfilled | 3,027 | 2,497 | 2,242 | 2,500 | 2,400 |
| Records Center requests fulfilled within 24 hours | 99% | 99% | 99% | 99% | 99% |

Long Range Planning

Long Range Planning prepares, administers, interprets, and implements the Comprehensive Plan. This program also provides case management services for comprehensive plan amendment requests to the Board of County Supervisors (BOCS) and processes administrative and formal public facility reviews. Additionally, this program provides project management and technical support for planning studies, zoning text amendments, special projects related to economic/community development, transportation, and other planning projects identified by the BOCS.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Adopted zoning text amendments that implement Comp Plan goals & strategies | - | - | - | - | 90% |
| Adopted CIP projects implementing needs/goals identified in the Comp Plan | - | - | - | - | 80% |
| Neighborhoods have/are planning adequate community facilities (community survey) | 77% | 77% | - | 77% | - |
| The County effectively manages land use and development | 72% | 72% | - | 72% | - |
| County does a good job of preserving open space | 73% | 73% | - | 73% | - |

Planning

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Comprehensive Plan Maintenance and Update | \$3,172 | \$3,031 | \$3,247 | \$3,491 | \$3,485 |
| Comprehensive Plan Amendments initiated | 2 | 6 | 8 | 5 | 5 |
| Major policy initiatives completed | - | - | - | - | 2 |
| Public facility review determinations requested | 3 | 4 | 27 | 4 | - |
| Public facility reviews completed | - | - | - | - | 4 |
| Case closeout updates to GIS system completed within 14 days | 97% | 99% | 100% | 95% | 95% |
| Zoning text amendments initiated | 7 | 9 | 12 | 10 | 10 |
| Zoning text amendments completed | 7 | 10 | 4 | 11 | 10 |

Current Planning

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Visual appearance of new developments in my community reflects well | 85% | 85% | 87% | 85% | 87% |
| Active non-residential cases scheduled for public hearing within 6 months | - | - | - | - | 75% |
| County does a good job protecting our natural environment | 84% | 84% | - | 84% | - |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Current Planning | \$632 | \$896 | \$967 | \$1,050 | \$1,086 |
| Development review cases (rezonings & SUP) | 46 | 51 | 77 | 55 | 50 |
| Development review cases meeting 10 day quality control review goal | 70% | 82% | 92% | 85% | 85% |
| Development review cases meeting 42 day first review comments goal | 87% | 74% | 96% | 85% | 95% |

Planning

Community Development

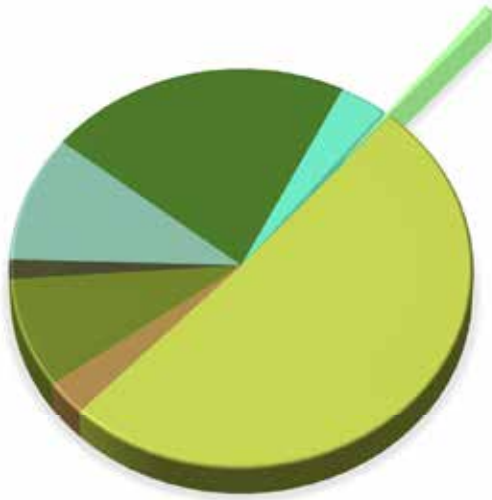
Community Development implements activities and projects across the County that enhance capital investment and job creation within target redevelopment areas. This program works with the private sector to identify, promote, and implement redevelopment and revitalization strategies of vacant/underused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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Capital investment in targeted redevelopment areas | \$3.0M | \$2.0M | \$5.6M | \$3.0M | \$3.0M |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Community Development | \$110 | \$179 | \$136 | \$198 | \$193 |
| Private industry new contact inquiries/assists | 86 | 44 | 21 | 40 | 45 |
| Land use policy and zoning text amendments prepared | 1 | 2 | 2 | 4 | 4 |
| Marketing programs initiated | 1 | 1 | 1 | 1 | 1 |

Mission Statement

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



Expenditure Budget:
\$1,180,801



0.7% of Community Development

Program:

- PWC/Manassas Convention & Visitors Bureau: \$1,180.801

Community Development Expenditure Budget:
\$169,761,012

Mandates

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



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|--|------------------------|------------------------|------------------------|-------------------------|--------------------------|--|
| Transfer to Convention & Visitors Bureau | \$1,114,594 | \$1,211,777 | \$1,162,562 | \$1,180,801 | \$1,180,801 | 0.00% |
| Total Expenditures | \$1,114,594 | \$1,211,777 | \$1,162,562 | \$1,180,801 | \$1,180,801 | 0.00% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Transient Occupancy Tax | \$1,114,594 | \$1,211,777 | \$1,162,562 | \$1,180,801 | \$1,180,801 | 0.00% |
| Total Designated Funding Sources | \$1,114,594 | \$1,211,777 | \$1,162,562 | \$1,180,801 | \$1,180,801 | 0.00% |
| Net General Tax Support | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Net General Tax Support | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | |

Future Outlook

Sponsored Sports Tournaments - The PWC/Manassas Convention & Visitors Bureau (CVB) plans to continue its sponsored sports tournament initiative into FY18. Attracting sporting events and tournaments increases visitor expenditures in the County and provides recreation/spectator opportunities to County residents. The CVB will continue its focus on attracting established national sporting events and tournaments with the majority of spectators/participants coming from outside the area.

New Tourism Developments - Several new developments dependent on a strong visitor economy are planned over the next few years including four new hotel properties: TownPlace Suites Woodbridge, Candlewood Suites Dumfries, Home2Suites Woodbridge, Spring Hill Suites Gainesville, Two Silos Brewery and Bistro at Innovation Park, Potomac Nationals stadium, Potomac Shores hotel/resort/conference center, Effingham Manor Winery, Cabela's Gainesville and Tin Cannon Brewery Gainesville expansion.

Regional Partnerships and Grants - The CVB partners with other tourism agencies to expand Prince William County's reach for tourism dollars and grant funding. The CVB, Destination DC, Northern Virginia Visitors Consortium, and the Virginia Tourism Corporation continue to partner on international marketing campaigns/sponsorships and co-op familiarization trips for travel writers, military reunion planners and tour operators. The CVB continues its partnership with Amtrak's Virginia by Rail Partnership with Norfolk, Richmond and Fredericksburg, and in addition, the Stafford, Fauquier, Prince William Artisan Trail.

Per Diem Rate - The County's low per diem rate will continue to negatively impact future investment and growth for hotel and conference center development and revenues. Concerted efforts to raise the rate will continue in partnership with the County, VA Lodging Association and Prince William Chamber.

Potential Tax Revenue Impacts - Any fluctuations in federal government travel, spending and sequestration will negatively impact hotel occupancy and the transient occupancy tax revenue. The County has not experienced significant impacts from short-term rentals, such as Airbnb, but long-term impacts cannot be ruled out as this segment of the accommodation sector continues to expand. VA Lodging Association legislative efforts will continue to regulate and ensure transient occupancy tax is collected on short-term rentals.

PWC/Manassas Convention & Visitors Bureau

Program Summary

PWC/Manassas Convention & Visitors Bureau

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Annual increase in Transient Occupancy Tax revenue collected | -13% | 7% | 11% | -12% | 0% |
| Transient Occupancy Tax revenue collected | \$3.0M | \$3.3M | \$3.7M | \$3.5M | \$3.5M |
| Hotel occupancy rate | 59% | 64% | 66% | 63% | 65% |
| Average Daily Room (ADR) rate | \$81 | \$82 | \$85 | \$86 | \$86 |
| Revenue per room (REVPAR) | \$48 | \$53 | \$57 | \$54 | \$56 |
| PWC visitor expenditures | \$525M | \$542M | - | - | \$574M |
| PWC jobs supported by tourism | 6,010 | 6,223 | - | - | 6,602 |
| PWC visitor generated local tax receipts | \$7.9M | \$8.4M | - | - | \$9.0M |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| PWC/Manassas Convention & Visitors Bureau | \$1,115 | \$1,212 | \$1,163 | \$1,181 | \$1,181 |
| Inquiries to PWC/Manassas Convention & Visitors Bureau | 54,850 | 77,749 | 125,000 | 125,000 | - |
| Visitor services/interactions | 18,678 | 23,566 | 23,349 | 20,500 | 23,500 |
| Visits to attractions/historic sites | 3.0M | 3.2M | 3.3M | 3.4M | 3.4M |
| Unique website visitors | 163,367 | 143,769 | 146,519 | 153,769 | 160,000 |
| Group requests for proposals (RFPs)/leads | 83 | 113 | 176 | 130 | 182 |
| Group room nights proposed to local hotels | 7,927 | 7,268 | 17,041 | 7,860 | 11,457 |
| Overnight RFPs/leads | 40 | 58 | 90 | 68 | 97 |
| Day trip RFPs/leads | 43 | 55 | 86 | 64 | 88 |
| Planner interactions | 649 | 1,183 | 1,322 | 1,366 | 1,450 |
| Public relations stories generated | 144 | 153 | 111 | 164 | 125 |
| Electronic marketing impressions | 529,260 | 635,441 | 17.7M | 650,000 | 20.0M |
| New social media followers | 2,059 | 4,317 | 6,212 | 6,500 | 12,000 |

Public Works

Mission Statement

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



Community Development Expenditure Budget:
\$169,761,012

Expenditure Budget:
\$86,052,533



47.7% of Community Development

Program:

- Director's Office: \$759,477
- Historic Preservation: \$1,455,850
- Stormwater Infrastructure Management: \$3,545,020
- Site Development: \$3,534,942
- Watershed Improvement: \$7,833,158
- Fleet Management: \$11,240,284
- Facilities Construction Management: \$163,673
- Sign Shop: \$217,111
- Small Project Construction: \$1,874,172
- Mosquito & Forest Pest Management: \$1,894,133
- Solid Waste: \$24,422,583
- Buildings & Grounds: \$11,685,242
- Property Management: \$12,871,494
- Neighborhood Services: \$4,190,083
- Service Districts (Bull Run & Lake Jackson): \$365,311

Mandates

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

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

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

Public Works



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Public Works Director's Office | \$1,279,245 | \$1,314,234 | \$1,326,506 | \$720,936 | \$759,477 | 5.35% |
| Historic Preservation | \$1,461,803 | \$1,502,082 | \$1,352,263 | \$1,425,258 | \$1,455,850 | 2.15% |
| Stormwater Infrastructure Management | \$2,649,889 | \$2,970,781 | \$2,798,956 | \$3,302,756 | \$3,545,020 | 7.34% |
| Site Development | \$2,758,501 | \$3,113,044 | \$3,129,368 | \$3,299,188 | \$3,534,942 | 7.15% |
| Watershed Improvement | \$3,390,972 | \$3,156,787 | \$4,326,518 | \$5,015,908 | \$7,833,158 | 56.17% |
| Fleet Management | \$10,391,824 | \$10,231,551 | \$9,509,587 | \$10,996,131 | \$11,240,284 | 2.22% |
| Facilities Construction Management | \$197,895 | \$1,551 | (\$14,110) | \$119,149 | \$163,673 | 37.37% |
| Sign Shop | \$230,756 | \$231,381 | \$245,535 | \$205,435 | \$217,111 | 5.68% |
| Small Project Construction | \$2,048,951 | \$1,599,435 | \$2,713,579 | \$2,058,102 | \$1,874,172 | (8.94%) |
| Mosquito & Forest Pest Mgmt | \$1,503,026 | \$1,417,367 | \$1,431,993 | \$1,808,077 | \$1,894,133 | 4.76% |
| Solid Waste | \$19,094,885 | \$19,020,477 | \$16,579,543 | \$17,616,542 | \$24,422,583 | 38.63% |
| Buildings & Grounds | \$10,736,120 | \$10,479,664 | \$10,463,388 | \$10,667,356 | \$11,685,242 | 9.54% |
| Property Management | \$10,787,030 | \$10,991,654 | \$11,096,827 | \$12,312,610 | \$12,871,494 | 4.54% |
| Neighborhood Services | \$3,295,480 | \$3,711,504 | \$3,783,055 | \$4,085,882 | \$4,190,083 | 2.55% |
| Service Districts | \$462,222 | \$336,990 | \$226,516 | \$365,311 | \$365,311 | 0.00% |
| Total Expenditures | \$70,288,599 | \$70,078,503 | \$68,969,521 | \$73,998,640 | \$86,052,533 | 16.29% |

Expenditure by Classification

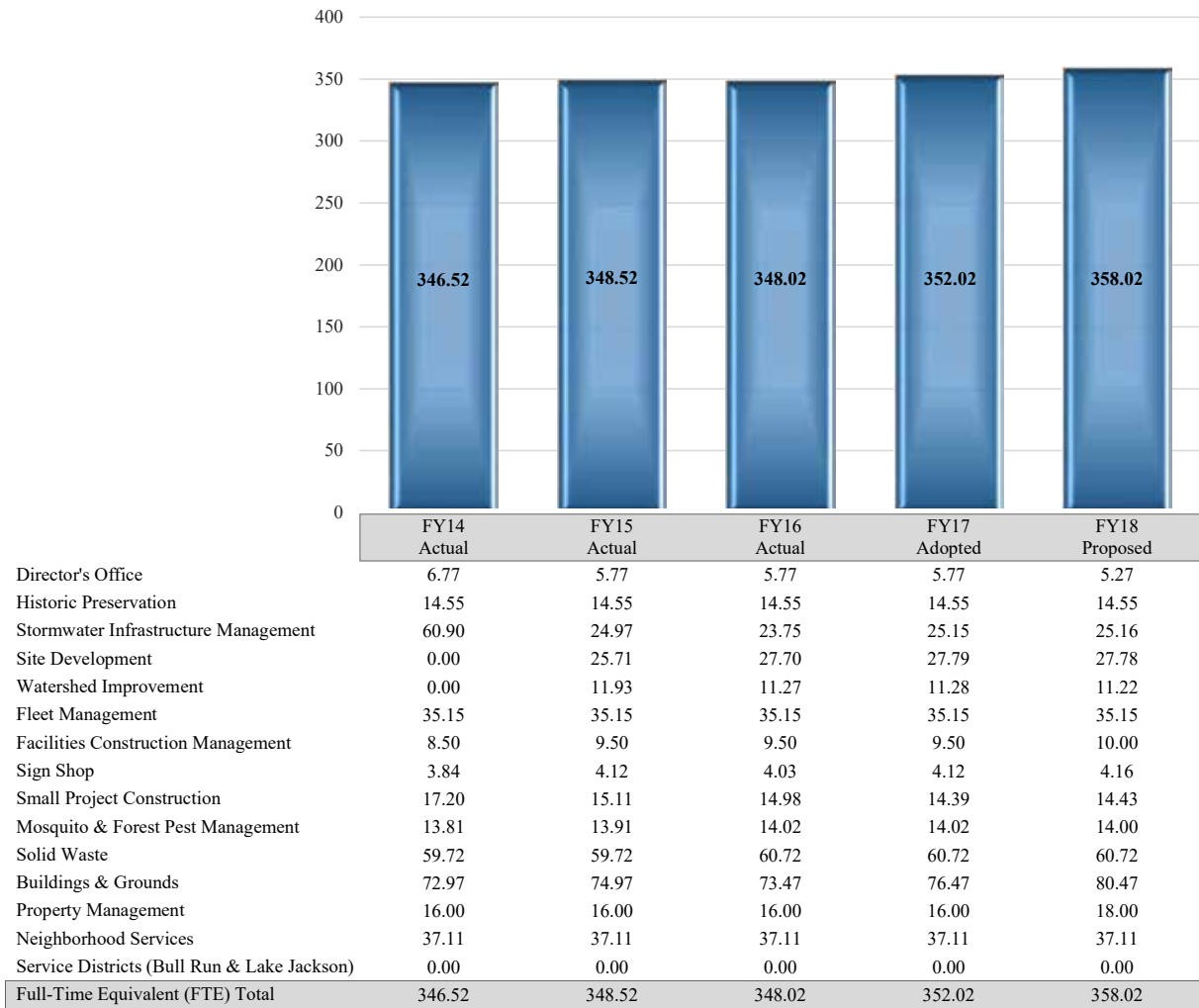
| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| Salaries and Benefits | \$25,195,601 | \$25,210,806 | \$27,216,854 | \$27,957,906 | \$29,277,486 | 4.72% |
| Amortization | \$3,774,243 | \$2,386,372 | \$1,483,825 | \$1,755,699 | \$2,085,793 | 18.80% |
| Capital Outlay | \$2,658,020 | \$2,752,188 | \$2,144,190 | \$4,068,042 | \$4,343,048 | 6.76% |
| Contractual Services | \$11,104,589 | \$10,818,362 | \$11,607,479 | \$13,246,082 | \$14,076,374 | 6.27% |
| Debt Maintenance | (\$35) | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Depreciation | \$3,171,757 | \$4,015,054 | \$1,404,086 | \$1,007,569 | \$2,098,713 | 108.29% |
| Internal Services | \$2,986,634 | \$3,822,599 | \$3,277,379 | \$2,778,723 | \$2,835,975 | 2.06% |
| Purchase of Goods & Services | \$11,577,531 | \$11,328,794 | \$11,038,682 | \$14,520,167 | \$14,925,871 | 2.79% |
| Leases & Rentals | \$6,247,571 | \$6,452,339 | \$6,513,416 | \$6,959,789 | \$7,528,497 | 8.17% |
| Reserves & Contingencies | (\$829,535) | (\$997,515) | (\$1,407,876) | (\$3,570,217) | (\$3,758,056) | 5.26% |
| Transfers Out | \$4,402,221 | \$4,289,504 | \$5,691,485 | \$5,274,880 | \$12,638,832 | 139.60% |
| Total Expenditures | \$70,288,599 | \$70,078,503 | \$68,969,521 | \$73,998,640 | \$86,052,533 | 16.29% |

Funding Sources

| | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|---------------------|--------------|
| Revenue from Federal Government | \$267,260 | \$267,260 | \$330,000 | \$330,000 | \$330,000 | 0.00% |
| Permits & Fees | \$1,901,782 | \$2,297,479 | \$2,300,354 | \$2,407,996 | \$2,407,996 | 0.00% |
| Fines & Forfeitures | \$1,163 | \$570 | \$9,015 | \$0 | \$0 | 0.00% |
| Use of Money & Property | \$1,762,644 | \$1,728,145 | \$1,978,405 | \$1,989,190 | \$1,989,190 | 0.00% |
| Revenue from Other Localities | \$56,997 | \$2,839 | \$0 | \$0 | \$0 | 0.00% |
| Miscellaneous Revenue | \$165,859 | \$259,314 | \$516,140 | \$243,000 | \$492,932 | 102.85% |
| Non-Revenue Receipts | \$157,526 | \$223,397 | \$423,236 | \$173,700 | \$173,700 | 0.00% |
| General Property Taxes | \$1,540,997 | \$1,599,105 | \$1,710,112 | \$1,794,771 | \$1,794,771 | 0.00% |
| Charges for Services | \$35,348,742 | \$36,322,119 | \$38,453,850 | \$36,837,933 | \$37,082,085 | 0.66% |
| Revenue from Commonwealth | \$480,227 | \$1,295,388 | \$517,762 | \$552,728 | \$552,728 | 0.00% |
| Transfers In | \$10,417,561 | \$2,356,503 | \$3,549,431 | \$2,028,088 | \$1,785,390 | (11.97%) |
| Total Designated Funding Sources | \$52,100,758 | \$46,352,120 | \$49,788,306 | \$46,357,406 | \$46,608,792 | 0.54% |
| Use/(Contribution) of Fund Balance | (\$7,702,986) | (\$3,747,682) | (\$7,386,786) | (\$1,132,819) | \$8,620,083 | |
| Net General Tax Support | \$25,890,827 | \$27,474,065 | \$26,568,001 | \$28,774,053 | \$30,823,659 | 7.12% |
| Net General Tax Support | 36.84% | 39.20% | 38.52% | 38.88% | 35.82% | |

Public Works

Staff History by Program



Future Outlook

County Facilities Are Over Capacity - Many County facilities are currently at or beyond capacity. In particular, staff housed at the Judicial Center, Sudley North, Ferlazzo, Public Safety Training Center and Fleet Management facilities have faced increasing shortages in space for several years. These facilities support Public Safety and Human Service agencies, which have experienced growth and will continue to grow as the population increases. Many steps have been taken to accommodate this growth such as reducing space standards, making conference rooms into office space and fragmenting agencies into other facilities both owned and leased. However, at this point these tactics have exhausted their effectiveness and all future growth will have to be accommodated through additional leased space or the construction of additional County facilities.

Public Works

Deferred Facility Maintenance - Public Works maintains over 130 facilities and 1.2 million square feet. These facilities range in age from brand new (Montclair Library) to 269 years old (Rippon Lodge). In order to comply with the American Public Works Association accreditation standards and the County's Principles of Sound Fiscal Management, Public Works implements both a daily maintenance program and a cyclic replacement program for major facility components. As new facilities are brought on line and the existing facilities are aging, Public Works is unable to keep pace with the cyclic replacement schedules. This translates into a large deferred maintenance list. Eventually, the deferred items will fail and staff will have to replace systems during an emergency situation, which will be significantly more expensive than if they were managed according to a schedule. Furthermore, unscheduled system failures will interrupt needed services provided to residents at these facilities.

Facility Security Concerns - Facility Security continues to be a growing concern for the safety of staff and protection of property. As acts of violence around the country directed toward government institutions have become more frequent, security assessments of major County complexes will need to occur. In FY16, Public Works completed a security assessment of the Judicial Center, which recommended \$4.55 million in security enhancements. These recommendations will be implemented in FY17. Also at the end of FY16, a security assessment of the Prince William County Government Center Complex was initiated. Dedicated resources will be needed to complete and implement these assessments.

Increase in Environmental Mandates - Environmental Services is concerned about the resources needed to comply with the ever increasing federal and state requirements for Chesapeake Bay Restoration and Total Maximum Daily Loads (TMDL) reductions for water quality improvements. The ability to achieve large pollutant reductions will require new programs that enable the County to meet these strict stormwater regulations. These initiatives will require increased funding, which may necessitate increases in stormwater management fees for residential and commercial property.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Public Works technology bill increases by \$40,011.
- B. Snow Removal Budget Increase** - Based on the three and five prior year averages of snow removal expenditures, the Public Works snow removal budget is being increased by \$200,000. In prior years when there were major snow events, Public Works would have to request funding from the contingency budget.
- C. Site Inspections Funding Shift** - Since 2010, funding for the site inspections activity was split between the stormwater management fee and land development fees. In FY17, funding for site inspections was shifted to development fees and the Virginia Stormwater Management Program (VSMP). Development fees funds 60%, VSMP fees funds 20% and the stormwater management fee funds the remaining 20% of site inspections. The stormwater management (SWM) fee will continue to fund federal and state mandated activities for Chesapeake Bay TMDL reductions and water quality improvements. In FY18, the split will be 68% development fees, 22% VSMP and 10% SWM fees. In FY19, the plan is to have the site inspections function funded 75% by development fees and 25% by VSMP.

Public Works

Budget Initiatives

A. Budget Initiatives

1. Maintenance and Custodial Services for Central District Police Station – Buildings & Grounds

| | |
|---------------------|-----------|
| Expenditure | \$575,201 |
| Revenue | \$0 |
| General Fund Impact | \$575,201 |
| FTE Positions | 4.00 |

- a. **Description** - Central District Police Station is scheduled to be operational in Summer 2017. This initiative funds three custodians and one maintenance mechanic to maintain the new county facility.
- b. **Service Level Impacts** - The new police station, a 24/7 facility, adds 57,000 square feet of building maintenance and support to the county's facility inventory.

2. Utilities for Central District Police Station – Property Management

| | |
|---------------------|-----------|
| Expenditure | \$163,684 |
| Revenue | \$0 |
| General Fund Impact | \$163,684 |
| FTE Positions | 0.00 |

- a. **Description** - Central District Police Station occupancy is planned to occur in Summer 2017. This initiative is for a full year of utility costs.
- b. **Service Level Impacts** - The new police station adds 57,000 square feet of facility space requiring 24/7 supply for all utilities.

3. Lease Escalation and Utility Increase Costs – Property Management

| | |
|---------------------|-----------|
| Expenditure | \$383,671 |
| Revenue | \$0 |
| General Fund Impact | \$383,671 |
| FTE Positions | 0.00 |

- a. **Description** - This initiative provides additional funding for existing facilities utilities (\$61,597) and funding for lease escalation costs as well as new leased space for the Brentsville District Supervisor and the Community Services Clubhouse (\$322,074).
- b. **Service Level Impacts** - Existing service levels are maintained.

Public Works

4. Building & Facility Capital Program – Property Management

| | |
|---------------------|-----------|
| Expenditure | \$187,838 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 2.00 |

a. **Description** - This initiative provides funding for two FTEs, an Engineer III and a Construction Coordinator, to establish and manage a capital component replacement program. These two positions will be funded by the project budget so there is no general fund impact.

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

5. Contract Increases – Buildings & Grounds

| | |
|---------------------|-----------|
| Expenditure | \$115,969 |
| Revenue | \$0 |
| General Fund Impact | \$115,969 |
| FTE Positions | 0.00 |

a. **Description** - This initiative provides additional funding for the following contracts:

- custodial services contract (\$35,000)
- security guard services (\$70,969)
- trash/recycling services (\$10,000)

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

6. Support for Landfill Capital Projects – Solid Waste

| | |
|---------------------|-------------|
| Expenditure | \$4,483,000 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

a. **Description** - This initiative funds the landfill capital projects in the Proposed FY2018-FY2023 Capital Improvement Program. The transfer is funded by the solid waste enterprise fund balance. There is no general fund impact.

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

Public Works

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

| | |
|---------------------|-----------|
| Expenditure | \$633,000 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. Description** - This initiative provides one-time funding for the scheduled replacement of solid waste equipment and is funded by existing revenue from the solid waste fee. The equipment being replaced includes one track loader used to process waste (\$495,000), four recycling trailers (\$48,000), a slope mower (\$50,000) and a pickup truck (\$40,000).
- b. Service Level Impacts** - Existing service levels are maintained.

8. Increase Oil and Anti-Freeze Recycling Budget – Solid Waste

| | |
|---------------------|----------|
| Expenditure | \$20,500 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. Description** - Contractors have started charging for used motor oil & antifreeze collection services. Also, the periodic pump out of sludge and other undesirable materials from the motor oil and anti-freeze recycling tanks is required. This initiative is funded by existing solid waste fee revenue.
- b. Service Level Impacts** - Existing service levels are maintained.

9. Replace Scale Operating Software – Solid Waste

| | |
|---------------------|-----------|
| Expenditure | \$110,000 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. Description** - This initiative funds the replacement of the weigh scale software used at County solid waste facilities. The program depends on the current software system for weighing and billing of material arriving at facilities. The current system has been used by Prince William County (PWC) in excess of 20 years and has reached its maximum data management capabilities. This is a one-time cost that is fully funded by existing solid waste fee revenue.
- b. Service Level Impacts** - Existing service levels are maintained.

Public Works

10. Landfill Solar Lease Project – Solid Waste

| | |
|---------------------|-----------|
| Expenditure | \$245,034 |
| Revenue | \$249,932 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. **Description** - The Board of County Supervisors (BOCS) authorized an agreement with CGC, Inc. via [BOCS Resolution 15-370](#) to develop a solar energy generation project at the landfill. The county will cover annual lease costs by the sale of excess power generated and solar renewable energy credits (SRECS). In addition, the county may see a reduction in the annual electric utility expenditures.
- b. **Service Level Impacts** - Once complete this project will result in renewable energy being provided directly to buildings on the landfill property.

11. Northern Virginia Waste Management Program Contribution Increase – Solid Waste

| | |
|---------------------|---------|
| Expenditure | \$1,663 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. **Description** - PWC is part of the Northern Virginia Regional Commission. In addition to the general contribution there is a \$13,068 contribution to the Northern Virginia Waste Management Program that is paid by the solid waste enterprise fund. This is a \$1,663 increase over FY17.
- b. **Service Level Impacts** - Existing service levels are maintained.

12. Support for Watershed Projects – Watershed Improvement

| | |
|---------------------|-------------|
| Expenditure | \$2,572,867 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. **Description** - This initiative funds the watershed projects in the Proposed FY2018-FY2023 Capital Improvement Program. The transfer is funded by the stormwater management fee current year revenue and fund balance. There is no general fund impact.
- b. **Service Level Impacts** - Existing service levels are maintained.

Public Works

13. Watershed and Bacterial TMDL Action Plan Studies – Watershed Improvement

| | |
|---------------------|-----------|
| Expenditure | \$450,000 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. Description** - The County's Municipal Separate Storm Sewer System (MS4) permit requires a watershed study be completed every other year (\$350,000) and a bacterial TMDL action plan study be completed (\$100,000). These studies are funded by the stormwater management fee so there is no impact on the general fund.
- b. Service Level Impacts** - Existing service levels are maintained.

14. Funding Increase to the Soil and Water Conservation District – Watershed Improvement

| | |
|---------------------|---------|
| Expenditure | \$4,745 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. Description** - The Prince William Soil and Water Conservation District (PWSWCD) is focused on protecting and enhancing the water and soil resources in the county. It is funded by the county via the existing stormwater management revenue and the Virginia Department of Conservation and Recreation. This initiative will increase the county funding to PWSWCD by 2% from \$237,264 to \$242,009.
- b. Service Level Impacts** - Existing service levels are maintained.

15. Replace Litter Crew Truck – Neighborhood Services

| | |
|---------------------|----------|
| Expenditure | \$55,000 |
| Revenue | \$55,000 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. Description** - This initiative funds the replacement of a litter crew truck that has exceeded the recommended mileage maximum. All litter crew expenditures are funded by a transfer from the Solid Waste Enterprise Fund. There is no general fund impact.
- b. Service Level Impacts** - Existing service levels are maintained.

Public Works

Program Summary

Director's Office

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Key department program measures met | 77% | 62% | 54% | 70% | 70% |
| Public Works DART Score (Days Away, Restricted or Transferred) | 8.1 | 3.0 | 7.9 | 4.5 | 6.2 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Leadership & Management | \$1,279 | \$1,314 | \$1,327 | \$721 | \$759 |
| BOCS agenda items | 42 | 68 | 55 | 54 | 55 |

Historic Preservation

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Customer satisfaction with visit to historic site | 95% | 96% | 97% | 95% | 95% |
| Volunteer hours value | \$212,186 | \$106,580 | \$111,498 | \$150,000 | \$125,000 |
| Revenue recovery rate | 4.9% | 4.1% | 4.3% | 5.0% | 5.0% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Preservation | \$680 | \$403 | \$378 | \$364 | \$377 |
| Annual average hours of service per long term volunteer | 57 | 41 | 41 | 50 | 50 |
| Archeological collections donated to the County | 5 | 11 | 9 | 9 | 9 |
| Management & Events Programming | \$782 | \$622 | \$576 | \$600 | \$604 |
| Programs at historic sites | 1,212 | 768 | 832 | 850 | 900 |
| FTE equivalent of volunteer hours contributed | 6 | 3 | 3 | 4 | 3 |
| Visitors to historic sites | 53,708 | 70,892 | 82,841 | 77,000 | 100,000 |
| Maintenance & Construction | \$0 | \$477 | \$398 | \$461 | \$475 |
| Work orders for historic buildings and grounds | 172 | 137 | 111 | 150 | 150 |
| Construction, restoration and renovation projects | 4 | 3 | 3 | 3 | 3 |

Public Works

Stormwater Infrastructure Inspections & Maintenance

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Drainage assistance requests responded to within 5 business days | 96% | 97% | 99% | 90% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Stormwater Management Infrastructure Inspection | \$883 | \$859 | \$576 | \$701 | \$783 |
| County-maintained facilities inspected and/or re-inspected | 1,449 | 843 | 875 | 875 | 900 |
| Privately-maintained facilities inspected and/or re-inspected | 312 | 375 | 266 | 200 | 200 |
| Miles of drainage systems inspected | 804 | 634 | 243 | 150 | 175 |
| Stormwater Management Infrastructure Maintenance | \$1,767 | \$2,112 | \$2,223 | \$2,601 | \$2,762 |
| Major maintenance cases completed/closed | 138 | 191 | 277 | 150 | 200 |

Site Development

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Site development plan submissions reviewed within county standards | 100% | 100% | 99% | 100% | 100% |
| Lot grading plan submissions reviewed within 10 business days | 100% | 100% | 100% | 100% | 100% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Plan Review | \$1,198 | \$1,491 | \$1,513 | \$1,591 | \$1,722 |
| Site development plan submissions reviewed | 540 | 495 | 366 | 500 | 450 |
| Lot grading lots reviewed | 1,169 | 1,140 | 1,117 | 1,100 | 1,000 |
| Site Inspections | \$1,560 | \$1,622 | \$1,616 | \$1,709 | \$1,813 |
| Virginia Stormwater Management Program & erosion & sediment control inspections | 23,681 | 18,285 | 17,364 | 20,000 | 20,000 |

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 | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Industrial or high risk inspections conducted | 25 | 60 | 31 | 80 | 25 |
| Linear feet of stream restorations completed | 1,100 | 1,100 | 1,468 | 2,500 | 2,500 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Watershed Monitoring | \$3,001 | \$2,762 | \$3,897 | \$4,581 | \$7,391 |
| Linear feet of stream assessments completed | 94,302 | 67,457 | 56,800 | 60,000 | 60,000 |
| Dry weather outfalls monitored and inspected | 513 | 1,366 | 1,187 | 1,000 | 1,000 |
| Watershed Improvements | \$390 | \$395 | \$430 | \$435 | \$442 |
| Pounds of phosphorus reduction achieved | - | - | 100 | 50 | 100 |

Fleet Management

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Cost per mile - light duty public safety vehicles | \$0.26 | \$0.25 | \$0.27 | \$0.28 | \$0.28 |
| Cost per mile - light duty non-public safety vehicles | \$0.35 | \$0.34 | \$0.33 | \$0.34 | \$0.34 |
| Work orders that are scheduled maintenance | 58% | 57% | 56% | 58% | 58% |
| Availability of public service light duty vehicles | 90% | 91% | 90% | 92% | 92% |
| Public Safety vehicles due or overdue for replacement | 14% | 10% | 5% | 8% | 8% |

Public Works

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| County Vehicle Maintenance | \$7,745 | \$7,425 | \$7,071 | \$8,346 | \$8,590 |
| Vehicles maintained that are under 10,000 lbs. gross vehicle weight | 1,124 | 1,153 | 1,208 | 1,145 | 1,245 |
| Heavy equipment maintained that are over 10,000 lbs. gross vehicle weight | 226 | 227 | 229 | 225 | 233 |
| Fleet work orders | 7,390 | 8,293 | 7,094 | 7,500 | 7,758 |
| County Vehicle Replacement | \$2,646 | \$2,806 | \$2,439 | \$2,650 | \$2,650 |
| General fund vehicles purchased | 109 | 96 | 115 | 95 | 76 |

Facilities Construction Management

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| FCM customers satisfied with overall project management | 90% | 90% | 100% | 90% | 90% |
| CIP construction change order different from original contracted amount | 5% | 3% | 5% | <10% | <10% |
| CIP change orders based on user requested changes from total change order costs | 4% | 1% | 12% | <10% | <10% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| County Facility Construction | \$198 | \$2 | (\$14) | \$119 | \$164 |
| Total CIP projects | 9 | 9 | 9 | 8 | 8 |
| Total non-CIP projects | 5 | 2 | 2 | 4 | 0 |

Public Works

Sign Shop

The Sign Shop inspects, fabricates, installs and maintains all street name signs as mandated by the Virginia Code § [33.2-328](#), the Code of Ordinances, County of Prince William Section 24-3 and the County's Design and Construction Standards Manual (DCSM) Section 604.06. In addition, the program produces high quality graphics for County vehicles and creates custom-designed original graphic designs for interior and exterior signs, banners, posters, and displays for County agencies, outside jurisdictions and developers.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Street name signs replaced within 7 days of inspection | 83% | 71% | 77% | 85% | 80% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Street Name Signs | \$231 | \$215 | \$215 | \$203 | \$203 |
| Streets requiring street name signs | 9,450 | 9,483 | 9,696 | 9,600 | 9,700 |
| Street name signs fabricated for maintenance | 664 | 485 | 723 | 600 | 700 |
| Signs and Graphics | \$0 | \$16 | \$30 | \$2 | \$14 |
| Signs and graphics fabricated for revenue | 13,648 | 12,049 | 11,686 | 11,000 | 11,500 |
| Sign and graphic jobs completed | 569 | 631 | 616 | 650 | 625 |

Small Project Construction

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Community improvement projects completed within 10% of estimated cost | 91% | 96% | 97% | 95% | 95% |
| Community improvement projects completed on time | 96% | 99% | 100% | - | - |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Small Community Improvement Construction | \$2,049 | \$1,599 | \$2,714 | \$2,058 | \$1,874 |
| Community improvement projects completed | 57 | 81 | 61 | 50 | 50 |

Public Works

Mosquito & Forest Pest Management

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Mosquito traps processed within 48 hours | - | 98% | 100% | 98% | 98% |
| Gypsy moth egg mass surveys done by November 1st | - | 97% | 89% | 95% | 95% |
| Citizen site visit requests responded to within 24 hours | 97% | 89% | 98% | 95% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Mosquito/Forest Pest Monitoring | \$685 | \$850 | \$835 | \$984 | \$993 |
| Larval mosquito habitat inspections | 4,053 | 5,840 | 5,726 | 5,000 | 5,000 |
| Reduction and Response | \$818 | \$568 | \$597 | \$824 | \$901 |
| Mosquito larvicide applications | 2,278 | 1,474 | 1,874 | 1,500 | 1,500 |

Solid Waste

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Refuse recycled | 41% | 41% | 34% | 43% | 35% |
| Tons of refuse processed | 349,276 | 403,080 | 435,623 | 350,000 | 450,000 |

Public Works

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Solid Waste Management & Administration | \$4,859 | \$5,917 | \$3,016 | \$3,458 | \$4,775 |
| Non-residential accounts processed | 4,014 | 4,139 | 4,153 | 4,000 | 4,200 |
| Appeals completed within 30 days | 100% | 100% | 100% | >99% | >99% |
| Yard Waste Composting | \$2,851 | \$2,865 | \$2,590 | \$3,596 | \$3,583 |
| Tons of County yard waste diverted from waste stream | 19,016 | 17,324 | 28,132 | 22,000 | 29,000 |
| Solid Waste Facilities Operation | \$7,169 | \$9,379 | \$10,305 | \$7,689 | \$9,491 |
| Refuse trucks inspected | 4,087 | 4,311 | 4,199 | 4,000 | 4,000 |
| Pounds of Household Hazardous Waste and eWaste collected | 1.5M | 1.7M | 1.5M | 1.7M | 1.7M |
| Citizens trips to Solid Waste facilities | 486,199 | 511,225 | 532,526 | 515,000 | 520,000 |
| Recyclable Materials Collected, Processed & Marketed | \$4,216 | \$860 | \$668 | \$1,118 | \$1,082 |
| Tons of recyclables processed and marketed | 12,721 | 10,227 | 9,741 | 10,500 | 1,000 |
| Revenue generated from sale of recyclables | \$594,000 | \$576,000 | \$413,977 | \$500,000 | \$520,000 |
| Landfill Closure | \$0 | \$0 | \$0 | \$1,756 | \$5,491 |

Buildings & Grounds

Provide building maintenance services to over 130 owned facilities and selected leased properties; landscaping, grounds in-house and contract maintenance, snow removal, paving repair and installation, and moving services; custodial services for over 1.2 million square feet; and mail and printing services supporting the needs of the County government. Provide 24/7 operation and responsive emergency support to address natural or manmade disasters.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Cost per square foot for custodial services | \$2.38 | \$2.29 | \$2.29 | \$2.36 | \$2.33 |
| Routine maintenance work requests completed within ten (10) working days | 70% | 76% | 79% | 73% | 73% |
| Cost per square foot for building maintenance program service | \$2.73 | \$2.74 | \$3.70 | \$2.82 | \$3.09 |
| Printing jobs completed on time | 87% | 87% | 91% | 89% | 91% |
| Routine grounds maintenance requests completed within ten (10) working days | 95% | 87% | 87% | 92% | 92% |

Public Works

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Building Maintenance | \$5,301 | \$4,841 | \$4,268 | \$5,043 | \$5,392 |
| Work orders | 6,194 | 5,000 | 4,475 | 5,600 | 4,435 |
| Grounds Maintenance | \$1,169 | \$1,198 | \$1,507 | \$1,273 | \$1,535 |
| Grounds work requests | 789 | 797 | 776 | 787 | 787 |
| Custodial Services | \$2,541 | \$2,576 | \$2,786 | \$2,959 | \$3,244 |
| Square footage maintained | 1.5M | 1.1M | 1.2M | 1.1M | 1.2M |
| Graphics Arts & Print Shop | \$638 | \$633 | \$564 | \$0 | \$83 |
| Copies produced in-house | 8.1M | 8.1M | 4.6M | 7.6M | 5.0M |
| Printing jobs completed | 1,074 | 2,223 | 2,338 | 1,732 | 2,450 |
| Mail Room and Courier Service | \$295 | \$335 | \$421 | \$397 | \$398 |
| Total pieces of mail handled | 1.3M | 1.3M | 1.4M | 1.4M | 1.4M |
| Security | \$793 | \$897 | \$917 | \$995 | \$1,033 |
| Citizen meetings supported by guard service | 96% | 97% | 94% | 95% | 95% |
| Alarms and access devices work orders | 1,063 | 788 | 862 | 944 | 914 |

Property Management

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Customers satisfied with overall project management | 99% | 97% | 98% | 98% | 98% |
| Average cost per square foot of leased space | \$18.79 | \$19.07 | \$19.55 | \$19.93 | \$19.25 |
| Cost avoidance realized by redeploying surplus items | \$191,143 | \$140,349 | \$189,734 | \$150,000 | \$150,000 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Property Management | \$1,469 | \$1,563 | \$2,031 | \$2,379 | \$2,383 |
| Property management projects completed | 240 | 215 | 282 | 250 | 250 |
| Energy Management | \$3,082 | \$2,982 | \$2,672 | \$3,025 | \$3,248 |
| Annual facility electrical usage - KWH per square foot | 20 | 19 | 19 | 19 | 19 |
| Real Estate | \$6,115 | \$6,318 | \$6,240 | \$6,750 | \$7,076 |
| Commercial square feet leased | 317,814 | 324,309 | 323,309 | 328,509 | 330,741 |
| Records Management | \$121 | \$129 | \$153 | \$159 | \$164 |
| Boxes delivered/picked up | 5,292 | 7,723 | 5,424 | 5,000 | 5,300 |
| Records checked in/checked out | 7,996 | 8,270 | 8,436 | 8,000 | 8,300 |

Public Works

Neighborhood Services

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Founded current year PCE cases resolved or moved to court action within 100 days | 95% | 98% | 91% | 96% | 91% |
| Designated road avg litter rating- 1= no visible trash and 5= trash dumping site | 2 | 2 | 1 | 2 | 2 |
| First inspection of complaint within seven days | 97% | - | 93% | 83% | 85% |
| Average time to resolve cases (calendar days) | 45 | 22 | 54 | 35 | 45 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Litter Control | \$695 | \$680 | \$709 | \$801 | \$859 |
| Tons of trash removed by County Litter Crew | 143 | 195 | 168 | 170 | 167 |
| Illegal signs removed from State right-of-way | 10,764 | 13,178 | 17,713 | 12,500 | 12,500 |
| Landscaping | \$329 | \$582 | \$487 | \$547 | \$547 |
| Landscaping areas maintained | 42 | 44 | 44 | 44 | 44 |
| Acres of medians and rights-of-way maintained | 29 | 234 | 234 | 234 | 224 |
| Property Code Enforcement | \$2,272 | \$2,450 | \$2,587 | \$2,738 | \$2,783 |
| Total cases resolved | 4,773 | 4,357 | 6,489 | 4,600 | 5,000 |
| Total inspections conducted | 11,497 | 11,500 | 16,426 | 11,000 | 11,500 |

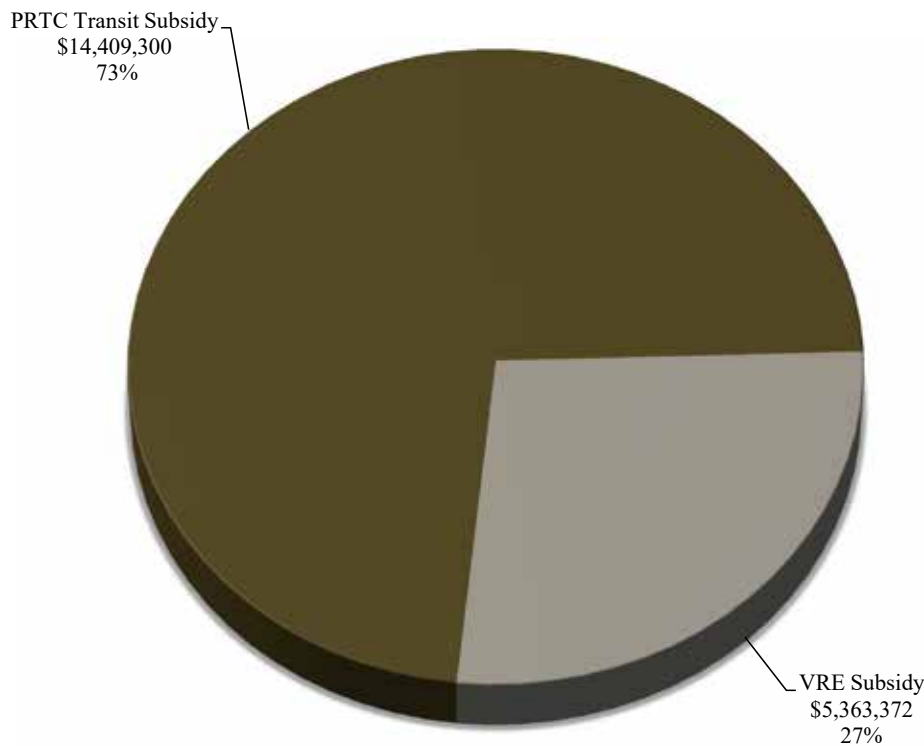
Transit Subsidy

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

For more information go to www.prtctransit.org

Projected FY18 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

| | FY14 Adopted | FY15 Adopted | FY16 Adopted | FY17 Adopted | FY18 Proposed | % Change Adopted17/ Proposed18 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------------|
| PWC PRTC Transit Subsidy | | | | | | |
| PRTC Administration | \$285,800 | \$246,700 | \$229,700 | \$247,700 | \$269,700 | 8.88% |
| OmniRide (Commuter Bus Service) | \$5,422,500 | \$5,605,300 | \$4,914,200 | \$3,834,000 | \$3,893,000 | 1.54% |
| Ridesharing/Marketing | \$557,000 | \$542,000 | \$655,600 | \$701,200 | \$800,600 | 14.18% |
| OmniLink (Local Bus Service) | \$7,342,400 | \$6,690,100 | \$7,560,900 | \$7,212,900 | \$7,633,300 | 5.83% |
| Local Capital Match | \$952,000 | \$1,580,800 | \$2,182,600 | \$1,647,300 | \$1,812,700 | 10.04% |
| Vanpool Program | \$0 | \$22,900 | \$191,900 | \$0 | \$0 | - |
| Total PRTC Subsidy Expenditures | \$14,559,700 | \$14,687,800 | \$15,734,900 | \$13,643,100 | \$14,409,300 | 5.62% |
| Revenues | | | | | | |
| PWC Fuel Tax Revenue | \$9,567,010 | \$9,750,681 | \$6,154,678 | \$9,784,435 | \$10,559,471 | 7.92% |
| Interest on Fuel Tax | \$5,000 | \$5,000 | \$5,000 | \$2,500 | \$2,500 | 0.00% |
| Van Pool (net of expenses) | \$0 | \$0 | \$0 | \$13,100 | \$1,287,387 | 9727.38% |
| (Contribution To)/Use of PWC Fuel Tax Fund Balance | \$2,849,291 | \$4,932,119 | \$4,714,415 | \$1,589,325 | (\$1,258,177) | (179.16%) |
| PWC Operating Fund Balance | \$2,138,399 | \$0 | \$4,860,807 | \$2,253,740 | \$3,818,119 | 69.41% |
| Total PRTC Subsidy Revenues | \$14,559,700 | \$14,687,800 | \$15,734,900 | \$13,643,100 | \$14,409,300 | 5.62% |
| PWC Net General Tax Support | \$0 | \$0 | \$0 | \$0 | \$0 | - |
| PWC VRE Subsidy | | | | | | |
| VRE (Commuter Rail Service) | \$5,748,203 | \$5,485,333 | \$5,309,674 | \$5,968,406 | \$5,363,372 | (10.14%) |
| Total VRE Subsidy Expenditures | \$5,748,203 | \$5,485,333 | \$5,309,674 | \$5,968,406 | \$5,363,372 | (10.14%) |
| PWC Fuel Tax Revenue | \$5,748,203 | \$5,485,333 | \$5,309,674 | \$0 | \$0 | - |
| PWC NVTA 30% Funding | \$0 | \$0 | \$0 | \$5,968,406 | \$5,363,372 | (10.14%) |
| Total VRE Subsidy Revenues | \$5,748,203 | \$5,485,333 | \$5,309,674 | \$5,968,406 | \$5,363,372 | (10.14%) |
| PWC Net General Tax Support | \$0 | \$0 | \$0 | \$0 | \$0 | - |
| Total Subsidy | | | | | | |
| Total Subsidy Expenditures | \$20,307,903 | \$20,173,133 | \$21,044,574 | \$19,611,506 | \$19,772,672 | 0.82% |
| Total Subsidy Revenues | \$20,307,903 | \$20,173,133 | \$21,044,574 | \$19,611,506 | \$19,772,672 | 0.82% |
| PWC Net General Tax Support | \$0 | \$0 | \$0 | \$0 | \$0 | - |

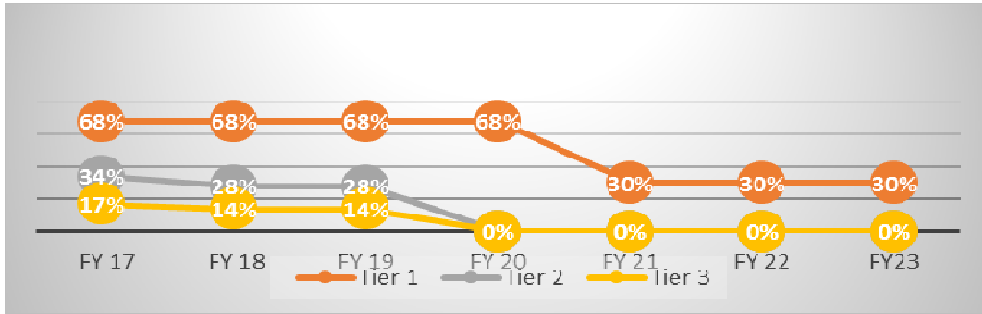
Transit Subsidy

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 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 state from wholesale fuel distributors and remitted monthly to PRTC. While the fuel tax funding does not pass through the County, the Board of County Supervisors (BOCS) 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. Declining Revenues Resulting from the Lack of a Fuel Tax Floor** - Motor fuel prices have remained depressed for the past three years as the global oil supply continues to exceed demand. Unlike the state motor vehicle fuels tax, the 2.1% local motor vehicle fuels tax lacks a legislative floor. Declining gas prices have reduced local tax revenues to the point that the County's fuel tax fund balance will be virtually depleted by FY19. It is estimated that the absence of a fuel tax floor pegged at the state level has resulted in a \$8.1 million a year loss in fuel tax revenue to Prince William County (PWC) in FY16 at current fuel prices. Legislative efforts continue to establish a local tax floor.
- D. Declining Federal Section 5307/5337 Revenues** - PRTC has lost \$1.9 million in federal formula funding since FY13 due to the elimination of bus service operated on the High Occupancy Toll (HOT)/High Occupancy Vehicle (HOV) lanes from the fixed guideway program. Additionally, the HOT lanes will not qualify for high intensity motorbus (HIM) use reducing the number of federal formula miles earned. This projected loss is estimated at \$900,000 by the time the I-66 HOV lanes are converted.
- E. Declining State Capital Matching Revenues** - The following funding levels for state participation in capital projects have been programmed in FY18 for PRTC.
- Tier 1 - Rolling stock for replacement or expansion and related items (68%)
 - Tier 2 - Infrastructure and facilities (28%)
 - Tier 3 - All other e.g. support vehicles, shop equipment, spare parts, etc. (14%)

Transit Subsidy

Supporting these funding percentages are capital project revenue bonds issued by the Commonwealth. The total bonding authority was \$3 billion with 20% dedicated to transit (\$60 million annually) over a ten year term. This bonding authority will be exhausted in FY20 resulting in significant declines in the state capital matching percentage as shown in the graph below:



State capital assistance is based on the total project cost (with a minimum of a 4% local match). With large PRTC bus procurements planned over the six-year plan, the difference in state funding at lower match rates is considerable. The difference between a 68% match rate and a 30% match rate for the purchase of 16 OmniLink buses programmed in FY21 is more than \$2.6 million.

F. FY2018 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 decreased by \$605,034 in FY18 to \$5.36 million or 10.1% compared to the FY17 budget. This is due to a 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 2016. For subsidy allocation purposes, the County has 31.62% of the total jurisdictional ridership and 31.09% of the total jurisdictional subsidy.

G. FY2018 PRTC Subsidy Request - PRTC is requesting a total of \$14,409,300 in subsidy for the OmniRide, OmniLink, PRTC Administration, Marketing and Local Capital Match programs. This amount is a \$766,200 or a 5.6% increase over the FY17 adopted amount of \$13,643,100.

PRTC has a FY18 budget, which has a total of \$363,657 in FY18 subsidy savings from service reductions and other administrative efficiencies. Service reductions totaling \$233,457 in subsidy savings are summarized below and detailed further in the budget reduction section.

| FY18 Commuter & Local Bus Service Reductions | | | | |
|--|------------|--------------|--------------|-------------|
| | OmniRide | Metro Direct | Cross County | Total |
| Daily Revenue Hours Cut | (3.00) | (3.93) | (0.75) | (7.68) |
| Daily Passenger Trips Lost | 0.00 | 0.00 | 0.00 | 0.00 |
| County Subsidy Savings | (\$90,382) | (\$119,666) | (\$23,409) | (\$233,457) |

Transit Subsidy

H. FY2018 PRTC Administration, Commuter, and Local Bus Service Subsidy Allocations - The County funds 100% of the local subsidies required for OmniRide, Cross County Connector, and Metro-Direct routes. Local subsidies for the eastern OmniLink routes are funded 100% by the County, while the subsidies for the western OmniLink routes are shared with the Cities of Manassas and Manassas Park on a 60% population, 40% ridership basis. For FY18, the local subsidy percentage for the County's share of westerly OmniLink services is 66.2%. The County's overall subsidy percentage for OmniLink is 93.7%.

PRTC's FY18 administrative subsidies are funded based on the County's FY16 percentage of PRTC fuel tax receipts. The County's fuel tax receipts percentage increased from 51.26% in FY17 to 51.94% in FY18.

I. PRTC Six-Year Plan - There is sufficient funding to provide OmniRide, Cross-County, and OmniLink operations and fund the County's share of projected bus capital needs through FY18. Annual revenues from the 2.1% motor fuels tax are expected to fall short of subsidy requirements beginning in FY19 resulting in a projected deficit of approximately \$835 thousand. This projected deficit increases to approximately \$1.5 million in FY20 and FY21 and will require either further reductions in existing services or additional funding sources or some combination of both to balance available revenues with the PRTC subsidy.

PRTC expenditures and revenues in the Six-Year Plan are shown below:

| PRTC Six-Year Plan | | | | | | |
|-------------------------------------|--------------------|--------------------|----------------------|----------------------|----------------------|----------------------|
| | FY18 Proposed | FY19 Forecast | FY20 Forecast | FY21 Forecast | FY22 Forecast | FY23 Forecast |
| Bus and Admin Operations | \$12,596,600 | \$12,825,500 | \$13,616,000 | \$14,047,000 | \$14,242,300 | \$14,743,500 |
| Capital Expenditures | \$1,812,700 | \$2,943,900 | \$1,722,100 | \$1,582,300 | \$4,025,900 | \$2,887,900 |
| Sub-Total Expenditures | \$14,409,300 | \$15,769,400 | \$15,338,100 | \$15,629,300 | \$18,268,200 | \$17,631,400 |
| Recurring Revenues | \$11,849,358 | \$12,033,963 | \$12,202,750 | \$12,521,270 | \$12,793,758 | \$12,861,552 |
| One-Time Revenues | \$3,860,093 | \$2,900,151 | \$1,600,000 | \$1,600,000 | \$1,600,000 | \$1,600,000 |
| Sub-Total Revenues | \$15,709,451 | \$14,934,114 | \$13,802,750 | \$14,121,270 | \$14,393,758 | \$14,461,552 |
| Surplus (Deficit) | \$1,300,151 | (\$835,286) | (\$1,535,350) | (\$1,508,030) | (\$3,874,442) | (\$3,169,848) |
| Cumulative Surplus (Deficit) | | \$464,865 | (\$1,070,485) | (\$2,578,515) | (\$6,452,957) | (\$9,622,805) |

Transit Subsidy

J. VRE Six-Year Financial Forecast - Assumptions include a 3% increase in total jurisdictional subsidy in FY19/21/23. A 3% fare increase is proposed for FY18 and programmed in FY20 and FY22. Beginning in FY20 and continuing through FY23 projections show that the projected local subsidy will be insufficient to meet local matching requirements identified by VRE in their base capital program. There are two reasons for this. The first is that projected operating expenses grow faster than projected revenues requiring more jurisdictional subsidy to support current operations. The second is the exhaustion of \$60 million a year in state bonding authority in FY19, which reduces projected state capital support for VRE’s base capital program, track leases, and debt service payments. VRE has proposed backfilling these projected deficits by the use of capital reserves and the use of federal formula funds for preventive maintenance expenses also known as Capital Cost of Contracting. Utilizing Capital Cost of Contracting for operating expenses will reduce the amount of federal funds VRE can use for capital projects and other system improvements. Projected PWC subsidies are shown below:

| VRE Subsidy | | | | | | |
|-----------------------------|-----------------|------------------|------------------|------------------|------------------|------------------|
| | FY18 Adopted | FY19 Forecast | FY20 Forecast | FY21 Forecast | FY22 Forecast | FY23 Forecast |
| Net VRE Subsidy (PWC Share) | \$5,363,372 | \$6,147,458 | \$6,147,458 | \$6,331,882 | \$6,331,882 | \$6,521,838 |

VRE has also identified almost \$1.6 billion in unfunded capital projects from FY18-23. Two projects make up 77% of the \$1.6 billion amount above: \$700 million for Long Bridge capacity improvements over the Potomac River and \$537 million for the Gainesville-Haymarket Extension and related projects. The \$537 million Gainesville-Haymarket amount includes approximately \$280 million for the Gainesville-Haymarket extensions and \$257 million for expansion locomotives and railcars. These unfunded amounts are for capital costs only and do not include any estimates for ongoing operating expenses associated with these projects.

- K. Gainesville/Haymarket Major Investment Study Project Closeout** - BOCS Resolution 07-1052 authorized a loan of \$300,000 at no interest to VRE from County motor fuel tax funds as the local match for a Gainesville/Haymarket Major Investment Study until the County share of NVTA funding (HB3202) was received. The resolution further provided that if the NVTA funding was not received as a result of a Virginia Supreme Court decision then the loan would be forgiven. The Major Investment Study was completed in 2008 and the state supreme court ruled that the taxes authorized by HB3202 were unconstitutional. There is a remaining balance of \$6,674 in this account at PRTC which staff recommends the BOCS authorize be returned to PRTC fuel tax fund balance.
- L. VRE Operations Board and PRTC Commission Action on FY2018 Budget** - The VRE Operations Board adopted the VRE FY18 budget on December 16, 2016 and forwarded it to NVTC and PRTC for adoption. On January 5, 2017, PRTC adopted the FY18 VRE budget and forwarded it to the local jurisdictions for inclusion in their budgets and appropriations in accordance with the Master Agreement. On February 9, 2017, the PRTC Commissioners authorized the interim Executive Director to refer the FY18 PRTC budget to the jurisdictions for consideration.

Transit Subsidy

Budget Initiatives

A. Budget Initiatives

1. Employee Compensation

- a. **Description** - Combined two percent cost of living/merit adjustments in FY18 are provided for PRTC employees. This 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.

2. PRTC Capital Expenditures – OmniRide Bus Replacements

- a. **Description** - Thirty-one 45-foot buses are funded in FY18. Additional programmed purchases beyond FY 18 are detailed in the table below.

OmniRide replacement buses will be acquired using state capital funding. The County’s share of the local match is provided by 10-year debt financing from the Virginia Resources Authority.

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

| OmniRide Replacement Buses | | | | | | |
|-----------------------------------|--------------|------|-------------|-------------|-------------|-------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Replacement Cost | \$18,313,600 | \$0 | \$4,869,000 | \$3,088,700 | \$6,270,100 | \$3,182,100 |
| Federal Share of Replacement Cost | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Share of Replacement Cost | \$12,453,300 | \$0 | \$3,310,900 | \$926,600 | \$1,881,000 | \$954,600 |
| PWC Local Match (Bond Proceeds) | \$5,860,300 | \$0 | \$1,558,100 | \$2,162,100 | \$4,389,100 | \$2,227,500 |
| # Buses | 31 | 0 | 8 | 21 | 10 | 5 |
| County Subsidy Percentage | 32.0% | - | 32.0% | 70.0% | 70.0% | 70.0% |

3. PRTC Capital Expenditures – OmniRide Bus Expansion

- a. **Description** - Twenty 45 foot and one 40 foot expansion buses are 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 expansion buses will be acquired using 100% state capital funding.

- b. **Service Level Impacts** - These buses will provide expanded service from Prince William County to points north in the I-95/395 and I-66 corridors

| OmniRide Expansion Buses | | | | | | |
|-----------------------------------|------|------|--------------|--------------|-----------|------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Replacement Cost | \$0 | \$0 | \$12,044,000 | \$12,451,800 | \$494,800 | \$0 |
| Federal Share of Replacement Cost | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Share of Replacement Cost | \$0 | \$0 | \$12,044,000 | \$12,451,800 | \$494,800 | \$0 |
| PWC Local Match | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| # Buses | 0 | 0 | 20 | 21 | 1 | 0 |
| County Subsidy Percentage | - | - | 0.0% | 0.0% | 0.0% | - |

Transit Subsidy

4. PRTC Capital Expenditure – OmniLink Bus Replacements

- a. **Description** - Replacement buses will be acquired using state funds. The County’s share of the local match is provided by 10-year debt financing from the Virginia Resources Authority.
- b. **Service Level Impacts** - Service levels are maintained.

| OmniLink Replacement Buses | | | | | | |
|-----------------------------------|-------------|-------------|-------------|--------------|-------------|-------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| PWC Share of Replacement Cost* | \$0 | \$0 | \$0 | \$6,544,910 | \$0 | \$0 |
| Federal Share of Replacement Cost | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Share of Replacement Cost | \$0 | \$0 | \$0 | \$1,963,510 | \$0 | \$0 |
| PWC Local Match (Bond Proceeds) | \$0 | \$0 | \$0 | \$4,581,400 | \$0 | \$0 |
| # Buses | 0 | 0 | 0 | 16 | 0 | 0 |
| County Subsidy Percentage | 0.0% | 0.0% | 0.0% | 70.0% | 0.0% | 0.0% |

* OmniLink bus replacements are shared with the Cities of Manassas and Manassas Park. PWC share of the replacement cost is approximately 93.5%

5. Debt Financing for OmniRide and OmniLink Bus Purchases

- a. **Description** - PRTC will seek 10-year debt financing of the local match from the Virginia Resources Authority for the acquisition of 59 OmniRide and 16 OmniLink replacement buses over the Six-Year Plan in order to ensure that buses are not kept in service beyond PRTC’s retirement age.
- b. **Service Level Impacts** - Maintains PRTC bus replacement schedule at 16/17 years for Ride buses and 10 years or 350,000 miles for Link buses whichever comes first.

| PRTC Bus Debt Service | | | | | | |
|--------------------------------------|-----------|-----------|-----------|-----------|-------------|-------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| PWC OmniRide Cumulative Debt Service | \$55,600 | \$716,600 | \$722,900 | \$910,200 | \$1,181,700 | \$1,676,400 |
| Number of Replacement Buses | 31 | 0 | 8 | 5 | 10 | 5 |
| PWC OmniLink Cumulative Debt Service | \$0 | \$0 | \$0 | \$45,900 | \$590,300 | \$583,100 |
| Number of Replacement Buses | 0 | 0 | 0 | 16 | 0 | 0 |

6. PRTC Capital Expenditure – Western Maintenance Facility

- a. **Description** - A western maintenance facility is planned to open at the beginning of FY20. The existing facility was designed for 100 buses. The active bus fleet has grown to 154 buses, 10 of which are being stored on adjacent property. The new facility design at full build out includes a building with eight maintenance bays, limited administrative offices, dispatch and drivers’ areas, a fueling station, bus washer and farebox recovery building. Limited maintenance would be performed at the western facility such as brake work and oil changes; major maintenance would continue to be performed at the PRTC Transit Center. Total cost of the project, which includes all construction and non-construction costs, including \$2.1 million related to construction delay, is estimated at \$43.6 million. Of this amount, the Prince William County share is approximately \$2.2 million or about 5% of project costs.

Transit Subsidy

The project is on hold until:

- PRTC’s FY18 budget is approved
- The financing agreement between the Commonwealth and Express Mobility Partners for the Transform I-66 Outside the Beltway project is executed
- NVTA determines that the Western Maintenance Facility is eligible for funding
Approximately \$423,600 in FY20, \$481,800 in FY21, \$514,200 in FY22 and \$519,900 in FY23 are programmed in the Six-Year Plan for facility and other operating costs.

b. Service Level Impacts - There will be efficiencies (diesel fuel and preventive maintenance costs) from garaging buses at the Western Maintenance facility but these savings have not yet been quantified.

7. PRTC Capital Expenditure – Bus Shelters

a. Description - Expenditures for bus shelters are shown below. The engineering, design, permitting, and site construction for the FY18 bus shelters will be funded through a FY18 grant request to the Virginia Department of Rail and Public Transportation (DRPT). 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 | | | | | | |
|----------------------------------|--------------|------|--------------|------|---------------|------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| PWC Share of Bus Shelter Costs* | \$100,300 | \$0 | \$106,500 | \$0 | \$112,900 | \$0 |
| PWC State Share | \$14,000 | \$0 | \$14,900 | \$0 | \$0 | \$0 |
| PWC Local Match | \$86,300 | \$0 | \$91,600 | \$0 | \$112,900 | \$0 |
| # Bus Shelters | 3 | 0 | 3 | 0 | 3 | 0 |
| County Subsidy Percentage | 86.0% | - | 86.0% | - | 100.0% | - |

* Bus Shelter Costs are shared with the Cities of Manassas and Manassas Park; PWC share of bus shelter costs is approximately 97.4%

8. VRE Subsidy

a. Description - The FY2018 Budget provides a direct transfer from the County of \$5,363,372 in NVTA 30% funds to VRE.

b. Service Level Impacts - Maintains current level of VRE service.

B. Budget Reductions

1. Administrative Savings – \$130,200

a. Description - The FY18 budget includes reductions from printing fewer brochures and bus stop displays (\$25,000) as well as other facility costs reductions of approximately \$31,000. In addition, a vacant facility position (1 FTE) will remain unfilled until the western maintenance facility is opened in FY20 resulting in savings in FY18 and FY19 of approximately \$74,200 per year

b. Service Level Impacts - Maintains current level of service.

Transit Subsidy

2. OmniRide Bus Service Reductions

a. **Description** - The following OmniRide service reductions are for FY18:

- **Manassas/Pentagon** - Adjust routing on later morning trips via I-66/495/395 instead of I-66/Route 110
- **Dale City/Navy Yard and Dale City/Pentagon/Ballston** - Eliminate routing between Lindendale Commuter Lot and Dale City Commuter Lot on half of morning trips
- **South Route 1** - Adjust routing in Washington D.C. to travel on 7th Street instead of 4th Street

b. **Service Level Impacts** -

| Impact of OmniRide Bus Service Reductions | | | |
|---|-----------------------------|----------------------------|------------------------|
| | Daily Revenue Hours Reduced | Daily Passenger Trips Lost | County Subsidy Savings |
| Manassas/Pentagon | (0.50) | 0 | (\$9,322) |
| Dale City/Navy Yard and Dale City/Pentagon/Ballston | (2.00) | 0 | (\$67,249) |
| South Route 1 | (0.50) | 0 | (\$13,811) |

3. Metro-Direct Bus Service Reductions

a. **Description** - The following Metro-Direct service reductions are for FY18:

- **Manassas Metro Direct** - eliminate routing between Manassas Junction and Manassas Mall

| Impact of Metro-Direct Bus Service Reductions | | | |
|---|-----------------------------|----------------------------|------------------------|
| | Daily Revenue Hours Reduced | Daily Passenger Trips Lost | County Subsidy Savings |
| Manassas Metro Direct | (3.93) | 0 | (\$119,666) |

4. Commuter Bus Fare Revenue Increase

a. **Description** - Although PRTC's fare policy guidelines call for consideration of fare increases every two years, an average 5% fare increase is included for FY18 and programmed every year from FY18 through FY23 in PRTC's Six-Year Plan. Fares were last raised an average of 5% in FY17. Fare increases in FY18 are shown in the table below. Additional fare revenue in FY 18 is approximately \$476,000.

b. **Service Level Impacts** -

| FY2018 Proposed PRTC Commuter Bus Fares | | | | |
|---|---------------------------|--------------|---------------|----------|
| | | Current Fare | Proposed Fare | % Change |
| OmniRide | Regular SmarTrip | \$6.50 | \$6.90 | 6.15% |
| | Regular Cash | \$8.75 | \$9.20 | 5.14% |
| | Reduced (Senior/Disabled) | \$4.35 | \$4.60 | 5.75% |
| Metro Direct | Regular SmarTrip | \$3.25 | \$3.45 | 6.15% |
| | Regular Cash | \$4.00 | \$4.25 | 6.25% |
| | Reduced (Senior/Disabled) | \$2.00 | \$2.10 | 5.00% |

Transit Subsidy

5. Cross County Connector Service Reductions

a. **Description** - The following Cross County Connector service reductions are for FY18:

- **Cross County Frequency** - Adjust routing around Potomac Mills and eliminate stop at Potomac Mills (existing stops on ring road and at Pier One remain)

b. **Service Level Impacts** -

| Impact of Cross County Connector Bus Service Reductions | | | |
|---|-----------------------------|----------------------------|------------------------|
| | Daily Revenue Hours Reduced | Daily Passenger Trips Lost | County Subsidy Savings |
| Cross County Routing Adjustment | (0.75) | 0 | (\$23,409) |

6. Local Bus Fare Revenue Increase

a. **Description** - Although PRTC's fare policy guidelines call for consideration of fare increases every two years, an average 5% fare increase is included for FY18 and programmed every year from FY18 through FY23 in PRTC's Six-Year Plan. Fares were last raised an average of 5% in FY17. Fare increases in FY18 are shown in the table below. Additional fare revenue in FY18 is approximately \$6,000.

b. **Service Level Impacts** -

| FY2018 Proposed PRTC Local Bus Fares | | | | |
|--------------------------------------|---------------------------|--------------|---------------|----------|
| | | Current Fare | Proposed Fare | % Change |
| OmniLink | Regular | \$1.50 | \$1.55 | 3.33% |
| | Reduced (Senior/Disabled) | \$0.75 | \$0.75 | 0.00% |
| OmniLink | Day Pass (Regular) | \$3.40 | \$3.60 | 5.88% |
| | Weekly Pass (Regular) | \$13.65 | \$14.35 | 5.13% |
| OmniLink | Day Pass (Reduced) | \$1.70 | \$1.80 | 5.88% |
| | Weekly Pass (Reduced) | \$6.80 | \$7.15 | 5.15% |

Transit Subsidy

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 seventeen PRTC Commissioners.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| PRTC Commission meetings | 11 | 10 | 11 | 11 | 11 |
| Public hearings | 3 | 2 | 4 | 2 | 4 |
| OmniRide overall quality of service (excellent & average ratings) | 98% | 98% | 98% | 99% | 98% |
| OmniLink overall quality of service (excellent & average ratings) | 96% | 97% | 97% | 97% | 97% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| PRTC Administration | \$286 | \$247 | \$230 | \$248 | \$270 |
| Employees Paid (PRTC) | 52 | 51 | 51 | 53 | 53 |
| Employees Paid (VRE) | 36 | 38 | 48 | 49 | 49 |
| Vendor checks produced | 1,978 | 2,391 | 2,417 | 3,493 | 2,445 |
| State grants (bus only) expended | \$13.5M | \$7.5M | \$11.6M | \$12.4M | \$21.4M |
| Federal grants (bus & rail) expended | \$33.2M | \$36.8M | \$41.8M | \$53.0M | \$47.8M |
| 2.1% Motor fuels tax receipts | \$34.9M | \$24.8M | \$18.7M | \$19.1M | \$20.3M |
| 2.1% Motor fuels tax disbursements | \$39.5M | \$32.9M | \$40.8M | \$31.3M | \$27.2M |

FY14-FY16 Program Costs are based on Adopted Budgets

Transit Subsidy

OmniRide (Commuter Bus Service)

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Complaints per 10,000 passenger trips - OmniRide | 7 | 7 | 7 | 10 | 10 |
| Farebox recovery - OmniRide | 50% | 48% | 50% | 47% | 49% |
| Passenger trips per vehicle revenue hour - OmniRide | 22 | 21 | 19 | 21 | 18 |
| PWC local subsidy per passenger trip - OmniRide | \$2.46 | \$2.64 | \$2.51 | \$1.76 | \$2.01 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| OmniRide (Commuter Bus Service) | \$5,423 | \$5,605 | \$4,914 | \$3,834 | \$3,893 |
| OmniRide passenger trips | 2,205,373 | 2,125,996 | 1,958,488 | 2,181,368 | 1,935,317 |

FY14-FY16 Program Costs are based on Adopted Budgets

Ridesharing/Marketing

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Annual vehicle trips reduced by slugging/carpool/vanpools | 3,502,303 | 3,387,211 | 3,701,846 | 3,593,550 | 3,927,289 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Ridesharing/Marketing: | \$557 | \$542 | \$656 | \$701 | \$801 |
| Carpool, vanpool, slugging trips | 4,858,831 | 4,830,530 | 4,586,656 | 5,123,646 | 4,867,599 |
| Customer inquiries | 91,367 | 84,994 | 72,205 | 77,395 | 67,150 |

FY14-FY16 Program Costs are based on Adopted Budgets

Transit Subsidy

OmniLink (Local Bus Service)

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Complaints per 10,000 passenger trips - OmniLink | 6 | 4 | 4 | 7 | 7 |
| Farebox recovery - OmniLink | 14% | 10% | 11% | 7% | 6% |
| Passenger trips per vehicle revenue hour - OmniLink | 15 | 14 | 14 | 14 | 14 |
| PWC local subsidy per passenger trip - OmniLink | \$7.58 | \$7.04 | \$8.93 | \$8.15 | \$10.24 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| OmniLink (Local Bus Service) | \$7,342 | \$6,690 | \$7,561 | \$7,213 | \$7,633 |
| OmniLink passenger trips | 968,711 | 950,413 | 846,693 | 885,361 | 745,321 |

FY14-FY16 Program Costs are based on Adopted Budgets

Local Capital Match

PRTC purchases capital items such as OmniRide and OmniLink buses, facilities, support vehicles, and shop equipment using a combination of federal and state grants. Local capital match is the Prince William County contribution required as a condition of receiving the federal or state grant. federal and state grants have different matching ratios depending upon the type of capital item being purchased.

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Local Capital Match | \$952 | \$1,581 | \$2,183 | \$1,647 | \$1,813 |

FY14-FY16 Activity 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. Because of the two-year lead time for formula funding to materialize, the State and the County appropriated funding until the program became self-sustaining. 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) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Vanpool Program | \$0 | \$23 | \$192 | \$0 | \$0 |

FY14-FY16 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 | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Trips on-time | 93% | 92% | 90% | 92% | 90% |
| Cost recovery ratio | 57% | 57% | 54% | 52% | 51% |
| Passenger trips per vehicle revenue hour | 69 | 69 | 62 | 72 | 64 |
| Local subsidy (all jurisdictions) per passenger trip | \$3.61 | \$3.56 | \$3.70 | \$3.60 | \$3.79 |

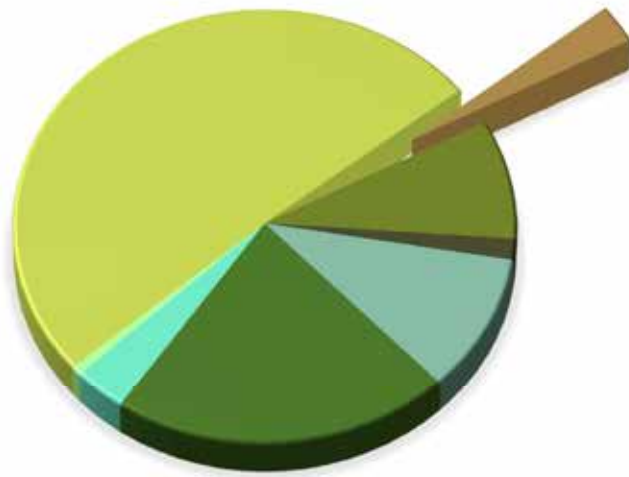
| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| VRE (Commuter Rail Service) | \$5,748 | \$5,485 | \$5,310 | \$5,968 | \$5,363 |
| VRE passenger trips | 4,547,911 | 4,618,169 | 4,441,858 | 4,794,100 | 4,550,000 |

FY14-FY 16 Program Costs are based on Adopted Budgets

Transportation

Mission Statement

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



Expenditure Budget:
\$4,884,809



2.7% of Community Development

Program:

- Administration: \$205,278
- Capital: \$0
- Planning & Programming: \$4,679,532

Community Development Expenditure Budget:
\$169,761,012

Mandates

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

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

Transportation



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| Transportation Administration | \$137,461 | \$198,061 | \$191,320 | \$142,274 | \$205,278 | 44.28% |
| Capital | \$209,583 | \$37,961 | \$1,507 | \$0 | \$0 | 0.00% |
| Planning & Programming | \$4,136,576 | \$4,211,718 | \$4,735,518 | \$4,594,548 | \$4,679,532 | 1.85% |
| Total Expenditures | \$4,483,620 | \$4,447,740 | \$4,928,345 | \$4,736,821 | \$4,884,809 | 3.12% |

Expenditure by Classification

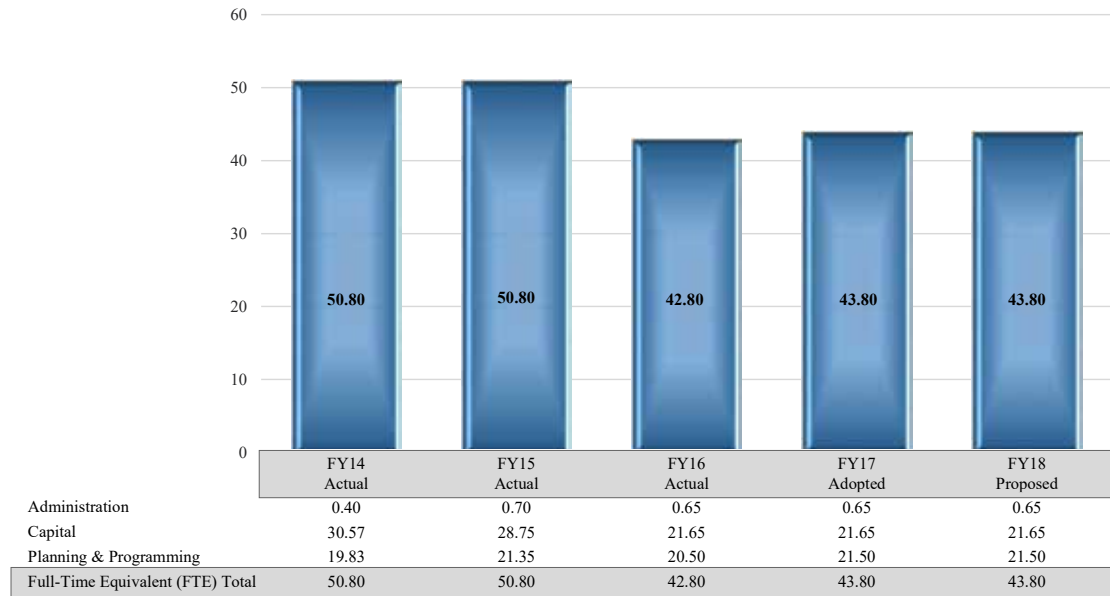
| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$2,295,614 | \$2,193,945 | \$2,243,643 | \$4,572,031 | \$4,639,394 | 1.47% |
| Capital Outlay | \$0 | \$61,381 | \$66,347 | \$77,094 | \$77,094 | 0.00% |
| Contractual Services | \$44,763 | \$15,012 | \$64,434 | \$146,390 | \$146,390 | 0.00% |
| Internal Services | \$139,238 | \$133,842 | \$125,306 | \$222,414 | \$256,525 | 15.34% |
| Purchase of Goods & Services | \$1,703,859 | \$1,822,050 | \$1,959,734 | \$2,147,945 | \$2,197,735 | 2.32% |
| Leases & Rentals | \$1,891 | \$1,872 | \$2,037 | \$57,416 | \$57,416 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$2,744,555) | (\$2,785,450) | 1.49% |
| Transfers Out | \$298,256 | \$219,639 | \$466,844 | \$258,086 | \$295,705 | 14.58% |
| Total Expenditures | \$4,483,620 | \$4,447,740 | \$4,928,345 | \$4,736,821 | \$4,884,809 | 3.12% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| Permits & Fees | \$1,547,298 | \$1,200,757 | \$1,301,829 | \$1,754,635 | \$1,754,635 | 0.00% |
| Use of Money & Property | \$6,704 | \$9,926 | \$15,872 | \$0 | \$0 | 0.00% |
| Miscellaneous Revenue | \$0 | \$15,494 | \$20,000 | \$0 | \$0 | 0.00% |
| Non-Revenue Receipts | \$0 | \$8,730 | \$0 | \$0 | \$0 | 0.00% |
| Charges for Services | \$11,007 | \$15,006 | \$23,355 | \$12,483 | \$12,483 | 0.00% |
| Revenue from Commonwealth | \$0 | \$975 | \$0 | \$0 | \$0 | 0.00% |
| Transfers in | \$950 | \$202,930 | \$0 | \$0 | \$0 | 0.00% |
| Total Designated Funding Sources | \$1,565,959 | \$1,453,818 | \$1,361,056 | \$1,767,118 | \$1,767,118 | 0.00% |
| Use/(Contribution) of Fund Balance | \$61,903 | \$248,487 | \$682,450 | \$82,359 | \$152,000 | 84.56% |
| Net General Tax Support | \$2,855,758 | \$2,745,435 | \$2,884,839 | \$2,887,344 | \$2,965,691 | 2.71% |
| Net General Tax Support | 63.69% | 61.73% | 58.54% | 60.96% | 60.71% | |

Transportation

Staff History by Program



Future Outlook

Projects Underway - The Department of Transportation (DOT) has completed all road projects associated with the 2006 Bond Referendum. In 2014, DOT identified eight projects that were identified as priorities and adopted by the Prince William Board of County Supervisors via Res. No. 14-68. The priority projects are:

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

The DOT is currently working on completing the priority projects, with three of the eight projects in either design or construction phases. The DOT will also be focusing on completing studies, design, and construction of projects funded by various sources including the Northern Virginia Transportation Authority (NVTA), and state and federal agencies. Recently, projects have experienced 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 presented ongoing challenges for DOT projects.

Transportation

SmartScale State Project Prioritization Process - [House Bill 2 \(HB2\)](#) was signed into law in 2014 and implementation began in August 2015. HB2 requires the Commonwealth Transportation Board (CTB) to develop and implement a quantifiable and transparent prioritization process for making funding decisions for capacity enhancing projects within the VDOT six-year improvement program. A combined estimate of \$603.8 million in funding is available to Northern Virginia jurisdictions through both the District Grants and High-Priority Project Programs. Project applications for these programs will be evaluated based on Congestion Mitigation (45%), Economic Development (5%), Accessibility (15%), Safety (5%), Environmental Quality (10%), and Land Use (20%) divided by project monetary requests.

Small-Scale Project Funding - The DOT faces challenges related to funding deficiencies for small-scale safety improvements to County roadway, trail, sidewalks, and other transportation facilities. The DOT works closely with VDOT to coordinate and fund County transportation projects. A shortage of funds may reduce or delay projects around the County. As a result, the DOT will have to rely more on local funding or seek other funding sources to complete projects. Many of these additional funding sources (grants) need local matches for 20-50% of the total project/grant costs. The DOT will be working to secure reliable funds outside of existing funding channels.

Northern Virginia Transportation Authority Funding (NVTA) -

- **30% Funding** - In FY16, the County received \$12.1 million and anticipates the receipt of approximately \$12.1 million in FY17 (these amounts do not include NVTA 30% funds designated for distribution to the town of Dumfries). The 30% funds are planned to be used for road construction and for the transit operation expenses, and/or any other public transportation purposes, as defined by the Code of Virginia. Use of 30% NVTA funds for other transportation needs unrelated to road construction will limit the planned construction of roads with this funding source.
- **70% Funding** - The NVTA has begun the two-year process to update the Long Range Transportation Plan known as TransAction. Once adopted, the TransAction update will identify projects eligible for \$1.5 billion that will be allocated for regional transportation improvements through fiscal years 2018-2023. These projects will be allocated on a competitive basis and prioritized through the NVTA.

Proffer Legislation Impacts - The passing of [Senate Bill 549](#) (SB549) limits the ability of local governments to request/accept proffers for residential rezoning/proffer amendments. Beginning July 1, 2016, this change in legislation regarding Level of Service (LOS) proffer contributions by developers to help offset unfunded road improvements will reduce the amount of transportation proffer funding the County receives for each residential development unit by \$11,371/multifamily unit, \$15,425/townhouse unit, and \$16,780/single-family unit. These changes impact the rezoning process and the quantity of transportation improvements occur around new and existing residential development.

General Overview

- A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Transportation technology bill increases by \$1,111.

Transportation

- B. Cost Recovery from Capital Projects** - The Capital program includes road design, construction, project management, and right of way acquisition activities that cost recover expenditure costs from Board of County Supervisors approved road improvement 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 FY18 budget includes \$2.6 million in expenditure costs and 21.65 FTEs recovered from projects, which represents the budgeted cost of administering the capital road building program in Prince William County.
- C. Increase Indirect Cost Transfer to the General Fund** - Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY18, the indirect cost transfer amount reimbursing the general fund for Transportation increases by \$12,202.
- D. Eliminate Washington Airport Task Force Membership** - The budget eliminates the \$25,000 membership fee paid to the Washington Airport Task Force. The organization is a non-partisan non-profit, 501(c)(3) dedicated to promoting expansion and enhancement of aviation services for Virginia and the National Capital region.

Budget Initiatives

A. Budget Initiatives

1. Streetlight Electricity – Planning & Programming

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

a. Description - This initiative provides funding for increased electricity costs associated with more than 13,000 streetlights throughout the County. More lights are added to the County’s inventory every year.

b. Service Level Impacts - This initiative will ensure timely payment to electric utility providers.

2. Vehicle Replacement – Planning & Programming

| | |
|---------------------|----------|
| Expenditure | \$30,000 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

a. Description - This initiative will use development fee funding to purchase a replacement vehicle for Inspections and Plan Review activities.

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

Transportation

3. Inspection Software Application for Mobile Equipment – Planning & Programming

| | |
|---------------------|---------|
| Expenditure | \$3,000 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. **Description** - This initiative will use development fee funding for software to log development inspection activities on mobile data equipment.
- b. **Service Level Impacts** - Use of a mobile software application will more efficiently track inspection activities and increase efficiency due to staff ability to enter data in the field.

Program Summary

Administration

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Trackers responded to on time | 73% | 79% | 63% | 90% | 90% |
| 2006 Road Bond projects completed or under construction | 85% | 84% | 95% | 100% | 100% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Transportation Administration | \$103 | \$157 | \$126 | \$107 | \$87 |
| Board agenda items | 108 | 91 | 172 | 95 | 172 |
| Innovation Park Management | \$34 | \$41 | \$65 | \$35 | \$35 |

Capital

Manage and oversee the design and construction of improvements to County roadways through bond, local, state, and federal funds. The program also acquires property for all road projects and provides assistance and support for other land acquisitions. Activities within this program charge costs to capital projects.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Settlement to appraisal value | 147% | 147% | 135% | 147% | 147% |
| Projects completed within 60 days of original contract completion date | 100% | 100% | 100% | 100% | 100% |
| Projects completed within 20% of original contract amount (without scope change) | 100% | 100% | 100% | 100% | 100% |

Transportation

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Right of Way Acquisition | \$0 | \$0 | \$0 | \$0 | \$0 |
| Parcels acquired | 135 | 93 | 99 | 135 | 139 |
| Road Design and Construction | \$210 | \$38 | \$2 | \$0 | \$0 |
| Contracts and task orders let | 26 | 17 | 20 | 20 | 20 |

Planning & Programming

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

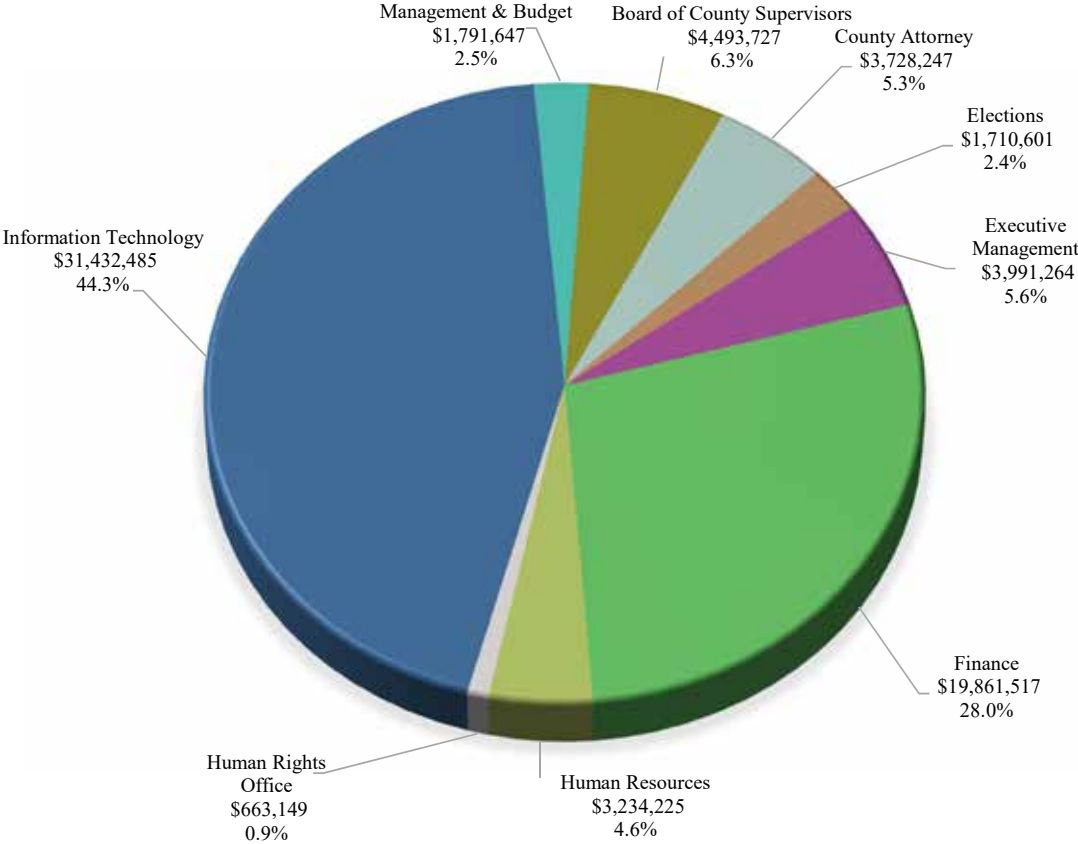
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Plans reviewed within established deadline | 100% | 100% | 100% | 100% | 100% |
| Residents can easily get around PWC by car (community survey) | 80% | 80% | 80% | 84% | 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% | 18% | 18% | 16% | 16% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Transportation Plan Review | \$895 | \$912 | \$1,050 | \$971 | \$1,018 |
| Plans reviewed per FTE | 102 | 103 | 100 | 118 | 109 |
| Total plans reviewed | 612 | 516 | 811 | 591 | 700 |
| Inspections | \$1,017 | \$1,051 | \$1,241 | \$1,156 | \$1,179 |
| Construction inspections (Tidemark data) | 14,281 | - | 15,280 | - | - |
| Construction inspections (Energov data) | - | 4,025 | - | 4,025 | 4,500 |
| Traffic Safety | \$264 | \$265 | \$248 | \$305 | \$335 |
| Traffic safety requests received and reviewed | 347 | 467 | 414 | 500 | 520 |
| Street Lighting | \$1,667 | \$1,784 | \$1,964 | \$1,929 | \$1,985 |
| County-funded street lights installed and upgraded | 14 | 41 | 38 | 47 | 35 |
| Regional Planning | \$292 | \$200 | \$232 | \$234 | \$246 |
| Transportation planning grants received | 0 | 3 | 3 | 2 | 5 |

Transportation



General Government



General Government Expenditure Budget: \$70,906,862

The chart above depicts each agency’s operating budget only. It does not reflect capital project budgets that may be attributed to agencies.

Department & Agencies

- Board of County Supervisors
- County Attorney
- Elections

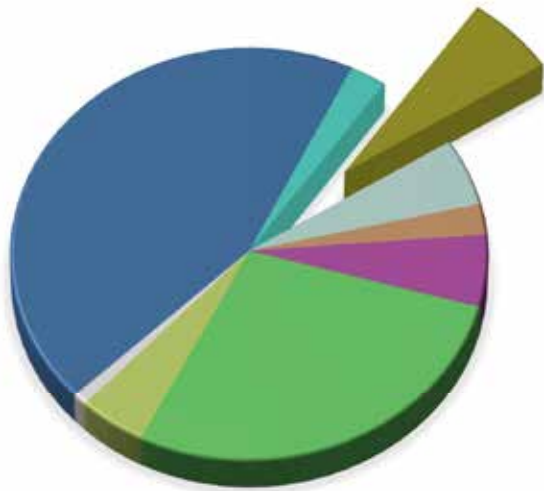
- Executive Management
- Finance
- Human Resources
- Human Rights

- Information Technology
- Management & Budget

Board of County Supervisors

Mission Statement

The mission of Prince William County Government is to provide the necessary services to protect the health, welfare, safety, and environment of citizens consistent with the community's values and priorities. This mission is accomplished by encouraging citizen input and involvement; preserving the County's fiscal stability; producing effective and efficient government programs; managing the County's resources; planning for the future and representing citizens' needs and desires to other levels of government.



General Government Expenditure Budget:
\$70,906,862

Expenditure Budget:
\$4,493,727



6.3% of General Government

Programs:

- Administration: \$589,906
- Brentsville District: \$396,877
- Coles District: \$384,813
- Potomac District: \$361,980
- Gainesville District: \$411,744
- Neabsco District: \$424,820
- Occoquan District: \$333,774
- Woodbridge District: \$400,935
- BOCS-Chairman: \$415,164
- Audit Services: \$773,715

Mandates

The eight-member Board of County Supervisors makes policy for the administration of the County government within the framework of the Constitution and laws of the Commonwealth of Virginia and the County Executive form of government. Seven members are elected from Magisterial Districts, while the Chair is elected at-large.

State Code: [15.2-500](#) et. seq.

Board of County Supervisors



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|-------------------------------|------------------------|------------------------|------------------------|-------------------------|--------------------------|--|
| BOCS Administration | \$458,543 | \$470,049 | \$500,059 | \$584,872 | \$589,906 | 0.86% |
| Brentsville District | \$429,107 | \$318,400 | \$493,101 | \$327,954 | \$396,877 | 21.02% |
| Coles District | \$298,236 | \$361,636 | \$372,548 | \$385,472 | \$384,813 | (0.17%) |
| Potomac District | \$320,205 | \$287,866 | \$328,328 | \$366,392 | \$361,980 | (1.20%) |
| Gainesville District | \$363,407 | \$338,162 | \$362,098 | \$378,678 | \$411,744 | 8.73% |
| Neabsco District | \$382,511 | \$385,135 | \$390,017 | \$416,284 | \$424,820 | 2.05% |
| Ocoquan District | \$401,762 | \$345,673 | \$329,320 | \$350,956 | \$333,774 | (4.90%) |
| Woodbridge District | \$416,546 | \$349,492 | \$387,650 | \$389,015 | \$400,935 | 3.06% |
| BOCS-Chairman | \$362,147 | \$407,811 | \$356,489 | \$422,732 | \$415,164 | (1.79%) |
| Audit Services Program | \$0 | \$0 | \$0 | \$0 | \$773,715 | 0.00% |
| Total Expenditures | \$3,432,464 | \$3,264,225 | \$3,519,609 | \$3,622,355 | \$4,493,727 | 24.06% |

Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| Salaries and Benefits | \$2,373,737 | \$2,355,873 | \$2,482,727 | \$2,696,472 | \$2,787,263 | 3.37% |
| Capital Outlay | \$0 | \$0 | \$0 | \$1,185 | \$1,185 | 0.00% |
| Contractual Services | \$64,612 | \$119,718 | \$50,278 | \$95,900 | \$816,403 | 751.31% |
| Internal Services | \$109,156 | \$123,654 | \$122,987 | \$126,158 | \$127,697 | 1.22% |
| Purchase of Goods & Services | \$477,611 | \$470,112 | \$511,184 | \$768,229 | \$846,468 | 10.18% |
| Leases & Rentals | \$26,312 | \$29,468 | \$30,558 | \$27,000 | \$27,000 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$92,589) | (\$112,289) | 21.28% |
| Transfers Out | \$381,036 | \$165,400 | \$321,875 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$3,432,464 | \$3,264,225 | \$3,519,609 | \$3,622,355 | \$4,493,727 | 24.06% |

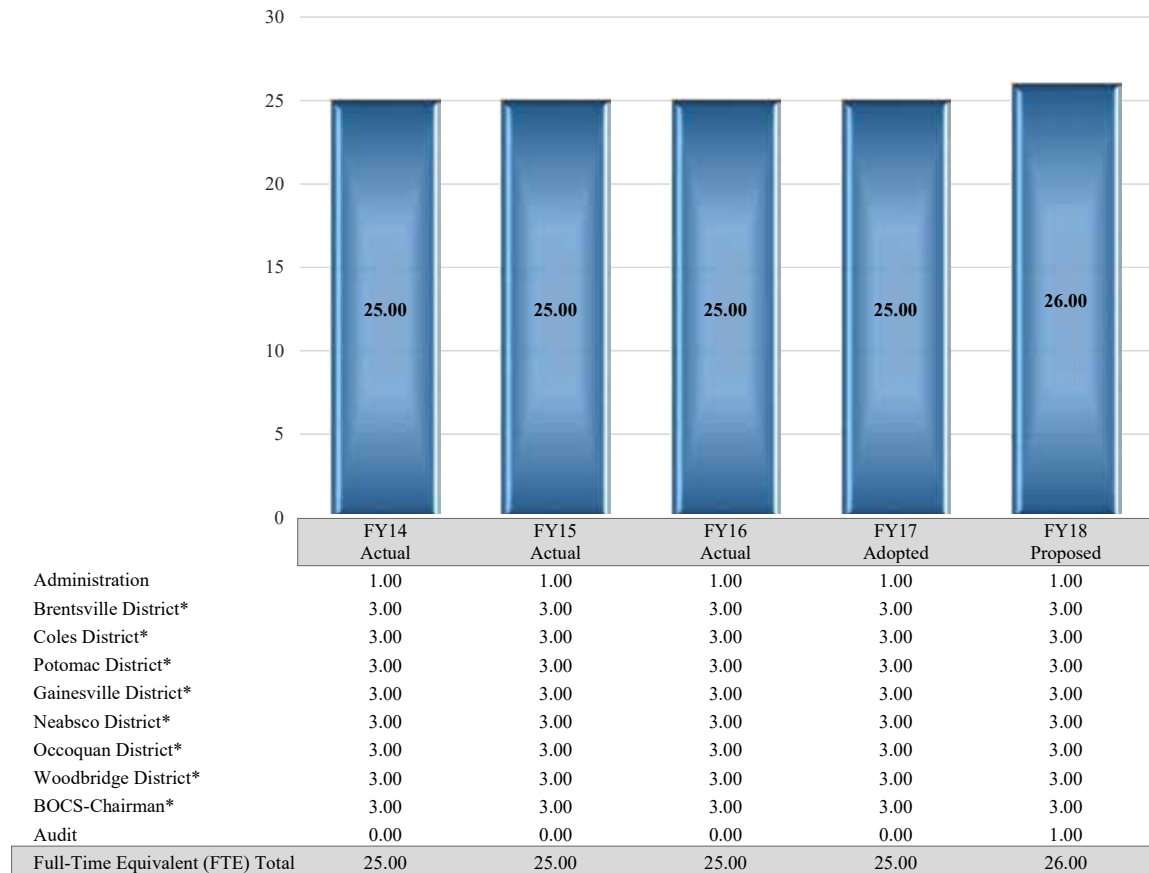
Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| Non-Revenue Receipts | \$0 | \$10,000 | \$0 | \$0 | \$0 | 0.00% |
| Total Designated Funding Sources | \$0 | \$10,000 | \$0 | \$0 | \$0 | 0.00% |
| Net General Tax Support | \$3,432,464 | \$3,254,225 | \$3,519,609 | \$3,622,355 | \$4,493,727 | 24.06% |
| Net General Tax Support | 100.00% | 99.69% | 100.00% | 100.00% | 100.00% | |

Board of County Supervisors



Staff History by Program



*The seven Supervisors and the Chairman are not included in FTE totals.

General Overview

- A. **Audit Services Shift** - Audit Services was shifted from an individual department to a program as Audit Services reports directly to the Board of County Supervisors (BOCS). The existing Audit Administrator position was downgraded to a full-time Administrative Support Assistant III position with the savings moved to contractual services.
- B. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the BOCS technology bill increases by \$2,517. In FY18, the Audit Services program technology bill decreases by \$3,821.
- C. **Budget Shift** - \$210 has been shifted from the Neabsco budget for supplies and services into the internal service series to support off-cycle computers purchased in FY17.

Board of County Supervisors

Program Summary

Audit Services

Audit Services is an independent function of Prince William County government that monitors, evaluates, reviews, and conducts tests of the County's system of internal controls. To facilitate optimization of the internal audit function, the type of audits may include the following components: Compliance, Financial, Performance/Operational, and Information Technology. Audit Services also conducts independent internal investigations based on information provided by others including callers to its voicemail hotline for reporting fraud, waste, or abuse of County resources.

Audit Services works for the BOCS and the Board Audit Committee (BAC). The BAC is a committee the BOCS established to assist with governance and oversight responsibilities. All members of the BOCS comprise BAC, which consists of three regular voting members and five alternate members.

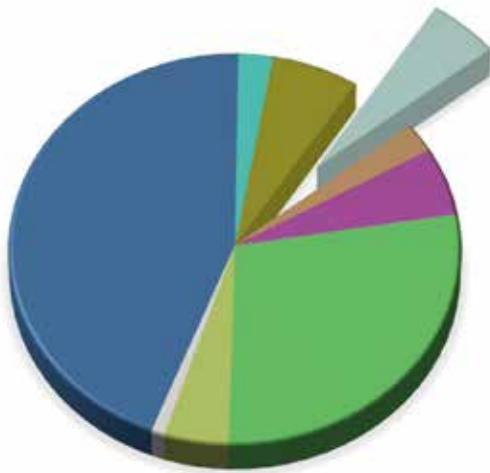
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Planned audits completed | 100% | 100% | 71% | 100% | 100% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Internal Audit Administration | \$0 | \$0 | \$0 | \$0 | \$774 |
| Internal audits completed | 7 | 12 | 10 | 14 | 10 |

County Attorney

Mission Statement

The County Attorney's Office provides quality and timely legal assistance, advice and litigation services to the Board of County Supervisors, the County Executive, departments, agencies, and employees of Prince William County in the performance of their duties.



Expenditure Budget:
\$3,728,247

\$

5.3% of General Government

Program:

- County Attorney: \$3,728,247

General Government Expenditure Budget:
\$70,906,862

Mandates

The Code of Virginia provides that with the appointment of a County Attorney, the Commonwealth Attorney is relieved of any duty to the locality regarding civil matters. All civil matters are handled by the County Attorney, including advising the governing body and all boards, departments, agencies, officials and employees of the locality, drafting or preparing ordinances, defending or bringing actions in which the local government or any of its boards, departments or agencies, or officials or employees are a party, and in any other manner advising or representing the local government, its boards, departments, agencies, officials and employees. The Board of County Supervisors has enacted additional local mandates for which the County Attorney is responsible.

State Code: [15.2-1542](#); [15.2-519](#); [63.2](#)

County Code: Chapter 2 ([Administration](#)), Chapter 5 ([Home Improvement Contractor License](#)), Chapter 5.6 ([Cable Television](#)), Chapter 9.1 ([Fire Prevention and Protection](#)), Chapter 10.1 ([Human Rights](#)), Chapter 16 ([Trespassing](#)), Chapter 20 ([Unclaimed Money and Property](#)), Chapter 22 ([Recycling](#)), Chapter 32 ([Zoning](#))

County Attorney

Expenditure and Revenue Summary



| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------------|
| County Attorney Program | \$3,347,354 | \$3,454,871 | \$3,628,370 | \$3,706,781 | \$3,728,247 | 0.58% |
| Total Expenditures | \$3,347,354 | \$3,454,871 | \$3,628,370 | \$3,706,781 | \$3,728,247 | 0.58% |

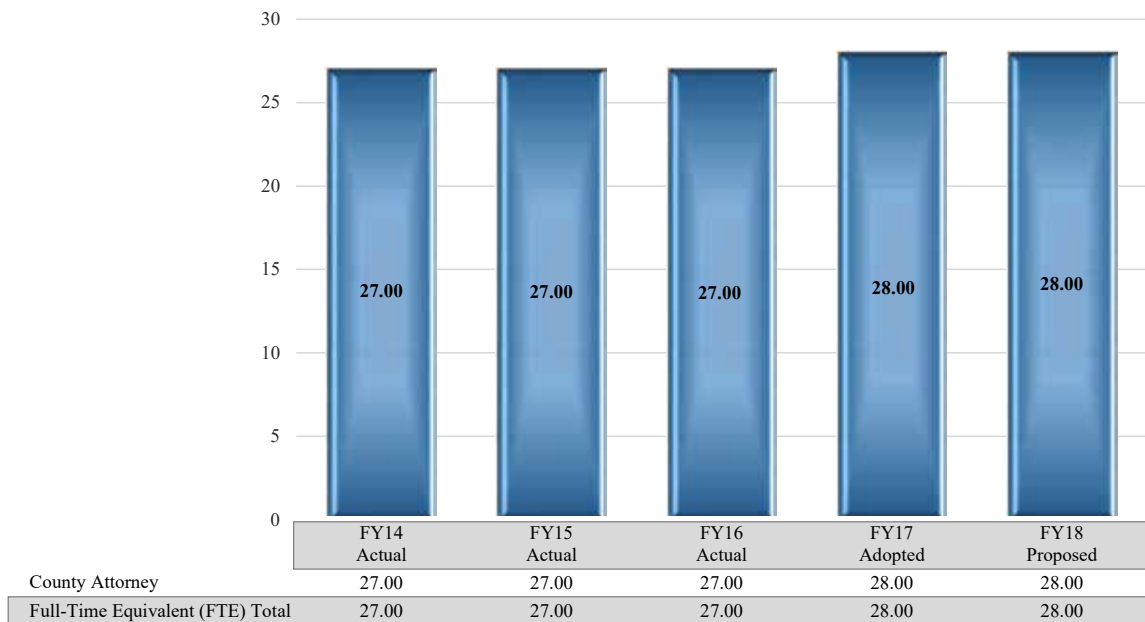
Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$3,099,800 | \$3,219,760 | \$3,299,803 | \$3,608,110 | \$3,629,730 | 0.60% |
| Capital Outlay | \$0 | \$0 | \$0 | \$1,128 | \$1,128 | 0.00% |
| Contractual Services | \$43,577 | \$23,088 | \$123,662 | \$56,014 | \$56,014 | 0.00% |
| Internal Services | \$94,287 | \$99,625 | \$102,458 | \$86,329 | \$88,280 | 2.26% |
| Purchase of Goods & Services | \$103,181 | \$107,320 | \$96,403 | \$126,259 | \$124,154 | (1.67%) |
| Leases & Rentals | \$6,509 | \$5,078 | \$6,045 | \$4,845 | \$4,845 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$175,904) | (\$175,904) | 0.00% |
| Total Expenditures | \$3,347,354 | \$3,454,871 | \$3,628,370 | \$3,706,781 | \$3,728,247 | 0.58% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Miscellaneous Revenue | \$1,750 | \$5,294 | \$5,911 | \$15,000 | \$15,000 | 0.00% |
| Charges for Services | \$209,000 | \$209,000 | \$209,000 | \$180,186 | \$180,186 | 0.00% |
| Transfers In | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | 0.00% |
| Total Designated Funding Sources | \$260,750 | \$264,294 | \$264,911 | \$245,186 | \$245,186 | 0.00% |
| Net General Tax Support | \$3,086,603 | \$3,190,577 | \$3,363,459 | \$3,461,595 | \$3,483,061 | 0.62% |
| Net General Tax Support | 92.21% | 92.35% | 92.70% | 93.39% | 93.42% | |

Staff History by Program



County Attorney

Future Outlook

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

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

Transportation Acquisitions - Property acquisitions and condemnation cases by the County for the construction of public facilities, new roads, and improvements to existing roads throughout the County will continue to increase. These will continue to take significant time and resources; the recent statute and Constitutional amendment on lost profits may impact these cases.

General - Significant future legal issues for the County include land use matters, telecommunications/cable franchise negotiations and technology issues. For example, this office assisted in the development of the Body Worn Camera policy for the Police Department. As that issue evolves there will be areas such as technology, privacy issues, policy matters, retention, and possible liability or discipline issues that will take staff time to address. Significant time and resources will continue to be devoted to Freedom of Information Act (FOIA) requests and subpoenas, as these matters continue to grow in complexity.

Support for the Department of Economic Development - This area of our work will continue to increase as prospects and companies looking to relocate to the County increase.

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the County Attorney technology bill increases by \$1,951.

County Attorney

Program Summary

County Attorney

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

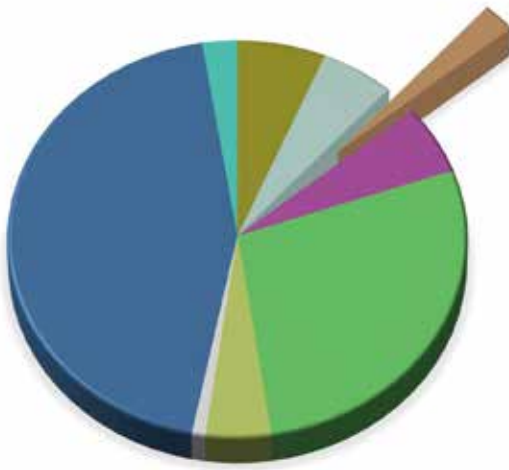
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Claims/litigation cases closed with results satisfactory to the County | 100% | 100% | 100% | 100% | 100% |
| Thoroughness of response to client request for assistance (4-point scale) | 3.6 | 3.5 | 3.5 | 3.8 | 3.8 |
| Founded property code cases resolved or moved to court action within 100 days | 95% | 98% | 94% | 96% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Legal Services | \$2,063 | \$1,949 | \$2,297 | \$2,271 | \$2,454 |
| Average days to close BOCS trackers | 53 | 60 | 25 | 45 | 45 |
| Requests for legal advice/assistance responded to | 1,188 | 2,457 | 1,150 | 1,500 | 1,800 |
| FOIA requests/subpoenas responded to | 369 | 209 | 300 | 250 | 250 |
| Staff time spent rendering legal opinion/advice relating to legal services | 86% | 85% | 88% | 85% | 86% |
| Collections | \$414 | \$535 | \$439 | \$428 | \$441 |
| Delinquent Real Estate taxes collected prior to litigation | 32% | 32% | 35% | 32% | 36% |
| Delinquent Personal Property taxes collected prior to litigation | 30% | 30% | 31% | 32% | 32% |
| Staff time spent rendering legal opinion/advice relating to collections | 80% | 80% | 82% | 80% | 83% |
| Protective Services | \$346 | \$543 | \$647 | \$664 | \$690 |
| Cases involving child abuse or neglect opened | 273 | 202 | 275 | 250 | 250 |
| Cases involving child abuse or neglect closed | 239 | 235 | 250 | 240 | 240 |
| Staff time spent rendering legal opinion/advice relating to protective services | 60% | 60% | 62% | 60% | 63% |
| Transportation | \$523 | \$428 | \$246 | \$344 | \$143 |
| Property acquisitions closed | 75 | 59 | 50 | 60 | 60 |
| Transportation contracts reviewed | 16 | 4 | 6 | 5 | 5 |
| Staff time spent rendering legal opinion/advice relating to transportation | 75% | 75% | 76% | 75% | 77% |

Elections

Mission Statement

The mission of the Office of Elections is to provide equal opportunity for all qualified citizens of Prince William County to register to vote, maintain accurate voter records used in elections, conduct all elections at the highest level of professional standards, ensuring public confidence in the integrity of the results, and be an information resource for citizens regarding voter registration, absentee voting, elections, and elected officials



General Government Expenditure Budget:
\$70,906,862

Expenditure Budget:
\$1,710,601

2.4% of General Government

Program:

- Elections: \$1,710,601



Mandates

The Code of Virginia mandates the appointment of an electoral board in the County, the position of General Registrar and the compensation, expenses and suitable office space for the General Registrar and associated staff.

State Code: [24.2-106](#) through [24.2-122](#)

Elections

Expenditure and Revenue Summary



| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| Conduct and Certify Elections | \$1,426,856 | \$2,518,433 | \$2,170,232 | \$1,583,167 | \$1,710,601 | 8.05% |
| Total Expenditures | \$1,426,856 | \$2,518,433 | \$2,170,232 | \$1,583,167 | \$1,710,601 | 8.05% |

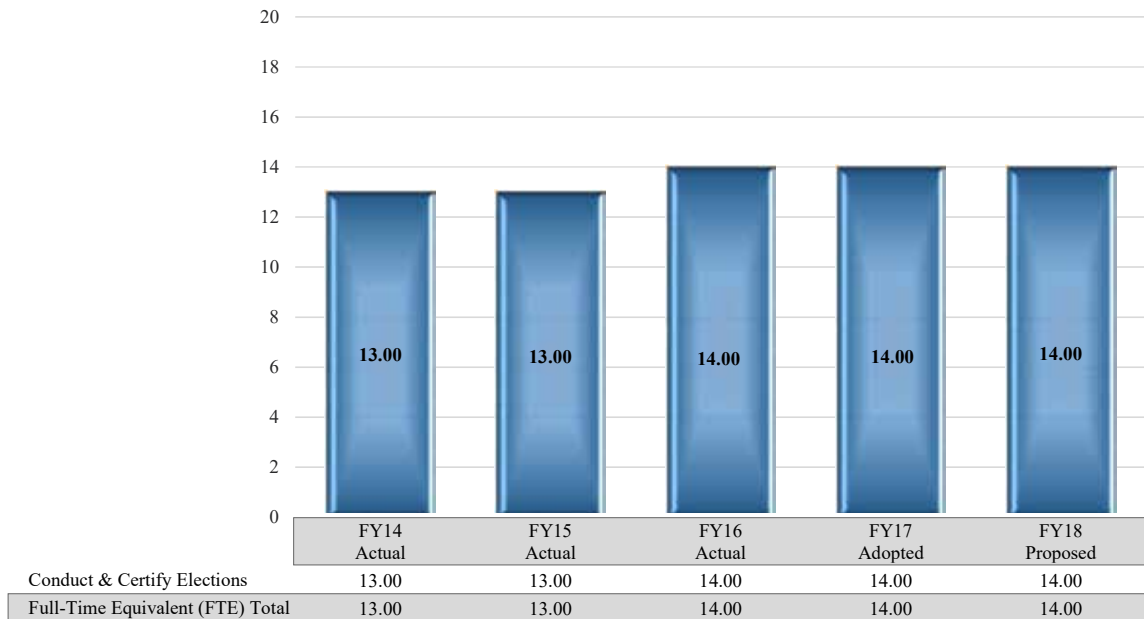
Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$821,659 | \$920,763 | \$1,067,405 | \$977,747 | \$1,083,873 | 10.85% |
| Capital Outlay | \$0 | \$575,757 | \$259,039 | \$0 | \$0 | 0.00% |
| Contractual Services | \$426,684 | \$363,353 | \$546,662 | \$476,082 | \$476,082 | 0.00% |
| Internal Services | \$64,078 | \$68,153 | \$71,589 | \$59,290 | \$80,598 | 35.94% |
| Purchase of Goods & Services | \$103,002 | \$581,849 | \$214,221 | \$112,383 | \$112,383 | 0.00% |
| Leases & Rentals | \$11,432 | \$8,559 | \$11,316 | \$7,724 | \$7,724 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$50,059) | (\$50,059) | 0.00% |
| Total Expenditures | \$1,426,856 | \$2,518,433 | \$2,170,232 | \$1,583,167 | \$1,710,601 | 8.05% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Revenue from Federal Government | \$0 | \$0 | \$3,500 | \$0 | \$0 | 0.00% |
| Miscellaneous Revenue | \$13,297 | \$2,053 | \$4,364 | \$0 | \$0 | 0.00% |
| Revenue from Commonwealth | \$76,000 | \$82,768 | \$85,269 | \$83,669 | \$83,669 | 0.00% |
| Total Designated Funding Sources | \$89,297 | \$84,820 | \$93,133 | \$83,669 | \$83,669 | 0.00% |
| Net General Tax Support | \$1,337,559 | \$2,433,613 | \$2,077,099 | \$1,499,498 | \$1,626,932 | 8.50% |
| Net General Tax Support | 93.74% | 96.63% | 95.71% | 94.72% | 95.11% | |

Staff History by Program



Elections

Future Outlook

Space Constraints - The Office of Elections faces space issues with the continued increase in registered voters, the addition of fourteen voting precincts, and the addition of paper ballots. Parking is a constant challenge for absentee voters at the Manassas Office, as the public parking lots are shared with the Court judicial system.

Phone System Upgrade Needed - The current phone system was installed in 2008. Both voters and Officers of Election will need accessibility to staff during the peak election season.

Precinct Growth - Best practices call for new precincts to be created when the registered voter count exceeds 4,000. By law no precinct should have more than 5,000 registered voters. The local governing body has the authority to add precincts and draw boundaries for new precincts.

Encourage Absentee Voting - The Director of Elections/General Registrar has implemented an assertive 'vote absentee' program targeted towards PWC's heavy commuter and first responder population. This, coupled with the Board of County Supervisors 2016 legislative agenda, which supports no excuse absentee voting, would help alleviate long lines at polling places on Election Day. The goal is to have 25% of registered voters vote absentee.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Elections technology bill increases by \$21,308.
- B. Budget Shift** - \$1,050 has been shifted into the internal service series to support a computer purchase during FY17.

Elections

Program Summary

Elections

The Office of Elections is comprised of the Electoral Board, the General Registrar, and Assistant Registrars. The Electoral Board appoints the General Registrar who serves the Board and appoints Assistant Registrars. The Office of Elections supervises all elections in PWC and is a state mandated office whose purpose is to register voters and maintain up to date voter registration records. In addition, the office receives and processes voter registration applications; provides voter registration applications; provides absentee voting prior to all elections; provides election related data to all citizens and candidates; accepts and certifies candidate filings; trains Officers of Elections to conduct each election; and certifies the results for each election.

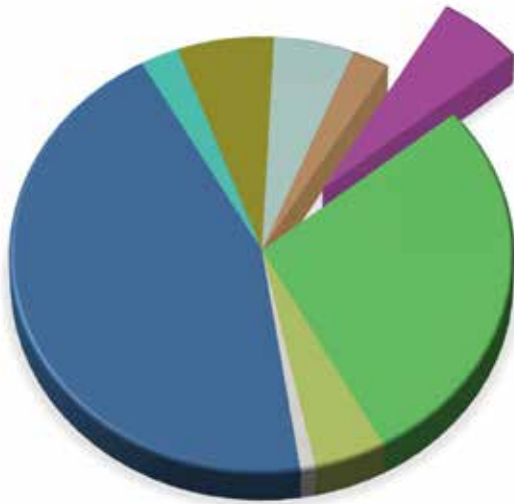
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| It is easy to register to vote (community survey) | 97% | 97% | 97% | 97% | 97% |
| Voting at polling places is quick and easy (community survey) | 88% | 88% | 92% | 88% | 92% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Register Voters & Conduct & Certify Elections | \$1,427 | \$2,518 | \$2,170 | \$1,583 | \$1,711 |
| Transactions involving citizen voting records | 183,577 | 201,153 | 154,812 | 265,000 | 177,562 |
| Registered County Voters | 248,940 | 249,464 | 232,219 | 277,784 | 266,343 |
| Election voter turnout | 100,439 | 95,871 | 69,752 | 230,000 | 119,854 |

Executive Management

Mission Statement

The Office of Executive Management will enhance the quality of life in Prince William County, achieve citizen satisfaction with the government, and accomplish the goals of the Board of County Supervisors by successfully managing and leading the changing organization.



General Government Expenditure Budget:
\$70,906,862

Expenditure Budget:
\$3,991,264



5.6% of General Government

Program:

- Management & Policy Development: \$1,429,467
- Administrative Support to the Board: \$528,207
- Communications: \$1,215,772
- Equality, Affirmative Employment, & Diversity: \$395,124
- Legislative Affairs & Intergovernmental Relations: \$422,695

Mandates

The County is organized as a county executive form of government in accordance with the Code of Virginia. The County operates under a mandate to safeguard and protect citizens from unlawful discrimination. The Office of Executive Management provides these services.

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

State Code: Title [15.2 Chapter 5](#) Executive Form of Government; Chapter 39, [Virginia Human Rights Act](#)

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

Executive Management

Expenditure and Revenue Summary

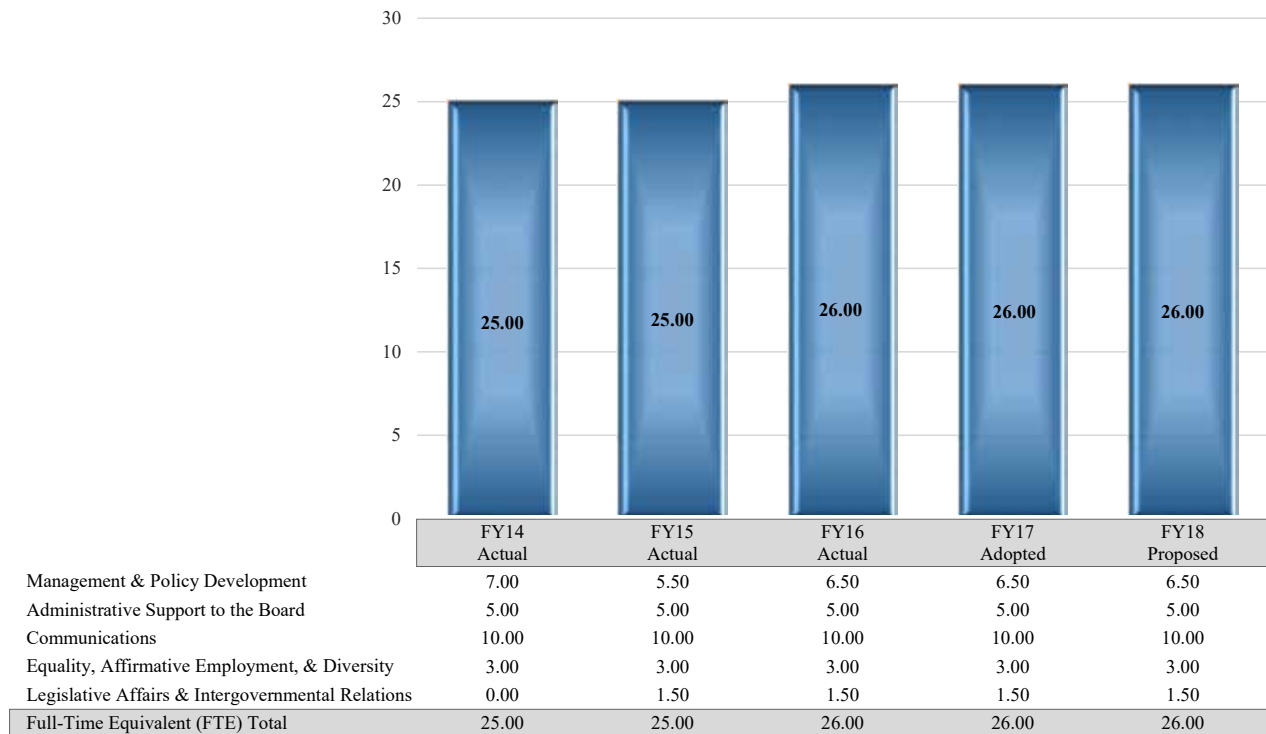


| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------------|
| Management & Policy Development | \$857,426 | \$1,341,130 | \$1,404,378 | \$1,367,433 | \$1,429,467 | 4.54% |
| Administrative Support to the Board | \$448,169 | \$484,225 | \$503,965 | \$502,449 | \$528,207 | 5.13% |
| Communications | \$1,141,680 | \$1,158,331 | \$1,127,386 | \$1,206,228 | \$1,215,772 | 0.79% |
| Equality, Affirmative Employment, & Diversity | \$263,002 | \$372,810 | \$378,615 | \$379,813 | \$395,124 | 4.03% |
| Legislative Affairs & Intergovernmental Relations | \$581,959 | \$395,490 | \$425,576 | \$411,569 | \$422,695 | 2.70% |
| Total Expenditures | \$3,292,237 | \$3,751,986 | \$3,839,919 | \$3,867,493 | \$3,991,264 | 3.20% |

Expenditure by Classification

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$2,749,823 | \$3,155,651 | \$3,340,595 | \$3,336,723 | \$3,484,120 | 4.42% |
| Capital Outlay | \$5,741 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Contractual Services | \$288,590 | \$342,834 | \$250,635 | \$315,488 | \$280,488 | (11.09%) |
| Internal Services | \$115,563 | \$108,762 | \$113,847 | \$99,946 | \$111,319 | 11.38% |
| Purchase of Goods & Services | \$126,262 | \$136,835 | \$120,686 | \$192,055 | \$192,055 | 0.00% |
| Leases & Rentals | \$6,258 | \$7,903 | \$14,157 | \$15,780 | \$15,780 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$92,499) | (\$92,499) | 0.00% |
| Total Expenditures | \$3,292,237 | \$3,751,986 | \$3,839,919 | \$3,867,493 | \$3,991,264 | 3.20% |
| Total Designated Funding Sources | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Net General Tax Support | \$3,292,237 | \$3,751,986 | \$3,839,919 | \$3,867,493 | \$3,991,264 | 3.20% |
| Net General Tax Support | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | |

Staff History by Program



Executive Management

Future Outlook

Management & Policy Development - The Office of Executive Management (OEM) provides support to the Board of County Supervisors (BOCS) by implementing BOCS policy guidance and proposing recommendations and potential solutions to issues facing the community that are consistent with the BOCS adopted policy guidance. The adopted Future Report 2030 articulates the long-term desires of Prince William County (PWC) citizens. The BOCS Strategic Plan, which was developed with input from citizens of each magisterial district, provides goals and outcome measures to accomplish the vision espoused in that Future Report. OEM provides support to make certain the organization accomplishes those goals and outcome measures as they highlight the needs and desires of the community over the next four years.

Administrative Support to the Board - The Clerk and staff administers, schedules and coordinates agency data and information presented for BOCS consideration. Automation is becoming increasingly important to handle the voluminous documentation created each year. Expectations for easy access to information by citizens, elected officials and staff are growing, and appropriate technologies can assist in meeting that demand. Automation efforts are in process including preliminary data gathering from stakeholders on their automaton needs and development of solutions.

Communications - There continues to be an expectation for immediate and interactive access to information anytime, anywhere, and on any device. This is true for everyday information and especially true during emergencies. Therefore, it is imperative that the County has a responsive website and keeps up with current technology that allows residents access to County information that is device and platform agnostic. Citizen engagement and interaction is vital to PWC's success in delivering the services and products that residents demand and creating awareness of the services and amenities currently being delivered to the community. PWC must deliver information and offer alternative business solutions in a way that meets the needs of the community.

Equality, Affirmative Employment, & Diversity - Effective management of multiple generations necessitates preparing now for the needs and expectations hyper-connected generations will bring to the workplace. In an effort to attract, hire, and retain the brightest and the best applicants, fundamental changes in jobs, careers, learning programs, and even benefits will be necessary.

Legislative Affairs & Intergovernmental Relations - PWC will continue to cooperate with other jurisdictions and levels of government to address emerging issues, particularly as the national and regional economies regain ground that was lost during the recession.

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the OEM technology bill increases by \$12,648.

Executive Management

Program Summary

Management & Policy Development

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Measures trending positively towards 4 year strategic goal target | 74% | 65% | 55% | 100% | 100% |
| Overall quality of PWC services meets residents' expectations (community survey) | 91% | 91% | 91% | 91% | 91% |
| County provides efficient and effective services (community survey) | 91% | 91% | - | 91% | - |
| County services and facilities are a fair value for the tax dollar | 86% | 86% | 88% | 86% | 88% |
| County employees are courteous and helpful (community survey) | 91% | 91% | 93% | 91% | 93% |
| AAA bond ratings | 3 | 3 | 3 | 3 | 3 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Effective & Efficient Delivery of County Government Services | \$251 | \$400 | \$434 | \$435 | \$455 |
| Counties with three AAA bond ratings | 1% | 1% | 1% | 1% | 1% |
| Strategic Planning | \$158 | \$328 | \$340 | \$332 | \$347 |
| Community Outcome Measures in Strategic Plan | 53 | 53 | 53 | 53 | - |
| Community Measures of Success trending positively | - | - | - | - | 56 |
| Policy Development | \$292 | \$335 | \$344 | \$328 | \$342 |
| Ordinances & Resolutions passed | 747 | 787 | 605 | 730 | 730 |
| BOCS Response | \$157 | \$279 | \$287 | \$272 | \$284 |
| Trackers responded to within 15 days | 52% | 90% | 85% | 75% | 85% |

Executive Management

Administrative Support to the Board

Manage the review process for BOCS meeting agenda items in accordance with the County's framework for analysis. Maintain compliance with Virginia law regarding public notice for meetings and public hearings.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| BOCS agenda dispatch packages available to BOCS by deadline | 100% | 100% | 100% | 100% | 100% |
| BOCS agenda/briefs available to citizens by deadline | 100% | 100% | 100% | 100% | 100% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Administrative Support to the Board and Executive | \$448 | \$484 | \$504 | \$502 | \$528 |
| Ordinances processed | 64 | 72 | 44 | 70 | 70 |
| Resolutions processed | 683 | 715 | 561 | 670 | 670 |

Communications

Support Prince William County Government by providing information to the public and promote citizen engagement with local government. The program identifies and implements appropriate strategies to allow the County government and its customers, stakeholders, and employees to communicate effectively with one another.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| News Quality Analysis Rating | - | - | - | 90% | 90% |
| Social media reach | - | - | - | 1.1M | 2.0M |
| Online, graphic, print & video pieces produced | - | - | - | 475 | 500 |
| Online, print & video pieces produced | 408 | 390 | 412 | - | - |
| Total web page views | \$3.0M | \$3.3M | \$3.6M | - | - |
| Social media growth rate | 384% | 52% | 1% | - | - |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Information Dissemination | \$776 | \$702 | \$691 | \$700 | \$727 |
| Internal communication messages | - | - | - | 280 | 280 |
| Total web page sessions | - | - | - | 3.3M | 3.6M |
| Events supported | - | - | - | 20 | 20 |
| Articles produced | - | - | - | 150 | 150 |
| Video views online | 54,828 | 87,616 | 216,769 | 65,000 | 85,000 |
| Social media reach (Facebook only) | 979,702 | 1.4M | 1.6M | - | - |
| Media Production | \$366 | \$457 | \$437 | \$507 | \$489 |
| Graphic arts pieces produced | - | - | - | 120 | 120 |
| Videos produced (including BOCS meetings) | - | - | - | 205 | 205 |
| Email newsletters produced | 8 | 10 | 11 | - | - |
| BOCS meetings broadcast live | 100% | 100% | 97% | - | - |

Executive Management

Equality, Affirmative Employment, & Diversity

Ensure compliance with federal and state laws, regulations, executive orders, ordinances and affirmative employment practices and procedures for County employees and applicants who seek employment by providing proactive prevention; proficient resolution; and strategic enforcement to achieve a non-discriminatory, retaliatory, and harassment free work environment.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Diversity of County female representation | 48% | 50% | 50% | 48% | 48% |
| Diversity of County minority representation | 29% | 33% | 31% | 30% | 30% |
| Management satisfaction with EEO consultation services | 98% | 98% | 98% | 95% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Equal Employment Opportunity Compliance & Laws | \$142 | \$195 | \$200 | \$205 | \$213 |
| EEO inquiries received | 3,512 | 3,827 | 3,963 | 3,200 | 3,200 |
| Internal EEO inquiries successfully resolved and closed without litigation | 97% | 95% | 95% | 95% | 95% |
| Education & Outreach | \$121 | \$178 | \$178 | \$175 | \$182 |
| EEO trainings provided | 37 | 15 | 15 | 15 | 15 |
| Employees rating EEO & Diversity management training as beneficial | 99% | 99% | 99% | 95% | 95% |

Legislative Affairs & Intergovernmental Relations

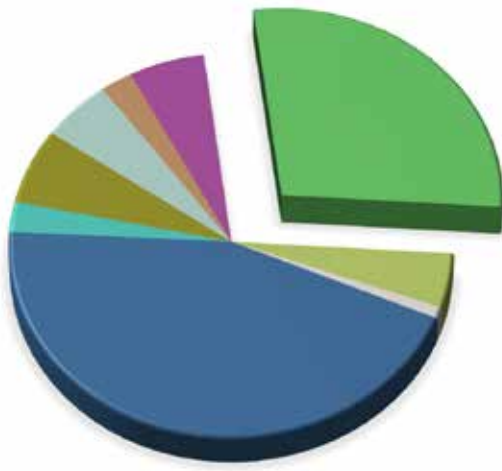
Develop, implement, and manage the County's intergovernmental and legislative initiatives, including acting as liaison with other government agencies and development and implementation of annual legislative program.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| State legislative program outcomes success rate | 50% | 50% | 43% | 50% | 50% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Legislative Affairs & Intergovernmental Relations | \$582 | \$395 | \$426 | \$412 | \$423 |
| Virginia House & Senate bills analyzed | 2,888 | 2,776 | 3,286 | 2,775 | 3,000 |
| Hours of active representation | - | 947 | 1,160 | 975 | 1,100 |
| General Assembly committee meetings attended | - | 690 | 872 | 450 | 860 |
| Agenda development/planning meetings with outside groups/allies | - | 95 | 77 | 80 | 70 |

Mission Statement

The mission of the Finance Department is to promote excellence, quality and efficiency by maximizing available resources and providing innovative financial and risk management services to a broad range of internal and external customers through sound financial management practices, effective leadership and a team of employees committed to maintaining fiscal integrity and financial solvency of the County government.



Expenditure Budget:
\$19,861,517

28.0% of General Government

Programs:

- Financial Reporting & Control: \$4,570,097
- Payroll & Disbursements: \$985,685
- Risk Management: \$1,399,928
- Real Estate Assessment: \$3,596,427
- Purchasing: \$1,175,159
- Tax Administration: \$5,886,177
- Treasury Management: \$1,040,343
- Director's Office: \$1,207,701

General Government Expenditure Budget:
\$70,906,862

Mandates

The County is mandated to employ a Director of Finance, assess property values, collect taxes, procure goods and services, and maintain the County's financial records in accordance with state regulations. The Finance Department provides these services. The Finance Department is also the liaison to the state mandated Board of Equalization.

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

State Code: [15.2-519](#); [15.2-716.1](#)

County Code: Chapter 2 ([Government Services](#)), Chapter 2.5 ([Alarm Systems](#)), Chapter 3 ([Amusements](#)), Chapter 4 ([Dog License](#)), Chapter 9.1-15 ([Planning, budgeting, accountability and purchasing](#)), Chapter 11.1 ([Licenses](#)), Chapter 13 ([Motor Vehicles](#)), Chapter 20 ([Unclaimed Money & Property](#)), Chapter 22 ([Solid Waste Disposal Fee System](#)), Chapter 23.2 ([Stormwater Management Fund](#)), Chapter 26 ([Taxation](#)), Chapter 30 ([Water Supply Driller's License](#)), Chapter 32 ([Zoning Site Plans](#))

Finance



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Financial Reporting & Control | \$3,255,997 | \$4,465,910 | \$4,699,878 | \$4,861,284 | \$4,570,097 | (5.99%) |
| Payroll & Disbursements | \$951,515 | \$953,676 | \$971,097 | \$957,562 | \$985,685 | 2.94% |
| Risk Management | \$1,191,670 | \$1,192,005 | \$1,191,979 | \$1,197,700 | \$1,399,928 | 16.88% |
| Real Estate Assessment | \$3,316,665 | \$3,246,938 | \$3,305,399 | \$3,344,024 | \$3,596,427 | 7.55% |
| Purchasing | \$1,103,698 | \$995,354 | \$1,136,679 | \$1,198,303 | \$1,175,159 | (1.93%) |
| Tax Administration | \$5,313,479 | \$5,301,608 | \$5,708,556 | \$5,850,950 | \$5,886,177 | 0.60% |
| Treasury Management | \$1,050,539 | \$1,023,250 | \$1,137,424 | \$1,054,878 | \$1,040,343 | (1.38%) |
| Finance Director's Office | \$650,715 | \$505,092 | \$676,891 | \$640,891 | \$1,207,701 | 88.44% |
| Total Expenditures | \$16,834,277 | \$17,683,834 | \$18,827,903 | \$19,105,591 | \$19,861,517 | 3.96% |

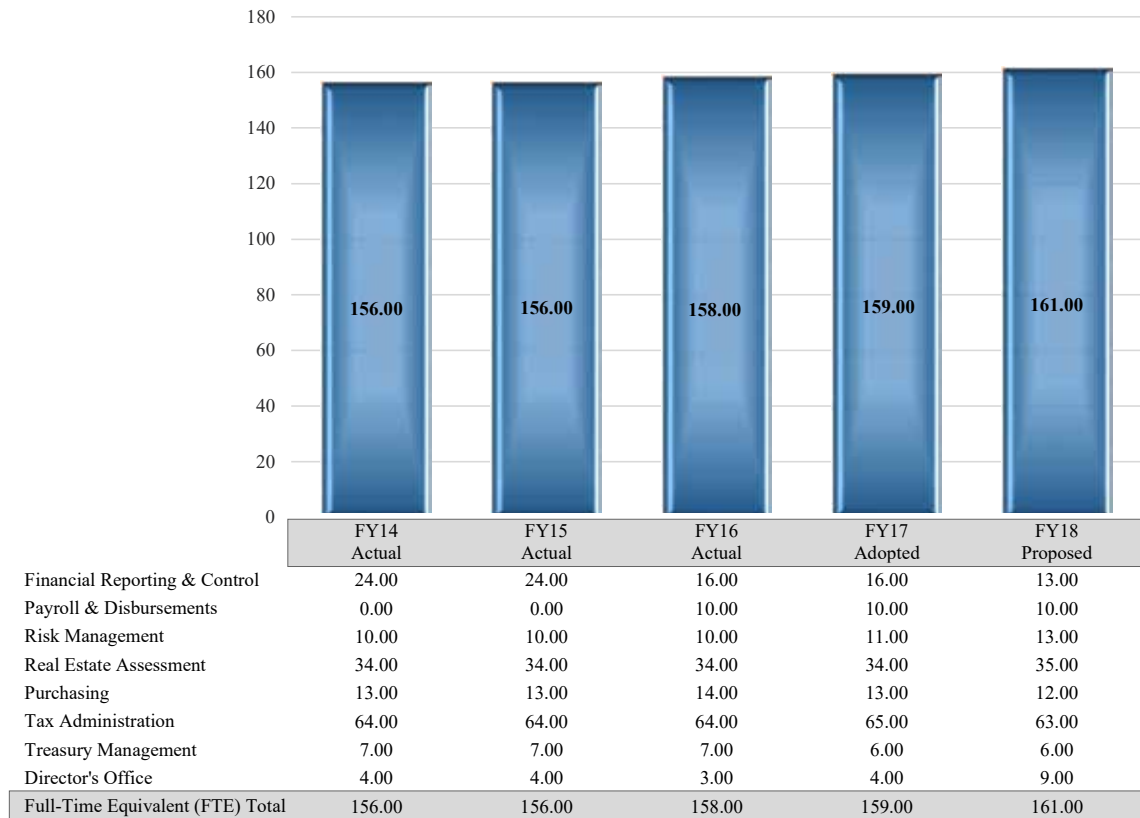
Expenditure by Classification

| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Salaries and Benefits | \$12,008,475 | \$11,967,949 | \$13,055,094 | \$13,663,808 | \$14,396,737 | 5.36% |
| Capital Outlay | \$8,695 | \$0 | \$0 | \$17,909 | \$17,909 | 0.00% |
| Contractual Services | \$1,503,979 | \$1,811,902 | \$1,462,185 | \$1,786,189 | \$1,866,189 | 4.48% |
| Internal Services | \$2,360,483 | \$2,927,050 | \$3,262,513 | \$3,247,861 | \$3,179,595 | (2.10%) |
| Purchase of Goods & Services | \$910,962 | \$938,484 | \$1,009,233 | \$1,285,134 | \$1,296,398 | 0.88% |
| Leases & Rentals | \$40,684 | \$38,450 | \$38,878 | \$50,284 | \$50,284 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$945,594) | (\$945,594) | 0.00% |
| Transfers Out | \$1,000 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$16,834,277 | \$17,683,834 | \$18,827,903 | \$19,105,591 | \$19,861,517 | 3.96% |

Funding Sources

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Permits & Fees | \$190 | \$8,420 | \$140 | \$250 | \$250 | 0.00% |
| Fines & Forfeitures | \$24,989 | \$26,959 | \$26,987 | \$12,000 | \$12,000 | 0.00% |
| Use of Money & Property | \$178,918 | \$151,560 | \$149,732 | \$7,200 | \$7,200 | 0.00% |
| Miscellaneous Revenue | \$72,204 | \$91,456 | \$101,970 | \$81,338 | \$81,338 | 0.00% |
| Non-Revenue Receipts | \$12,477 | \$3,840 | \$280 | \$0 | \$0 | 0.00% |
| General Property Taxes | \$1,568,634 | \$1,564,053 | \$1,748,521 | \$1,506,665 | \$1,506,665 | 0.00% |
| Charges for Services | \$156,430 | \$128,800 | \$128,800 | \$125,181 | \$125,181 | 0.00% |
| Revenue from Commonwealth | \$652,444 | \$646,615 | \$675,669 | \$559,724 | \$559,724 | 0.00% |
| Transfers In | \$185,112 | \$104,950 | \$240,611 | \$229,111 | \$229,111 | 0.00% |
| Total Designated Funding Sources | \$2,851,397 | \$2,726,653 | \$3,072,151 | \$2,521,469 | \$2,521,469 | 0.00% |
| Net General Tax Support | \$13,982,880 | \$14,957,181 | \$15,755,752 | \$16,584,122 | \$17,340,048 | 4.56% |
| Net General Tax Support | 83.06% | 84.58% | 83.68% | 86.80% | 87.30% | |

Staff History by Program



Future Outlook

Technology - The County has moved toward an Enterprise Solution for the County. However, due to funding constraints the County only initially implemented core modules of the financial management system. It is the County's intent to pursue expansion of the financial management system where additional efficiencies can be gained and procedures systematized by implementing additional modules and eliminate the need for separate stand-alone systems. The County also desires to more fully embrace transparency and accountability through robust reporting functionality, the use of dashboards and implementation of a citizen portal. In addition, the County is in need of a replacement Human Resource Information System that integrates with the financial management system to better support a complex workforce and effectively manage the County's human capital. All of these initiatives require an investment of County funds.

Growth in Unfunded Federal Mandates and Compliance Audits/Inspections - The federal government has increased enforcement, oversight, and reporting requirements for certain industries, including local governments. As a result, municipalities have seen an unprecedented number of new regulations, compliance requirements, and unfunded mandates. The impact is manifesting in the need for additional staff to maintain compliance. The County's ability to estimate costs in these areas is compromised due to the sheer volume of changes to be implemented, the likelihood of new "unanticipated consequences," and the lack of clarity with regard to the perceived baseline level of compliance. Areas of particular focus by federal and/or state agencies include Internal Revenue Service (IRS) audits of tax-exempt debt issuances, Securities Exchange Commission

(SEC)/Municipal Securities Rulemaking Board (MSRB) investigations related to post-issuance compliance and environmental inspections by entities such as the U.S. Environmental Protection Agency and the Virginia Department of Environmental Quality.

Internal Controls - The Finance Department continues to spearhead and lead the County's implementation of strong internal controls. As the control environment changes due to turnover of key personnel and leadership throughout the organization, technological changes, new business processes and lines of business; agency consolidations and mergers, and regulatory and statutory changes, internal controls must be continually re-evaluated to ensure they are still relevant and operating as intended. The County maintains an extremely low level of overhead, particularly in staffing levels for general government administration. These staff ratio disparities are recurring themes noted in independent internal and external audits and inadequate staffing poses an inherent risk to the control environment, particularly as the County government continues to grow and become more complex.

Sharing Economy - Across the nation, there is an increasing notion of a sharing economy with businesses being formed through crowd-based resources. Examples include Uber, Lyft, AirBnB, HomeAway, Etsy, Ebay, Chegg and Lending Club to name just a few. Many of these companies are already billion dollar businesses but formed as recent as the trough of the last recession. With this new type of economy, comes new challenges for local governments related to regulation and taxation. A growing wave of municipalities across the country are starting to impose laws on home rental, for example, including consideration of imposing the lodging tax. The "sharing economy" has the potential to strip the County of revenues in the future if it is not carefully considered and addressed through the legislative process.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Finance technology bill decreases by \$230,917.
- B. Establish New Activity in Director's Office Program** - The budget includes position shifts to establish a new activity in the Director's Office named System Administration, which will support the administration of the Ascend financial system. The new activity is supported by five full-time equivalent positions shifted from the Financial Reporting and Control (three positions shifted) program, the Treasury Management program (one position shifted) and the Purchasing program (one position shifted). The shifts have no impact on the general fund.
- C. Position Shift to Human Rights** - [BOCS Resolution 16-841](#) authorized the transfer of one Accounting Assistant I position from the Finance, Tax Administration program to the Office of Human Rights. The shift has no impact on the general fund.
- D. Position Shift from Tax Administration to Treasury Management** - The budget includes a position shift of one Financial Analyst II position from the Tax Administration program to the Treasury Management program. The shift has no impact on the general fund.

Budget Initiatives

A. Budget Initiatives

1. Add Two Environmental Specialist Positions – Risk Management

| | |
|---------------------|-----------|
| Expenditure | \$137,343 |
| Revenue | \$0 |
| General Fund Impact | \$137,343 |
| FTE Positions | 2.0 |

- a. Description** - This initiative funds two full-time equivalent (FTE) Environmental Specialist positions in the Risk Management program, Environmental Management activity. The positions would enhance the ability of the County's environmental management system (EMS) to focus on changing state and federal regulations related to environmental protection and compliance for County owned assets and activities.

The first position would focus on compliance training, audits, inspections, and required EMS program filings. The second position would focus on equipment and waste, including generators, septic and other underground tanks, wells, permits, disposal and recycling of hazardous material. One position will include full-year costs and the other half-year costs in FY18, both will be full-year costs in FY19 and beyond. The FY18 total cost of the new positions includes salary and benefits (\$127,141) and information technology costs (\$10,202).

- b. Service Level Impacts** - The following service level will be impacted:

▪ **Environmental audits**

| | |
|--------------------------|---|
| <i>FY18 w/o Addition</i> | 6 |
| <i>FY18 w/ Addition</i> | 8 |

▪ **Environmental inspections**

| | |
|--------------------------|----|
| <i>FY18 w/o Addition</i> | 23 |
| <i>FY18 w/ Addition</i> | 30 |

2. Add One Real Estate Appraiser for Commercial Assessments – Real Estate Assessments

| | |
|---------------------|-----------|
| Expenditure | \$122,161 |
| Revenue | \$0 |
| General Fund Impact | \$122,161 |
| FTE Positions | 1.0 |

- a. Description** - This initiative funds one full-time equivalent (FTE) Real Estate Appraiser position in the Real Estate Assessments program. The position will focus on commercial assessments. Commercial properties require a complex, detailed analysis for an accurate assessment and are more labor intensive. Commercial assessments are much higher than residential assessment and constitute approximately 95% of assessment appeals to the Board of Equalization each year, therefore exposure to lawsuits is more significant than residential assessments. The total cost of the new position includes salary and benefits (\$76,690), purchase of a new vehicle (\$31,628), information technology, and other costs (\$12,910).

- b. Service Level Impacts** - This initiative will reduce the workload per appraiser and enhance accuracy of commercial assessments. The following service level will be impacted:

▪ **Parcels per appraiser**

| | |
|--------------------------|-------|
| <i>FY18 w/o Addition</i> | 6,393 |
| <i>FY18 w/ Addition</i> | 6,125 |

- **Appealed real estate assessments upheld by the Board of Equalization**

FY18 w/o Addition | 90%

FY18 w/ Addition | 91%

3. Increase Financial Audit, Cost Allocation, and Appraisal Services Contract Fee – Financial Reporting & Controls

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

a. Description - This initiative supports existing contract increases for financial audit services, financial cost allocation services, and asset appraisal services. These services are required to meet financial requirements in the County’s Principles of Financial Management.

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

Program Summary

Financial Reporting & Control

The Financial Reporting & Control program maintains the County’s books and records in accordance with Generally Accepted Accounting Principles (GAAP) and complies with the Single Audit Act of 1984, as amended. The program manages and coordinates the annual audit of the County’s financial statements as required by the Code of Virginia.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Receive Certificate of Achievement for Excellence in Financial Reporting | Yes | Yes | - | Yes | Yes |
| Compliance with relevant Principles of Sound Financial Management | 100% | 100% | 100% | 100% | 100% |
| Audit adjustments | 1 | 0 | - | <5 | <5 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Maintain the County's Financial Records | \$3,256 | \$4,466 | \$4,700 | \$4,861 | \$4,570 |
| Financial transactions | 528,506 | 559,109 | 588,090 | 550,000 | 550,000 |
| Capital asset transactions | 1,741 | 1,850 | 3,360 | 2,000 | 2,500 |

Finance

Payroll & Disbursements

The Payroll & Disbursements Division makes all payments to employees and vendors and all related tax reporting to federal and state agencies.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Accounts Payable customer satisfaction survey results (Scale 1-10) | 9 | 9 | 9 | 9 | 9 |
| Payroll customer satisfaction survey results (Scale 1-10) | 9 | 9 | 9 | 9 | 9 |
| Vendors utilizing direct deposit for payments | 71% | 71% | 72% | 75% | 72% |
| Employees utilizing direct deposit for payroll | 99% | 99% | 99% | 99% | 99% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Pay Bills | \$536 | \$565 | \$546 | \$570 | \$499 |
| Vendor transactions | 160,785 | 146,739 | 154,593 | 170,000 | 155,000 |
| Payroll Processing | \$415 | \$389 | \$425 | \$387 | \$487 |
| Payroll payments | 120,205 | 122,661 | 126,482 | 123,700 | 126,500 |

Risk Management

The Risk Management program administers the County's occupational safety and health, environmental and insurance programs including the Prince William Self Insurance Group. Environmental, Health and Safety and Claims Management activities are included. Oversight ranges from policy development, financial management, data collection, and insurance premium negotiations to payment and employee communication and training.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Injury Incident Rate (IIR) - Countywide | 6 | 5 | 6 | 6 | 6 |
| DART Rate Countywide (Days away, restricted or transferred) | 4 | 4 | 4 | 4 | 4 |
| Countywide number of preventable collisions per 1,000,000 miles driven | 11 | 10 | 11 | 11 | 11 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Risk Management | \$1,013 | \$1,024 | \$1,024 | \$1,029 | \$933 |
| Incidents reported | 1,619 | 1,470 | 1,626 | <1,700 | <1,700 |
| Safety inspections made | 125 | 73 | 82 | 68 | 48 |
| Environmental Management | \$179 | \$168 | \$168 | \$168 | \$467 |
| Environmental audits | 6 | 6 | 6 | 6 | 6 |
| Environmental inspections | 48 | 23 | 34 | 23 | 23 |

Finance

Real Estate Assessments

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Overall accuracy in annual assessment | 92% | 94% | 95% | 92% | 92% |
| Appealed real estate assessments upheld by the Board of Equalization | 93% | 88% | 91% | 90% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Mass Appraisal of Real Property | \$2,649 | \$2,607 | \$2,625 | \$2,690 | \$2,995 |
| Sales transferring ownership of property | 11,694 | 12,728 | 13,470 | 12,500 | 13,000 |
| Sales verified to establish the assessments | 8,122 | 9,126 | 8,296 | 8,800 | 8,200 |
| Parcels per appraiser | 6,298 | 6,232 | 6,296 | 6,300 | 6,363 |
| Customer Service | \$668 | \$640 | \$680 | \$654 | \$602 |
| Total inquiries | 12,414 | 16,516 | 19,616 | 14,000 | 19,500 |
| Internet user sessions on Real Property Assessment site | 452,232 | 458,200 | 466,043 | 458,000 | 470,000 |

Purchasing

The Purchasing Office provides County agencies with the means to obtain quality goods and services for the best value, while complying with applicable federal, state, and County procurement regulations.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Vendors who rate the procurement process as good or excellent | 91% | 93% | 93% | 93% | 93% |
| Customers rating their purchasing experiences as good or excellent | 93% | 94% | 94% | 94% | 94% |
| Solicitations and awards without protest | 100% | 99% | 99% | 96% | 97% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Procure Goods and Services | \$1,104 | \$995 | \$1,137 | \$1,198 | \$1,175 |
| Solicitations issued annually | 77 | 86 | 99 | 79 | 85 |

Finance

Tax Administration

Tax Administration enrolls and assesses personal and business property for local taxation, bills taxes, collects current and delinquent property taxes, deposits, and records revenues, and enforces compliance with local tax laws.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Cumulative delinquent tax as a percent of total tax levy | 1.4% | 1.0% | 1.2% | 2.0% | 2.0% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Bill Tax Items | \$3,044 | \$3,287 | \$3,408 | \$3,383 | \$3,424 |
| Business license and personal property tax items processed | 510,377 | 515,022 | 536,542 | 510,000 | 525,000 |
| Collect County Revenue | \$2,269 | \$2,015 | \$2,300 | \$2,468 | \$2,462 |
| Manual payment transactions | 25% | 25% | 27% | 30% | 30% |
| Delinquency notices sent | 116,529 | 132,072 | 138,977 | 100,000 | 100,000 |
| Real Property Taxes Levied | \$573.2M | \$603.2M | \$630.5M | \$603.2M | \$642.5M |
| Real Property Taxes Collected | \$572.6M | \$601.3M | \$629.0M | \$601.3M | \$629.9M |

Treasury Management

The Treasury Management program is a critical component of the County's financial management infrastructure, managing the County's cash flow, investments, and debt portfolio. Treasury Management performs economic and revenue analysis, forecasting, produces the County's demographic statistics, and provides analysis and recommendations on issues involving financial, investment, and debt policies.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| First year accuracy of the five-year revenue forecast | 99% | 100% | 101% | 99%- 102% | 99%- 102% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Financial Analysis | \$470 | \$454 | \$422 | \$395 | \$274 |
| Financial planning documents prepared | 157 | 163 | 234 | 155 | 195 |
| Finance issues reviewed or analyzed | 185 | 356 | 513 | 360 | 425 |
| Debt Management | \$277 | \$270 | \$398 | \$214 | \$316 |
| Bond sales executed | 3 | 3 | 4 | 2 | 1 |
| Cash Management/Investments/Banking | \$304 | \$300 | \$317 | \$446 | \$451 |
| Investment transactions | 1,174 | 1,125 | 1,859 | 1,130 | 1,350 |
| General portfolio investment holdings | \$998M | \$967M | \$1.06B | \$980M | \$1.09B |

Finance

Director's Office

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

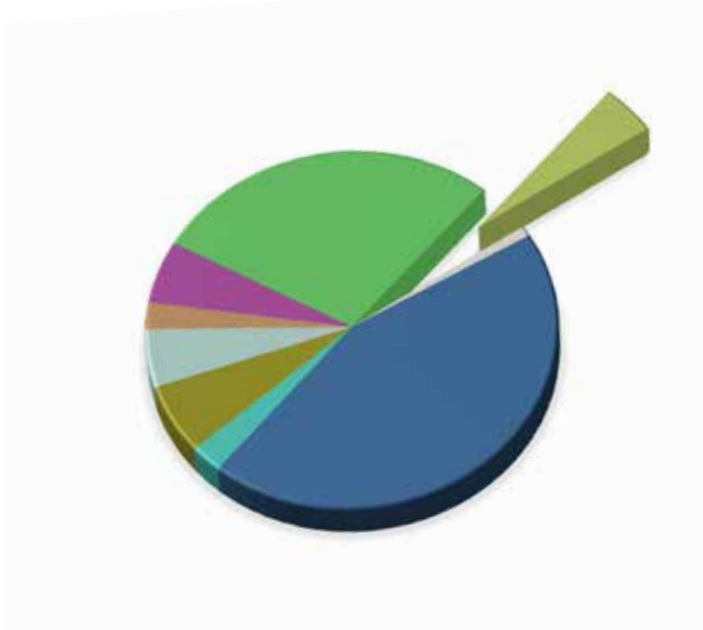
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| AAA bond ratings | 3 | 3 | 3 | 3 | 3 |
| Compliance with Principles of Sound Financial Management | 100% | 100% | 100% | 100% | 100% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Leadership, Coordination and Oversight | \$651 | \$505 | \$677 | \$641 | \$658 |
| Trackers responded to | 8 | 3 | 4 | 10 | 10 |
| Revenue forecasts generated | 99 | 72 | 101 | 80 | 80 |
| Maintain the County's Financial Systems | \$0 | \$0 | \$0 | \$0 | \$549 |
| Number of active vendor users | - | - | - | - | 4,811 |
| Number of active system users | - | - | - | - | 9,092 |

Human Resources

Mission Statement

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



General Government Expenditure Budget:
\$70,906,862

Expenditure Budget:
\$3,234,225

\$

4.6% of General Government

Program:

- Classification & Compensation: \$524,473
- Employee Benefits Administration: \$825,651
- Human Resources Information System: \$442,782
- Talent Management: \$715,265
- Training & Development: \$726,055

Mandates

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

State Code: [15.2-1506](#), [Title 51.1](#) (Pensions, Benefits, and Retirement)

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

Human Resources

Expenditure and Revenue Summary



| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------------|
| Classification & Compensation | \$416,677 | \$398,458 | \$398,192 | \$536,959 | \$524,473 | (2.33%) |
| Benefits & Retirement Management | \$1,172,431 | \$964,862 | \$1,019,703 | \$821,671 | \$825,651 | 0.48% |
| Human Resource Information System | \$157,412 | \$412,217 | \$449,672 | \$421,855 | \$442,782 | 4.96% |
| Talent Management (formerly Recruitment & Staffing) | \$628,290 | \$595,626 | \$619,627 | \$721,200 | \$715,265 | (0.82%) |
| Training & Development | \$469,675 | \$543,352 | \$603,122 | \$689,869 | \$726,055 | 5.25% |
| Total Expenditures | \$2,844,485 | \$2,914,515 | \$3,090,316 | \$3,191,554 | \$3,234,225 | 1.34% |

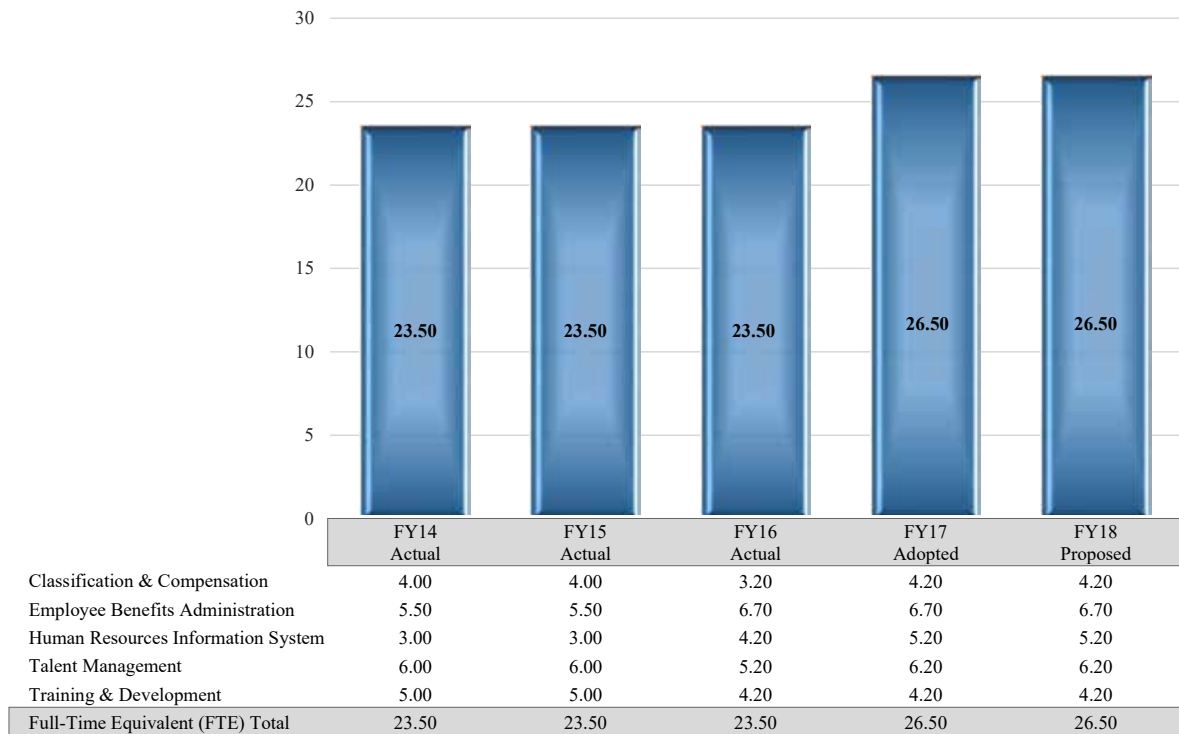
Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$2,118,886 | \$2,240,018 | \$2,381,572 | \$2,668,617 | \$2,799,050 | 4.89% |
| Contractual Services | \$251,841 | \$157,023 | \$172,722 | \$235,083 | \$235,083 | 0.00% |
| Internal Services | \$403,322 | \$511,280 | \$568,569 | \$581,314 | \$563,395 | (3.08%) |
| Purchase of Goods & Services | \$59,985 | \$62,754 | \$90,100 | \$192,243 | \$122,401 | (36.33%) |
| Leases & Rentals | \$10,451 | \$17,727 | \$10,969 | \$12,962 | \$12,962 | 0.00% |
| Reserves & Contingencies | \$0 | (\$74,287) | (\$133,617) | (\$498,665) | (\$498,665) | 0.00% |
| Total Expenditures | \$2,844,485 | \$2,914,515 | \$3,090,316 | \$3,191,554 | \$3,234,225 | 1.34% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Transfers In | \$21,000 | \$29,603 | \$0 | \$0 | \$0 | 0.00% |
| Total Designated Funding Sources | \$21,000 | \$29,603 | \$0 | \$0 | \$0 | 0.00% |
| Net General Tax Support | \$2,823,485 | \$2,884,912 | \$3,090,316 | \$3,191,554 | \$3,234,225 | 1.34% |
| Net General Tax Support | 99.26% | 98.98% | 100.00% | 100.00% | 100.00% | |

Staff History by Program



Human Resources

Future Outlook

Retirements and Changing Workforce - Within the next 10 years, over 500 baby boomers will be eligible for full-retirement benefits. Replacement planning for key leadership roles is crucial to ensure the transfer of skills. Four generations of employees will work together requiring workplace strategies that respect generational diversity as groups of employees move into, through and ultimately out of the workplace.

Improving Economy Impact on Recruitment - An improving economy and lower unemployment rates will impact the County's ability to attract and retain quality employees. The County is already seeing areas where salaries are inadequate to compete within the market. This includes areas such as: Information Technology, Finance, Psychiatrists and specialized Human Services positions which require licenses. For the foreseeable future, there will be a greater demand for skilled talent than supply. It will be increasingly challenging to remain "an employer of choice".

Adequate Human Resource Staffing - Audit findings indicate that the County's Human Resources (HR) staffing ratio is significantly lower in comparison to comparable Virginia government entities. Major potential impacts of under staffing include: limits on ability to meet County goals and project future workforce trends; delays in filling key positions; limited ability to provide guidance to County agencies; lack of resources to provide employee communications and support and increased risks of non-compliance with governmental regulations.

Rising Health Insurance Costs - Employees view health insurance benefits as an integral part of their total compensation. Overall healthcare costs are steadily increasing with prescription drugs, medical technology and hospital costs, most significantly impacting this trend. Continued efforts to control costs are critical. Nonetheless, the County and employees will face ongoing premium increases. Education and communication are necessary to ensure the value of benefits is understood.

Human Resources Enterprise Resource Program (ERP) Needed - A new Human Resources Information System (HRIS)/Payroll system is needed to fully integrate with the new ERP Financial System. It will provide the means to effectively leverage information and data about the full "employee life cycle" from on-boarding to post-retirement. It will provide employees and management with self-service portals and significantly reduce the burden on administrative staff. Integration of our Learning Management and Applicant Tracking System with the HRIS system is critical to manage all aspects of training on a single platform and will ensure that employee training history is centralized and readily available.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Human Resources technology bill decreases by \$39,488.
- B. Removal of One-Time Funding for Office Reconfiguration** - The amount of \$67,516, provided for office reconfiguration in the FY2017 Budget to accommodate existing and new staff, has been removed from the Human Resources budget.

Human Resources

Program Summary

Classification & Compensation

Maintain an internally equitable and externally competitive classification and compensation system which provides fair and competitive salaries to attract, retain, and motivate the most qualified employees to achieve the County's vision, goals, and strategic plan.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Classifications within competitive range (+5/-5%) compared to the labor market | 97% | 92% | 89% | 97% | 95% |
| Class specifications revised and reviewed | 42% | 55% | 45% | 55% | - |
| Vacant position classifications completed within 28 days | - | - | - | - | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Employee Classification & Compensation Management | \$417 | \$398 | \$398 | \$537 | \$524 |
| Studies & analyses of comparison jurisdiction position classifications | 447 | 480 | 490 | 480 | 500 |
| Classifications reviewed for internal and external compensation equity | 155 | 175 | 180 | 165 | 150 |

Employee Benefits Administration

Design, recommend, and administer competitive, sustainable, cost-effective benefits programs for employees, dependents, and retirees to attract and retain employees, promote productivity, morale, and work-life balance.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Inquiries answered within 24 hours | 98% | 98% | 98% | 98% | 98% |
| Employees satisfied with benefit program services | 80% | 80% | 80% | 80% | 80% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Benefits & Retirement Management | \$1,172 | \$965 | \$1,020 | \$822 | \$826 |
| Employees enrolled in County healthcare | 3,012 | 3,101 | 3,142 | 3,200 | 3,180 |
| Employees provided benefits orientation and training | 790 | 1,362 | 1,954 | 1,000 | 1,600 |
| Individual retirement consultations/hours spent | 312/505 | 292/465 | 361/542 | 320/485 | 380/570 |

Human Resources

Human Resources Information System

Manage human resources data and centralized reporting, provides countywide quality control for payroll and benefits processing, and implements employment-related workflow initiatives for greater efficiency.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Personnel actions processed electronically | 90.0% | 94.5% | 93.4% | 95.0% | 95.0% |
| Personnel Action Forms (PAFs) processed within pay period form is received | 96.0% | 97.3% | 96.0% | 96.0% | 96.0% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Human Resources Information System | \$157 | \$412 | \$450 | \$422 | \$443 |
| Personnel documents scanned into the Electronic Data Management System (EDMS) | 81,512 | 32,178 | 60,000 | 43,000 | 23,985 |
| Monthly average of retroactive payroll payments processed | 13 | 108 | 25 | 75 | - |

Talent Management (formerly Recruitment & Staffing)

Manage countywide recruitment and retention by providing timely recruitment and selection services that meet the needs of departments to attract and retain highly qualified employees committed to serving the community. Optimize community support of County agencies by recruiting and recognizing volunteers.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Hires occurring within 65 days from advertisement to acceptance | - | - | - | 95% | 95% |
| County turnover rate without retirement | 5% | 8% | 8% | 7% | 8% |
| County turnover rate with retirement | 7% | 10% | 11% | 9% | 11% |
| Hiring manager satisfaction with recruitment services | 97% | 95% | 95% | 95% | - |
| Applicant referrals to departments within 5 business days | - | - | - | 98% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Talent Management | \$628 | \$596 | \$620 | \$721 | \$715 |
| Positions advertised and filled | 578 | 594 | 601 | 600 | 625 |
| Applications received and processed per year | 55,678 | 61,345 | 69,590 | 65,000 | 75,000 |

Human Resources

Training & Development

Training and Development provides ongoing instructor-led and online professional development and technology training opportunities for County employees, as well as leadership and supervisory skills training for leaders. Training & Development also manages and maintains our Learning Management System (LMS). The LMS supports other departments by providing the infrastructure and technology platform to implement training programs that support department-specific organizational initiatives.

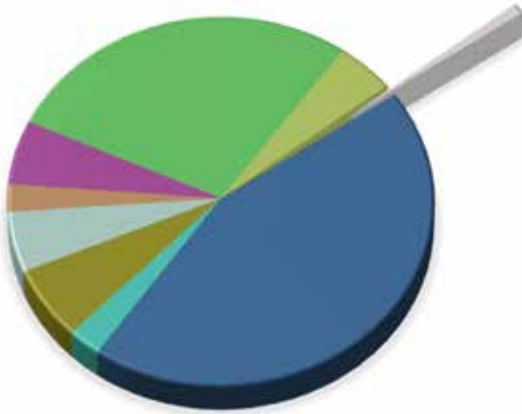
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Employee satisfaction effectiveness of training (on a 5 point scale) | 4.4 | 4.6 | 4.6 | 4.5 | 4.8 |
| eLearning licenses used | 68% | 72% | 70% | 74% | 76% |
| County employees taking training | - | - | - | - | 97% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Training, Development & Presentation | \$470 | \$543 | \$603 | \$690 | \$726 |
| Instructor-led sessions offered and scheduled by T&D staff | 151 | 241 | 314 | 400 | 400 |
| Attendance at instructor-led T&D programs | 893 | 1,734 | 2,141 | 1,800 | 2,200 |
| eLearning training completions | 6,023 | 9,737 | 18,113 | 11,970 | 19,000 |
| Instructor-led training sessions administered countywide | - | - | - | - | 800 |
| Attendance at instructor-led sessions administered through LMS countywide | - | - | - | - | 6,000 |

Human Rights

Mission Statement

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



Expenditure Budget:
\$663,149

\$

0.9% of General Government

Program:

- Commission: \$663,149

General Government Expenditure Budget:
\$70,906,862

Mandates

The Human Rights Office does not provide a state or federal mandated service.

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

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

Human Rights



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------------------|
| Human Rights Commission | \$581,167 | \$594,500 | \$591,585 | \$589,966 | \$663,149 | 12.40% |
| Total Expenditures | \$581,167 | \$594,500 | \$591,585 | \$589,966 | \$663,149 | 12.40% |

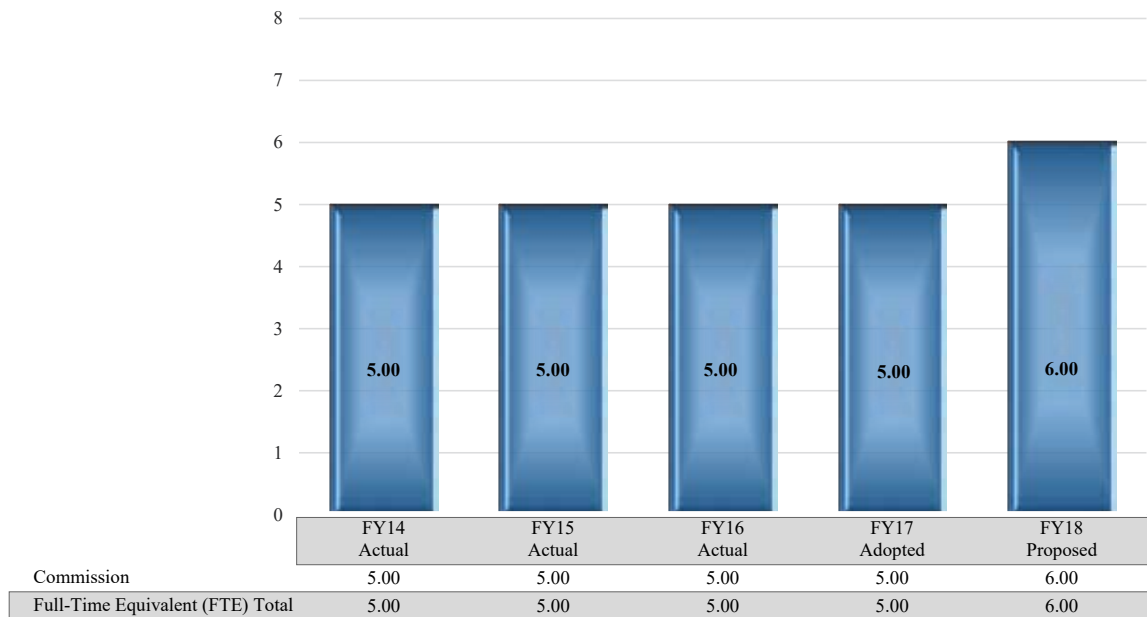
Expenditure by Classification

| | | | | | | |
|------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| Salaries and Benefits | \$536,740 | \$551,515 | \$540,996 | \$530,150 | \$603,946 | 13.92% |
| Contractual Services | \$0 | \$625 | \$4,223 | \$3,652 | \$2,586 | (29.19%) |
| Internal Services | \$25,535 | \$21,536 | \$23,955 | \$20,370 | \$20,823 | 2.22% |
| Purchase of Goods & Services | \$15,671 | \$17,793 | \$19,626 | \$46,454 | \$46,454 | 0.00% |
| Leases & Rentals | \$3,221 | \$3,031 | \$2,785 | \$4,099 | \$4,099 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$14,759) | (\$14,759) | 0.00% |
| Total Expenditures | \$581,167 | \$594,500 | \$591,585 | \$589,966 | \$663,149 | 12.40% |

Funding Sources

| | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|---------------|
| Revenue from Federal Government | \$17,650 | \$17,650 | \$0 | \$17,650 | \$17,650 | 0.00% |
| Transfers In | \$0 | \$0 | \$30,000 | \$30,000 | \$30,000 | 0.00% |
| Total Designated Funding Sources | \$17,650 | \$17,650 | \$30,000 | \$47,650 | \$47,650 | 0.00% |
| Net General Tax Support | \$563,517 | \$576,850 | \$561,585 | \$542,316 | \$615,499 | 13.49% |
| Net General Tax Support | 96.96% | 97.03% | 94.93% | 91.92% | 92.81% | |

Staff History by Program



Human Rights

Future Outlook

Fair Housing Training - The Prince William County (PWC) Human Rights Commission will be conducting fair housing training and will primarily provide the training to the rental agents that were a part of the original testing measures. Additionally, as time and resources allow the training will be made available to other rental agents within the County. The fair housing training will be coordinated with the housing industry, specifically the Prince William Association of Realtors (PWAR) to ensure a broad awareness of the training opportunities.

The PWC Human Rights Commission will provide training that meets the State of Virginia's Fair Housing School's requirements. The course will be a two-hour course, with a final exam. Participants will receive credit which can be counted towards their state licensing credits. The training course will be available to the participants either through classroom setting or webinar. It is anticipated that the training will be provided to 300 participants during the program year, which would total up to 600 hours of fair housing training provided.

Student Leadership Council - Students will learn about local, state, and federal government through the lens of civil rights enforcement. They will become active participants in the area, will work on projects in the field, and meet government officials. They will be taught their rights and responsibilities as they enter the work environment and how to make referrals for themselves or others if they experience discrimination.

Equal Employment Opportunity Commission (EEOC) Strategic Plan Joint Outreach - The PWC Human Rights Commission intends to participate in the Fair Employment Practice Agencies (FEPA) Engagement Funds program in FY17. The Washington Field Office (WFO) and the PWC Human Rights Commission will determine a specific priority in either the EEOC's Strategic Enforcement Plan or the WFO's Strategic Enforcement Complement Plan in which to conduct joint outreach, enforcement, and/or training. The PWC Human Rights Commission is willing and able to perform actions it proposes and which the EEOC finds feasible and acceptable.

EEOC Contract Renewal - The agency will renew its three-year contract with the EEOC during FY17. The contract provides payment for case closures at the rate of \$700 per closure.

Fair Housing Testing-Post Training - During FY18, the agency will revisit the testing of local apartment complexes in hopes of finding better results than those reported in the FY16 testing program. The agency will conduct fair housing training to leasing agents and realtors during FY17 to ensure they are aware of fair housing regulations.

General Overview

- A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Human Rights technology bill increases by \$453.
- B. **Transfer of Full-Time Equivalent** - [BOCS Resolution 16-841](#) authorized the transfer of an Accounting Assistant I full-time equivalent from the Department of Finance to the Office of Human Rights in FY17.

Human Rights

Program Summary

Commission

Enforce the Human Rights Ordinance through investigation of complaints, provide outreach and education to the public on civil rights laws, staff the Human Rights Commission, and respond to public information requests in a timely manner.

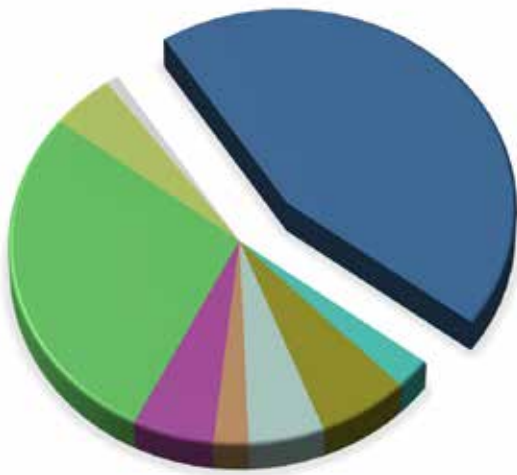
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Favorable customer survey responses | 73% | 72% | 72% | 72% | 72% |
| Enforcement compliance rate | 100% | 100% | 100% | 100% | 100% |
| Cases resolved through mediation and conciliation processes | 21% | 20% | 20% | 20% | 20% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Charge Management | \$412 | \$422 | \$406 | \$398 | \$463 |
| Inquiries processed | 579 | 576 | 589 | 575 | 575 |
| Cases worked | 135 | 130 | 135 | 130 | 130 |
| Outreach/Education | \$30 | \$30 | \$56 | \$61 | \$62 |
| Customers seeking services as a result of outreach efforts | 1,574 | 1,577 | 1,581 | 1,574 | 1,574 |
| Persons attending training or benefiting from civil rights enforcement | 659 | 657 | 656 | 650 | 650 |
| Public Information | \$17 | \$18 | \$16 | \$17 | \$18 |
| Requests for public information | 75 | 77 | 73 | 75 | 75 |
| Staff Support to the Human Rights Commission | \$123 | \$124 | \$115 | \$114 | \$120 |
| Staff time supporting the Human Rights Commissioners | 20% | 20% | 20% | 20% | 20% |

Information Technology

Mission Statement

The Department of Information Technology will ensure the citizens, Board of County Supervisors, County Executive and County agencies receive an excellent return on investment in technology utilization and maintain confidence in the integrity of the information with which we are entrusted.



Expenditure Budget:
\$31,432,485



44.4% of General Government

Program:

- Leadership, Management & Security: \$1,748,107
- Communications & Infrastructure: \$7,855,334
- GIS: \$2,377,129
- Business Applications Support: \$11,518,772
- Customer Service & Business Group: \$7,933,143

General Government Expenditure Budget:
\$70,906,862

Mandates

The County operates under a mandate to protect all personal information of citizens that is retained in County files and to support the E-911 system. Information Technology provides these services.

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

State Code: [2.2-3803](#); [56-484.16](#)

County Code: Chapter 24 ([Streets](#))

Information Technology



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Leadership, Management & Security | \$1,464,117 | \$1,367,556 | \$3,017,662 | \$1,795,131 | \$1,748,107 | (2.62%) |
| Communications & Infrastructure | \$7,318,396 | \$6,580,650 | \$8,042,464 | \$7,757,346 | \$7,855,334 | 1.26% |
| GIS | \$1,536,868 | \$1,788,098 | \$1,879,112 | \$2,346,589 | \$2,377,129 | 1.30% |
| Business Applications Support | \$7,056,183 | \$7,580,020 | \$8,223,547 | \$10,991,931 | \$11,518,772 | 4.79% |
| Customer Services & Business Group | \$5,519,534 | \$4,940,329 | \$5,337,373 | \$6,764,063 | \$7,933,143 | 17.28% |
| Total Expenditures | \$22,895,098 | \$22,256,652 | \$26,500,158 | \$29,655,059 | \$31,432,485 | 5.99% |

Expenditure by Classification

| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Salaries and Benefits | \$8,955,513 | \$9,083,893 | \$10,793,795 | \$10,422,728 | \$10,712,586 | 2.78% |
| Capital Outlay | (\$2,366) | (\$15,760) | \$169,255 | \$1,428,726 | \$1,298,962 | (9.08%) |
| Contractual Services | \$8,444,083 | \$9,558,644 | \$11,797,908 | \$14,060,106 | \$15,308,243 | 8.88% |
| Debt Maintenance | \$25,588 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Depreciation | \$561,019 | \$780,983 | \$915,222 | \$0 | \$0 | 0.00% |
| Internal Services | \$81,796 | \$91,126 | \$99,013 | \$23,702 | \$23,702 | 0.00% |
| Purchase of Goods & Services | \$4,166,860 | \$2,743,518 | \$2,713,078 | \$4,355,186 | \$4,724,380 | 8.48% |
| Leases & Rentals | \$13,094 | \$14,249 | \$11,886 | \$17,750 | \$17,750 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$653,138) | (\$653,138) | 0.00% |
| Transfers Out | \$649,512 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$22,895,098 | \$22,256,652 | \$26,500,158 | \$29,655,059 | \$31,432,485 | 5.99% |

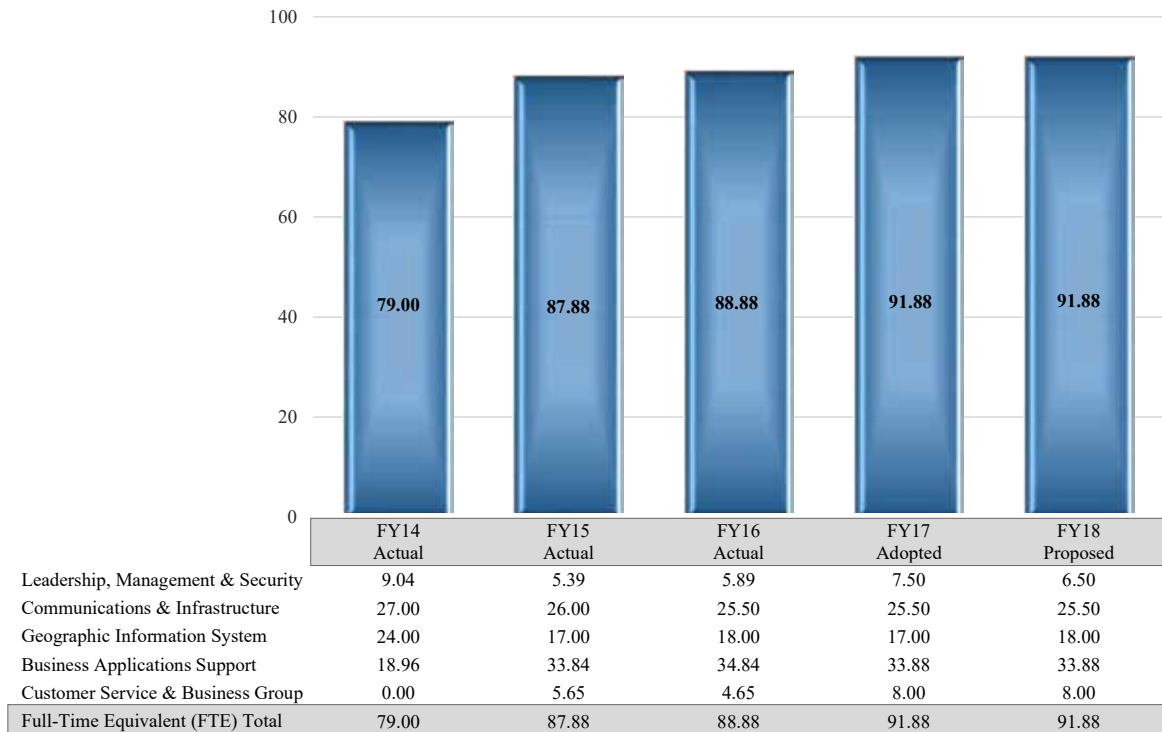
Funding Sources

| | | | | | | |
|--|---------------------|----------------------|----------------------|---------------------|---------------------|--------------|
| Use of Money & Property | \$137,034 | \$155,486 | \$161,352 | \$183,826 | \$183,826 | 0.00% |
| Miscellaneous Revenue | \$3,170 | \$8,775 | \$99,277 | \$0 | \$0 | 0.00% |
| Non-Revenue Receipts | \$2,902 | \$6,589 | \$41 | \$0 | \$0 | 0.00% |
| Charges for Services | \$22,907,542 | \$25,953,781 | \$28,386,659 | \$28,940,198 | \$30,847,388 | 6.59% |
| Transfers In | \$331,671 | \$136,271 | \$242,178 | \$531,035 | \$401,271 | 0.00% |
| Total Designated Funding Sources | \$23,382,318 | \$26,260,903 | \$28,690,954 | \$29,655,059 | \$31,432,485 | 5.99% |
| (Contribution to)/Use of Fund Balance | (\$650,142) | (\$4,004,251) | (\$2,190,796) | \$0 | \$0 | 0.00% |
| Net General Tax Support | \$162,922 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Net General Tax Support | 0.71% | 0.00% | 0.00% | 0.00% | 0.00% | |

Information Technology



Staff History by Program



Future Outlook

Cyber Security - Security efforts remain critical as threats related to ransomware and potential election frauds are speculated by media networks. Hackers have attacked 20 state voter registration systems during calendar year 2016. Local governments face a challenging task of protecting their infrastructure and data against attacks while facing budgetary constraints and potential reductions. Local governments are meeting this challenge by focusing efforts on teamwork, employee training and insuring against losses. Remaining current on all software applications can reduce exposures, but can be challenging, both physically and financially, in an environment of thousands of computing devices.

Innovative Technologies & the Internet of Things (IoT) - Recent innovations in the technology industry include drones and the IoT. Drones offer opportunities for governments for evidence gathering, inspections and searches. The IoT concept derives from the use of sensors. The evolution of sensor technologies provides capabilities for computers to “talk” to non-computer devices which have been embedded with small sensors. These sensor technologies provide opportunities within many industries, including security, law enforcement, medical, marketing, transportation, environmental, and may more. As these innovations advance and become more cost efficient, possibilities within the public sector may become available and DoIT will investigate as these opportunities arise.

Mobile Devices - Mobile devices provide opportunities for County staff to provide real time information while away from their desks, to transact business offsite and to maintain contact while on the move. Along with these opportunities come risks and costs. Do employees use their own devices or does the County provide devices, do all devices include carrier services, which non-County WiFi services are safe, which device works with County applications? Is data secured while in transit? In fiscal year 2016, DoIT added a tablet as a standard seat option. As the mobile industry evolves, we must revisit these issues to invest County funds in a safe responsible way.

Information Technology

The Future may be Cloudy - With the expansion of cloud solutions, and the availability of federal government certified data centers, more government agencies are migrating to cloud solutions. Prince William County (PWC) has entered into three cloud solutions over the past five years. Each cloud solution is investigated to weigh the security risks against the potential cost savings that can be achieved by utilizing a cloud solution. As more cloud solutions are offered and as County systems age, the use of cloud solutions may become a viable option to resolve space and cost constraints versus running redundant and primary data centers.

General Overview

A. Off Cycle Computer Purchases and Upgrades - The FY18 revenue and expenditure budgets in the Department of Information Technology are increased by \$105,401 to reflect seat services and hardware replacement for computers purchased or upgraded off cycle in FY17.

Budget Initiatives

A. Budget Initiatives

1. Increase for Maintenance Costs of Existing Systems and Applications – Business Application System Support

| | |
|---------------------|-----------|
| Expenditure | \$501,966 |
| Revenue | \$0 |
| General Fund Impact | \$501,966 |
| FTE Positions | 0.00 |

a. Description - This initiative funds the increased maintenance costs for the various technology systems and applications used by County agencies. The funding for this initiative occurs through a general fund increase to the 54000 series of the County agencies, collected by an annual internal service fund bill.

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

2. Increase for the Microsoft Enterprise Agreement – Customer Service & Business Group

| | |
|---------------------|-----------|
| Expenditure | \$261,000 |
| Revenue | \$0 |
| General Fund Impact | \$261,000 |
| FTE Positions | 0.00 |

a. Description - This initiative funds a 20% increase in the cost of the Microsoft Enterprise Agreement governing the County's use of Microsoft applications. The cost increase also allows the County to take advantage of reduced costs for future updates and enhancements. The funding for this initiative occurs through a general fund increase to the 54000 series of the County agencies, collected by an annual internal service fund bill.

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

Information Technology

Program Summary

Leadership & Executive Management

The Leadership & Executive Management Program provides leadership to other divisions of DoIT for the successful deployment of IT solutions throughout the County Enterprise. The program also provides guidance and support for Cyber Security, Disaster Recovery, and information technology strategic planning initiatives.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Customer satisfaction level for all DoIT services | 93% | 94% | 94% | 96% | 96% |
| TIP projects completed on time and to customer satisfaction | 24% | 38% | 47% | 65% | 65% |
| Security breaches | 0 | 0 | 0 | 0 | 0 |
| Disaster recovery exercises meeting system restoration time objectives | 80% | 100% | 100% | 90% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Executive Management IT | \$737 | \$130 | \$1,356 | \$256 | \$265 |
| Cyber Security & IT Policy Group | \$727 | \$1,080 | \$1,466 | \$1,394 | \$1,333 |
| Technology Hosting Centers | \$0 | \$158 | \$195 | \$145 | \$151 |

Communications & Infrastructure Division (CID)

The CID develops and maintains the local and wide-area data networks, telecommunications infrastructure, server infrastructure, and the 800 MHz public safety radio system.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Communications and infrastructure network availability | 100% | 100% | 100% | 100% | 100% |
| Customer satisfaction level with CID services | 98% | 98% | 97% | 95% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Radio Communications | \$1,407 | \$1,241 | \$2,475 | \$1,850 | \$1,933 |
| Radio communications completed work requests | 1,133 | 1,103 | 1,006 | 1,000 | 1,000 |
| Public Safety radio repairs completed within 8 business hours | 94% | 94% | 91% | 95% | 95% |
| Network Communications | \$3,986 | \$3,407 | \$3,462 | \$4,007 | \$3,978 |
| Network communications completed work requests | 2,125 | 3,004 | 2,690 | 2,500 | 2,500 |
| Voice and data service calls completed within 8 business hours | 91% | 94% | 87% | 94% | 91% |
| Technology Hosting Centers | \$1,294 | \$1,176 | \$1,060 | \$973 | \$1,016 |
| Technology hosting center completed work requests | 1,861 | 2,194 | 2,297 | 1,800 | 2,000 |
| Capital Replacement Plan | \$631 | \$757 | \$1,045 | \$928 | \$928 |

Information Technology

Geographic Information System (GIS) Division

The GIS Division provides County agencies and citizens with efficient, easy, and cost effective means to access and obtain geographic information.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Customer satisfaction level for GIS services | 98% | 96% | 100% | 94% | 94% |
| Property address projects completed on time | 90% | 85% | 100% | 95% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| GIS Data Services | \$1,064 | \$1,124 | \$1,250 | \$1,300 | \$1,327 |
| Parcel data projects completed | 299 | 349 | 403 | 300 | 300 |
| Parcel data projects updated within 15 business days | 69% | 38% | 61% | 85% | 85% |
| Property address projects completed | 369 | 625 | 426 | 350 | 350 |
| Number of addresses assigned | - | - | - | - | 1,500 |
| Number of address validations processed | - | - | - | - | 1,800 |
| GIS Technical Solutions | \$473 | \$664 | \$629 | \$711 | \$845 |
| County Mapper hits | 170,749 | 173,372 | 194,714 | 170,000 | 170,000 |
| GIS improvements | - | - | - | - | 20 |
| Digital data orders | 128 | 144 | 142 | 120 | - |
| GIS Updates | \$0 | \$0 | \$0 | \$336 | \$206 |
| Number of GIS update project purchased | - | - | - | - | 1 |

Business Applications Support Division (BASD)

The BASD provides support for all agencies within Prince William County and County residents. Assistance for existing business applications includes coordination of all IT services; business process review and analysis; procurement of IT goods and services; custom business application (including web and eServices) and/or report development; and operational support/trouble shooting. BASD also supports web and eServices.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| BASD projects completed on time, within budget and to customer satisfaction | 100% | 90% | 100% | - | - |
| Customer satisfaction with BASD services | 98% | 97% | 97% | 92% | 92% |
| Incident requests completed within 2 business days | - | - | - | 90% | 90% |
| Customer contact regarding change requests within 3 business days | - | - | - | 90% | 90% |

Information Technology

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Public Safety Applications Support (PSAS) | \$1,655 | \$1,716 | \$2,009 | \$4,461 | \$4,854 |
| PSAS work requests completed | 5 | 9 | - | 10 | - |
| System improvements | - | 180 | 145 | 150 | 150 |
| Community Development Applications Support (CDAS) | \$1,630 | \$1,740 | \$1,760 | \$2,033 | \$2,098 |
| CDAS work requests completed | 246 | 783 | 693 | 250 | 650 |
| General Government Applications Support (CGAS) | \$1,920 | \$2,590 | \$2,974 | \$2,784 | \$2,949 |
| GGAS work requests completed | 1,169 | 1,883 | 2,715 | 1,250 | 1,700 |
| Human Services Applications Support (HSAS) | \$703 | \$337 | \$366 | \$391 | \$438 |
| HSAS work requests completed | 167 | 140 | 141 | 150 | 150 |
| Web Solutions and Services | \$1,149 | \$1,197 | \$1,114 | \$1,323 | \$1,179 |
| Web Solutions work requests completed | 521 | 759 | 532 | 250 | 500 |

Customer Service & Business Group Division

Provide seat management and business related services to the department and the County enterprise, such as, administration of the TIP; change management administration; quality control reviews; project management and independent verification and validation; and customer advocacy.

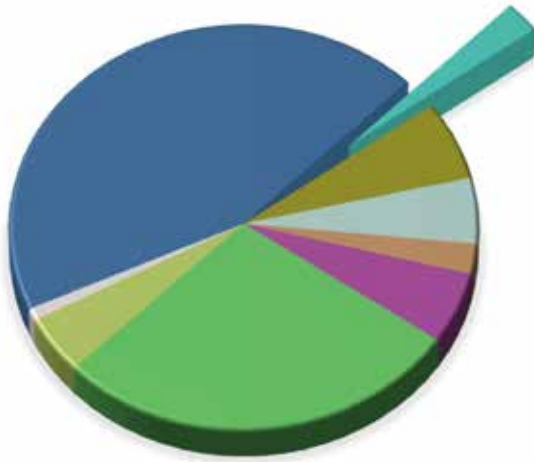
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Transactions processed on time | - | 88% | 92% | 90% | 90% |
| Customer satisfaction level with seat management services | 95% | 97% | 97% | 90% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| IT Business Group | \$216 | \$377 | \$475 | \$587 | \$568 |
| Procurements and reimbursements processed | 844 | 660 | 735 | 800 | 700 |
| Payments processed | 2,032 | 1,955 | 1,785 | 2,000 | 2,000 |
| Human Resource transactions processed | 2,119 | 2,220 | 2,266 | 2,000 | 2,100 |
| DoIT ISF inventory maintenance tickets | 1,105 | 1,961 | 1,553 | 1,000 | 1,200 |
| Physical inventory of department assets | 1 | 1 | 1 | 1 | 1 |
| Customer and Technology Advocate | \$4,959 | \$4,387 | \$4,818 | \$6,092 | \$7,280 |
| Work tickets processed | 21,668 | 23,249 | 25,842 | 20,000 | 23,000 |
| Project Management/Independent Validation and Verification Group | \$344 | \$176 | \$44 | \$85 | \$85 |
| Projects upon which independent validation and verification is performed | 12% | 20% | 14% | 8% | 8% |

Management & Budget

Mission Statement

We shape the future by partnering with the community, the elected leadership, and government agencies to recommend the best use of public resources in pursuit of the community's vision.



Expenditure Budget:
\$1,791,647

2.5% of General Government

Program:

- Management & Budget: \$1,791,647

General Government Expenditure Budget:
\$70,906,862

Mandates

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

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

State Code: [15.2-516](#), [539](#), and [2507](#)

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

Management & Budget

Expenditure and Revenue Summary

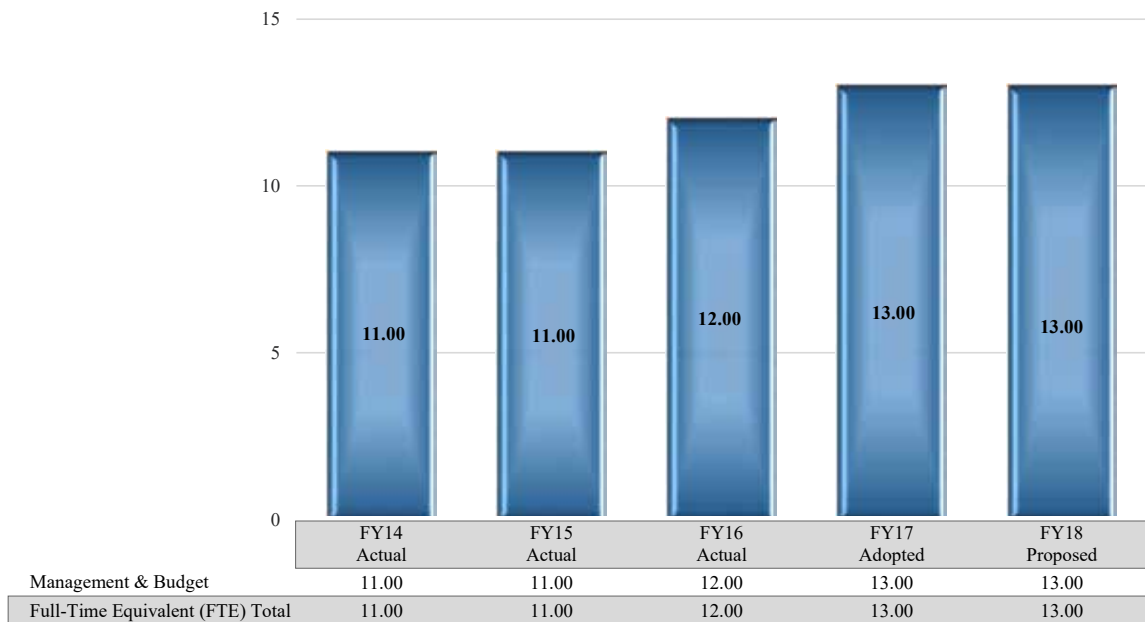


| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------------|
| Management & Budget | \$1,413,082 | \$1,534,787 | \$1,613,701 | \$1,708,165 | \$1,791,647 | 4.89% |
| Total Expenditures | \$1,413,082 | \$1,534,787 | \$1,613,701 | \$1,708,165 | \$1,791,647 | 4.89% |

Expenditure by Classification

| | | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$1,311,678 | \$1,421,255 | \$1,491,918 | \$1,563,848 | \$1,665,256 | 6.48% |
| Contractual Services | \$27,061 | \$34,531 | \$39,702 | \$45,250 | \$34,200 | (24.42%) |
| Internal Services | \$41,503 | \$47,778 | \$44,621 | \$41,092 | \$43,357 | 5.51% |
| Purchase of Goods & Services | \$29,453 | \$28,345 | \$34,543 | \$93,452 | \$84,311 | (9.78%) |
| Leases & Rentals | \$3,387 | \$2,878 | \$2,918 | \$5,378 | \$5,378 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$40,855) | (\$40,855) | 0.00% |
| Total Expenditures | \$1,413,082 | \$1,534,787 | \$1,613,701 | \$1,708,165 | \$1,791,647 | 4.89% |
| Net General Tax Support | \$1,413,082 | \$1,534,787 | \$1,613,701 | \$1,708,165 | \$1,791,647 | 4.89% |
| Net General Tax Support | 100% | 100% | 100% | 100% | 100% | |

Staff History by Program



Management & Budget

Future Outlook

Continued Reliance on Real Estate Tax - While Prince William County continues to grow in population, budget discussions have focused on minimizing government growth. Capturing efficiencies and eliminating budget turnback cut \$42 million from the base budget over five-years. Agencies receive 97.5% funding to provide 100% service; this is not sustainable. Existing revenues (other than general tax support) need to be recalibrated to maximize funding while new sources are identified to provide the community's desired service levels. Vehicle registration and personal property taxes could be maximized. Potential revenues include the commercial and industrial tax and the meals tax (requires voter referendum). Enabling authority to charge admissions, cigarette, and sales tax on services requires General Assembly authorization.

New Financial Management System - The County is transitioning to a new enterprise financial system which will improve budget preparation workflow and provide new analytical capabilities for both the Office of Management & Budget (OMB) and County agencies.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the OMB technology bill increases by \$2,265.
- B. One-Time Expenditures** - The FY18 budget includes a \$20,000 reduction related to the one-time space reconfiguration costs for the new employee added in FY17.

Management & Budget

Program Summary

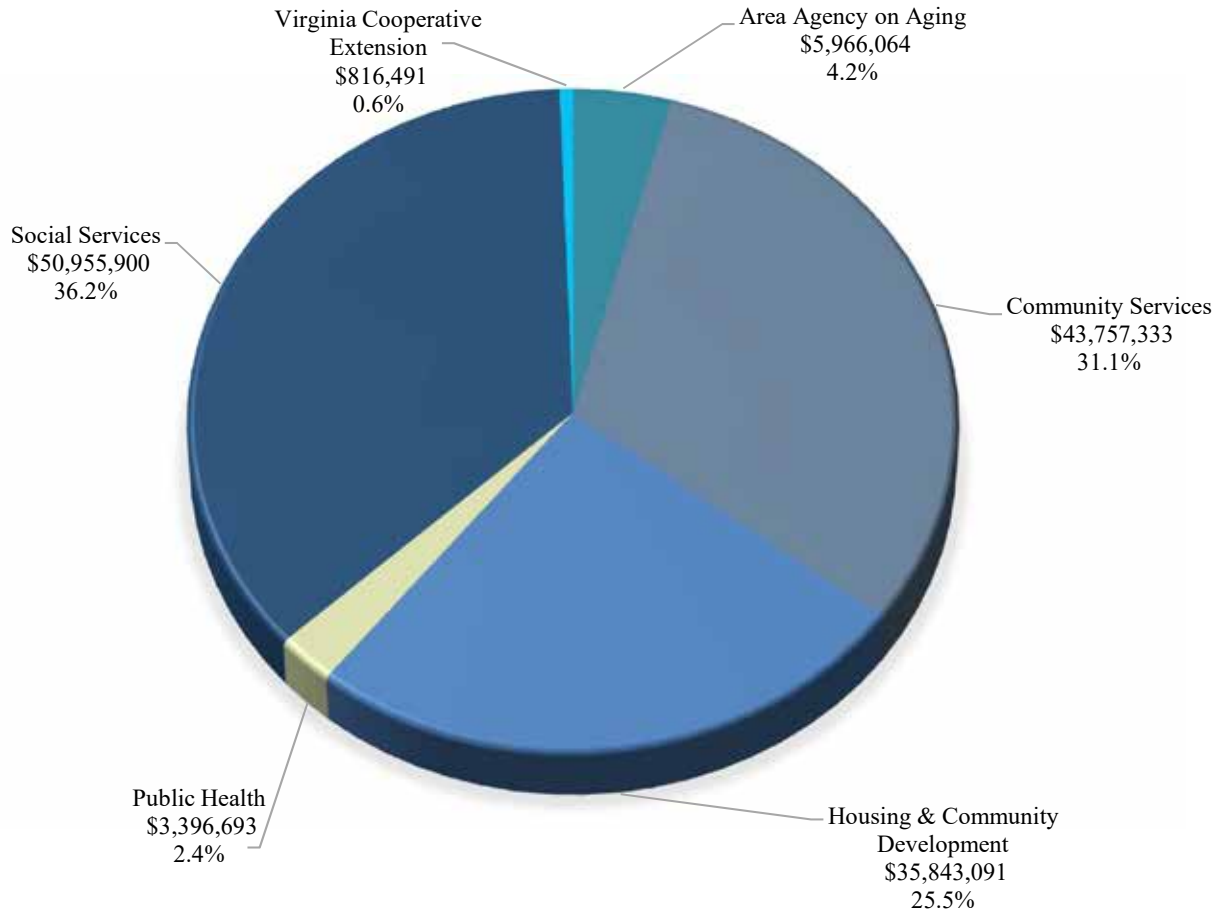
Management & Budget

The Management & Budget program implements the County's strategic vision and policy guidance through collaborative budget development (both operational and capital), structured implementation, and relentless focus on service improvements through performance management and organizational development. Transparency and accountability to County residents are emphasized through continuous public engagement.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Criteria rated proficient/outstanding in GFOA Program | 98% | 98% | 100% | 100% | 100% |
| County services and facilities are a fair value for the tax dollar | 86% | 86% | 88% | 86% | 88% |
| Countywide variance in actual and projected expenditures | 6% | 8% | 7% | 4% | 4% |
| Website visits from external users | 87% | - | - | - | - |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Budget Development and Implementation | \$1,151 | \$1,165 | \$1,227 | \$1,519 | \$1,593 |
| Board agenda items reviewed within two business days | 87% | 82% | 97% | 90% | 97% |
| Total number of budget website visits | 65,808 | 42,220 | 58,679 | 50,000 | 60,000 |
| Number of CIP projects | 53 | 58 | 58 | 61 | 61 |
| Strategic measures trending positively towards the 4 year community target | 74% | 65% | 55% | 100% | 100% |
| Organizational Development | \$70 | \$175 | \$186 | \$189 | \$197 |
| Projects completed | 1 | 4 | 9 | 25 | 7 |

Human Services



Human Services Expenditure Budget: \$140,735,572

The chart above depicts each agency’s operating budget only. It does not reflect capital project budgets that may be attributed to agencies.

Department & Agencies

- Area Agency on Aging
- Community Services

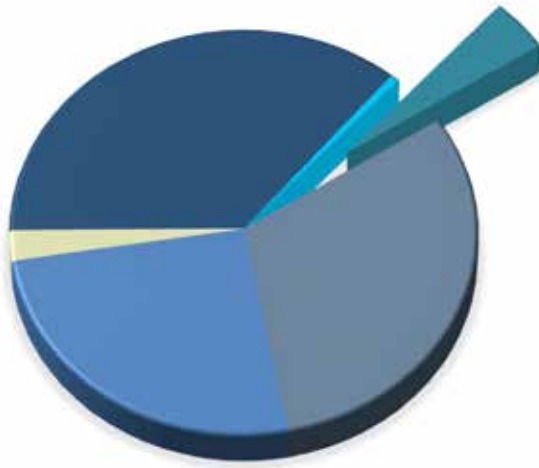
- Housing & Community Development
- Public Health

- Social Services
- Virginia Cooperative Extension

Area Agency on Aging

Mission Statement

The Area Agency on Aging will empower independence and enhance the quality of life and enjoyment of aging by offering a supportive network for older persons and their family caregivers through advocacy, education, coordination, and implementation of programs and services in the tri-jurisdictional area.



Human Services Expenditure Budget:
\$140,735,572

Expenditure Budget:
\$5,966,064



4.2% of Human Services

Program:

- Home & Community Based Services: \$1,356,191
- Supportive Services: \$1,366,340
- Senior Centers: \$1,212,003
- Fiscal & Administration: \$2,031,531

Mandates

The Area Agency on Aging does not provide a state or federal mandated service. Some federal grants require certain activities be performed; however, these are not considered mandates since the County is not obligated to accept the grant funding.

Area Agency on Aging



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| Home & Community Based Services | \$1,163,809 | \$1,265,347 | \$1,215,344 | \$1,325,638 | \$1,356,191 | 2.30% |
| Supportive Services | \$992,921 | \$947,037 | \$978,100 | \$1,377,195 | \$1,366,340 | (0.79%) |
| Senior Centers | \$1,040,813 | \$1,031,451 | \$1,125,475 | \$1,201,193 | \$1,212,003 | 0.90% |
| Fiscal & Administration | \$2,016,912 | \$1,997,360 | \$2,071,734 | \$1,901,764 | \$2,031,531 | 6.82% |
| Total Expenditures | \$5,214,456 | \$5,241,195 | \$5,390,653 | \$5,805,790 | \$5,966,064 | 2.76% |

Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$2,157,721 | \$2,089,659 | \$2,244,478 | \$2,341,878 | \$2,452,172 | 4.71% |
| Capital Outlay | \$16,683 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Contractual Services | \$2,005,328 | \$2,205,357 | \$2,126,345 | \$2,221,051 | \$2,259,738 | 1.74% |
| Internal Services | \$175,200 | \$182,743 | \$183,002 | \$143,392 | \$155,134 | 8.19% |
| Purchase of Goods & Services | \$834,177 | \$743,066 | \$818,459 | \$1,230,198 | \$1,229,749 | (0.04%) |
| Leases & Rentals | \$9,346 | \$9,072 | \$10,268 | \$11,000 | \$11,000 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$141,729) | (\$141,729) | 0.00% |
| Transfers Out | \$16,002 | \$11,299 | \$8,101 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$5,214,456 | \$5,241,195 | \$5,390,653 | \$5,805,790 | \$5,966,064 | 2.76% |

Funding Sources

| | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| Revenue from Federal Government | \$725,317 | \$786,061 | \$777,767 | \$1,141,065 | \$1,113,142 | (2.45%) |
| Use of Money & Property | \$3,283 | \$3,278 | \$3,124 | \$2,250 | \$2,250 | 0.00% |
| Revenue from Other Localities | \$170,852 | \$300,576 | \$426,228 | \$301,263 | \$301,263 | 0.00% |
| Miscellaneous Revenue | \$43,765 | \$71,170 | \$44,769 | \$48,942 | \$48,942 | 0.00% |
| Non-Revenue Receipts | \$0 | \$0 | \$21 | \$0 | \$0 | 0.00% |
| Charges for Services | \$166,242 | \$206,949 | \$186,528 | \$184,500 | \$184,500 | 0.00% |
| Revenue from Commonwealth | \$349,758 | \$350,786 | \$380,914 | \$399,575 | \$386,354 | (3.31%) |
| Total Designated Funding Sources | \$1,459,216 | \$1,718,820 | \$1,819,351 | \$2,077,595 | \$2,036,451 | (1.98%) |
| (Contribution to)/Use of Fund Balance | \$24,000 | \$24,000 | \$24,000 | \$24,000 | (\$8,132) | |
| Net General Tax Support | \$3,731,239 | \$3,498,375 | \$7,218,213 | \$3,704,195 | \$3,921,481 | 5.87% |
| Net General Tax Support | 71.56% | 66.75% | 133.90% | 63.80% | 65.73% | |

Area Agency on Aging

Staff History by Program



Future Outlook

People are Living Longer - The average life expectancy today is 78.8 years. If one lives to be 65, life expectancy is 84 and if one lives to be 75, life expectancy is 87. People who retire at 65 will live another 20.5 years, on average. There will be a greater divide between the healthy and wealthy and the health-compromised with low income (source: Centers for Disease Control). In order for this more complex group to stay in the community, they will need more coordinated services between medical professionals and the long term services and supports provided by the Agency.

More Significant Needs of the Very Old - Persons over the age of 85 are the oldest cohort of older adults and the fastest growing cohort in America. The ability to live in the community with chronic disease(s) will be the biggest challenge as the model for long term services and supports shifts from an institutional model to more personal choice. We will see longer waiting lists for services provided by the Agency. Alzheimer's disease, the aging of persons with intellectual/developmental disabilities and the aging of their caregivers will require more multi-disciplinary approaches and the synthesis of expertise.

No Wrong Door - The coordination between health care providers and the Agency's long term services and supports will be critical, as will improving the local Human Services information and referral system so that people can receive current, appropriate information immediately and in a seamless manner. The No Wrong Door initiative needs to serve persons of all ages who need long term services and supports; age is less important than functional ability. Long term services, support systems and referral protocols do not need to be redundant and fractured.

Area Agency on Aging

Elder Abuse & Financial Exploitation - The increase in the older adult population and the desire of all persons with disabilities to live in the community will most likely bring an increase in abuse and social isolation. All County departments will be affected by the demographic shift and service silos will have to be removed as multiple departments serve the same customer. The ability to coordinate service among multiple County departments, share data and keep it as simple as possible for the customer will require increased communication and referral through No Wrong Door.

Changing Social and Recreational Needs - Prince William County (PWC) will have to determine how best to serve the social and recreational needs of a changing population of older adults. The new generation of older adults may seek out recreational centers that serve a mix of ages and offer more choices for physical and mental well-being than traditional Senior Centers. As the County's Senior Centers age, this issue must be considered. Meals in a congregate setting, as required by the Older Americans Act, are currently provided in the Senior Centers and may need to be provided differently and separately from recreational centers.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, The Aging technology bill increases by \$11,742.
- B. Bluebird Bus Tours** - The Board has historically appropriated \$24,000 from the Senior Tour Bus Replacement fund balance to support the Bluebird Tour program. That appropriation is reduced in FY18 to \$8,132, reflecting the available fund balance. This reduction brings the Bluebird Tour Bus activity total to \$38,132.

Budget Initiatives

A. Budget Initiatives

1. Increase for Birmingham Green – Fiscal & Administration

| | |
|---------------------|----------|
| Expenditure | \$93,187 |
| Revenue | \$0 |
| General Fund Impact | \$93,187 |
| FTE Positions | 0.00 |

- a. Description** - This initiative funds the increase associated with the intergovernmental cost-sharing agreement for Birmingham Green, quality residential care facility for the frail elderly and disabled adults in Northern Virginia.
- b. Service Level Impacts** - Existing service levels are maintained.

Area Agency on Aging

Program Summary

Home & Community Based Services (H&CB)

The H&CB Services Program serves the most at-risk, frail, older adults in the Prince William Area with the Adult Day Healthcare and the Home Care Assistance Programs to help them remain in the community for as long as possible.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Clients reporting that H&CB services helped them stay in their homes | 100% | 97% | 95% | 99% | 99% |
| Family care-givers who are better able to meet work or other family obligations | 94% | 93% | 93% | 95% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Home Services | \$653 | \$698 | \$620 | \$718 | \$722 |
| Home Services clients served | 122 | 130 | 135 | 130 | 140 |
| Average days on waitlist for home services | - | 78 | 111 | 70 | 100 |
| Community Based Services | \$511 | \$567 | \$595 | \$608 | \$634 |
| Community based clients served | 46 | 55 | 56 | 50 | 60 |
| Average days on waitlist for community based services | - | 70 | 112 | 80 | 90 |

Supportive Services

The Supportive Services Program provides a wide range of long-term support services such as Veteran Assistance, Medicare Counseling, Hospital Care Transitions, Caregiver Support, Assessment and Care Coordination and Information to the public about Aging and Disability Services. This program provides citizens with information to make informed decisions about their services options within the Prince William Area.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Clients reporting that supportive services helped them stay in the community | 100% | 96% | 98% | 96% | 98% |
| Clients reporting that services helped navigate the aging & disability network | 95% | 94% | 100% | 95% | 100% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Information and Care Coordination | \$935 | \$898 | \$940 | \$1,311 | \$1,305 |
| People receiving services | 566 | 439 | 392 | 550 | 550 |
| Information requests addressed | 5,133 | 4,673 | 2,783 | 5,200 | 3,000 |
| People served in Supportive Services | - | - | 1,481 | - | 1,500 |
| Medicare Counseling | \$58 | \$49 | \$38 | \$66 | \$61 |
| People counseled for Medicare health insurance | 2,069 | 1,916 | 1,548 | 2,000 | 1,700 |

Area Agency on Aging

Senior Centers

The Senior Centers Program operates the Manassas Senior Center and the Woodbridge Senior Center, providing recreation, exercise, nutrition, health, and wellness programs for persons 55 and older. The programs serve to reduce isolation, promote health and may prevent rapid decline from debilitating conditions.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Participants reporting that Senior Centers helped them stay in the community | 100% | 100% | 95% | 95% | 98% |
| Meals on Wheels recipients stating that meals helped them stay in the community | 100% | 100% | 98% | 98% | 97% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Senior Centers | \$1,041 | \$1,031 | \$1,125 | \$1,201 | \$1,212 |
| Senior Center participants | 1,179 | 1,206 | 1,214 | 1,275 | 1,250 |
| Meals served (congregate and Meals on Wheels) | 54,571 | 55,968 | 52,395 | 56,000 | 56,500 |

Fiscal & Administration

The Fiscal & Administration Program connects the delivery of services and the administrative support that plans, monitors, and accounts for those services. The Bluebird Tour Program, Agency Volunteer intake, and Birmingham Green are also managed in the Fiscal & Administration Program.

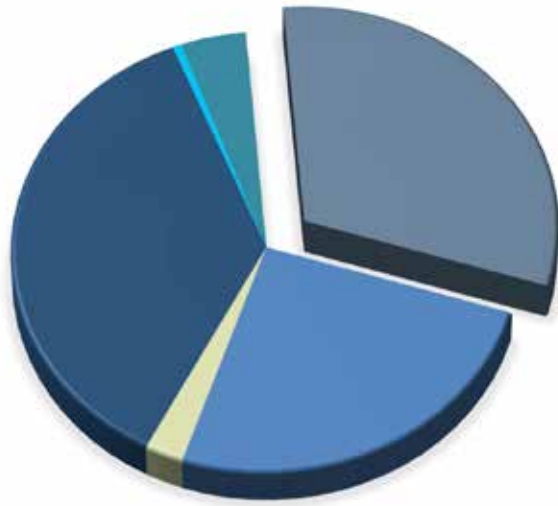
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| People served by community partners and contractual agreements | 1,086 | 1,280 | 1,342 | 1,300 | 1,350 |
| County provides appropriate facilities & services for seniors & caregivers | 88% | 88% | 89% | 89% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Area Plan on Aging | \$634 | \$530 | \$606 | \$473 | \$526 |
| FTE value of volunteer hours contributed | 9 | 9 | 9 | 9 | 9 |
| Birmingham Green | \$1,332 | \$1,414 | \$1,413 | \$1,374 | \$1,468 |
| County residents served in Birmingham Green facilities | 119 | 143 | 135 | 125 | 135 |
| Bluebird Tour Program | \$51 | \$54 | \$53 | \$54 | \$38 |
| Tour participants | 730 | 794 | 794 | 825 | 825 |

Community Services

Mission Statement

We are committed to improving the quality of life for people with or at risk of developing mental disabilities and substance abuse problems and to preventing the occurrences of these conditions. We do this through a system of caring that respects and promotes the dignity, rights and full participation of individuals and their families. To the maximum extent possible, these services are provided within the community.



Human Services Expenditure Budget:
\$140,735,572

Expenditure Budget:
\$43,757,333

\$

31.2% of Human Services

Program:

- Administrative Services: \$3,558,610
- Drug Offender Recovery Services: \$1,654,075
- Early Intervention Services: \$4,294,854
- Emergency Services: \$4,440,596
- Medical Services: \$2,963,779
- MH Day Support & Employment Services: \$1,801,257
- MH Residential Services: \$7,394,552
- ID Day Support Services: \$3,228,108
- ID Residential Services: \$793,477
- Youth Substance Abuse & Mental Health Services: \$3,588,218
- ID Case Management Services: \$3,883,027
- Mental Health Outpatient Services: \$3,818,351
- SA Adult Outpatient: \$1,916,140
- Public Safety Resilience Program: \$422,288

Mandates

The County is mandated to establish a Community Services Board (CSB) to provide emergency services and, subject to the availability of appropriated state funds, case management services. Community Services (CS) is the single point of entry into publicly funded mental health, developmental and substance abuse services.

State Code: [37.2-500](#), [37.2-504](#)

Community Services



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Administrative Services - CS | \$3,425,235 | \$3,552,444 | \$3,605,350 | \$3,378,319 | \$3,558,610 | 5.34% |
| Drug Offender Recovery Services | \$1,558,801 | \$1,591,061 | \$1,447,395 | \$1,619,912 | \$1,654,075 | 2.11% |
| Early Intervention | \$3,650,474 | \$3,913,331 | \$4,150,004 | \$4,204,982 | \$4,294,854 | 2.14% |
| Emergency Services | \$3,207,744 | \$3,940,546 | \$4,232,495 | \$4,066,738 | \$4,440,596 | 9.19% |
| Medical Services | \$2,369,864 | \$2,344,931 | \$2,530,067 | \$2,781,694 | \$2,963,779 | 6.55% |
| MH Day Support & Employment Services | \$1,678,298 | \$1,660,200 | \$1,714,260 | \$1,712,559 | \$1,801,257 | 5.18% |
| MH Residential Services | \$5,173,710 | \$5,137,721 | \$6,555,386 | \$7,249,475 | \$7,394,552 | 2.00% |
| ID Day Support Services | \$2,993,064 | \$3,299,528 | \$3,481,168 | \$3,226,843 | \$3,228,108 | 0.04% |
| ID Day Residential Services | \$747,106 | \$762,441 | \$783,879 | \$783,736 | \$793,477 | 1.24% |
| Youth Substance Abuse and Mental Health Services | \$3,074,614 | \$2,911,148 | \$3,188,081 | \$3,091,229 | \$3,588,218 | 16.08% |
| ID Case Management | \$3,532,586 | \$3,015,680 | \$3,422,270 | \$3,283,716 | \$3,883,027 | 18.25% |
| Mental Health Outpatient | \$3,101,583 | \$2,999,897 | \$3,320,178 | \$3,799,388 | \$3,818,351 | 0.50% |
| SA Adult Outpatient | \$2,151,332 | \$1,973,857 | \$1,854,294 | \$1,911,372 | \$1,916,140 | 0.25% |
| Public Safety Resilience Program | \$0 | \$0 | \$0 | \$0 | \$422,288 | 0.00% |
| Total Expenditures | \$36,664,411 | \$37,102,785 | \$40,284,827 | \$41,109,964 | \$43,757,333 | 6.44% |

Expenditure by Classification

| | | | | | | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Salaries and Benefits | \$25,198,314 | \$25,439,643 | \$27,637,351 | \$29,439,707 | \$31,912,158 | 8.40% |
| Capital Outlay | \$0 | \$0 | \$70,595 | \$80,000 | \$80,000 | 0.00% |
| Contractual Services | \$7,178,811 | \$8,144,856 | \$8,862,526 | \$8,831,985 | \$8,602,840 | (2.59%) |
| Debt Maintenance | \$24,258 | \$24,258 | \$24,258 | \$24,258 | \$24,258 | 0.00% |
| Internal Services | \$1,584,886 | \$1,684,745 | \$1,711,674 | \$1,606,350 | \$1,731,296 | 7.78% |
| Payments to Other Local Agencies | \$0 | \$0 | \$0 | \$0 | \$18,116 | 0.00% |
| Purchase of Goods & Services | \$1,594,517 | \$1,566,775 | \$1,595,183 | \$1,893,577 | \$2,136,785 | 12.84% |
| Leases & Rentals | \$149,335 | \$159,413 | \$147,694 | \$178,482 | \$196,274 | 9.97% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$944,394) | (\$944,394) | 0.00% |
| Transfers Out | \$934,289 | \$83,096 | \$235,546 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$36,664,411 | \$37,102,785 | \$40,284,827 | \$41,109,964 | \$43,757,333 | 6.44% |

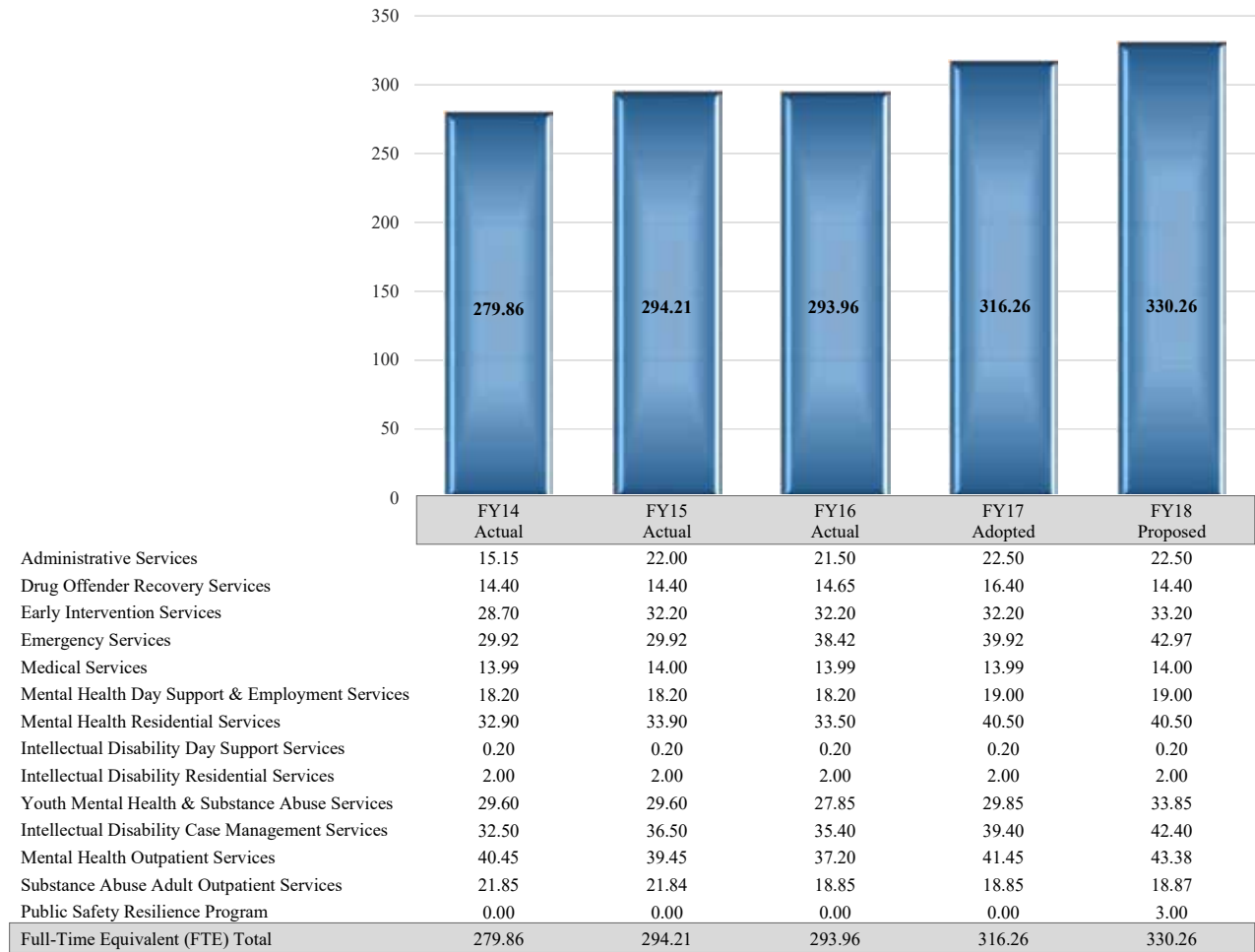
Funding Sources

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Revenue from Federal Government | \$2,627,983 | \$2,814,127 | \$2,769,336 | \$2,713,908 | \$2,731,345 | 0.64% |
| Revenue from Other Localities | \$2,463,021 | \$2,819,333 | \$2,765,044 | \$2,734,045 | \$2,734,045 | 0.00% |
| Miscellaneous Revenue | \$98,573 | \$38,147 | \$16,425 | \$160,883 | \$150,712 | (6.32%) |
| Charges for Services | \$721,416 | \$1,048,856 | \$862,876 | \$740,071 | \$912,071 | 23.24% |
| Revenue from Commonwealth | \$13,866,500 | \$13,617,428 | \$15,662,431 | \$15,891,635 | \$16,842,362 | 5.98% |
| Transfers In | \$114,060 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Total Designated Funding Sources | \$19,891,553 | \$20,337,890 | \$22,076,112 | \$22,240,542 | \$23,370,535 | 5.08% |
| Net General Tax Support | \$16,772,858 | \$16,764,895 | \$18,208,715 | \$18,869,422 | \$20,386,798 | 8.04% |
| Net General Tax Support | 45.75% | 45.19% | 45.20% | 45.90% | 46.59% | |

Community Services



Staff History by Program



Future Outlook

The National Opioid Addiction Epidemic - Drug overdose is the leading cause of accidental death in the United States, with opioid addiction driving this epidemic. Opioids are a class of drugs that include prescription pain relievers, such as oxycodone, hydrocodone, codeine, morphine, and fentanyl, and the illicit drug heroin. Nationwide in 2014 there were 18,893 overdose deaths related to prescription pain relievers and 10,574 overdose deaths related to heroin (Centers for Disease Control, 2015). In order to combat opioid addiction, access to evidence-based residential and outpatient treatment is required. CS is challenged to meet the increased demand for outpatient, residential and medication assisted treatment given current resources. As the FY18 budget is deliberated, the public health and safety outcomes related to a strong substance use treatment program should be considered.

Community Services

Managed Care and Health Care Expansion Initiatives - A significant percentage of CS clients have critical and complex primary health care needs that go untreated for years due to the lack of insurance and access to physicians. CS has continued to evolve to meet new financial and regulatory requirements related to the Commonwealth's implementation of a managed care reimbursement model. CS continues to enroll eligible clients in the Governor's Access Plan (GAP) and has partnered with George Mason University's Mason and Partners (MAP) program to offer limited primary health care to a limited number with significant needs. CS recommends supporting expanded health care initiatives for low-income and disabled Virginians so that costs for serving existing clients without health insurance can be offset by new coverage options.

Changes in Intellectual Disability/Developmental Disability (ID/DD) Waiver - Effective July 2016, the Commonwealth expanded the responsibilities of CSBs by designating persons whose primary diagnosis is a developmental disability (DD) as a new CSB priority population. The Virginia General Assembly approved and DBHDS implemented its re-designed and combined Medicaid ID and DD Waiver programs. CSBs are now required to determine eligibility and provide case management services, either directly or contractually, for persons whose primary diagnoses is a developmental disability. There is no capacity within CS existing ID Services to serve this new priority population. The increased number of individuals eligible for services and the increased responsibilities required under the new Medicaid Waiver program will require additional staff resources going forward.

Impact of Legislation to Virginia's Civil Commitment Laws - As a result of the past three Virginia General Assembly sessions, CSBs have been tasked with additional processes and documentation requirements in the execution of Emergency Custody Orders (ECOs) and Temporary Detention Orders (TDOs), the utilization of an on-line Acute Psychiatric Bed Registry, the adoption of enhanced qualifications and supervision standards of emergency services staff, and the implementation of revised admission and discharge protocols to address the steadily increasing numbers admitted to state facilities. In addition to increased accountability requirements, there has been a steady increase in the number of persons requiring ECOs and TDOs. To ensure full compliance with this mandated service and to meet growing demand, additional qualified emergency services resources are needed.

Youth Mental Health and Substance Abuse Services - The number of children and adolescents in need of mental health and substance abuse services continues to increase. Through its New Horizons program, CS provides outpatient, intensive in-home, and school-based treatment services in addition to providing case management for eligible at-risk youth through as required by Virginia's Children's Services Act (CSA). In FY15 new State regulations required CSBs to provide intensive case management for those youth in need who are Medicaid eligible. CS absorbed this requirement within its existing staffing and expenditure authority. Given the increased demand for youth and increased State regulatory requirements, resources must be either reallocated or enhanced to address those youths with priority need.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Community Service technology bill increases by \$35,584.
- B. Creation of Public Safety Resiliency Program** - [BOCS Resolution 16-718](#) transferred one Public Safety Therapist IV from the Fire & Rescue Department and authorized one Public Safety Resilience Program Division Manager and one Public Safety Therapist IV position, totaling \$425,699 in expenditure support for the development of a system of behavioral health care assistance specifically for public safety personnel.

Community Services

- C. **Implementation of a Youth Mental Health Case Management Team** - [BOCS Resolution 16-870](#) created three Therapist II's and one Therapist III for implementation of a youth mental health case management team. The Virginia Department of Medical Assistance Services (DMAS) has mandated that youth receiving mental health services also receive case management services. On-going funding of \$339,890 is available through Medicaid to support these positions and associated expenditures.
- D. **Reconcile the FY17 Community Services Budget to the State Performance Contract** - Each year, CS completes a budget reconciliation to match revenue and expenditure adjustments that become known after the annual budget is adopted, specifically the reconciliation of state and federal revenues to the state performance contract. \$187,181 in ongoing revenue and expenditure support was identified through the FY17 reconciliation for medication and contractual services. This item was approved by [BOCS Resolution 16-714](#).
- E. **Adjustment for Early Intervention Services** - A part-time Early Intervention Specialist was eliminated and \$62,778 in contractual services was shifted to support the creation of a full-time Early Intervention Specialist to improve language accessibility services within the Early Intervention program. This item was approved by [BOCS Resolution 16-798](#).
- F. **Budget Shift** - \$7,163 has been shifted from supplies and services into the internal service series to support off-cycle computers purchased in FY17.

Budget Initiatives

A. Budget Initiatives

1. Add Three Case Management Service Coordinator II Positions – Intellectual Disabilities Case Management Services Program

| | |
|---------------------|-----------|
| Expenditure | \$236,071 |
| Revenue | \$236,071 |
| General Fund Impact | \$0 |
| FTE Positions | 3.00 |

a. **Description** - This proposed budget addition will provide three Service Coordinator II positions to assist intellectually disabled individuals and their families to access needed medical, psychiatric, social, educational, vocational, and other supports for living in the community. Revenue of \$111,071 from Medicaid is available to support this proposed request and \$125,000 in a one-time shift of \$125,000 from contractual services. On-going funding support for these positions is available through Medicaid.

b. **Service Level Impacts** -

▪ **Intellectual Disabilities Case Management Clients Served**

| | |
|--------------------------|-----|
| <i>FY18 w/o Addition</i> | 775 |
| <i>FY18 w/ Addition</i> | 865 |

Community Services

2. Add Three Emergency Services Therapist II Positions – Emergency Services Program

| | |
|---------------------|-----------|
| Expenditure | \$263,315 |
| Revenue | \$0 |
| General Fund Impact | \$263,315 |
| FTE Positions | 3.00 |

a. **Description** - This proposed budget addition will provide three Therapist II's for pre-screening of clients for Emergency Services clients. The Virginia State training and supervision requirements for pre-screening staff increased significantly, directly leading to a decrease in available Emergency Services staff being qualified to continue in their pre-screening roles.

b. **Service Level Impacts** -

▪ **Emergency Services Clients Served**

FY18 w/o Addition | 2,937

FY18 w/ Addition | 3,037

3. Add Two Positions for Intellectual Disabilities Case Management Assessments – Intellectual Disabilities Case Management Program

| | |
|---------------------|-----------|
| Expenditure | \$186,324 |
| Revenue | \$42,000 |
| General Fund Impact | \$144,324 |
| FTE Positions | 2.00 |

a. **Description** - This proposed budget addition will provide one Intellectually Disabled Services Coordinator III, and one Intellectually Disabled Services Coordinator II to support a new State-mandated developmental disability assessments service.

b. **Service Level Impacts** - Existing service levels for case management clients will be maintained.

Community Services

Program Summary

Administrative Services

Administrative Services of CS includes Accounting and Procurement, Management Information Systems, Human Resources Management and Leadership and Management Oversight. It is the responsibility of Leadership to work with the CSB, staff and community stakeholders to ensure these services are effective and provide the best possible return on investment of tax dollars.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Change in fee revenue received from prior fiscal year | 1.9% | -0.6% | 6.6% | -1.0% | 3.0% |
| Customers rating services as helpful | 97% | 94% | 93% | 94% | 94% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Accounting & Procurement | \$1,183 | \$1,264 | \$1,297 | \$1,091 | \$1,176 |
| Fees collected | \$5.4M | \$5.4M | \$5.7M | \$5.2M | \$5.9M |
| Management Information Systems | \$863 | \$961 | \$905 | \$938 | \$999 |
| Customers rating services as helpful | 97% | 94% | 93% | 94% | 94% |
| Human Resources Management | \$189 | \$101 | \$203 | \$211 | \$218 |
| Leadership & Management Oversight | \$1,190 | \$1,226 | \$1,200 | \$1,139 | \$1,167 |
| Total agency clients served | 8,818 | 8,949 | 9,506 | 9,040 | 9,500 |

Drug Offender Recovery Services

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Criminal Justice clients who stop using drugs | 45% | 42% | 35% | 45% | 35% |
| Drug Offender Rehab Module clients who do not return to the ADC within 3 years | 74% | 73% | 74% | 70% | 70% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Adult Detention Center Services | \$975 | \$1,017 | \$946 | \$987 | \$994 |
| Inmates treated in male and female dormitories | 131 | 168 | 172 | 180 | 170 |
| Community Criminal Justice Services | \$584 | \$574 | \$501 | \$633 | \$660 |
| HIDTA clients served | 73 | 63 | 65 | 65 | 60 |
| Intensive case management clients served | 43 | 77 | 64 | 80 | 80 |

Community Services

Early Intervention Services for Infants & Toddlers with Disabilities

Early Intervention services are provided by licensed and certified physical therapists, occupational therapists, speech-language pathologists, early childhood special educators, and service coordinators for infants and toddlers, birth to three year's old who have a diagnosed condition affecting their development, qualitative concerns with their development or a delay of at least 25% in one or more developmental areas. Services are intended to help the child develop the necessary motor, communication, social-emotional, feeding and play skills to be an active member of their family and community.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Early intervention services clients who do not require special education | 58% | 56% | 54% | 53% | 53% |
| Children demonstrating improved acquisition and use of knowledge and skills | 68% | 58% | 67% | 58% | 58% |
| Families report services helped their family to help their child develop & learn | 77% | 87% | 90% | 77% | 77% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Assessment and Service Coordination | \$1,588 | \$1,693 | \$1,819 | \$1,890 | \$1,968 |
| Infants, toddlers and families served by assessment and coordination | 1,129 | 1,256 | 1,274 | 1,100 | 1,250 |
| Therapeutic and Educational Services | \$2,062 | \$2,221 | \$2,331 | \$2,315 | \$2,327 |
| Infants, toddlers and families served by therapeutic and educational services | 926 | 1,071 | 1,097 | 1,000 | 1,030 |

Emergency Services

Serves as the point of entry for all behavioral health services within CS or within the statewide public sector. Services provided include comprehensive assessments for residents seeking CS services and state-mandated 24-hour crisis intervention services.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Cases diverted from inpatient treatment | 61% | 58% | 49% | 60% | 56% |
| Emergency Services clients satisfied with services received | 96% | 95% | 87% | 94% | 92% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| CS Intake and Emergency Telephone Services | \$453 | \$1,123 | \$1,044 | \$1,168 | \$1,078 |
| Access assessments completed | - | 1,807 | 1,878 | 1,807 | 1,843 |
| Emergency Services | \$2,755 | \$2,818 | \$3,188 | \$2,899 | \$3,363 |
| Emergency Services clients served | 2,759 | 2,903 | 3,149 | 2,803 | 3,037 |

Community Services

Medical Services

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Medical Services customers satisfied with services | 90% | 79% | 87% | 90% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Medical Services | \$2,370 | \$2,345 | \$2,530 | \$2,782 | \$2,964 |
| Total clients served by Medical Services | 2,088 | 2,235 | 2,022 | 2,200 | 2,200 |

Mental Health Day Support & Employment Services

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Clients who maintain employment for more than 90 days | 92% | 92% | 80% | 84% | 84% |
| Psycho-social rehabilitation clients who maintain or improve functioning level | 94% | 99% | 96% | 90% | 95% |
| Vocational Services clients reporting satisfaction with services | 93% | 98% | 97% | 94% | 96% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Day Support Services | \$1,078 | \$1,110 | \$1,114 | \$1,076 | \$1,123 |
| Clients served by day support services | 122 | 125 | 123 | 131 | 124 |
| Employment Services | \$601 | \$551 | \$600 | \$636 | \$679 |
| Clients served by employment services | 135 | 139 | 135 | 135 | 135 |

Community Services

Mental Health Residential Services

Assist adults with serious mental illnesses to remain as independent as possible in the community by providing directly or contracting for a variety of levels of clinical services to assist them in maintaining their level of functioning; or connect with vendors who provide 24-hour residential care for those adults who cannot remain outside of institutional settings without that level of support.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Clients successfully engaged in services and maintained in the community | 96% | 96% | 98% | 95% | 96% |
| Clients expressing satisfaction with service provided | 95% | 98% | 100% | 95% | 97% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Supportive Residential In-Home Services | \$2,381 | \$1,996 | \$2,462 | \$2,467 | \$2,475 |
| Clients served by supportive residential in-home services | 123 | 146 | 115 | 125 | 125 |
| Intensive Residential Services | \$512 | \$657 | \$758 | \$797 | \$817 |
| Clients served in group homes | 25 | 25 | 37 | 28 | 30 |
| Crisis Stabilization Services | \$1,604 | \$1,610 | \$1,604 | \$1,772 | \$1,713 |
| Clients served by crisis stabilization services | 199 | 132 | 227 | 150 | 200 |
| Intensive Community Treatment (ICT) Services | \$677 | \$673 | \$1,128 | \$1,600 | \$1,776 |
| Clients served by ICT services | 78 | 50 | 51 | 61 | 75 |
| Young Adult Services (YAS) | \$0 | \$201 | \$603 | \$613 | \$613 |
| Clients served in YAS | - | - | 24 | - | 40 |

ID Day Support Services

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Program clients successfully maintained in the community | 94% | 99% | 94% | 95% | 95% |
| Clients who are satisfied with program services | 99% | 98% | 97% | 98% | 98% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Day Care Services | \$594 | \$612 | \$582 | \$582 | \$582 |
| Clients served by day care services | 115 | 87 | 89 | 90 | 89 |
| Day Support Services | \$985 | \$1,350 | \$1,456 | \$1,045 | \$1,045 |
| Clients served by ID day support services | 50 | 56 | 53 | 56 | 55 |
| Sheltered Employment Services | \$511 | \$444 | \$491 | \$574 | \$574 |
| Clients served by sheltered employment services | 24 | 15 | 11 | 20 | 15 |
| Supported Employment Services | \$903 | \$894 | \$952 | \$1,027 | \$1,027 |
| Clients served by supported employment services | 109 | 102 | 102 | 109 | 120 |

Community Services

ID Residential Services

Adults with ID are provided support services directly or by contract that assist them in remaining as independently as possible in their community. For adults who cannot live independently, licensed vendors in the community who accept ID waivers provide 24-hour residential care to assist them with health care, skill development, and community integration.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|----------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Client family satisfaction | 90% | 94% | 99% | 90% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Group Home Services | \$122 | \$122 | \$162 | \$120 | \$120 |
| Clients served by group home services | 197 | 202 | 220 | 200 | 206 |
| Supported Living Services | \$625 | \$641 | \$622 | \$664 | \$673 |
| Clients served by supported living services | 20 | 37 | 35 | 27 | 30 |

Youth Mental Health & Substance Abuse (SA) Services

Provide services to youth with mental health and/or substance abuse disorders in local high schools, outpatient clinic and in-home. Services provided include assessment, individual, family and group therapy, intensive in-home treatment, case management and high intensity drug trafficking area (HIDTA) prevention.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Clients completing treatment who improve in functioning | 74% | 77% | 72% | 75% | 75% |
| Clients satisfied with services | 97% | 98% | 97% | 95% | 90% |
| Teen clients who stop using drugs/alcohol | 74% | 67% | 0% | 70% | 65% |
| Grade point average improvements for HIDTA prevention clients | +0.57 | +0.76 | +0.90 | +0.70 | +0.70 |
| Reduced school absences for HIDTA prevention clients | 36% | 42% | 40% | 36% | 40% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| In-School SA Treatment Services | \$877 | \$856 | \$923 | \$928 | \$978 |
| Clients served by In-School SA Treatment Services | 1,022 | 963 | 1,111 | 1,100 | 1,100 |
| Clinic-Based Mental Health Treatment and SA Treatment Services | \$644 | \$614 | \$694 | \$712 | \$1,088 |
| Clients served by clinic-based MH and SA Treatment Services | 453 | 465 | 454 | 450 | 450 |
| In-Home Mental Health and SA Treatment Services | \$1,043 | \$920 | \$1,044 | \$912 | \$981 |
| Clients served by In-home MH and SA treatment services | 149 | 88 | 154 | 90 | 90 |
| Prevention Services | \$510 | \$520 | \$526 | \$538 | \$541 |
| Prevention activity participants (students and parents) | 322 | 272 | 290 | 250 | 250 |

Community Services

ID Case Management Services

Provides support and connections to community resources and services for individuals who have an intellectual disability and may need assistance accessing supports in the community.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Clients successfully maintained in the community | 99% | 99% | 97% | 99% | 98% |
| Clients and family members satisfied with services | 91% | 93% | 94% | 94% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Case Management Services | \$3,533 | \$3,016 | \$3,422 | \$3,284 | \$3,883 |
| Clients served by ID case management services | 652 | 762 | 798 | 846 | 865 |

Mental Health Outpatient Services

Provides outpatient case management and treatment services to adults with serious mental illness and their families. Services include individual, family and group therapy, evaluations, case management and medication management.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Seriously mentally ill clients completing treatment who improve in functioning | 54% | 54% | 41% | 55% | 50% |
| Clients satisfied with services received | 90% | 99% | 92% | 90% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Seriously Mentally Ill Adult and Family Services | \$3,102 | \$3,000 | \$3,320 | \$3,799 | \$3,818 |
| Clients served by seriously mentally ill adult and family services | 1,423 | 1,300 | 1,438 | 1,300 | 1,400 |

Community Services

SA Adult Outpatient Services

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Clients who are substance free upon completion of treatment | 86% | 63% | 63% | 65% | 60% |
| Customers satisfied with services received | 95% | 98% | 99% | 96% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Adult SA Services | \$2,151 | \$1,974 | \$1,854 | \$1,911 | \$1,916 |
| Clients served by adult SA services | 1,364 | 1,193 | 1,042 | 1,200 | 1,000 |

Public Safety Resilience Program

Promotes resilience in public safety personnel through the provision of behavioral health and wellness promotion, crisis intervention, crisis support and behavioral health counseling services.

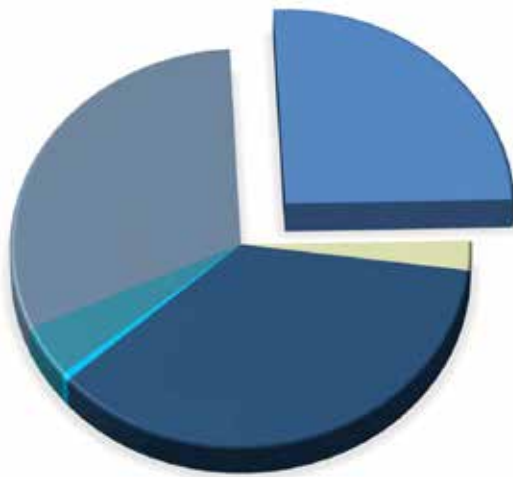
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Response to emergency requests for services within one hour | - | - | - | - | 100% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Public Safety Resilience | \$0 | \$0 | \$0 | \$0 | \$422 |
| Number of behavioral health services provided | - | - | - | - | 200 |
| 24-hr response to non-emergency service requests | - | - | - | - | 90% |

Housing & Community Development

Mission Statement

The Office of Housing & Community Development (OHCD) will develop affordable housing opportunities and neighborhood resources for low and moderate-income area residents by implementing appropriate policies and programs, which provide a safe and healthy environment in which to work and play.



Human Services Expenditure Budget:
\$140,735,572

Expenditure Budget:
\$35,843,091

\$

25.4% of Human Services

Program:

- Community Preservation & Development: \$2,818,158
- Housing Finance & Development: \$1,255,585
- Housing Rental Assistance: \$31,747,729
- Affordable Housing Support: \$21,618

Mandates

The Office of Housing & Community Development does not provide a state or federal mandated service. Some federal grants require certain activities to be performed; however, these are not considered mandates since the County is not obligated to accept the grant funding.

Housing & Community Development



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Community Preservation & Development | \$2,130,992 | \$3,363,047 | \$2,105,144 | \$2,496,422 | \$2,818,158 | 12.89% |
| Housing Finance & Development | \$1,107,793 | \$1,029,206 | \$498,041 | \$855,154 | \$1,255,585 | 46.83% |
| Housing Rental Assistance | \$29,528,434 | \$28,925,326 | \$28,888,662 | \$31,701,379 | \$31,747,729 | 0.15% |
| Affordable Housing Support | \$16,445 | \$650,037 | \$26,450 | \$5,069 | \$21,618 | 326.48% |
| Total Expenditures | \$32,783,665 | \$33,967,616 | \$31,518,296 | \$35,058,024 | \$35,843,091 | 2.24% |

Expenditure by Classification

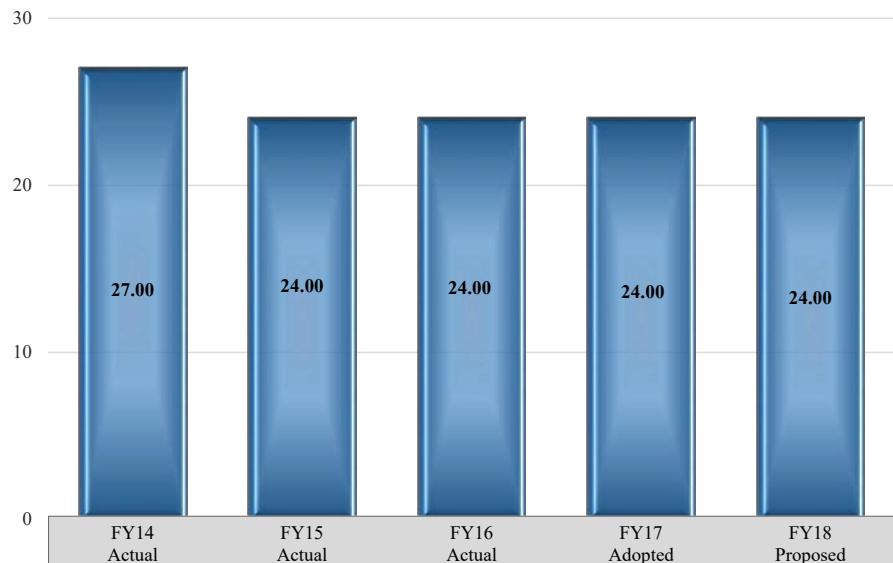
| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Salaries and Benefits | \$2,170,482 | \$2,036,514 | \$2,188,950 | \$2,095,027 | \$2,189,448 | 4.51% |
| Capital Outlay | \$75,000 | \$0 | \$0 | \$40,000 | \$0 | (100.00%) |
| Contractual Services | \$1,719,001 | \$2,990,696 | \$1,459,971 | \$1,506,977 | \$1,912,505 | 26.91% |
| Internal Services | \$128,732 | \$126,859 | \$113,401 | \$103,298 | \$101,704 | (1.54%) |
| Purchase of Goods & Services | \$28,585,864 | \$28,708,248 | \$27,592,172 | \$31,119,233 | \$31,451,329 | 1.07% |
| Leases & Rentals | \$26,795 | \$27,128 | \$26,619 | \$42,482 | \$39,232 | (7.65%) |
| Transfers Out | \$77,791 | \$78,171 | \$137,183 | \$151,008 | \$148,873 | (1.41%) |
| Total Expenditures | \$32,783,665 | \$33,967,616 | \$31,518,296 | \$35,058,024 | \$35,843,091 | 2.24% |

Funding Sources

| | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Revenue from Federal Government | \$27,369,833 | \$25,573,680 | \$26,756,201 | \$27,193,420 | \$27,789,487 | 2.19% |
| Use of Money & Property | (\$42,717) | \$2,122 | \$12,114 | (\$0) | (\$0) | 0.00% |
| Miscellaneous Revenue | \$25,811 | \$164,993 | \$12,993 | \$145,000 | \$145,000 | 0.00% |
| Non-Revenue Receipts | \$4,439 | (\$0) | (\$0) | (\$0) | (\$0) | 0.00% |
| Charges for Services | \$5,436,086 | \$5,397,864 | \$5,354,602 | \$7,698,190 | \$7,887,190 | 2.46% |
| Transfers In | \$750,000 | \$0 | \$0 | \$10,000 | \$10,000 | 0.00% |
| Total Designated Funding Sources | \$33,543,452 | \$31,138,658 | \$32,135,910 | \$35,046,610 | \$35,831,677 | 2.24% |
| (Contribution to)/Use of Fund Balance | (\$831,913) | \$2,738,134 | (\$673,716) | \$0 | \$0 | |
| Net General Tax Support | \$72,126 | \$90,824 | \$56,102 | \$11,414 | \$11,414 | 0.00% |
| Net General Tax Support | 0.22% | 0.27% | 0.18% | 0.03% | 0.03% | |

Housing & Community Development

Staff History by Program



| | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| Community Preservation & Development | 4.09 | 4.33 | 4.32 | 4.13 | 3.59 |
| Housing Finance & Development | 1.11 | 0.92 | 1.23 | 1.68 | 1.06 |
| Rental Assistance | 21.74 | 18.69 | 18.38 | 18.10 | 19.28 |
| Affordable Housing Support | 0.06 | 0.06 | 0.07 | 0.09 | 0.07 |
| Full-Time Equivalent (FTE) Total | 27.00 | 24.00 | 24.00 | 24.00 | 24.00 |

Future Outlook

Increased Cost of Affordable Housing - Department of Housing and Urban Development (HUD) published the Fair Market Rents for FY17, with a substantial increase in rents for all bedroom units in Prince William County (PWC). Not only does this affect the cost tenants pay landlords, it affects the Housing Choice Voucher (HCV) Program. Under the program tenants typically pay 30% of their income towards rent and utilities and the difference is paid by the program. Increased rents mean increased program costs, translating to serving less people with the limited funds.

More than 8,400 Families Waiting for Affordable Housing - As the federal lawmakers continue to find solutions to balance the federal budget, all indication is that funding for affordable housing will decline or at best remain level. The largest impact from decreased funding levels is still anticipated with the HCV program providing rental assistance for low income families, many of whom are elderly and/or disabled. OHCD has been able to invite elderly and disabled families from its waiting list to apply for assistance but anticipates being able to provide assistance to only 100 families.

HOME Investment Partnership Funds - HOME, funded through the federal Transportation, Housing and Urban Development (T-HUD) appropriations bill, has been cut by over 50 percent since FY10. For FY16, HOME saw a modest boost in funding, but that level of funding is insufficient to address the critical nationwide shortage of affordable housing. HOME is a flexible block grant that provides states and localities critical resources to help them respond to their affordable housing challenges, including both rental and homeownership needs by targeting resources to low income families.

Housing & Community Development

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the OHCD technology bill decreases by \$1,594.
- B. Transportation Grant** - Federal grant funds transferred to the Department of Social Services (DSS) for transportation of homeless individuals to local shelters and from shelters to local service providers will be reduced by \$15,000 in FY18.
- C. Reconciliation to Anticipated Federal Funding** - OHCD is operating under the federal continuing budget resolution. Actual FY18 allocations are not known at this time, but the following funding impacts are anticipated – an additional \$321,736 for Community Preservation & Development, an additional \$400,431 for Housing Finance & Development, and an additional \$46,350 for Housing Rental Assistance. Final reconciliation of the OHCD budget will occur once the FY18 federal budget is adopted.

Program Summary

Community Preservation & Development (CP&D)

CP&D administers two federal programs through HUD, the Community Development Block Grant (CDBG) program and the Emergency Shelter Grant (ESG) program. The County has a Cooperative Agreement with the Cities of Manassas and Manassas Park to conduct their housing and community development activities. A portion of the CDBG funds are set aside on a competitive basis to eligible outside agencies for specific eligible activities that meet CDBG National Objectives and further the Prince William Area’s goals and objectives, as stated in the five-year consolidated plan. The largest portion of CDBG funds are devoted to housing rehabilitation activities of owner occupied low and moderate-income households. The ESG funding is provided to local shelters towards operating costs and programs to rapidly rehouse the homeless. Additionally, the Stewart B. McKinney Homeless Assistance Act of 1988 and the Base Closure and Realignment Act mandated that federal agencies make any usable surplus real property available to units of government and non-profits organizations for sheltering the homeless. The County received property under the Act in March 1994 with a 30-year deed restriction to use the property solely for serving the homeless. OHCD operates seven (7) transitional housing units for families referred by local shelters.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Persons provided with housing and other related services - CDBG | 529 | 993 | 2,399 | 630 | 1,021 |
| Persons provided with homelessness prevention and emergency shelter | 1,172 | 1,374 | 1,390 | 1,374 | 1,277 |
| Families completing transitional housing program & moving to permanent housing | 84% | 100% | 100% | 75% | 85% |

Housing & Community Development

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Housing Rehabilitation | \$1,623 | \$2,305 | \$1,211 | \$1,627 | \$2,173 |
| Substandard single-family housing units rehabilitated | 17 | 18 | 15 | 17 | 15 |
| Community Improvement & Housing Supportive Services | \$403 | \$923 | \$773 | \$700 | \$444 |
| Persons provided with homelessness prevention and emergency shelter services | 1,172 | 1,374 | 1,390 | 1,374 | 1,277 |
| Improvement projects managed | 11 | 10 | 12 | 10 | 10 |
| Manage Transitional Housing at Dawson Beach | \$105 | \$135 | \$121 | \$169 | \$201 |
| Homeless families served | 7 | 7 | 11 | 7 | 7 |

Housing Finance & Development

Prince William County, including the Cities of Manassas and Manassas Park through a Cooperative Agreement, receives an annual allocation of Home Investment Partnerships funding from HUD. The program objective is to provide decent affordable housing to low-income households; expand the capacity of non-profit housing providers; strengthen the ability of state and local governments to provide housing; and leverage private-sector participation. Federal funds are utilized for the First-Time Homebuyer Program which provides down payment and closing cost assistance for residents of Prince William County and the cities of Manassas and Manassas Park. Also, at least 15% of the allocation is set aside for specific activities to be undertaken by a special type of non-profit called a Community Housing Development Organization (CHDO) that develops affordable housing for the community it serves.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Federal & state funds for households to become first time homebuyers | \$729,000 | \$781,000 | \$116,000 | \$781,000 | \$350,000 |
| Private mortgage financing generated on behalf of first-time homebuyers | \$1.0M | \$1.9M | \$781,000 | \$1.9M | \$1.0M |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Homeownership Assistance | \$1,108 | \$1,029 | \$498 | \$855 | \$1,256 |
| Families assisted to become first-time homebuyers | 13 | 13 | 6 | 13 | 9 |
| Affordable units added, with counseling to the families that rent/purchase units | - | 20 | 17 | 20 | 14 |

Housing & Community Development

Rental Assistance

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

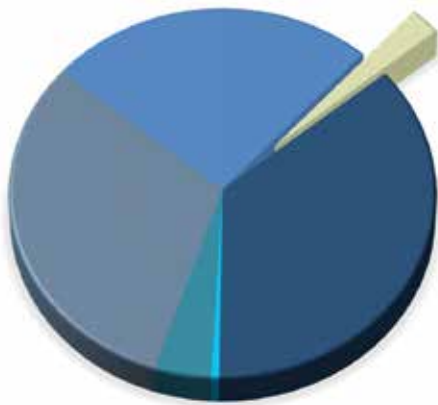
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Eligible elderly and disabled persons in HCVP provided with rental assistance | 41% | 56% | 44% | 56% | 45% |
| Family Self Sufficiency Grant families who successfully meet program goals | 91% | 92% | 88% | 90% | 90% |
| Rental income paid to local property owners on behalf of families | \$23M | \$27M | \$27M | \$26M | \$29M |
| Annual HCVP performance evaluation score from HUD | 100% | 100% | 98% | 96% | 98% |
| Families assisted by OHCD with low-income housing | 2,668 | 3,142 | 5,910 | 2,600 | 3,000 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Housing Assistance Program Payments | \$5,218 | \$4,983 | \$4,828 | \$7,416 | \$7,453 |
| Families provided with rental assistance | 2,139 | 2,149 | 2,121 | 2,000 | 2,121 |
| Housing Assistance Program Administration | \$24,310 | \$23,942 | \$24,061 | \$24,286 | \$24,295 |
| Participant eligibility determinations | 1,965 | 2,126 | 1,949 | 2,130 | 2,000 |
| Families on the HVCP rental assistance waitlist | - | - | 8,490 | 8,843 | 8,200 |

Public Health

Mission Statement

The Prince William Health District is dedicated to promoting optimum wellness, preventing illness, responding to emergencies and protecting the environment and health of our residents.



Human Services Expenditure Budget:
\$140,735,572

Expenditure Budget:
\$3,396,693

2.4% of General Government

Programs:

- Maternal & Child Health: \$774,014
- General Medicine: \$1,565,064
- Environmental Health: \$895,237
- Administration/Emergency Preparedness: \$162,378

Mandates

Each year Prince William County enters into a Local Government Agreement with the Virginia Department of Health. Services rendered based on this agreement are provided by the Prince William Health District (PWHD). State mandated services provided on behalf of Prince William County by Prince William Health District include childhood immunizations, pre-school physicals for school entry, rabies control, and vital records—death certificates.

The Board of County Supervisors has enacted additional local mandates for which Prince William Health District has responsibility.

State Code: [32.1-46](#) (Childhood Immunizations), [22.1-270](#) (Pre-school physicals for school entry); [32.1-254](#) (Vital Records—Death Certificates) and [3.2-6562.1](#) (Rabies Control)

County Code: Chapter 3 ([Amusements](#)), Chapter 8 ([Environmental Protection](#)), Chapter 10 ([Concession Stands at Youth Activities](#)), Chapter 12 ([Massage Establishments](#)), Chapter 22 ([General Environmental and Nuisances/Health and Safety Menaces](#)), Chapter 23 ([Individual Sewage Disposal Systems](#)), Chapter 25.1 ([Swimming Facilities](#)), Chapter 30 ([Water Supply](#))

Public Health

Expenditure and Revenue Summary



| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| Maternal & Child Health | \$1,139,424 | \$1,139,424 | \$774,014 | \$744,634 | \$774,014 | 3.80% |
| General Medicine | \$1,615,887 | \$1,609,730 | \$1,487,408 | \$1,452,262 | \$1,565,064 | 7.21% |
| Dental Health | \$149,205 | \$149,205 | \$134,247 | \$130,630 | \$0 | 0.00% |
| Environmental Health | \$857,588 | \$863,298 | \$797,672 | \$841,987 | \$895,237 | 5.95% |
| Administration/Emergency Preparedness | \$167,605 | \$170,622 | \$157,768 | \$154,022 | \$162,378 | 5.15% |
| Total Expenditures | \$3,929,709 | \$3,932,279 | \$3,351,109 | \$3,323,535 | \$3,396,693 | 2.15% |

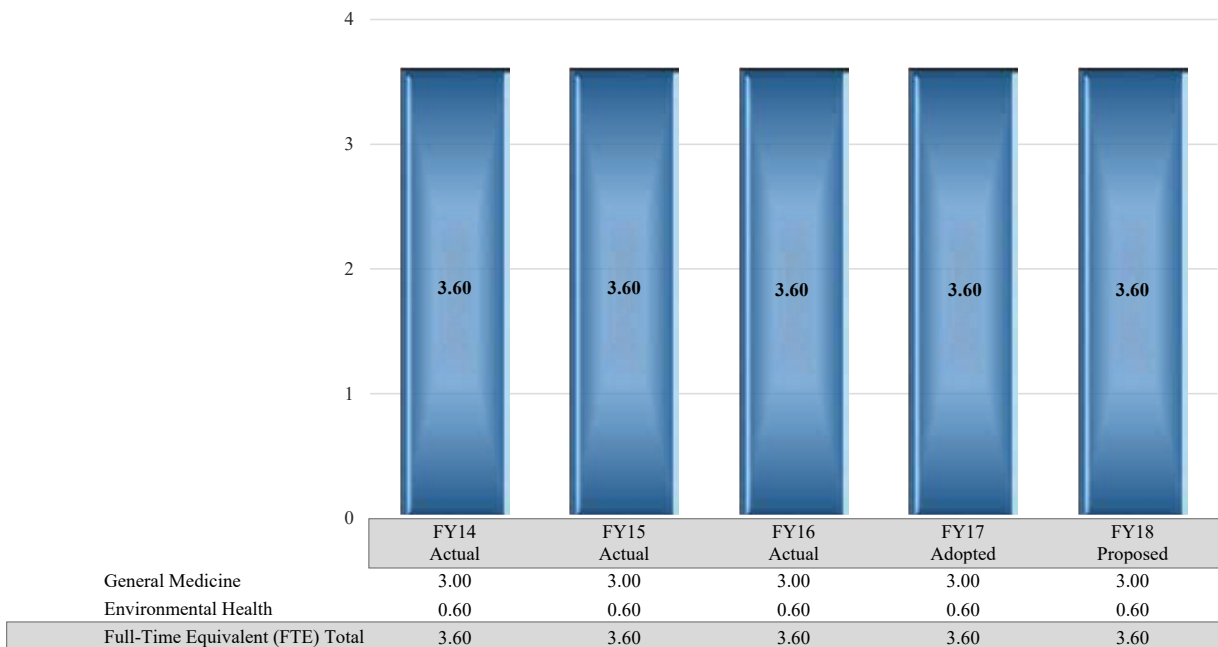
Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$254,612 | \$267,514 | \$300,976 | \$305,712 | \$313,484 | 2.48% |
| Contractual Services | \$88 | \$41 | \$38 | \$1,415 | \$1,415 | 0.00% |
| Internal Services | \$42,876 | \$45,050 | \$39,028 | \$31,627 | \$33,435 | 5.41% |
| Purchase of Goods & Services | \$3,632,134 | \$3,604,717 | \$3,011,067 | \$3,083,218 | \$3,048,360 | (1.14%) |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$98,437) | \$0 | 0.00% |
| Transfers Out | \$0 | \$14,958 | \$0 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$3,929,709 | \$3,932,279 | \$3,351,109 | \$3,323,535 | \$3,396,693 | 2.15% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Permits & Fees | \$176,746 | \$171,987 | \$184,825 | \$176,746 | \$176,746 | (\$0.00) |
| Revenue from Other Localities | \$198,347 | \$156,168 | (\$81,756) | \$56,764 | \$56,764 | (\$0.00) |
| Revenue from Commonwealth | \$296,838 | \$219,568 | \$425,633 | \$228,397 | \$228,397 | (\$0.00) |
| Total Designated Funding Sources | \$671,931 | \$547,723 | \$528,702 | \$461,907 | \$461,907 | 0.00% |
| Net General Tax Support | \$3,257,777 | \$3,384,557 | \$2,822,407 | \$2,861,628 | \$2,934,786 | 2.56% |
| Net General Tax Support | 82.90% | 86.07% | 84.22% | 86.10% | 86.40% | |

Staff History by Program



Public Health

Future Outlook

Health Equity - PWHD will shift focus towards population health, understanding that where residents live, work, and play impacts their health and every resident deserves the opportunity to be healthy. Changing focus requires present staff to master new skills. When hiring new employees, the district will look for employees with different knowledge and skills that will support this vision of health equity. Additionally, the PWHD will need to develop a work environment that is more suitable to employees of the future.

Virginia's Well-being Plan - Public Health offers services to the whole population in all of its diversity in culture, language, ethnicity, income, education, employment, age, and physical and mental health. Providing services to all our residents means public health practitioners need to understand not only traditionally what is considered healthcare, but also demographic, social, and environmental circumstances of the residents we serve, their cultural beliefs and values regarding health as well as their health needs. Additionally, there are many other factors that affect overall well-being that must be taken into consideration when developing public health interventions to include the social, political, economic, and physical environment of the people we serve.

Community Health Improvement Process - Public health will facilitate an ongoing active community collaborative approach to assess and monitor population health outcomes, prioritize community health issues, and promote actions to improve related health outcomes. Additionally, public health will facilitate the development of a community health needs assessment and strategic community health improvement process that includes health care systems and community partners.

Nursing - PWHD has seen a shift in workload that supports a change in focus towards population health services. Within the Community Health Division, we continue to see an increase in the need to provide communicable disease screening, treatment, and prevention services to protect the health of the community. PWHD receives increasing reports from the private health care community of suspected or diagnosed communicable and/or vector borne diseases, requiring that more resources be allocated towards investigation and prevention of disease transmission. In FY16 the District received 1,484 reports of communicable diseases, a 32% increase from FY15. This number excludes reports of tuberculosis, suspected tuberculosis, sexually transmitted infections and Zika. In addition to communicable disease activities, PWHD continues to see an increase in referrals for nursing home and personal care screenings, a service that impacts the health and safety of our elderly and disabled populations and assures access to home or community based care for this vulnerable population. In FY16 the District received 1,037 referrals for screening, a 15% increase over FY15. While PWHD will continue to provide women's health services, Maternal and Child Health services will become more population based through programs targeted toward safe sleep for infants, injury prevention, and healthy lifestyle programs to ensure control of chronic diseases prior to pregnancy.

Changes in Onsite Sewage Program - Virginia Department of Health (VDH) continues to work with the private sector to develop appropriate implementation strategies for the upcoming potential changes in onsite sewage regulations. Additionally, VDH is developing standardized protocols and procedures to help with the implementation of these changes, and will have to develop new training for environmental health staff to support the need for new onsite knowledge and skills. Potential changes to various Virginia codes will require PWHD staff to refer customers and clients to licensed private sector septic system designers. Onsite program staff will spend more time on community assessment, field inspections, quality assurance, and programmatic oversight of existing onsite sewage systems, public health outreach and education, and enforcement. PWHD continues to face challenges in competing with other Northern Virginia health districts and the private sector in hiring licensed onsite Environmental Health Specialists. Licensing is a requirement for an Environmental Health Specialist to function independently.

Public Health

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Public Health technology bill increases by \$1,808.
- B. Public Health Funding** - The Commonwealth of Virginia partners with localities to provide public health services through a cooperative arrangement. Currently the cooperative budget is funded 55% by State funds and 45% by County matching funds. The County enters into an annual agreement with the VDH to provide the 45% funding necessary to operate PWHD. The County also provides local support above the match amount for certain local optional services. In FY17, State funding for PWHD was \$2,407,270, County match funding was \$1,969,585 and local support routed through the State was \$914,438. The County also provided an additional \$439,512 in local support for staffing, operations and community partnerships above the amount included in the annual agreement. The City of Manassas and Manassas Park provide reimbursement to the County for services rendered based on a shared services agreement with the County. Total FY17 State and County expenditures for the PWHD were \$5,730,805, with the County providing a total of \$3,323,535.
- C. Elimination of Dental Program** - Public Health discontinued operation of its Dental Health program at the end of FY16. Funds previously allocated for the Dental Health program have been redirected to provide additional support to the General Medicine and Environmental Health programs.
- D. Transfer of Resources** - In FY18, Community Partner funding in the amount of \$38,059 is being reallocated from the Northern Virginia Family Services (NVFS) HealthLink Program to the NVFS SERVE Program. This funding became available because NVFS has discontinued the HealthLink Program. Funds are being transferred to the Department of Social Services, the host agency for NVFS SERVE.
- E. Budgeted Agency Savings** - Annual funding for Public Health is contracted with the State. Therefore, budgeted agency savings in the amount of \$98,437 have been transferred out of the Public Health Department and redistributed to other general fund departments.

Public Health

Program Summary

Maternal & Child Health

This program improves the health of women and children in the PWD by assessing their needs and assuring that quality services are accessible. This is accomplished through program monitoring and evaluation, public and customer education, consultation and training, and building and maintaining public/private partnerships. These services assure the implementation of evidence-based practices, as well as capacity building and strengthening of the local infrastructure to meet the health needs of women and children. The client base for this program is the population at large.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Reproductive age females with documented multivitamin w/folic acid consult | 26% | 45% | 48% | 47% | 50% |
| Women with a positive pregnancy test linked to prenatal care | - | - | - | - | 90% |
| Infants born with late/no prenatal care per 1,000 live births | 46.2 | 35.5 | - | - | 35.5 |
| Children born in PWC with low birth weight | 6.6% | 7.5% | - | 6.5% | 6.5% |
| Infant deaths per 1,000 live births | 6.0 | 4.5 | - | 5.6 | 5.6 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Prenatal Care | \$689 | \$689 | \$464 | \$446 | \$464 |
| Women served with prenatal care | 278 | 277 | 262 | 280 | 0 |
| Women with positive pregnancy test linked to prenatal care | - | - | - | - | 285 |
| Women's Wellness | \$402 | \$402 | \$310 | \$299 | \$310 |
| Women served in women's wellness clinics | 1,493 | 1,291 | 1,031 | 1,300 | 1,040 |
| Women, Infants and Children (WIC) | \$49 | \$49 | \$0 | \$0 | \$0 |
| Participants in the WIC program at the end of the fiscal year | 8,198 | 8,638 | 8,052 | 8,900 | 8,500 |

Public Health

General Medicine

The General Medicine program improves the health of the community by monitoring, investigating, controlling, and reporting the spread of communicable diseases including tuberculosis, vaccine preventable diseases, sexually transmitted diseases, and other communicable diseases, especially emerging diseases of public health significance; collaborating with community partners to assess and address environmental strategies and system changes that will prevent chronic diseases, encourage healthy lifestyles, and improve access to care for persons with health disparities; and working with County agencies and community partners to ensure that persons requiring nursing home placement or in-home personal care services are screened and referred to the appropriate service. The client base for this program is the entire population of the PWHHD.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Pre-admission nursing home screenings completed within 30 days | - | 62% | 85% | - | 90% |
| Patients completing tuberculosis preventive therapy treatment | 90% | 87% | 73% | 90% | 90% |
| Vaccine-preventable disease cases per 100,000 population | 11 | 11 | 10 | 11 | 10 |
| Newly diagnosed HIV cases per 100,000 population | 12 | 7 | 10 | 10 | 10 |
| Participant attendance at core sessions of National Diabetes Prevention Program | - | - | 65% | 60% | 60% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Sexually Transmitted Disease and AIDS Services | \$285 | \$285 | \$247 | \$240 | \$247 |
| Persons seen for sexually transmitted disease services | 1,435 | 1,265 | 1,216 | 1,400 | 1,400 |
| Persons served by AIDS drug assistance services | 172 | 129 | 84 | - | - |
| HIV clients linked to medical care | - | 91% | 90% | 93% | 93% |
| Other Communicable Disease Services | \$919 | \$925 | \$926 | \$902 | \$1,038 |
| Patients receiving tuberculosis preventive therapy | 169 | 159 | 155 | 170 | 170 |
| Suspected tuberculosis follow-ups | 166 | 78 | 73 | 90 | 90 |
| Chronic Disease Services | \$116 | \$116 | \$116 | \$113 | \$116 |
| Persons screened for nursing home pre-admission and personal care services | 590 | 636 | 678 | 650 | 700 |
| Primary Health Care Services | \$296 | \$284 | \$198 | \$198 | \$163 |
| Clients served by community partners | 5,527 | 4,434 | 4,048 | 4,833 | 3,585 |

Public Health

Environmental Health

This program enforces state and local codes and regulations designed to protect the public health and safety of all residents of and visitors to the Prince William area. This is accomplished by enforcing regulations pertaining to food, food establishments, day care facilities, hotels, summer camps, campgrounds, swimming pools, private wells, onsite sewage disposal systems, and other environmental health laws. Regulatory activities include permitting, inspections, testing, monitoring, and legal action when voluntary compliance is not achieved.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Food establishments in PWC without founded complaints of food borne illness | 99% | 100% | 100% | 98% | 98% |
| Septic tank owners in compliance with Chesapeake Bay Preservation Act | 73% | 72% | 73% | 75% | 75% |
| Discharge sewage systems in compliance with state regulations | 54% | 67% | 65% | - | - |
| On-site sewage applications completed within 15 days | 95% | 93% | 95% | 95% | 95% |
| Founded health and safety menaces corrected | 89% | 89% | 90% | 90% | 90% |
| Humans potentially exposed to rabies | 563 | 520 | 505 | 550 | 550 |
| Swimming pools in compliance with County code requirements | 85% | 87% | 85% | 90% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| On-site Sewage System Permits and Maintenance | \$224 | \$233 | \$234 | \$227 | \$264 |
| New on-site sewage applications completed | 147 | 115 | 125 | 120 | 125 |
| Septic tank pump-outs assured | 10,940 | 10,763 | 10,959 | 11,000 | 11,200 |
| Water Supply Protection | \$64 | \$64 | \$64 | \$63 | \$64 |
| Well samples collected for bacterial contamination | 129 | 127 | 60 | - | - |
| Repairs to on-site systems (remedial and preventive) | 253 | 276 | 255 | 300 | 300 |
| Inspection Services | \$400 | \$397 | \$353 | \$412 | \$423 |
| Food establishment inspections | 1,580 | 1,727 | 1,636 | 2,100 | 2,100 |
| Swimming pool inspections | 453 | 410 | 201 | 400 | 400 |
| Environmental Complaint Investigations | \$97 | \$97 | \$96 | \$92 | \$94 |
| Total environmental complaints investigated | 250 | 280 | 286 | 270 | 300 |
| Rabies Control | \$73 | \$73 | \$50 | \$48 | \$50 |
| Animal quarantines completed | 540 | 408 | 456 | 500 | 500 |

Public Health

Administration/Emergency Preparedness

The Administration/Emergency Preparedness program integrates state, regional, and local jurisdictions' public health emergency preparedness plans to respond to terrorism and other public health threats. In addition, this program supports the ability of hospitals and health care systems to prepare for and respond to bioterrorism and other public health and health care emergencies. The client base for this program is comprised of all residents of Prince William County and the cities of Manassas and Manassas Park.

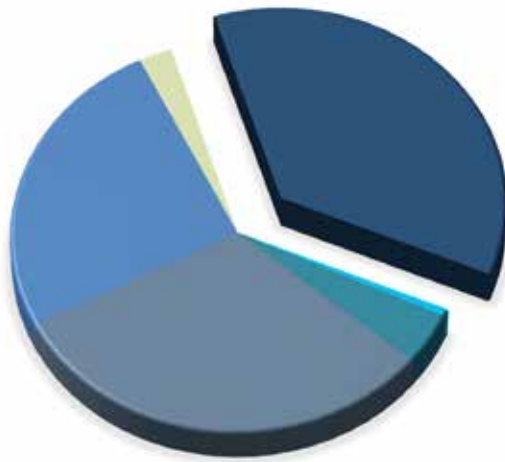
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Community events during which all hazards preparedness education is provided | 25 | 15 | 10 | 20 | 10 |
| Customers reporting that they received the information or services they needed | 97% | 98% | 99% | 98% | 98% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Leadership and Management Oversight/Emergency Preparedness | \$168 | \$171 | \$158 | \$154 | \$162 |
| Public Health events that require emergency response plan activation | 4 | 2 | 3 | - | - |
| Medical Reserve Corps volunteers | 598 | 663 | 419 | - | - |
| Deployable Medical Reserve Corps volunteers | 396 | 425 | 384 | 496 | 425 |
| Emergency response exercises conducted in collaboration with outside partners | 2 | 2 | 3 | 2 | 3 |
| State and County fees for services collected | \$843,515 | \$950,485 | \$983,111 | \$1.0M | \$1.0M |

Social Services

Mission Statement

Enhance the quality of life in Prince William County by affording individuals and families the support, protection, and safety necessary to enable them to build self-reliant lives.



Human Services Expenditure Budget:
\$140,735,572

Expenditure Budget:
\$50,955,900

\$

36.2% of Human Services

Program:

- Protective Services: \$4,819,743
- Family Services: \$7,860,724
- Benefits, Employment & Child Care: \$11,625,166
- Homeless Services: \$3,045,363
- Youth Residential Services: \$7,228,331
- At-Risk Youth & Family Services: \$13,663,663
- Agency Administration: \$2,712,909

Mandates

Prince William County is required by the state to establish a local board of social services to provide foster care, adoption, adoption assistance, child-protective services, domestic violence services, adult services, adult protective service, or any other service mandates adopted by the State Board of Social Services. The Department of Social Services provides these mandated services.

State Code: [63.2-1503](#); 22 Virginia Administrative Code (VAC) [40-700](#); 22 VAC [40-705](#); 22 VAC [40-720](#); 22 VAC [40-730](#) (Child Protective Services), [32.1-330](#), [63.2-1602](#) and [63.2-1804](#) (Adult Care), [63.2-319](#), [63.2-900](#), [63.2-903](#), [63.2-905](#), [63.2-1105](#), [2.2-5211](#) (Prevention & Assessments and Family Treatment), [2.2-5211](#) and [63.2-905](#) (Foster Care), [63.2-217](#), [63.2-319](#), [63.2-611](#), [63.2-616](#)

Social Services



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Protective Services | \$3,348,947 | \$3,600,373 | \$3,904,267 | \$4,267,646 | \$4,819,743 | 12.94% |
| Family Support Services | \$7,547,393 | \$7,894,089 | \$8,175,660 | \$7,964,855 | \$7,860,724 | (1.31%) |
| Benefits, Employment & Child Care | \$9,704,016 | \$10,520,555 | \$10,695,202 | \$11,182,659 | \$11,625,166 | 3.96% |
| Homeless Services | \$1,791,100 | \$1,995,268 | \$2,219,586 | \$2,457,794 | \$3,045,363 | 23.91% |
| Youth Residential Services | \$5,254,071 | \$5,523,659 | \$5,874,962 | \$6,323,479 | \$7,228,331 | 14.31% |
| At Risk Youth & Family Services | \$6,432,610 | \$8,645,912 | \$9,714,422 | \$8,670,951 | \$13,663,663 | 57.58% |
| Social Services Agency Administration | \$3,609,817 | \$2,648,085 | \$2,367,165 | \$2,556,523 | \$2,712,909 | 6.12% |
| Total Expenditures | \$37,687,955 | \$40,827,941 | \$42,951,265 | \$43,423,906 | \$50,955,900 | 17.35% |

Expenditure by Classification

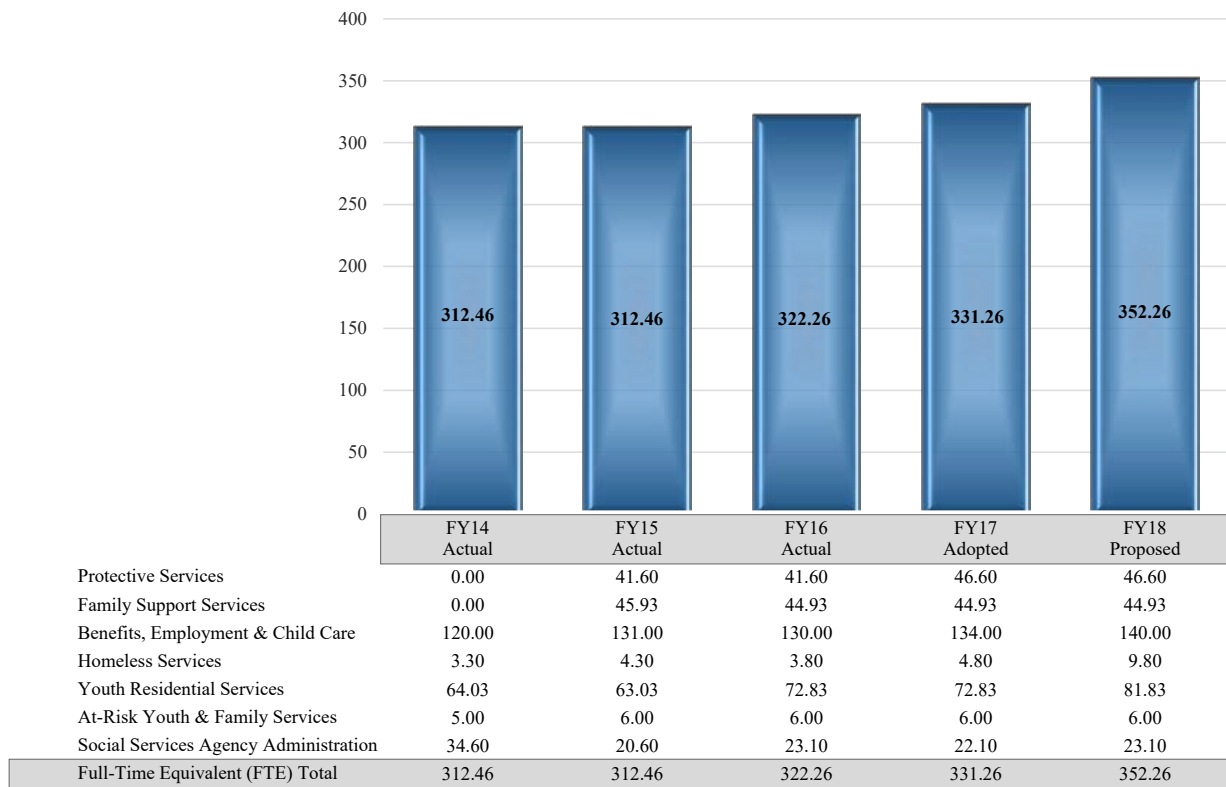
| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| Salaries and Benefits | \$23,408,476 | \$23,781,179 | \$24,929,103 | \$26,828,269 | \$28,784,645 | 7.29% |
| Capital Outlay | \$57,899 | \$72,953 | \$9,196 | \$95,316 | \$85,316 | (10.49%) |
| Contractual Services | \$1,576,321 | \$1,544,838 | \$1,790,143 | \$2,077,847 | \$2,096,688 | 0.91% |
| Internal Services | \$1,230,795 | \$1,287,819 | \$1,268,773 | \$1,097,290 | \$1,235,628 | 12.61% |
| Purchase of Goods & Services | \$10,566,277 | \$13,434,708 | \$14,247,745 | \$13,773,168 | \$19,237,995 | 39.68% |
| Leases & Rentals | \$60,099 | \$61,445 | \$66,655 | \$95,694 | \$95,694 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$1,039,205) | (\$1,039,205) | 0.00% |
| Transfers Out | \$788,088 | \$644,998 | \$639,651 | \$495,527 | \$459,140 | (7.34%) |
| Total Expenditures | \$37,687,955 | \$40,827,941 | \$42,951,265 | \$43,423,906 | \$50,955,900 | 17.35% |

Funding Sources

| | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| Revenue from Federal Government | \$11,039,714 | \$11,983,380 | \$12,884,379 | \$11,040,342 | \$12,224,165 | 10.72% |
| Revenue from Other Localities | \$25,340 | \$15,684 | \$936 | \$12,180 | \$12,180 | 0.00% |
| Miscellaneous Revenue | \$125,102 | \$157,632 | \$221,109 | \$55,900 | \$44,900 | (19.68%) |
| Non-Revenue Receipts | \$0 | \$2,583 | \$1,141 | \$0 | \$0 | 0.00% |
| Charges for Services | \$1,227,593 | \$1,077,186 | \$1,137,308 | \$951,258 | \$951,258 | 0.00% |
| Revenue from Commonwealth | \$8,933,749 | \$10,277,264 | \$11,618,193 | \$11,771,676 | \$16,027,896 | 36.16% |
| Transfers In | \$266,271 | \$274,109 | \$310,803 | \$329,903 | \$327,768 | (0.65%) |
| Total Designated Funding Source | \$21,617,770 | \$23,787,837 | \$26,173,868 | \$24,161,259 | \$29,588,167 | 22.46% |
| Net General Tax Support | \$16,070,185 | \$17,040,104 | \$16,777,396 | \$19,262,647 | \$21,367,733 | 10.93% |
| Net General Tax Support | 42.64% | 41.74% | 39.06% | 44.36% | 41.93% | |

Social Services

Staff History by Program



Future Outlook

Public Assistance Benefits/Employment/Child Care - Statewide, the eligibility and enrollment processes for public assistance benefits continued to be modernized. To be in sync within Prince William County (PWC), benefits teams are undergoing a Quality Improvement initiative to redesign the benefits process. Conversion of all programs to one state system - VaCMS - is being tested and will be fully active by January 1, 2017. Increasing external partnerships to assist employment activities for adults receiving Temporary Aid for Needy Families (TANF) is being explored and expected to expand in FY18. 1,500+ working families whose incomes are 185% or below of the federal poverty levels are currently on the waiting list for subsidized child care.

Protective Services (Child, Adult, and Prevention) - Recognizing the factors that can lead to potential child abuse is critical in preventing abuse from occurring. One such factor is the need for fathers in families at risk of abuse/neglect to receive training and to experience appropriate father-child activities. The Fatherhood Initiative will need to increase its community reach and the number of community partners in order to expand its cultural competency due to demographic changes within PWC. Adult Foster Care (Alternative Caregiver Program for Adults) will become operational in FY17. The first step is underway, which is to recruit alternative caregivers who will welcome adults into their homes. We hope to be fully operational by FY18.

Family Support Services (Foster Care, Family Treatment, Adoption) - The Commonwealth's Fostering Futures Program which changes the approach in supporting youth turning 18 and aging out of foster care became operational July 1, 2016. This coupled with the need for more foster families taking children over the age of 12, is shifting the focus on older youth in foster care. To address this need, marketing materials attracting families for other youth are being used. Some youth in foster care are experiencing longer stays in expensive residential facilities due to difficult behavioral issues which may result from mental illnesses, trauma and/or

Social Services

substance abuse. Treatment for these youth is challenged not only because of the expense, but also because of the dearth of local service providers. More local service providers are needed so that youth can stay closer and may be able to receive treatment while with foster families.

Homeless Services - The Prince William Area Continuum of Care (PWA CoC) recently hired a Homeless Services Consultant to conduct an analysis of the homeless services provided by the PWA CoC. The report noted several areas for service improvement, including providing emergency shelter beds for single males during the non-winter months, and separating the single male population from families with children in existing shelter areas. Further collaboration within the CoC is needed to address these issues. Another service improvement the report identified is the need for a coordinated entry system so that persons who are homeless may find housing without a need for a waitlist. Additionally, services focusing on preventing homelessness and diverting persons who are at risk of homelessness need to be strengthened. The redesign of the Bill Mehr Drop-In Center, completed in January 2017, will provide a more robust program to provide supportive services from a holistic approach and begin to meet some of the prevention and diversion needs identified in the aforementioned report.

No Wrong Door - As mentioned in “Homeless Services” above, a coordinated entry system for persons who are or at risk of being homeless is needed. Coordinated entry is needed throughout Human Services. The local citizenry should be able to access services efficiently whereby all local service providers know where needed services are provided. Persons with complex needs requiring more than one agency should not have to call multiple numbers and required to tell their story multiple times. A good start would be for more coordination among public human services agencies and the development of a coordinated entry system that would include a uniform consent to exchange information and a consolidated assessment.

At-Risk Youth - The Juvenile Detention Center (JDC) will have an assessment in FY17 to discern if the building is in need of renovation or replacement. All programming in local juvenile justice activities are shifting from security to evidence-based treatment practices as prescribed by the Virginia Department of Juvenile Justice (DJJ). This includes the implementation of the Community Placement Program at the JDC which is targeted to begin in FY17 and will keep youth in DJJ custody local at the JDC. At-Risk Youth and Family Services (ARYFS), which provides service planning and funding for services authorized in the Children’s Services Act, will need to consider appropriate and fair funding due to the annual increased need for and costs of special education private day schools and of both education and treatment costs in residential settings.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Department of Social Services (DSS) technology bill increases by \$63,888.
- B. Budget Shift** - \$35,363 has been shifted from other services into the internal service series to support computer upgrades made during FY17.
- C. Transportation Grant** - Federal grant funds received through the Office of Housing and Community Development which provide transportation for homeless individuals to local shelters and from shelters to local service providers will be reduced by \$15,000 in FY18.

Social Services

- D. **Roll FY17 DSS Budget Reconciliation into FY18** - PWC adopted its FY17 budget prior to the County receiving its final FY17 budget allocation from the Virginia DSS. Each year the County must adjust its DSS budget ([BOCS Resolution 16-688](#)) to reflect the actual allocations awarded from all sources. If the funding adjustments are recurring, they are rolled forward into the subsequent fiscal year as part of the annual budget process. The FY17 reconciliation results in a \$685,106 revenue and expenditure budget increase in FY18. The resolution also authorized the creation of 7.5 full-time equivalent (FTE) in FY17. These 7.5 FTE are included in the FY18 DSS FTE count. There is no additional general fund tax support.
- E. **Community Placement Program (CPP)** - In FY16, the Board of County Supervisors authorized the DSS to establish a Memorandum of Understanding with the Virginia Department of Juvenile Justice to create a CPP at the PWC Juvenile Detention Center to serve juveniles closer to their home communities. This resolution ([BOCS Resolution 16-537](#)) results in a \$760,000 revenue and expenditure budget increase in FY18. The resolution also authorized the creation of 9 FTE in FY17. These 9 FTE are included in the FY18 DSS FTE count. There is no additional general fund tax support.
- F. **Transfer of Resources** - In FY18, Community Partner funding in the amount of \$38,059 is being reallocated from the Northern Virginia Family Services (NVFS) HealthLink Program to the NVFS SERVE Program. This funding became available because NVFS has discontinued the HealthLink Program. Funds are being transferred from Public Health, the host agency for NVFS HealthLink. Additionally, NVFS is combining their SERVE Program with their Housing Continuum Services Program.
- G. **Increase Budgeted Revenues** - Based on actual revenues received in prior years, the federal revenue budgeted for DSS has been increased by \$630,000.
- H. **Contractual Cost Increase** - \$15,308 has been shifted from other services to cover an increase to the contractual costs charged for operating the Hilda Barg Homeless Shelter.

Budget Initiatives

A. Budget Initiatives

1. Increase Funding for Mandated Private Day School Placements – ARYFS

| | |
|---------------------|-------------|
| Expenditure | \$5,000,000 |
| Revenue | \$3,293,000 |
| General Fund Impact | \$1,707,000 |
| FTE Positions | 0.00 |

a. **Description** - The initiative provides increased funding to the ARYFS program. These funds are needed to cover increased mandated residential and special education private day school placements. The increased expenditures will be partially offset by state funding.

b. **Service Level Impacts** - Private day school placements will be appropriately funded.

2. Homeless Coordinated Intake and Direct Services

| | |
|---------------------|-----------|
| Expenditure | \$445,640 |
| Revenue | \$75,040 |
| General Fund Impact | \$370,600 |
| FTE Positions | 5.00 |

Social Services

- a. **Description** - The initiative provides increased funding to the Homeless program. These funds will be used to create a centralized, coordinated intake process to serve persons who are homeless or at risk of becoming homeless by providing a single point of entry system. This initiative also provides increased funding to Community Partners to provide rapid rehousing, permanent supportive housing, and homeless prevention. Additionally, classes will support persons in need of improving employment practices, budgeting and other life skill areas. The increased expenditures will be partially offset by federal and state funding.

| Community Partner | Contribution |
|--|------------------|
| Action in the Community through Service (ACTS) | \$29,173 |
| BARN - Transitional Housing | \$29,173 |
| Catholics for Housing | \$29,173 |
| Northern Virginia Family Services (NVFS) - SERVE Shelter | \$58,348 |
| Streetlight Community Outreach Ministries | \$29,173 |
| Total | \$175,040 |

- b. **Service Level Impacts** - An effective coordinated intake system will reduce the number of new homeless cases, reduce length of time households experience homelessness and reduce shelter waitlists. It is estimated that 77 additional persons will be provided rapid rehousing and permanent shelter services. An additional 100 persons will receive prevention and life skill training to prevent homelessness.

Program Summary

Protective Services

Protective Services has two mandated programs, Child Protective Services (CPS) and Adult Protective Services (APS). CPS screens and investigates allegations of abuse/neglect of children under the age of 18 and provides prevention services to raise community awareness of abuse and neglect. APS screens and investigates allegations of abuse/neglect/exploitation of disabled or older adults. APS activities include monitoring public guardianships for incapacitated adults and home visits to determine eligibility for Medicaid-funded long term care in conjunction with the local health district.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Repeat adult abuse and neglect cases | 1% | 1% | 1% | 3% | 2% |
| Repeat child abuse and neglect cases (same child) | 1% | 1% | 4% | 2% | 4% |

Social Services

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| CPS Investigations * | \$2,898 | \$3,105 | \$3,251 | \$3,585 | \$3,611 |
| Reports of alleged child abuse/neglect received by CPS | 4,515 | 4,686 | 4,575 | 4,725 | 4,600 |
| CPS complaints investigated & assessments completed | 2,296 | 2,445 | 2,621 | 2,550 | 2,650 |
| Founded CPS cases | 430 | 410 | 432 | 429 | 445 |
| Average number of days to complete CPS investigations and assessments | 55 | 56 | 60 | 53 | 53 |
| APS Investigations | \$451 | \$495 | \$654 | \$683 | \$1,299 |
| Reports of alleged adult abuse/neglect received by APS | 672 | 697 | 888 | 740 | 740 |
| APS complaints investigated | 478 | 503 | 562 | 550 | 550 |
| Founded APS cases | 135 | 176 | 140 | 200 | 150 |
| Average number of days to complete APS investigations and assessments | 55 | 50 | 50 | 49 | 46 |

* Data collection method used to capture this measure has changed which led to an increase in the FY16 Actuals and the FY18 Proposed percentage.

Family Support Services

Family Support Services provides mandated services that include foster care, treatment, and adoption. Children needing foster care and families needing treatment for being at risk of the ability to maintain family unification are usually first identified by Child Protective Services (Protective Services Division). The well-being and safety of children are the priority of the program and efforts are made to keep families unified.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Repeat child abuse and neglect cases (same child) | 1% | 1% | 4% | 2% | 4% |
| Children in foster care finding permanent homes | 41% | 32% | 79% | 39% | 39% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Foster Care | \$5,122 | \$5,349 | \$5,603 | \$5,372 | \$5,520 |
| Children served in custodial foster care | 169 | 137 | 163 | 125 | 170 |
| Authorized foster care families | 85 | 104 | 92 | 100 | 98 |
| Family Treatment | \$1,030 | \$983 | \$1,016 | \$961 | \$1,080 |
| Families served in family treatment services | 232 | 201 | 225 | 180 | 219 |
| Prevention and Assessments | \$859 | \$1,042 | \$1,096 | \$1,134 | \$1,171 |
| Families served in prevention and assessments | 227 | 208 | 442 | 180 | 455 |
| Clients served with Promoting Safe & Stable Families (PSSF) funding | 291 | 632 | 817 | 675 | 800 |
| Adult Care | \$537 | \$519 | \$461 | \$497 | \$518 |
| Incapacitated adults in the guardianship program | 389 | 410 | 424 | 400 | 450 |
| Medicaid long-term care assessments - Adults | 402 | 527 | 532 | 500 | 560 |
| Medicaid long-term care assessments - Children | 184 | 188 | 139 | 180 | 180 |

Social Services

Benefits, Employment & Child Care

The Benefits, Employment & Child Care Division (BECC) is a multi-dimensional program whose primary focus is promoting self-reliance and prevention of dependency on public assistance. The administration of programs including SNAP (formerly Food Stamps), Medicaid, Temporary Assistance for Needy Families (TANF), Virginia Initiative for Employment Not Welfare (VIEW), and Child Care Assistance contributes to family stabilization. The program serves PWC's residents with the lowest incomes in meeting their basic needs as they move toward achieving economic success.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| TANF participants engaged in work activities | 52% | 44% | 42% | 51% | 47% |
| Medicaid cases reviewed within State mandated time frames (State mandate is 97%) | 98% | 94% | 99% | 97% | 97% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Employment Services | \$1,507 | \$1,264 | \$1,086 | \$1,244 | \$1,430 |
| Persons served in VIEW | 1,029 | 793 | 709 | 800 | 800 |
| Benefits & Child Care | \$7,958 | \$9,006 | \$9,349 | \$9,680 | \$9,834 |
| New applications processed annually (TANF, SNAP and Medicaid) | 31,999 | 31,438 | 26,273 | 30,000 | 27,000 |
| Average number of cases managed per month (TANF, SNAP and Medicaid) | 37,651 | 37,605 | 37,599 | 50,000 | 38,000 |
| Fraud Investigations (SNAP, TANF, | \$239 | \$250 | \$260 | \$259 | \$361 |
| Fraud investigations completed | 400 | 393 | 268 | 400 | 300 |
| Funds recovered and returned to federal/state | \$523,000 | \$397,000 | \$611,168 | \$350,000 | \$500,000 |

Homeless Services

Homeless Services provides contract monitoring for the Hilda Barg Homeless Prevention Center (HPC), a 30-bed shelter for families and single adults that offers comprehensive services including case management, job readiness, mental health counseling, and medical referrals. Homeless Services directly operates the Winter Shelter, a 48-bed overnight shelter open November 1 - March 31 for single adult men and women, that provides safety from extreme winter weather. The Bill Mehr Drop-In Center is operated year-long six days a week. This program provides case management, benefits eligibility, mental health/substance abuse counseling, and partners with community programs to aide in improving life skills and employment prospects. Administrative and financial oversight of the Prince William Area Continuum of Care is another activity in this program.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Utilization of Winter Shelter when temperature is < 32 degrees | 81% | 74% | 85% | 77% | 80% |
| Utilization of HPC | 81% | 84% | 87% | 81% | 85% |
| Point in time homeless count | 445 | 409 | 400 | 390 | 390 |

Social Services

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Overnight Care | \$972 | \$1,034 | \$1,275 | \$1,241 | \$1,911 |
| Substance abuse weekly group attendance (duplicated) | 172 | 110 | 100 | 150 | 110 |
| Referrals for mental health services to Community Services (unduplicated) | 4 | 3 | 17 | 10 | 10 |
| Referrals for benefits (unduplicated) | 31 | 21 | 21 | 30 | 30 |

Youth Residential Services

Youth Residential Services offers the community a balanced approach in providing public safety, accountability, and successful completion of court-ordered programs for at-risk youth. Services range from secure incarceration at the JDC, non-secure residence at the Molinari Juvenile Shelter to home-based supervision through the Pre-Trial Supervision program which also includes electronic monitoring.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Juvenile Pretrial Supervision clients re-offending while in the program | 2% | 3% | 2% | 6% | 2% |
| Molinari Juvenile Shelter Services clients re-offending while in the program | 0% | 3% | 2% | 3% | 3% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Secure Detention | \$3,621 | \$3,940 | \$4,239 | \$4,647 | \$5,535 |
| Juveniles admitted into Secure Detention | 791 | 703 | 642 | 726 | 712 |
| Juvenile Pretrial Supervision | \$410 | \$394 | \$353 | \$395 | \$404 |
| Juveniles admitted into pretrial supervision | 167 | 171 | 171 | 186 | 186 |
| Molinari Juvenile Shelter Services | \$1,223 | \$1,190 | \$1,283 | \$1,281 | \$1,289 |
| Juveniles admitted | 202 | 189 | 194 | 206 | 200 |

Social Services

At-Risk & Family Services

ARYFS is a locally managed interagency program created by the state's Comprehensive Services Act for At-Risk Youth and Families (now known as Children's Services Act). ARYFS serves as a funding resource for the following public agencies in need of additional services for their clients: (1) DSS for Child Protective Services, Foster Care and Adoption Services; (2) School Division for Special Education, Alternative Education, and Student Services; (3) Juvenile Court Services Unit for Probation and Parole; (4) Community Services for mental health treatment needs.

All ARYFS clients struggle with severe disorders and/or dysfunctional families and most have behavioral health diagnoses requiring professional treatment services. All service plan decisions require a collaborative review and approval by a multi-disciplinary Family Assessment and Planning Team (FAPT) staffed by previously listed public agencies, a private provider representative, and a parent representative.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Clients with improved functional assessment score upon case closure | 53% | 61% | 63% | 60% | 65% |
| Parents/guardians participating in inter-agency meetings satisfied with services | 99% | 99% | 97% | 95% | 95% |
| Clients remaining reunified with their families after six months | 100% | 100% | 98% | 95% | 95% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Community-Based Services | \$3,000 | \$4,158 | \$4,414 | \$1,992 | \$6,961 |
| Youth served in community-based services | 721 | 610 | 428 | 660 | 500 |
| Residential Services | \$1,768 | \$2,625 | \$3,576 | \$4,336 | \$4,339 |
| Youth served in residential services | 108 | 95 | 104 | 105 | 110 |
| ARYFS Foster Care | \$1,283 | \$1,516 | \$1,362 | \$1,963 | \$1,964 |
| Youth served in foster care | 169 | 137 | 163 | 125 | 170 |
| ARYFS Administration | \$383 | \$348 | \$363 | \$380 | \$400 |
| Total youth served (unduplicated) | 729 | 624 | 446 | 700 | 520 |

Social Services

Agency Administration

Provide overall leadership, financial management including state and federal grant monitoring, personnel functions, and information technology services for DSS.

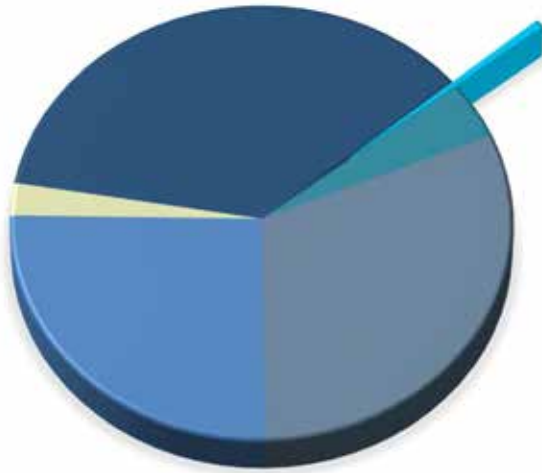
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| I can easily access facilities and services provided by DSS (community survey) | 89% | 89% | - | 90% | - |
| Appropriate facilities & services provided for economically disadvantaged people | - | - | 75% | - | 75% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Social Services Director's Office | \$0 | \$1,024 | \$560 | \$847 | \$887 |
| Technology Support | \$0 | \$229 | \$264 | \$366 | \$386 |
| Personnel Support | \$0 | \$305 | \$304 | \$318 | \$330 |
| Fiscal Support | \$3,575 | \$1,066 | \$1,091 | \$1,026 | \$1,110 |

Virginia Cooperative Extension

Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Tech and Virginia State University, the Commonwealth's land grant university. Building local relationships and collaborative partnerships, we help people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.



Human Services Expenditure Budget:
\$140,735,572

Expenditure Budget:
\$816,491

\$

0.6% of Human Services

Program:

- Nutrition Education: \$33,682
- Environment & Natural Resources: \$200,743
- 4-H Education: \$100,870
- Parent Education: \$177,304
- Financial Education & Housing Counseling: \$303,892

Mandates

Virginia Cooperative Extension, an arm of Virginia Polytechnic Institute and State University, operates under a state mandate to inform the County when agricultural conditions warrant the declaration of a disaster and to provide assistance and information regarding disaster relief programs.

State Code: Section [3.2-503](#)

Virginia Cooperative Extension

Expenditure and Revenue Summary



| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|--|------------------|------------------|------------------|------------------|------------------|---|
| Nutrition | \$30,874 | \$25,508 | \$32,725 | \$31,064 | \$33,682 | 8.43% |
| Environment & Natural Resources | \$181,532 | \$188,351 | \$187,523 | \$180,191 | \$200,743 | 11.41% |
| 4-H Education | \$127,869 | \$131,151 | \$84,456 | \$103,838 | \$100,870 | (2.86%) |
| Parent Education | \$210,147 | \$217,616 | \$220,499 | \$172,378 | \$177,304 | 2.86% |
| Housing & Financial Education & Counseling | \$334,844 | \$297,588 | \$328,685 | \$302,998 | \$303,892 | 0.29% |
| Total Expenditures | \$885,266 | \$860,214 | \$853,888 | \$790,471 | \$816,491 | 3.29% |

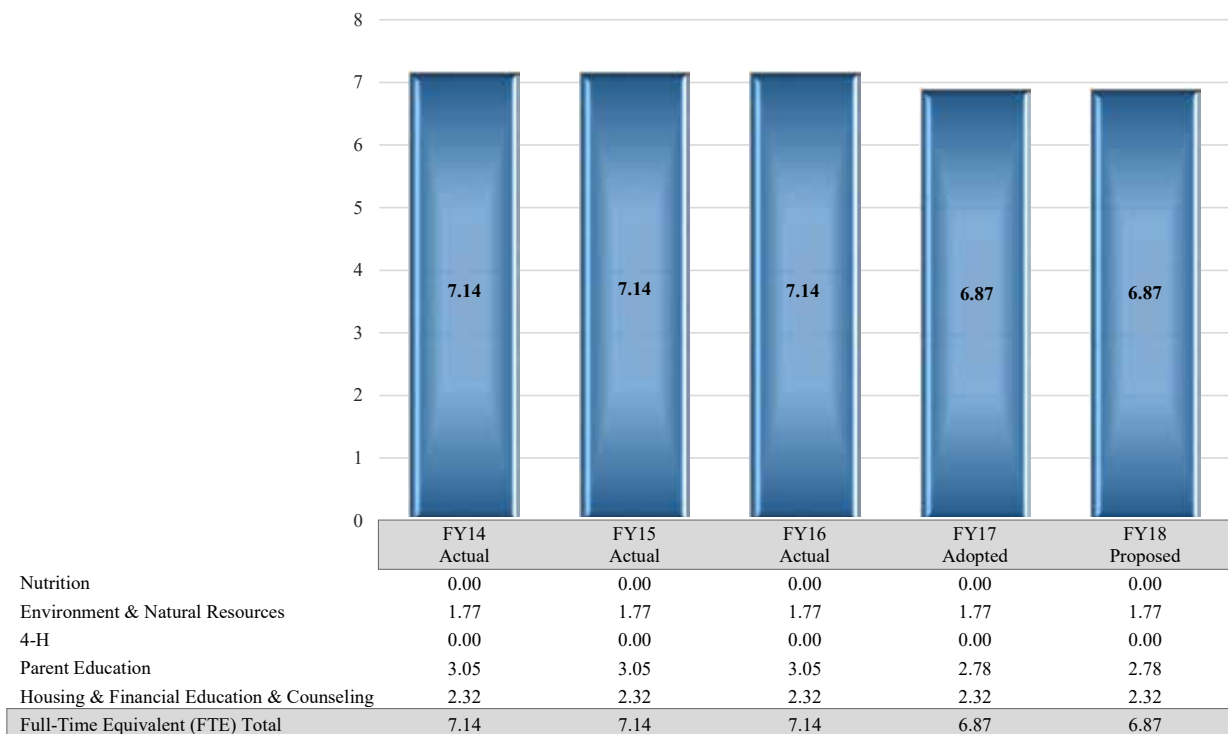
Expenditure by Classification

| | | | | | | |
|------------------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| Salaries and Benefits | \$730,154 | \$717,212 | \$746,081 | \$692,417 | \$699,939 | 1.09% |
| Contractual Services | \$0 | \$224 | \$756 | \$1,650 | \$1,650 | 0.00% |
| Internal Services | \$88,063 | \$81,929 | \$85,431 | \$77,335 | \$80,833 | 4.52% |
| Purchase of Goods & Services | \$67,048 | \$60,849 | \$21,620 | \$39,234 | \$54,234 | 38.23% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$20,165) | (\$20,165) | 0.00% |
| Total Expenditures | \$885,266 | \$860,214 | \$853,888 | \$790,471 | \$816,491 | 3.29% |

Funding Sources

| | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|--------------|
| Revenue from Other Localities | \$97,564 | \$94,200 | \$125,832 | \$89,322 | \$89,322 | 0.00% |
| Miscellaneous Revenue | \$26,153 | \$13,315 | \$0 | \$0 | \$0 | 0.00% |
| Charges for Services | \$16,445 | \$15,835 | \$15,280 | \$10,000 | \$10,000 | 0.00% |
| Revenue from Commonwealth | \$134,045 | \$198,298 | \$140,965 | \$118,000 | \$118,000 | 0.00% |
| Transfers In | \$322,084 | \$330,624 | \$295,772 | \$267,022 | \$267,022 | 0.00% |
| Total Designated Funding Sources | \$596,291 | \$652,272 | \$577,849 | \$484,344 | \$484,344 | 0.00% |
| Net General Tax Support | \$288,975 | \$207,942 | \$276,039 | \$306,127 | \$332,147 | 8.50% |
| Net General Tax Support | 32.64% | 24.17% | 32.33% | 38.73% | 40.68% | |

Staff History by Program



Virginia Cooperative Extension

Future Outlook

4-H - 4-H strengthens and promotes healthy youth development to give young people the capacity to act as responsible citizens and agents of community change. By understanding the complex experiences that youth face and promoting high quality youth leadership development, 4-H helps youth meet the challenges of adolescence and transition to adulthood. Through youth-adult partnerships, the 4-H program connects youth and adults to their communities, preparing them for work and life. The 4-H program is designed to engage youth and adults in intentional, experiential, and inquiry-based learning while providing emerging research to highlight positive youth development. 4-H provides valuable life skill building opportunities for the youth in Prince William County (PWC) who are ages 17 and younger.

Parent Education - National data indicates that families with children under 18 comprise 28.4% of the PWC population and 66% of children under six have all parents working. The average commute is 39 minutes one way to work. These long commutes limit parents' time with their children. This, coupled with long work hours and the changing economy, adds additional stress on the family. In addition, 31% of grandparents in the county are living with and responsible for their grandchildren. While parents may or may not be in the home, differing parenting styles can add more stress to the family. Prince William Virginia Cooperative Extension (VCE) offers classes to support these busy parents and grandparents in raising healthy children who will contribute positively to the community and eliminating abuse and neglect in our community.

Nutrition Education - Health, wellness and nutrition education for youth and adults are crucial topics as evidenced by the VCE 2013 Situation Analysis Survey of community needs. Healthy meals and snacks, access to local food, stretching food dollars, and clean water were topics of high importance to respondents. Working with other public health agencies on collaborative programming is a priority. As the population ages there will be more chronic nutrition-related diseases including the consequences of uncontrolled diabetes, heart disease, cancers, and osteoporosis. Teaching good nutrition, cooking skills, and physical activity to children, teens, young families, middle aged adults, and senior citizens will cumulatively result in healthier individuals and communities.

Environment and Natural Resources - Staff and Master Gardener Volunteers provide horticultural and agricultural technical assistance and educational programs that address water quality issues. Providing certified nutrient management plans and working on a regional level to provide educational programs for pesticide applicators and the green industry assists PWC in meeting the Phase II Watershed Implementation Plan goals. In the future VCE expects an increase in requests for community garden and school garden assistance and technical assistance with the Home Owners Association (HOA) for new and aging landscapes, managing storm water runoff in older neighborhoods, and the need for identification and control recommendations regarding invasive pests and plant problems.

Financial Education and Housing Counseling - In June 2016, the Federal Reserve Household Economic Survey showed that 47% of American households said they would not be able to handle a \$400 emergency without borrowing money or selling something. County households still face underemployment and are seeking new tools to manage their money, decrease debt, increase savings, and improve their personal financial habits. There is also a growing need for financial literacy reaching K-12 students and an increase in outreach efforts to underserved populations and the Hispanic community. The Financial Education & Housing Counseling program expects to see increases in requests for personal financial counseling, which experts predict will grow especially in the area of credit restoration counseling, and financial education. To meet growing demands for housing counseling and education seminars, VCE plans to seek new partnerships, find additional funding sources, and create new collaborations for growing the depth of our services.

Virginia Cooperative Extension

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the VCE technology bill increases by 3,498.
- B. Print Shop Charges** - The FY18 budget includes a \$15,000 increase to cover print shop charges erroneously removed during the development of the FY17 budget.

Program Summary

Nutrition Education

The Nutrition Education program provides education about making food choices to promote health and prevent chronic diseases, childhood obesity, including how to plan and prepare nutritious meals and snacks that fit the family budget. Programs include Chefs Clubs in all PWC middle schools, diabetes education, including Living Well With Diabetes, Eat Healthy Be Active community wellness program for all ages, childcare provider training, food safety, and Supplemental Nutrition Assistance Program (SNAP) education for low income families, individuals, and youth. Staff and trained Master Food volunteers support nutrition programming.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Survey respondents report the adoption of a healthier lifestyle | - | - | 100% | - | - |
| SNAP education program participants improving nutritional intake | 94% | 97% | 100% | 90% | 95% |
| Living Well with Diabetes participants with decreased hemoglobin A1c | 40% | 41% | 84% | 20% | 60% |
| Food safety participants with increased knowledge measured by pre/post-tests | - | - | - | 70% | 70% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Nutrition Education | \$31 | \$26 | \$33 | \$31 | \$34 |
| SNAP education (formerly Smart Choices Nutrition Education Program) participants | 251 | 501 | 1,301 | 1,200 | 1,200 |
| Other nutrition education program participants | 504 | 574 | 561 | 300 | 450 |
| Nutrition Education volunteers | 62 | 32 | 25 | - | - |
| FTE value of volunteers (nutrition education) | - | - | 0.5 | 0.5 | 0.5 |

Virginia Cooperative Extension

Environment & Natural Resources (ENR)

ENR provides educational programs that raise awareness and change behaviors, emphasizing best management practices for sustainable landscape management and water quality protection. Educational activities include classes, hands-on demonstrations, the BEST Lawns lawn education program, and stormwater education conducted by staff and Master Gardener volunteers. Audiences include agricultural producers, the green industry, pesticide applicators, homeowners' associations, citizens, non-profit organizations, and County agencies.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Participants reporting that they adopted recommended water quality practices | 87% | 98% | 100% | 85% | 85% |
| Number of urban nutrient management acres | 65 | 84 | 70 | - | - |
| Environmental ed participants with new knowledge measured by pre/post tests | - | - | - | 85% | 85% |
| BEST Lawn clients implementing practices that improve water quality | - | - | - | 70% | 70% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Environment and Natural Resources | \$182 | \$188 | \$188 | \$180 | \$201 |
| Environmental education participants | 1,067 | 1,220 | 2,064 | 1,200 | 2,000 |
| Environmental education volunteers | 176 | 195 | 179 | - | - |
| Site visits for stormwater management education & community & school gardens | 26 | 20 | 15 | 25 | 20 |
| Calls received through the Horticulture Help Desk | 1,820 | 1,490 | 1,493 | 1,000 | 1,000 |
| Best Lawns urban nutrient management plans written | 212 | - | 281 | 250 | 250 |
| Annual acres covered by Best Lawns nutrient management plans | 65 | 84 | 70 | 75 | 75 |
| FTE value of volunteer hours (ENR) | 9 | 7 | 7 | 7 | 7 |

4-H

4-H assists youth and adults working with those youth, to gain additional knowledge, life skills, and attitudes that will further their development as self-directing, contributing, and productive members of society. PWC 4-H provides youth aged 5-19 with life skill learning opportunities through the delivery models of 4-H community clubs, camps, and in-school and after-school programs. The 4-H Safe at Home, Safe Alone program provides youth with self-care skills needed when parents decide to leave youth home alone. The 4-H Healthy Eating, Active Living program addresses the need for proper sleep, diet, and active living.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Parents reporting that 4-H youth acquire valuable life skills | 98% | 99% | 90% | - | - |
| Healthy Eating Active Living youth with new knowledge measured by pre/post tests | - | - | - | 70% | 70% |
| Safe at Home, Safe Alone youth with new knowledge measured by pre/post tests | 100% | 100% | 94% | 70% | 90% |

Virginia Cooperative Extension

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| 4-H Youth Education | \$128 | \$131 | \$84 | \$104 | \$101 |
| Youth enrolled in 4-H camps and clubs | 803 | 706 | 1,555 | 700 | 700 |
| Youth enrolled in 4-H special interest programs | 71,103 | 58,531 | 54,556 | 50,000 | 50,000 |
| Community service hours contributed by 4-H youth and adults | - | - | - | 7,000 | 7,000 |
| FTE value of volunteer hours (4-H) | - | - | 9.6 | 10.0 | 9.6 |

Parent Education

The Parent Education programs serve all families in our community. Staff and volunteers facilitate classes throughout the community for parents of young children, school-aged children, and teens. In addition, VCE offers a program to parents of adolescents who are either court-involved or at risk of court involvement, and a program for parents who are addressing issues of anger in the home. Facilitators also hold classes at the Adult Detention Center for participants in the Drug Offender Rehabilitation Module (DORM) program, at transitional housing facilities and shelters for homeless families. VCE accomplishes this by working collaboratively with the Department of Social Services, PWC Schools, the Juvenile Court Services Unit, Community Services, and a number of non-profits. Programs are available in English and Spanish.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Participants able to use class information to improve their family situation | 98% | 97% | 97% | - | - |
| DSS clients with no founded abuse/neglect case 1 year after program completion | 100% | 100% | 99% | 95% | 100% |
| At-risk families who don't enter foster care within 1 year of program completion | 100% | 100% | 100% | 95% | 100% |
| Youth without criminal charges 1 year after parents complete JJPP class | - | - | 79% | 75% | 75% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Parent Education | \$210 | \$218 | \$220 | \$172 | \$177 |
| Participants completing Systematic Training for Effective Parenting (STEP) | 259 | 247 | 227 | 230 | 230 |
| Participants completing When Families Get Angry (WFGA) | 75 | 73 | 59 | 80 | 75 |
| Participants completing Juvenile Justice Parenting Program (JJPP) | 18 | 23 | 78 | 90 | 75 |
| Parent Education volunteers | 18 | 23 | 25 | - | - |
| FTE value of volunteer hours (parent education) | - | - | 0.4 | 0.4 | 0.4 |

Virginia Cooperative Extension

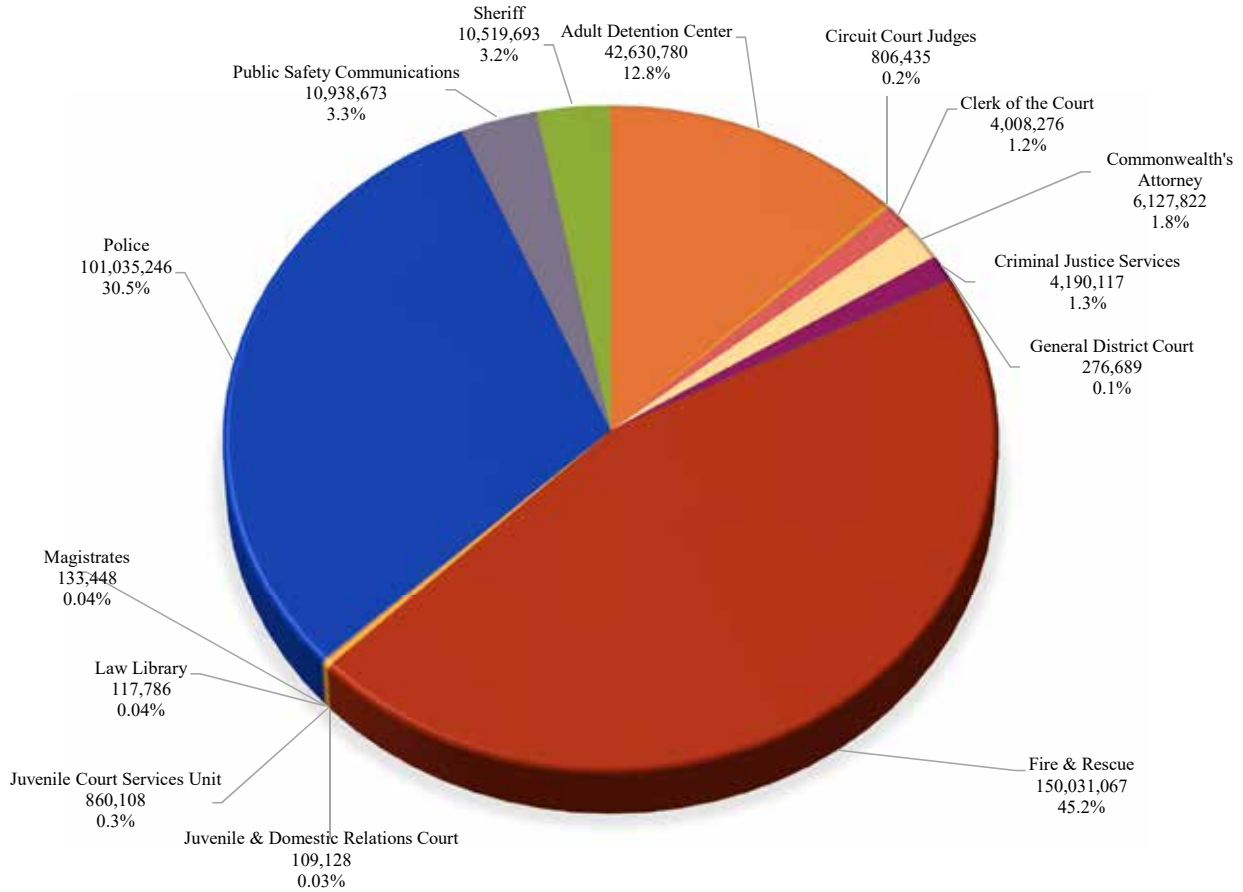
Financial Education & Housing Counseling

Financial Education & Housing Counseling promotes improved personal financial behaviors through research-based classes, counseling, or coaching to develop sound financial practices for improved economic stability. Our Master Financial volunteers lead financial literacy educational programs and offer one-on-one coaching, advising clients on accepted best practices for improved personal financial decision making. Our programs help citizens reach affordable, stable housing goals, including pre-purchase planning, steps to avoid foreclosure, and appropriate options for refinancing or reverse mortgage choices. We help our community members reach their affordable home-ownership goals.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Participants report adopting a spending & savings plan | 50% | 85% | 80% | - | - |
| One-on-one counseling clients reporting an improving financial situation | - | - | - | 75% | 75% |
| Mortgage default clients not losing their homes to foreclosure | 96% | - | 97% | 90% | 90% |
| Clients with increased knowledge measured by pre/post-tests | - | - | - | 85% | 85% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Financial Education and Housing Counseling | \$335 | \$298 | \$329 | \$303 | \$304 |
| Families completing Home Ownership Seminar Series | 161 | 143 | 194 | - | - |
| Housing counseling participants | 255 | 251 | 304 | - | - |
| Households receiving housing counseling | - | - | - | 200 | 200 |
| Clients completing First Time Homebuyer Track | - | - | - | 35 | 35 |
| Clients attending financial literacy class | 109 | - | 529 | 375 | 450 |
| FTE value of volunteer hours (financial education) | - | - | 0.8 | 0.7 | 0.8 |

Public Safety



Public Safety Expenditure Budget: \$331,785,268

The chart above depicts each agency's operating budget only. It does not reflect capital project budgets that may be attributed to agencies.

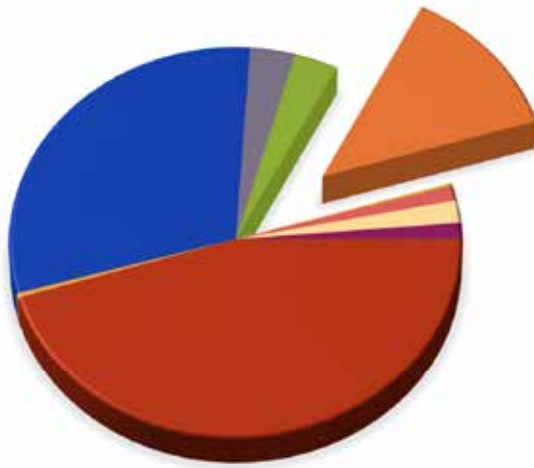
Department & Agencies

- | | | |
|-------------------------------------|--|---------------------------------------|
| ➤ Adult Detention Center | ➤ Fire & Rescue | ➤ Magistrate |
| ➤ Circuit Court Judges | ➤ General District Court | ➤ Police |
| ➤ Clerk of the Circuit Court | ➤ Juvenile & Domestic Relations Court | ➤ Public Safety Communications |
| ➤ Commonwealth's Attorney | ➤ Juvenile Court Service Unit | ➤ Sheriff's Office |
| ➤ Criminal Justice Services | ➤ Law Library | |

Adult Detention Center

Mission Statement

The mission of the Adult Detention Center is to protect the community by providing for the secure, safe, healthful housing of prisoners admitted to the Adult Detention Center; to ensure the safety of Detention Center staff; to conduct rehabilitative programs which reduce the likelihood of recidivism among prisoners released from the Detention Center; and to do these things in as cost effective a manner as possible.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$42,586,548

12.9% of Public Safety

Program:

- Executive Management and Support: \$3,359,911
- Inmate Classification: \$1,449,725
- Inmate Security: \$19,421,937
- Inmate Health Care: \$4,326,871
- Support Services: \$11,698,848
- Inmate Rehabilitation: \$2,329,257

Mandates

The Code of Virginia requires that every county shall have a jail. The Virginia Department of Corrections sets operating standards for all Virginia jails. The Adult Detention Center provides this mandated service. Regional jail boards are mandated through state code. The Adult Detention Center serves as liaison to the Jail Board.

State Code: Section [15.2-1638](#); [53.1-106](#)

Adult Detention Center



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Executive Management and Support | \$3,802,513 | \$4,099,313 | \$3,540,555 | \$4,355,918 | \$3,359,911 | (22.87%) |
| Inmate Classification | \$851,600 | \$1,020,945 | \$1,342,469 | \$1,396,827 | \$1,449,725 | 3.79% |
| Inmate Security | \$21,110,713 | \$18,478,949 | \$18,104,225 | \$18,231,695 | \$19,421,937 | 6.53% |
| Inmate Health Care | \$4,450,935 | \$4,696,850 | \$5,167,928 | \$4,287,506 | \$4,326,871 | 0.92% |
| ADC Support Services | \$12,235,049 | \$12,304,542 | \$12,960,672 | \$10,857,239 | \$11,698,848 | 7.75% |
| Inmate Rehabilitation | \$1,479,609 | \$1,867,752 | \$2,108,454 | \$2,371,781 | \$2,329,257 | (1.79%) |
| Total Expenditures | \$43,930,420 | \$42,468,351 | \$43,224,303 | \$41,500,966 | \$42,586,548 | 2.62% |

Expenditure by Classification

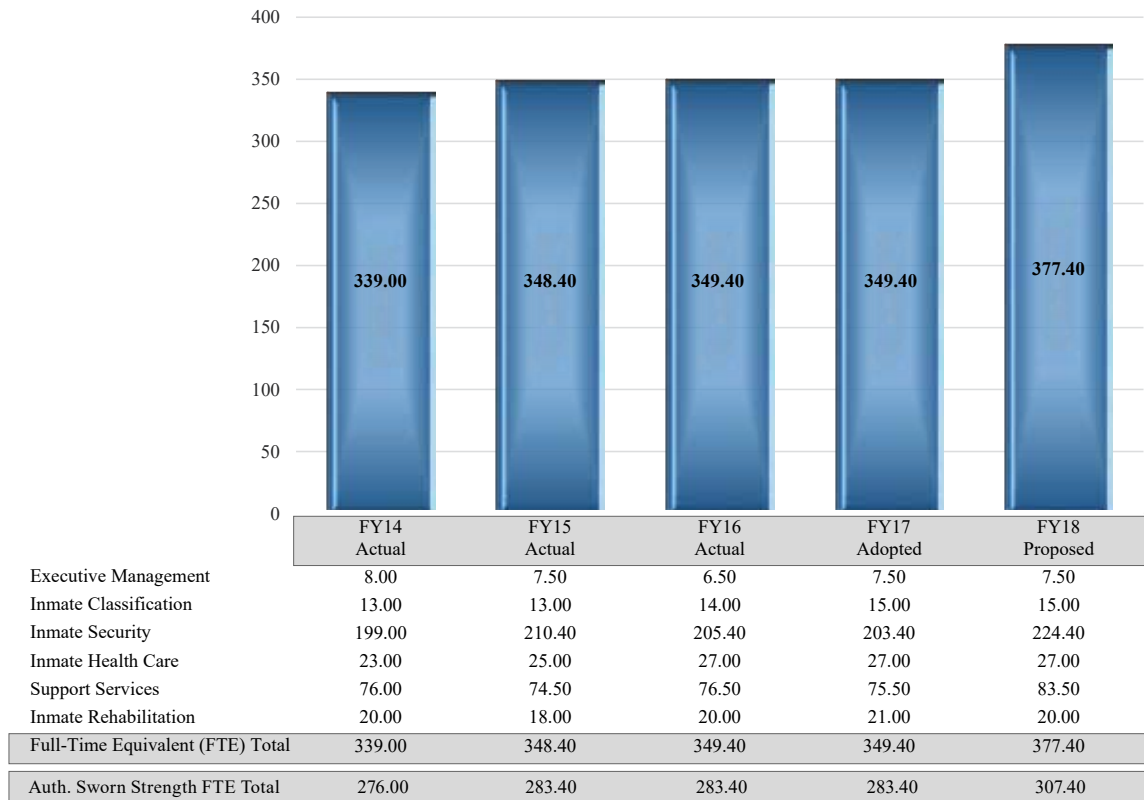
| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Salaries and Benefits | \$28,996,150 | \$29,024,786 | \$30,320,235 | \$30,687,032 | \$32,626,328 | 6.32% |
| Capital Outlay | \$204,350 | \$13,262 | \$61,006 | \$8,000 | \$8,000 | 0.00% |
| Contractual Services | \$6,984,881 | \$6,022,832 | \$4,636,050 | \$3,514,476 | \$2,434,055 | (30.74%) |
| Internal Services | \$1,232,262 | \$1,291,447 | \$1,156,369 | \$1,231,977 | \$1,335,946 | 8.44% |
| Purchase of Goods & Services | \$4,737,370 | \$4,450,713 | \$4,562,869 | \$4,840,770 | \$4,976,967 | 2.81% |
| Leases & Rentals | \$324,064 | \$320,696 | \$281,874 | \$342,517 | \$342,517 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$743,302) | (\$743,302) | 0.00% |
| Transfers Out | \$1,451,343 | \$1,344,616 | \$2,205,900 | \$1,619,496 | \$1,606,037 | (0.83%) |
| Total Expenditures | \$43,930,420 | \$42,468,351 | \$43,224,303 | \$41,500,966 | \$42,586,548 | 2.62% |

Funding Sources

| | | | | | | |
|--|---------------------|---------------------|----------------------|---------------------|---------------------|--------------|
| Revenue from Federal Government | \$496,137 | \$337,578 | \$239,858 | \$382,500 | \$382,500 | 0.00% |
| Use of Money & Property | \$0 | \$0 | \$1,230 | \$0 | \$0 | 0.00% |
| Revenue from Other Localities | \$4,384,332 | \$4,948,056 | \$4,329,670 | \$3,676,570 | \$3,909,573 | 6.34% |
| Miscellaneous Revenue | \$77,150 | \$78,661 | \$74,723 | \$57,020 | \$57,020 | 0.00% |
| Non-Revenue Receipts | \$0 | \$15,483 | \$0 | \$0 | \$0 | 0.00% |
| Charges for Services | \$497,562 | \$533,017 | \$500,936 | \$662,774 | \$662,774 | 0.00% |
| Revenue from Commonwealth | \$10,556,557 | \$10,319,150 | \$11,091,104 | \$9,797,228 | \$9,797,228 | 0.00% |
| Total Designated Funding Sources | \$16,011,738 | \$16,231,945 | \$16,237,522 | \$14,576,092 | \$14,809,095 | 1.60% |
| Net (Increase) Decrease to Fund Balance | \$2,424,190 | (\$585,935) | (\$1,016,140) | \$0 | \$0 | 0.00% |
| Net General Tax Support | \$25,494,492 | \$26,822,342 | \$28,002,921 | \$26,924,874 | \$27,777,453 | 3.17% |
| Net General Tax Support | 58.03% | 63.16% | 64.79% | 64.88% | 65.23% | |

Adult Detention Center

Staff History by Program



Future Outlook

Growth in Inmate Population - The Prince William - Manassas Regional Adult Detention Center (ADC) consists of four facilities with a state-rated inmate capacity of 667 on the Manassas Complex. The system – wide average daily population (ADP) of the ADC has grown from a population of 178 since opening in 1982 to an average of 1,033 in FY16. The number of state responsible inmates has increased at the ADC. The recent closure of state facilities has delayed the transfer of inmates serving state sentences of one year or more to the Virginia prison system.

Available Inmate Housing - Other Virginia jails are used for excess housing above capacity at the current facilities, referred to as “farm-outs.” Housing is managed by “double-bunking,” filling ADC facilities beyond operational/rated capacity to what is termed “management capacity.” Additional staff is used, when necessary, to manage inmate crowding safely and securely.

Peumansend Creek Regional Jail - Since opening in 1999, Prince William County (PWC) has owned beds at the Peumansend Creek Regional Jail (PCRJ). Participating jurisdictions in addition to PWC are the City of Alexandria, City of Richmond, Arlington County, Caroline County, and Loudoun County. Those jurisdictions have decided to vacate the service sharing agreement effective June 30, 2017. The 75 inmates housed at PCRJ will be returned to the ADC by March 31, 2017.

Capital Needs for New and Existing Facilities - Inmate population growth increases both capital and operating costs with the need for additional housing space and repairs of existing facilities. Phase II Expansion, which

Adult Detention Center

adds 204 state-rated beds to the Complex, has been approved by the state legislature. Occupancy is currently scheduled for September 2019. The second and third floors of the Main Jail are in need of repair and replacement of living and security equipment.

Evidence-Based Decision Making - The ADC Staff continue to participate in the Evidence-Based Decision Making (EBDM) project, which involves all components of the local criminal justice system. Through this data-driven initiative, the EBDM participants have identified gaps in the criminal justice system, which involves the ADC, pretrial services, probation and parole, court processes, the Magistrate, local police departments, data processes, and mental health issues. The ultimate objective is to make the community safer and reduce the inmate recidivism rate at the ADC.

General Overview

- A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the ADC technology bill increases by \$29,242.
- B. **Law Enforcement Officers (LEOS) Retirement System** - [BOCS Resolution 99-883](#) authorized the Superintendent and Jail Officers of the ADC to participate in the LEOS retirement program effective January 1, 2000. This program provides retirement benefits substantially equivalent to those of Law Enforcement Officers, Fire Fighters, and State Corrections Officers. Virginia Retirement System (VRS) actuaries calculated that adding this benefit increased the County's contribution rate by 0.63%. Since this percentage is applied against the entire County payroll the FY18 transfer from the ADC will increase by \$79,989 to reflect the increased cost to the general fund.
- C. **Budget Shift** - \$210 has been shifted into the internal service series to support a computer purchase during FY17.
- D. **Withdraw from Membership in the Peumansend Creek Regional Jail Authority** - \$1,032,621 in expenditures for prisoner housing has been removed from ADC's budget. On May 17, 2016, the Board of County Supervisors (BOCS) adopted [BOCS Resolution 16-497](#) withdrawing the County from the Peumansend Creek Regional Jail Authority effective June 30, 2017. Approximately 75 inmates housed at the Peumansend Creek Regional Jail facility will be returned to the ADC's Manassas Complex by March 31, 2017, or sooner if necessary.

Budget Initiatives

A. Budget Initiatives

1. Jail Expansion Phase II - 28 full-time equivalent (FTE) – Inmate Security, Support Services

| | |
|---------------------|-------------|
| Expenditure | \$1,470,490 |
| Revenue | \$161,754 |
| General Fund Impact | \$1,308,736 |
| FTE Positions | 28.00 |

- a. **Description** - This initiative funds the first phase of personnel necessary to staff the 204 bed jail expansion (Phase II) scheduled to open in the third quarter of FY20. Staff will be phased in three

Adult Detention Center

increments (28 FTE – 24 sworn and 4 civilians in FY18; 45 FTE - 36 sworn and 9 civilians in FY19; and 27 FTE – 17 sworn and 10 civilians in FY20) due to limited classroom capacity at the ADC Training Academy and to allow sufficient time to train staff to manage the facility. Programmatically by FY20, 62 staff will be assigned to security operations, 6 to inmate classification, 9 to medical, 9 to support services and 14 to civilian operations. Funding includes radios, guns, ammunition, uniforms, operating supplies for the facility, and inmates and vehicles.

The ADC has consistently exceeded state rated operational capacities over the past several years. In FY16 the percentage of use by building was as follows: Central Jail 152%, Main Jail 200%, Iron Building (work release center) 102%, and Modular Jail 87%. Portions of the Modular Jail were closed during the fiscal year while repairs were completed.

Funding the ADC is shared with the City of Manassas based on the percentage of prisoner days. The County's annualized costs for 28 FTE will require an additional \$605,863 in general fund support in FY19.

- b. **Service Level Impacts** - The average daily inmate population at the Manassas Complex is projected to be at the maximum management capacity of 1,040 inmates per day in FY18. This number fluctuates based on the amount of inmates in special housing (mentally ill, security risks). Until the 204 expansion is operational, increases in inmate population above management capacity will be met by placing inmates in other local or regional jails. These additional inmates are due to projected inmate population growth and returning inmates that are now housed in other local or regional jails.

B. Budget Reductions

1. Reduction in Prisoner Housing (Farmout) Costs – Executive Management

| | |
|---------------------|------------|
| Expenditure | (\$91,250) |
| Revenue | (\$10,038) |
| General Fund Impact | (\$81,212) |
| FTE Positions | 0.00 |

- a. **Description** - \$91,250 has been removed from the ADC budget for prisoner housing (farmouts). The remaining amount (\$456,250) will fund an average daily population of 25 farmouts per day at an average cost of \$50 per day at other local and regional jails.
- b. **Service Level Impacts** - Existing service levels are maintained.

2. Vehicle Replacements – Inmate Security

| | |
|---------------------|------------|
| Expenditure | (\$97,698) |
| Revenue | (\$10,747) |
| General Fund Impact | (\$86,951) |
| FTE Positions | 0.00 |

- a. **Description** - \$97,698 has been removed from the ADC budget due to a reduction in the programmed vehicle replacement schedule from three vehicles to one vehicle in FY18.
- b. **Service Level Impacts** - Existing service levels are maintained.

Adult Detention Center

Program Summary

Executive Management

The executive management program provides the senior level leadership staff to oversee and efficiently and effectively manage all ADC operations.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Inmates detained without escape | 100% | 100% | 100% | 100% | 100% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Leadership and Management | \$2,616 | \$2,870 | \$2,266 | \$2,851 | \$2,869 |
| Foreign born inmates screened by 287(g) program | 100% | 100% | 100% | 99% | 99% |
| Commitments processed | 11,948 | 11,529 | 10,428 | 11,992 | 11,201 |
| Manassas Complex average daily population | 985 | 980 | 953 | 1,040 | 1,040 |
| Inmates at other local or regional jails | 44 | 64 | 6 | 30 | 56 |
| Planning and Programming | \$193 | \$328 | \$474 | \$472 | \$491 |
| Jail Board reports prepared | 6 | 6 | 6 | 6 | 6 |
| Peumansend Creek Regional Jail Support | \$993 | \$902 | \$801 | \$1,033 | \$0 |
| Peumansend Creek average daily population | 94 | 87 | 74 | 95 | 0 |

Inmate Classification

The inmate classification program systematically and objectively classifies inmates by risk and need into minimum, medium, or maximum security levels for their safe and secure housing.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Inmates properly classified in initial reviews | 98% | 98% | 97% | 98% | 98% |
| Inmates requiring change in classification status after initial assessment | 4% | 6% | 6% | 5% | 5% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Inmate Classification | \$852 | \$1,021 | \$1,342 | \$1,397 | \$1,450 |
| Newly detained inmates classified | 5,231 | 4,938 | 5,802 | 5,482 | 5,520 |
| Number of classification reviews | 11,766 | 12,032 | 12,656 | 12,211 | 12,800 |

Adult Detention Center

Inmate Security

The inmate security program safely and securely houses inmates in the ADC complex and transports inmates as necessary.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Incidents weapon and drug free | 99% | 99% | 99% | 99% | 99% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Inmate Security | \$20,230 | \$17,312 | \$16,692 | \$16,676 | \$17,935 |
| Inmate average daily population (Manassas Complex) | 985 | 980 | 953 | 1,040 | 1,040 |
| Inmate Transportation | \$881 | \$1,167 | \$1,412 | \$1,555 | \$1,487 |
| Transports to and from correctional facilities | 311 | 328 | 238 | 340 | 380 |
| Transports to and from medical, dental and mental health facilities | 885 | 881 | 797 | 850 | 850 |

Inmate Health Care

This program provides in-house and contracted care meeting the minimum level mandated by the state for inmates housed in the ADC complex. It also provides the medicine necessary to provide proper inmate care.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Adherence to state mandated level of health care | Yes | Yes | Yes | Yes | Yes |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| In-house Health Care Services | \$2,145 | \$2,147 | \$2,383 | \$2,414 | \$2,453 |
| Inmates receiving in-house medical treatment annually | 9,440 | 8,994 | 8,084 | 9,700 | 9,000 |
| Inmates receiving prescription drugs | 50% | 46% | 46% | 45% | 45% |
| Contract Health Care Service | \$2,306 | \$2,550 | \$2,784 | \$1,874 | \$1,874 |
| Inmates referred for treatment to contractual doctor, dentist or psychiatrist | 3,737 | 3,591 | 3,152 | 3,700 | 3,400 |

Support Services

This program provides resources necessary to feed inmates, maintain the complex facilities, perform intake and release functions, and maintain inmate records. This program also includes the human resource functions of hiring and training ADC personnel and providing information systems support for ADC operations.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Error free inmate release rate | 99% | 99% | 99% | 100% | 100% |
| Staff meeting training requirements | 100% | 100% | 100% | 100% | 100% |

Adult Detention Center

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Food Services | \$2,159 | \$2,076 | \$2,095 | \$1,978 | \$2,048 |
| Meals served monthly | 93,085 | 96,304 | 96,927 | 98,574 | 98,574 |
| Maintenance Support | \$5,327 | \$3,883 | \$3,319 | \$1,651 | \$1,687 |
| Maintenance calls | 2,597 | 2,456 | 2,185 | 2,800 | 2,400 |
| Booking/Release/Records Management Services | \$1,106 | \$2,876 | \$3,483 | \$3,452 | \$3,625 |
| Inmates released | 11,993 | 11,529 | 10,365 | 12,005 | 11,150 |
| Inmates committed | 11,950 | 11,576 | 10,428 | 11,992 | 11,201 |
| Administration/Finance/Human Resources/Information | \$3,643 | \$3,470 | \$4,064 | \$3,776 | \$4,339 |
| Required training events completed | 442 | 461 | 937 | 828 | 830 |

Inmate Rehabilitation

The inmate rehabilitation program operates and manages the work release program which allows inmates the opportunity to hold a job. It also provides oversight to all other rehabilitative programs such as religion and General Equivalency Diploma (GED).

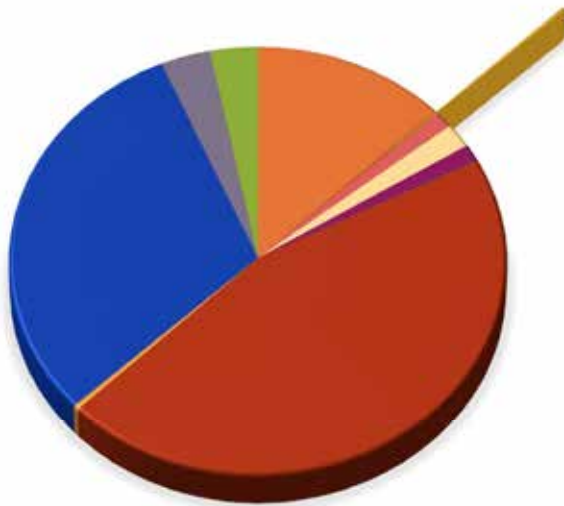
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Work release participants who successfully complete program | 77% | 70% | 80% | 75% | 75% |
| Work release participants who do not reoffend | 67% | 68% | 69% | 65% | 65% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Work Release | \$1,255 | \$1,582 | \$1,794 | \$2,072 | \$2,018 |
| Average daily population of participants in work release program | 68 | 72 | 66 | 75 | 75 |
| Rehabilitation Services | \$225 | \$286 | \$314 | \$300 | \$311 |
| Inmates who take the GED test and graduate | 21 | 18 | 7 | 25 | 22 |
| Participants in substance abuse treatment program | 64 | 83 | 81 | 70 | 75 |

Circuit Court Judges

Mission Statement

The 31st Judicial Circuit Court has general trial court jurisdiction, including acting as an appellate court for the General District and Juvenile and Domestic Relations Courts, and is a separate and distinct branch of government. (Article I, Section 5, Constitution of Virginia)



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$806,435

0.2% of Public Safety

Program:

- Circuit Court Judges \$806,435



Mandates

The Code of Virginia requires that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#)

Circuit Court Judges

Expenditure and Revenue Summary

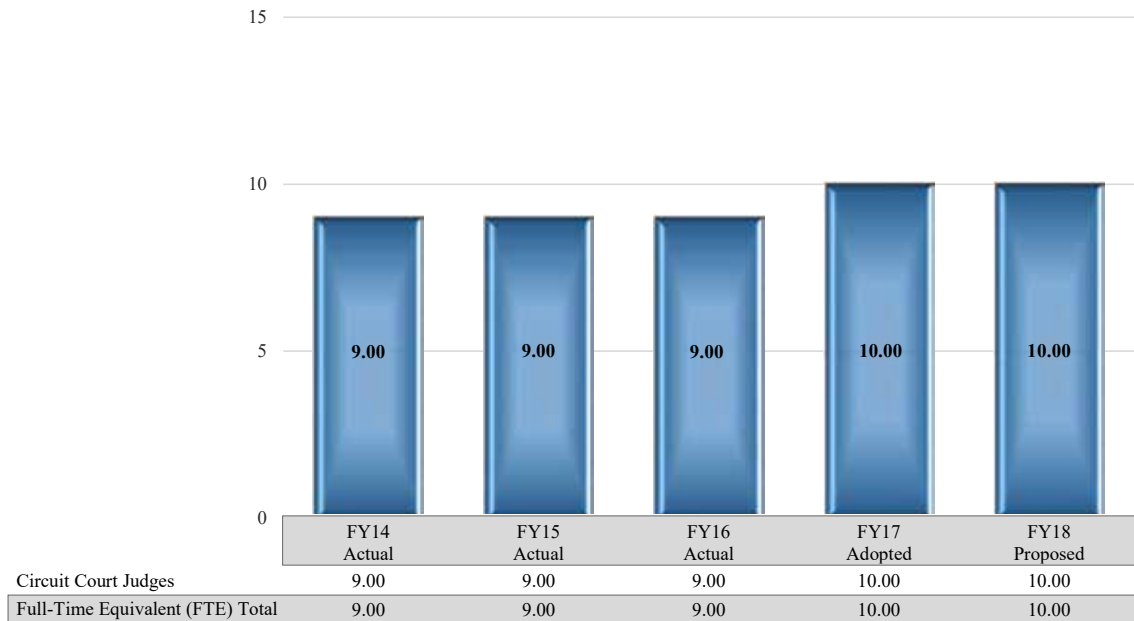


| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------------------|
| Circuit Court Judges Chambers | \$660,813 | \$656,243 | \$776,856 | \$770,186 | \$806,435 | 4.71% |
| Total Expenditures | \$660,813 | \$656,243 | \$776,856 | \$770,186 | \$806,435 | 4.71% |

Expenditure by Classification

| | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|--------------|
| Salaries and Benefits | \$614,666 | \$605,350 | \$724,936 | \$705,466 | \$740,720 | 5.00% |
| Contractual Services | \$0 | \$0 | \$40 | \$550 | \$550 | 0.00% |
| Internal Services | \$24,627 | \$25,447 | \$26,471 | \$26,383 | \$27,378 | 3.77% |
| Purchase of Goods & Services | \$19,754 | \$23,225 | \$23,285 | \$35,583 | \$35,583 | 0.00% |
| Leases & Rentals | \$1,766 | \$2,221 | \$2,124 | \$2,204 | \$2,204 | 0.00% |
| Total Expenditures | \$660,813 | \$656,243 | \$776,856 | \$770,186 | \$806,435 | 4.71% |
| Total Designated Funding Sources | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Net General Tax Support | \$660,813 | \$656,243 | \$776,856 | \$770,186 | \$806,435 | 4.71% |
| Net General Tax Support | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | |

Staff History by Program



Circuit Court Judges

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Circuit Court Judges technology bill increases by \$995.

Program Summary

Circuit Court Judges

The 31st Judicial Circuit Court has general trial court jurisdiction, as well as appellate for General District and Juvenile & Domestic Relations Court. It is a separate and distinct branch of government. Circuit Court in Virginia decides the most serious cases in each jurisdiction presiding over criminal and civil cases. The 31st Judicial Circuit currently has six full-time judges.

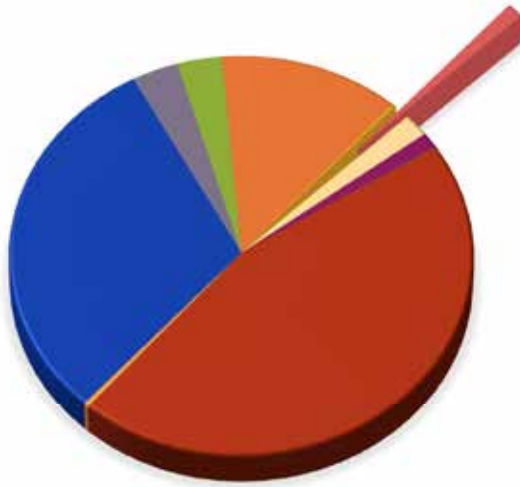
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Annual Criminal Disposition percentage | - | 98.7% | - | 98.0% | 98.0% |
| Annual Civil Disposition percentage | - | 99.0% | - | 98.0% | 95.0% |
| Annual Misc Disposition percentage | - | 22.3% | - | 33.0% | 92.0% |
| Annual Special Case Activities Disposition percentage | - | 92.5% | - | 95.0% | 92.0% |
| Total Average Annual Disposition rate | - | 78.1% | - | 82.0% | 95.0% |
| Annual Clearance Rates | - | 75.8% | - | 80.0% | 95.0% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Court Case Docket Management and Administrative Support | \$661 | \$656 | \$777 | \$770 | \$806 |
| Cases per Circuit Court Judge | 3,183 | 3,020 | 3,047 | 3,000 | 3,200 |
| Cost per case concluded | \$54 | \$47 | \$43 | \$45 | \$42 |

Clerk of the Court

Mission Statement

The mission of the Clerk of the Circuit Court is to provide professional judicial and administrative services to the citizens of Prince William County, the Cities of Manassas and Manassas Park and to the six Circuit Court Judges; to record and preserve legally significant documents in an accurate and efficient manner; and to assist citizens with access to the judicial system to more expeditiously allow for the redress of their grievances and resolution of their disputes.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$4,008,276

\$

1.2% of Public Safety

Program:

- Executive Administration: \$670,113
- Court Administration: \$2,364,015
- Records Administration: \$974,148

Mandates

Each Virginia County with a circuit court is required to have an elected Clerk of the Court.

State Code: [15.2-1634](#)

Clerk of the Court

Expenditure and Revenue Summary



| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------------|
| Executive Administration | \$628,295 | \$633,486 | \$650,849 | \$644,612 | \$670,113 | 3.96% |
| Court Administration | \$1,927,388 | \$2,069,297 | \$2,119,094 | \$2,354,592 | \$2,364,015 | 0.40% |
| Records Administration | \$1,194,972 | \$1,088,426 | \$1,136,476 | \$953,221 | \$974,148 | 2.20% |
| Total Expenditures | \$3,750,655 | \$3,791,209 | \$3,906,419 | \$3,952,424 | \$4,008,276 | 1.41% |

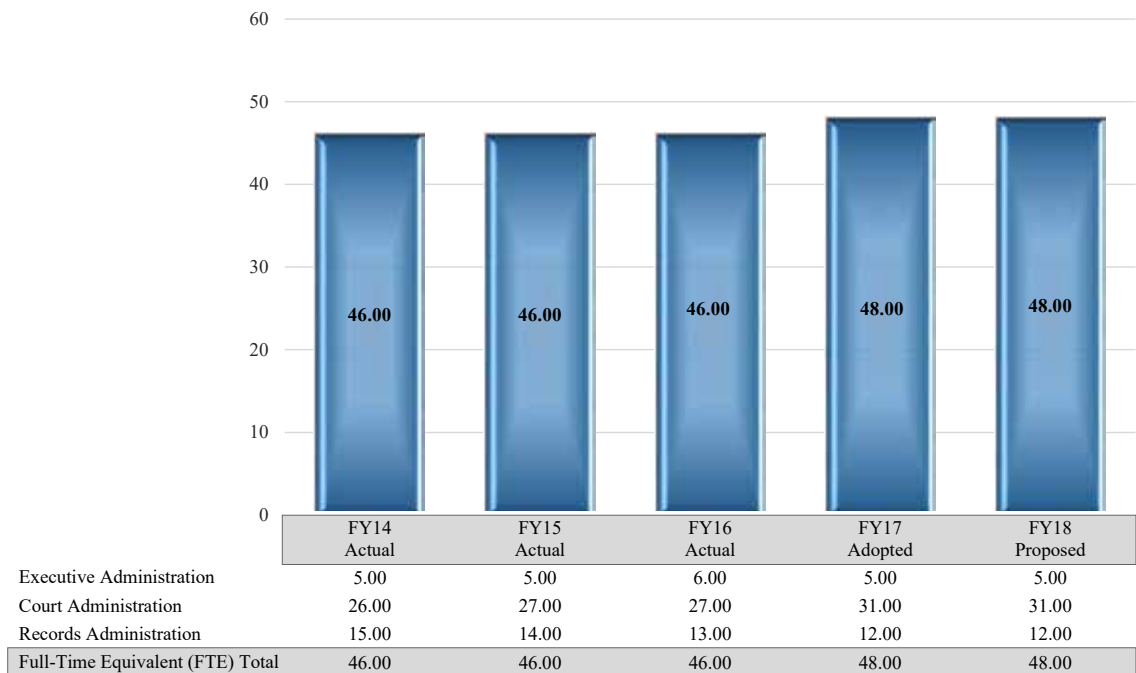
Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$3,106,757 | \$3,170,450 | \$3,345,648 | \$3,509,091 | \$3,584,055 | 2.14% |
| Capital Outlay | \$5,399 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Contractual Services | \$309,345 | \$372,075 | \$325,223 | \$280,613 | \$254,477 | (9.31%) |
| Internal Services | \$154,388 | \$155,358 | \$155,865 | \$133,982 | \$150,456 | 12.30% |
| Purchase of Goods & Services | \$162,080 | \$82,576 | \$69,117 | \$113,913 | \$104,463 | (8.30%) |
| Leases & Rentals | \$12,687 | \$10,750 | \$10,566 | \$11,500 | \$11,500 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$96,675) | (\$96,675) | 0.00% |
| Total Expenditures | \$3,750,655 | \$3,791,209 | \$3,906,419 | \$3,952,424 | \$4,008,276 | 1.41% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Fines & Forfeitures | \$22,102 | \$29,055 | \$23,419 | \$24,500 | \$24,500 | 0.00% |
| Use of Money & Property | \$2,696 | \$3,398 | \$4,010 | \$2,300 | \$2,300 | 0.00% |
| Revenue from Other Localities | \$586,539 | \$456,516 | \$440,496 | \$618,052 | \$618,052 | 0.00% |
| Charges for Services | \$2,981,033 | \$3,255,953 | \$1,046,344 | \$1,036,541 | \$1,036,541 | 0.00% |
| Revenue from Commonwealth | \$241,109 | \$50,881 | \$1,792,412 | \$1,488,303 | \$1,488,303 | 0.00% |
| Transfers In | \$131,167 | \$131,167 | \$131,167 | \$131,167 | \$131,167 | 0.00% |
| Total Designated Funding Sources | \$3,964,646 | \$3,926,970 | \$3,437,849 | \$3,300,863 | \$3,300,863 | 0.00% |
| Net General Tax Support | (\$213,991) | (\$135,761) | \$468,570 | \$651,561 | \$707,413 | 8.57% |
| Net General Tax Support | 5.71% | 3.58% | 11.99% | 16.49% | 17.65% | |

Staff History by Program



Clerk of the Court

Future Outlook

The Clerk of Circuit Court will continue to become more responsive to citizens and make records more accessible by enhancing technological systems and collaborative relationships. In support of this, the Clerk of the Circuit Court will complete the project of digitizing all records back to 1731.

General Overview

- A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Clerk of the Circuit Court technology bill increases by \$16,474.
- B. **One-Time Reductions** - \$27,710 has been removed from the Clerk of the Circuit Court FY18 budget for non-recurring expenditures associated with positions added to the department in FY16 and FY17.

Program Summary

Executive Administration

Serve the Clerk with clerical, payroll and computer support, human resources, bookkeeping, budget, and purchasing functions.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Respond to calls and emails within 1 and letters within 3 business days | 97% | 96% | 97% | 96% | 97% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Administration Services | \$628 | \$633 | \$651 | \$645 | \$670 |
| Administration Services | 141,230 | 130,834 | 145,982 | 136,000 | 140,000 |

Clerk of the Court

Court Administration

Handle all case filings in the Circuit Court, including civil and criminal cases and appeals; provide jurors for civil and criminal cases. Coordinate payments and ensure that jurors are chosen fairly and represent a valid cross-section of the community. Citizens are also provided with probate services, including dispositions of estates and appointment of guardians.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Respond to calls and emails within 1 and letters within 3 business days | 97% | 96% | 97% | 96% | 97% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Court Case Management | \$1,927 | \$2,069 | \$2,119 | \$2,355 | \$2,364 |
| Circuit Court cases commenced | 16,423 | 16,343 | 18,499 | 16,400 | 18,000 |

Records Administration

Record all land transactions in the County including deeds and mortgages. Provide services to County citizens including marriage licenses, notary oaths, and registration of trade names. Maintain and safeguard historical records such as court case information and genealogical data and provide public access to these records.

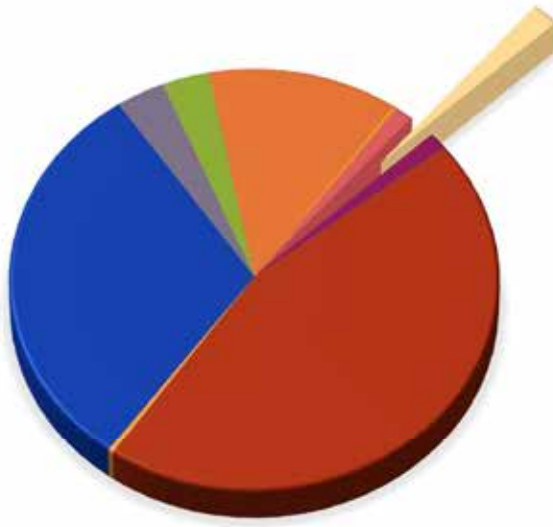
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Respond to calls and emails within 1 and letters within 3 business days | 97% | 96% | 97% | 96% | 97% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Land Records and Public Service Center | \$1,195 | \$1,088 | \$1,136 | \$953 | \$974 |
| Land records and public service documents processed | 99,863 | 90,048 | 100,389 | 95,000 | 100,000 |

Commonwealth's Attorney

Mission Statement

The Commonwealth's Attorney will prosecute all felony cases for Prince William County, the Cities of Manassas and Manassas Park, Towns of Dumfries, Haymarket, Quantico and Occoquan and prosecute misdemeanor and traffic offenses for Prince William County and the City of Manassas. We will review criminal investigations and render legal opinions and advice, all within the guidelines established by the State Supreme Court. We will continue to provide services to the community by maintaining the victim witness program which provides victims and witnesses of crimes with support, guidance, and information concerning the criminal justice system and to provide assistance with restitution and support services as needed.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$6,127,822

1.8% of Public Safety

Program:

- Commonwealth's Attorney/Legal:
\$5,261,281
- Victim/Witness Support Program:
\$866,540

Mandates

The Office of the Commonwealth's Attorney is authorized in the Constitution of Virginia, Article VII, Section 4. The Code of Virginia provides that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county. Victim witness services are also mandated in the state code.

State Code: [15.2-1638](#); [19.2-11.01](#)

Commonwealth's Attorney



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| Commonwealth's Attorney/Legal | \$4,651,083 | \$4,698,407 | \$4,894,984 | \$5,004,631 | \$5,261,281 | 5.13% |
| Victim Witness Support Program | \$487,156 | \$511,817 | \$526,036 | \$556,379 | \$866,540 | 55.75% |
| Total Expenditures | \$5,138,238 | \$5,210,225 | \$5,421,020 | \$5,561,010 | \$6,127,822 | 10.19% |

Expenditure by Classification

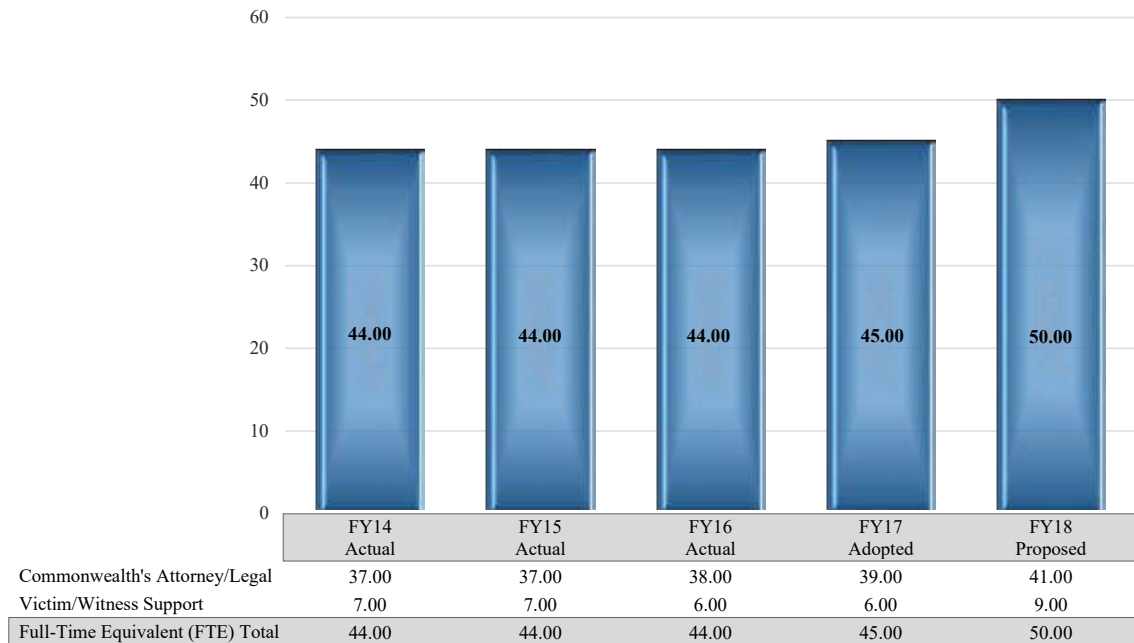
| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| Salaries and Benefits | \$4,798,234 | \$4,911,144 | \$5,128,147 | \$5,420,690 | \$5,869,529 | 8.28% |
| Capital Outlay | \$0 | \$0 | \$0 | \$337 | \$337 | 0.00% |
| Contractual Services | \$35,676 | \$20,492 | \$2,254 | \$4,000 | \$48,557 | 1,113.93% |
| Internal Services | \$154,958 | \$164,951 | \$169,435 | \$147,095 | \$164,259 | 11.67% |
| Purchase of Goods & Services | \$138,705 | \$101,822 | \$108,355 | \$108,842 | \$150,094 | 37.90% |
| Leases & Rentals | \$10,000 | \$11,815 | \$12,683 | \$15,611 | \$30,611 | 96.09% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$135,565) | (\$135,565) | 0.00% |
| Transfers Out | \$666 | \$0 | \$147 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$5,138,238 | \$5,210,225 | \$5,421,020 | \$5,561,010 | \$6,127,822 | 10.19% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| Revenue from Federal Government | \$164,924 | \$177,712 | \$191,629 | \$177,712 | \$177,712 | 0.00% |
| Use of Money & Property | \$6,460 | \$4,861 | \$6,802 | \$0 | \$0 | 0.00% |
| Revenue from Other Localities | \$274,005 | \$332,352 | \$343,428 | \$278,351 | \$278,351 | 0.00% |
| Miscellaneous Revenue | \$0 | \$0 | \$0 | \$35,971 | \$35,971 | 0.00% |
| Charges for Services | \$137,292 | \$72,250 | \$18,834 | \$89,143 | \$89,143 | 0.00% |
| Revenue from Commonwealth | \$1,801,406 | \$1,824,113 | \$1,914,155 | \$1,900,278 | \$1,955,415 | 2.90% |
| Transfers In | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Total Designated Funding Sources | \$2,384,087 | \$2,411,288 | \$2,474,848 | \$2,481,455 | \$2,536,592 | 0.00% |
| Net General Tax Support | \$2,754,152 | \$2,798,937 | \$2,946,171 | \$3,079,555 | \$3,591,230 | 16.62% |
| Net General Tax Support | 53.60% | 53.72% | 54.35% | 55.38% | 58.61% | |

Commonwealth's Attorney

Staff History by Program



Future Outlook

Staffing Standards - The increase in police staffing standards and additional sworn officers will have a direct impact on the number of felony, misdemeanor and traffic cases within the various levels of the Court System. The increase in staff will help offset the daily workload that will arise from the additional case load and increase work product. The request for one (1) additional full-time Assistant Commonwealth Attorney and one (1) Paralegal position will assist with the immediate increase in the daily dockets/case load and administrative dues created by the appointment of two new Judges.

Technology/Equipment - The increase case load will have a negative impact on the current equipment standards within the office. The State Compensation Board no longer funds equipment replacement, therefore the Court will have to backfill this funding. Several of the network printers will be obsolete in the near future and will require replacement.

Facility/Space Issues - The office has grown to 24 full-time Attorneys, ten Support Staff, one in-house detective, and seven full time Victim/Witness Advocates, with an additional three new full-time grant positions and at least two or three interns. Five attorneys and one support staff have been relocated to a separate office outside of the courthouse to accommodate the growing needs. The Victim/Witness Office is at a third location. Additional meeting/conference room space is necessary to provide adequate meeting space for all parties. One large conference room also serves as a law library and storage for electronic courtroom equipment. One small conference room, which can accommodate up to six individuals, is not an ideal meeting space for meetings between prosecutors, officers, witnesses, victims and their family members, and a victim/witness advocate. It would be beneficial to the entire office to have one location within the courthouse or in a relatively close proximity to the courthouse for efficiency in performing the day to day duties including the necessary appearance before judges, meeting with defense counsel, law enforcement agencies, victims/witness as well as inmates.

Commonwealth's Attorney

General Overview

- A. **Increase State Funding for Victim Witness Assistance Program** - This item provides an additional \$271,726 in ongoing revenue support for the Victim Witness Assistance Program. This addition includes three FTE, adopted in [BOCS Resolution 16-686](#) on, September 6, 2016.
- B. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Commonwealth's Attorney technology bill increases by \$5,018.

Budget Initiatives

A. Budget Initiatives

1. Add One Assistant Commonwealth Attorney and One Paralegal – Legal Program

| | |
|---------------------|-----------|
| Expenditure | \$170,702 |
| Revenue | \$24,924 |
| General Fund Impact | \$145,778 |
| FTE Positions | 2.00 |

- a. **Description** - This item adds one Assistant Commonwealth Attorney and a Paralegal position to support the implementation of the Police body-worn camera program. These positions will support any increases in workload due to this initiative.
- b. **Service Level Impacts** - Existing service levels are maintained.

Program Summary

Commonwealth's Attorney/Legal

The Office of the Commonwealth's Attorney is responsible for the prosecution of all criminal offenses occurring within Prince William County and the Cities of Manassas and Manassas Park. In addition, the Office reviews criminal investigations, certain election matters, conflicts of interest matters and renders legal opinions and advice, all within the guidelines established by the State Supreme Court.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Crime rate | 14.5 | 15.6 | 14.7 | 24.0 | 14.5 |
| Juvenile criminal arrests as percentage of overall arrests | 9.5% | 11.9% | 12.8% | 10.7% | 13.1% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Legal/Executive Management Support | \$4,651 | \$4,698 | \$4,895 | \$5,005 | \$5,261 |
| Felony cases prosecuted/Grand Jury indictments processed | 9,028 | 5,319 | 5,308 | 7,750 | 6,000 |
| Misdemeanors and traffic cases prosecuted | 85,898 | 85,980 | 84,317 | 86,000 | 86,000 |

Commonwealth's Attorney

Victim/Witness Support

The Victim Witness Assistance Program assists victims and witnesses of crime by providing support, guidance, and information concerning the criminal justice system. This includes assistance with restitution, notification, and support services as needed.

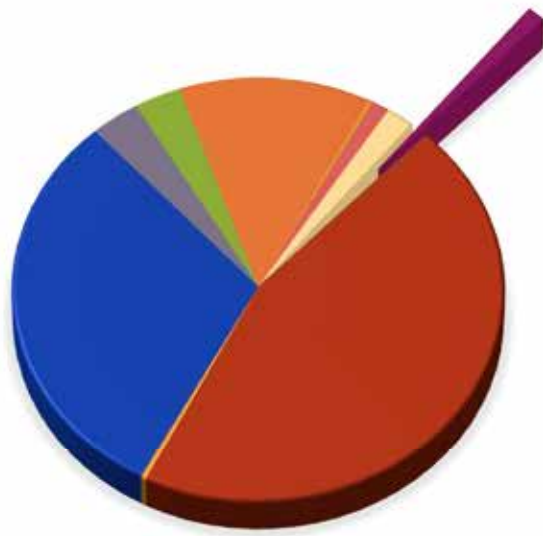
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Crime rate | 14.5 | 15.6 | 14.7 | 24.0 | 14.5 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Victim/Witness Support | \$310 | \$332 | \$342 | \$366 | \$379 |
| Clients served | 6,687 | 6,726 | 7,498 | 6,850 | 8,200 |
| Cost per client | 72.85 | 76.09 | 70.16 | 80.35 | 108.89 |
| Sexual Assault Victims Advocacy Service (SAVAS) | \$177 | \$180 | \$184 | \$191 | \$514 |
| Total SAVAS clients | 899 | 1,083 | 1,095 | 1,000 | 1,000 |
| New SAVAS clients | 452 | 488 | 688 | 475 | 500 |

Criminal Justice Services

Mission Statement

Prince William County Office of Criminal Justice Services promotes public safety by reducing recidivism. We serve the courts and community by providing efficient, effective, innovative assessment and supervision programs that empower clients to achieve success and improve individual growth.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$4,190,117

\$

1.3% of Public Safety

Program:

- Criminal Justice Support: \$496,321
- Community Supervision: \$3,693,797

Mandates

Prince William County is mandated to provide pretrial detention alternatives and post-disposition punishment alternatives on a systematic local and regional basis as a condition of having received jail construction assistance from the state. The Office of Criminal Justice Services provides these mandated services. The establishment of a Community Criminal Justice Board is mandated by [Section 53.1-183](#) of the Code of Virginia. Criminal Justice Services serves as the liaison to this advisory board.

State Code: (Pretrial Services Program) [19.2-152.2](#) thru [19.2-152.7](#) and [53.1-82.1](#); [19.2-152.4:3](#); (Comprehensive Community Corrections Program) [53.1-82.1](#) and [9.1-173](#) thru [9.1-183](#); (Offender Eligibility) [19.2-303](#)

Criminal Justice Services

Expenditure and Revenue Summary



| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------------|
| Criminal Justice Support | \$504,041 | \$546,141 | \$512,138 | \$488,918 | \$496,321 | 1.51% |
| Community Supervision | \$2,839,272 | \$2,855,199 | \$3,052,165 | \$3,468,375 | \$3,693,797 | 6.50% |
| Total Expenditures | \$3,343,313 | \$3,401,340 | \$3,564,303 | \$3,957,294 | \$4,190,117 | 5.88% |

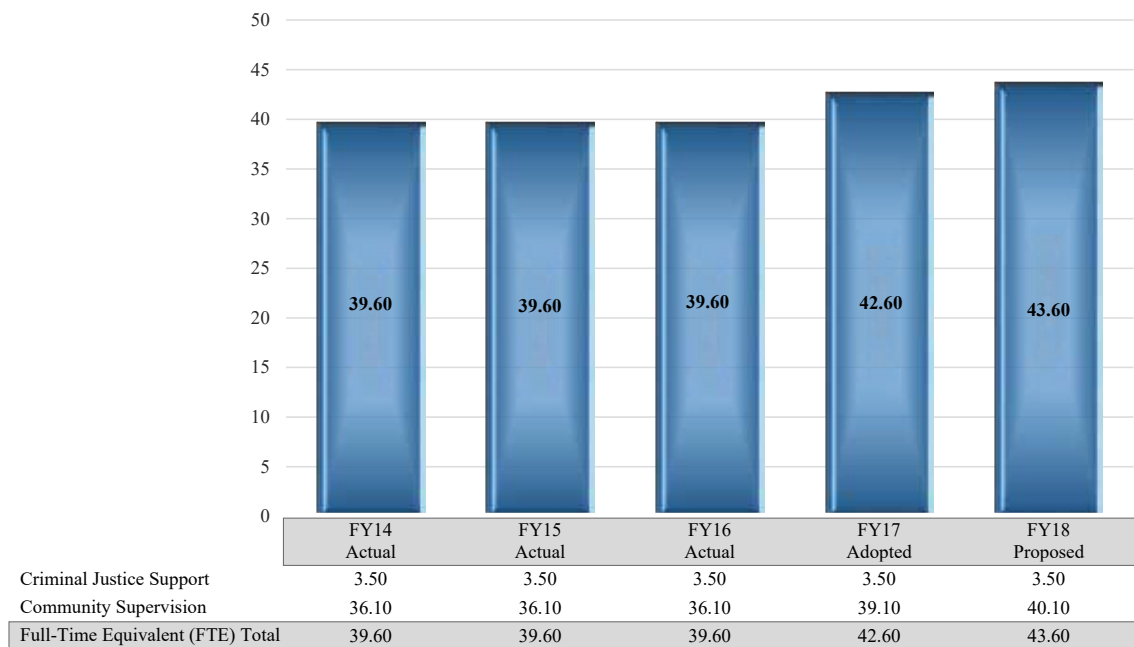
Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Salaries and Benefits | \$2,807,936 | \$2,840,211 | \$3,033,839 | \$3,375,654 | \$3,597,018 | 6.56% |
| Contractual Services | \$105,741 | \$103,959 | \$108,552 | \$235,062 | \$235,062 | 0.00% |
| Internal Services | \$159,370 | \$179,625 | \$170,210 | \$161,928 | \$170,500 | 5.29% |
| Purchase of Goods & Services | \$250,375 | \$238,323 | \$237,582 | \$263,692 | \$266,579 | 1.09% |
| Leases & Rentals | \$6,580 | \$6,908 | \$6,931 | \$7,383 | \$7,383 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$86,425) | (\$86,425) | 0.00% |
| Transfers Out | \$13,311 | \$32,315 | \$7,190 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$3,343,313 | \$3,401,340 | \$3,564,303 | \$3,957,294 | \$4,190,117 | 5.88% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Revenue from Federal Government | \$46,970 | \$15,618 | \$39,044 | \$31,235 | \$31,235 | 0.00% |
| Revenue from Other Localities | \$256,207 | \$246,860 | \$201,078 | \$123,481 | \$123,481 | 0.00% |
| Charges for Services | \$135,834 | \$142,821 | \$128,576 | \$197,458 | \$197,458 | 0.00% |
| Revenue from Commonwealth | \$1,028,772 | \$999,107 | \$1,041,622 | \$1,028,759 | \$1,028,759 | 0.00% |
| Transfers In | \$0 | \$0 | \$91,825 | \$0 | \$0 | 0.00% |
| Total Designated Funding Sources | \$1,467,783 | \$1,404,406 | \$1,502,145 | \$1,380,933 | \$1,380,933 | 0.00% |
| Net General Tax Support | \$1,875,529 | \$1,996,935 | \$2,062,158 | \$2,576,361 | \$2,809,184 | 9.04% |
| Net General Tax Support | 56.10% | 58.71% | 57.86% | 65.10% | 67.04% | |

Staff History by Program



Criminal Justice Services

Future Outlook

Risk Assessment Tools - Research-based risk assessment tools, such as the Virginia Pretrial Risk Assessment Instrument, which measures the likelihood that a defendant will appear for court dates and reoffend pending trial, are amongst the most powerful means of delivering effective interventions and alternatives to incarceration to court-involved persons. Use of these tools will aid Criminal Justice Services (OCJS) in addressing the population growth in the Adult Detention Center (ADC) and judicial workload.

Evidence-Based Research Reduces Repeat Criminal Behaviors - It is vital that resources be maximized and used to the greatest benefit. Decisions and organizational practices will be determined empirically based on insights from the best available research and data in the field.

Through Evidence-Based Decision Making, OCJS and criminal justice stakeholders will ensure that decisions are made with the greatest likelihood of positive outcomes in all facets of the criminal justice system.

Decisions will be made with the primary goal of reducing harm and preventing the likelihood of recidivism:

1. Pretrial defendants who likely pose no risk to the community will be served through pretrial or other programs without compromising public safety.
2. Individuals with a mental illness who are involved in the justice system will be diverted to suitable services when appropriate

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the OCJS technology bill increases by \$5,391.

Budget Initiatives

A. Budget Initiatives

1. Add One Division Chief for Pre/Post Trial Supervision – Community Supervision Program

| | |
|---------------------|-----------|
| Expenditure | \$140,736 |
| Revenue | \$0 |
| General Fund Impact | \$140,736 |
| FTE Positions | 1.00 |

a. Description - The proposed addition of this Division Chief will manage all Community Supervision program services and serve as a back-up for the Director. This position will be responsible for critical, detailed work involving the supervision of several correctional programs, using analytical and statistical services, criminal justice policy development and system level activities working with multiple internal County departments and other jurisdictions.

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

Criminal Justice Services

Program Summary

Criminal Justice Support

The program includes the agency administration, vital to the agency's mission of enhancing public safety. In addition, the program assists with local criminal justice system planning by serving as staff to the Community Criminal Justice Board (CCJB), manages state and federal grants that support offender supervision services and domestic violence programs, as well as other special project grants. It serves as liaison to Volunteer Prince William (VPW), which supervises community service placements. The program provides for monitoring and reporting on protective orders for domestic violence cases and serves as a clearinghouse and coordinator for local domestic violence resources and special activities.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Closed cases not returning to court on violation | 99% | 99% | 96% | 96% | 96% |
| Program participants satisfied with services | 90% | 90% | 90% | 92% | 92% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Local Criminal Justice Support | \$414 | \$452 | \$416 | \$392 | \$396 |
| Community service placements | 682 | 526 | 550 | 580 | 580 |
| Community Domestic Violence Coordination | \$90 | \$94 | \$96 | \$97 | \$100 |
| Final protective orders tracked | 254 | 283 | 263 | 255 | 260 |

Community Supervision

Provides community assessment and supervision of pretrial defendants and post-trial offenders for the court. The program has adopted and integrated evidence-based practices that address risk, needs, and responsiveness. These practices include assessments and interventions that are proven to enhance public safety by ensuring the appearance in court of pretrial defendants and reducing the risk of repeat offenders.

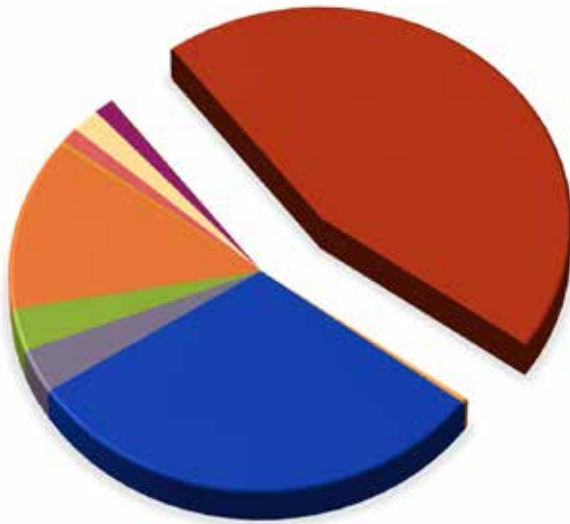
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Pretrial cases closed in compliance with court conditions of release | 88% | 84% | 81% | 87% | 84% |
| Successful completion of service placements | 87% | 86% | 87% | 90% | 87% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Pretrial Defendant Supervision | \$1,063 | \$1,028 | \$1,201 | \$1,560 | \$1,638 |
| Pretrial interviews completed | 3,109 | 2,813 | 3,103 | 3,157 | 3,157 |
| Average cases supervised per day | 276 | 352 | 410 | 250 | 450 |
| Post-trial Offender Supervision | \$1,777 | \$1,828 | \$1,851 | \$1,908 | \$2,056 |
| Placement services provided | 2,873 | 2,622 | 2,055 | 2,905 | 2,500 |
| Average stay (# of days) per offender | 255 | 255 | 254 | 260 | 260 |

Fire & Rescue

Mission Statement

The mission of Fire & Rescue is to protect lives, property, and the environment through timely, professional, humanitarian services essential to the health, safety, and well-being of the community.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$150,031,067

\$

45.3% of Public Safety

Program:

- Operations: \$89,395,260
- Office of the Chief: \$1,499,782
- Community Safety: \$4,676,916
- Systems Support: \$33,981,958
- Station/Company Operating Service: \$20,477,152

Mandates

The County operates under a state mandate to maintain an agency of emergency management in accordance with state disaster preparedness plans and programs. The Department of Fire & Rescue provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Fire & Rescue service has responsibility.

State Code: [44-146.19](#)

County Code: Chapter 3 ([Amusements](#)), Chapter 5 ([Smoke Detectors](#)), Chapter 7 ([Emergency Services](#)), Chapter 9 ([Fire Prevention and Protection](#)), Chapter 12 ([Massage Establishments](#)), Chapter 32 ([Zoning](#))

Fire & Rescue



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|------------------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|---|
| Operations | \$56,425,995 | \$57,626,537 | \$67,890,127 | \$75,084,347 | \$89,395,260 | 19.06% |
| Office of the Chief | \$1,112,787 | \$1,136,058 | \$1,527,306 | \$1,456,859 | \$1,499,782 | 2.95% |
| Community Safety | \$4,353,510 | \$4,674,365 | \$5,800,769 | \$4,391,257 | \$4,676,916 | 6.51% |
| System Support | \$22,613,402 | \$28,105,753 | \$19,626,715 | \$27,946,688 | \$33,981,958 | 21.60% |
| Station/Company Operating Services | \$14,336,375 | \$15,561,622 | \$23,165,480 | \$18,250,719 | \$20,477,152 | 10.87% |
| Total Expenditures | \$98,842,071 | \$107,104,334 | \$118,010,397 | \$127,129,870 | \$150,031,067 | 18.01% |

Expenditure by Classification

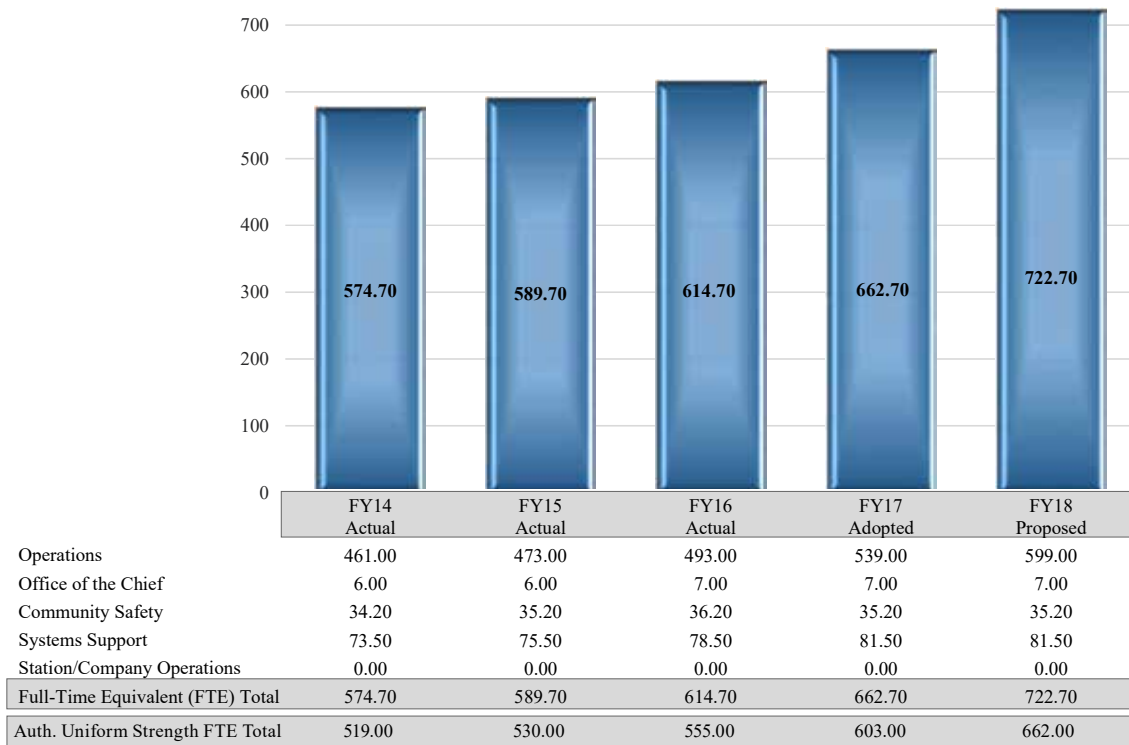
| | | | | | | |
|------------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| Salaries and Benefits | \$59,255,657 | \$60,399,697 | \$64,956,891 | \$75,353,302 | \$79,603,307 | 5.64% |
| Capital Outlay | \$3,266,068 | \$4,059,549 | \$11,022,356 | \$5,711,034 | \$6,575,929 | 15.14% |
| Contractual Services | \$5,873,976 | \$6,114,615 | \$7,826,502 | \$7,608,871 | \$8,330,556 | 9.48% |
| Debt Maintenance | \$277,538 | \$352,714 | \$325,004 | \$326,013 | \$280,585 | (13.93%) |
| Internal Services | \$7,505,891 | \$8,784,914 | \$9,532,348 | \$7,956,154 | \$8,476,133 | 6.54% |
| Purchase of Goods & Services | \$12,374,227 | \$11,216,188 | \$10,442,450 | \$14,434,249 | \$15,898,859 | 10.15% |
| Leases & Rentals | \$313,158 | \$238,363 | \$222,293 | \$312,621 | \$329,017 | 5.24% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$4,514,427) | (\$1,161,739) | (74.27%) |
| Transfers Out | \$9,975,556 | \$15,938,295 | \$13,682,553 | \$19,942,053 | \$31,698,420 | 58.95% |
| Total Expenditures | \$98,842,071 | \$107,104,334 | \$118,010,397 | \$127,129,870 | \$150,031,067 | 18.01% |

Funding Sources

| | | | | | | |
|---|----------------------|----------------------|----------------------|---------------------|---------------------|---------------|
| Revenue from Federal Government | \$495,247 | \$554,957 | \$372,470 | \$0 | \$0 | 0.00% |
| Permits & Fees | \$511,040 | \$469,687 | \$525,847 | \$569,286 | \$569,286 | 0.00% |
| Use of Money & Property | \$1,927,124 | \$1,744,812 | \$2,467,607 | \$1,005,000 | \$1,005,000 | 0.00% |
| Revenue from Other Localities | \$0 | \$0 | \$38,801 | \$0 | \$0 | 0.00% |
| Miscellaneous Revenue | \$146,984 | \$82,571 | \$73,910 | \$512 | \$512 | 0.00% |
| Non-Revenue Receipts | \$629,363 | \$74,200 | \$135,851 | \$0 | \$0 | 0.00% |
| Other Local Taxes | \$0 | \$0 | \$0 | \$0 | \$100,000 | 0.00% |
| General Property Taxes | \$31,800,570 | \$33,951,983 | \$37,148,703 | \$38,170,000 | \$45,190,239 | 18.39% |
| Charges for Services | \$5,473,561 | \$5,564,377 | \$5,937,015 | \$6,211,845 | \$6,211,845 | 0.00% |
| Revenue from Commonwealth | \$1,873,348 | \$1,827,345 | \$1,647,813 | \$1,256,001 | \$1,256,001 | 0.00% |
| Transfers In | \$7,211,496 | \$14,568,093 | \$12,001,721 | \$16,975,759 | \$23,618,170 | 39.13% |
| Total Designated Funding Sources | \$50,068,732 | \$58,838,024 | \$60,349,739 | \$64,188,403 | \$77,951,053 | 21.44% |
| Use/(Contribution) of Fund Balance | (\$9,920,849) | (\$9,565,395) | (\$2,760,667) | \$4,436,429 | \$8,709,550 | 96.32% |
| Net General Tax Support | \$58,694,188 | \$57,831,705 | \$60,421,324 | \$58,505,037 | \$63,370,464 | 8.32% |
| Net General Tax Support | 59.38% | 54.00% | 51.20% | 46.02% | 42.24% | |

Fire & Rescue

Staff History by Program



Future Outlook

Service Achievement Goals - The DFR Staffing Plan addresses system response and staffing achievement goals and any service deficiencies by providing dedicated staff for emergency apparatus and to support Department and system needs. The Fire and Rescue Association (FRA) continues to analyze GIS, workload and response data, and unit staffing coverage to determine the appropriate resources needed to meet current and future service demands, including determination of annual career staffing requirements and modification of the staffing plan. There are challenges in meeting service response and on-scene resource requirements due to many factors including call volume, workload of existing units, inadequate number of fire stations and units and lack of units staffed 24/7. In addition, volunteer companies have had difficulty in fulfilling their staffing requirements, thus necessitating conversion to career staffing based on financial resource availability. This trend is forecasted to continue and had led to the inclusion of 172 uniform personnel in the FY17-21 Five Year Plan. The state of volunteer providers, call volume and response data will determine the need for additional uniform personnel and system infrastructure in the future.

Fire & Rescue

Effective Firefighting Force & Resource Requirements - Fire studies have proven firefighting crew size has a substantial effect on the ability to protect lives and property. Increasing engine company minimum staffing from three to four through restoration of a multi-year staffing initiative will increase the engine's operational time to task efficiency, capabilities, and improve citizen and firefighter safety. In addition, incidents have become more complex and the system must address local and regional events and threats including homeland security, active shooter and mass casualty situations which necessitate a greater degree of specialized training, equipment, and additional units, personnel and infrastructure to meet the demands of the world in which we now live and position we hold in the National Capital Region.

There are two primary Operations work schedules in PWC: Monday-Friday daytime units and 24/7 units. Approximately 76% of Operations personnel are assigned to the 24-hour schedule and only one career chief officer is on-duty nights, weekends and holidays to provide supervision, battalion officer response and handle emergent issues during the 24-hour work environment. Increasing career command officer coverage 24/7 will improve span of control, supervision and management, and emergency operations. In addition, additional infrastructure is needed to support the needs of service providers and the provision of 24/7 emergency response in the complex environment in which we operate.

Comprehensive Plan Standard/Construction of New Fire & Rescue Stations - The Comprehensive Plan establishes workload and response time standards to maintain a safe community reducing loss of life, injury and property loss. The goal is to efficiently provide fire and rescue service that ensures timely responses throughout the County. The location and need of newly constructed F&R stations is based on a comprehensive analysis to determine the optimal coverage. To ensure the greatest level of service to the community, each new station will be county operated and have at a minimum a 24/7 engine company and medic unit staffed by career personnel. The current need is eight new stations based on existing population, residential and commercial infrastructure and station workload and response times. Deployment locations will be determined by the priority level of the type of unit staffed, incident volume and response time. To meet the demands of the growing community new F&R stations should be planned and budgeted every other year.

Public Safety Training Academy Expansion - An expansion of the Public Safety Training Academy facility is needed to accommodate the growing needs/training requirements of public safety agencies. A Master Plan Space Study completed in 2005 identifies the need for an additional 250,000 square foot of facility space. The needed space includes classrooms, administrative space, auditorium, high bay, residential burn building, fuel facility, expanded firearms range(s), Public Works hub and building mock-up. In addition, land acquisition is needed to support this expansion. A fuel facility and additional parking are needed to support the daily activity at the center.

Healthcare Evolution - The Patient Protection and Affordable Health Care Act of 2010 places emphasis on preventative health care and for patients to access the healthcare system in the most cost effective manner. The law leverages Medicare and Medicaid funding to incentivize change to mental and physical healthcare to include EMS. With evolving health insurance mandates and incentives, opportunities to make innovative improvements to the EMS model including on-scene treatment, new transport modes and preventative care may become available.

Fire & Rescue

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Fire & Rescue technology bill increases by \$197,504.
- B. Increase in Retention Supplement** - Uniform Fire & Rescue employees receive an annual retention supplement after completing two years of employment. In the past, uniform personnel with tenure between two and nine years received an annual supplement equal to 3% of their base salary and those with ten years or more received a 5% annual supplement. In FY17, the County Executive increased the retention supplement for all fire personnel to 5% after two years of employment. The annual amount is capped at \$5,367. The Fire & Rescue retention supplement budget increased \$478,284 in FY18 to \$2,112,838.
- C. Five-Year Staffing Plan** - Below is a summary of the staffing initiatives included in the Five-Year Plan. The initiatives shaded in blue are funded by the fire levy.

| GF/FL | Description | FTE | FY18 | FY19 | FY20 | FY21 | FY22 |
|-------|---|------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| GF | FY18 - F&R Station 22 Medic Unit & Captain* | 13 | \$1,207,457 | \$1,921,945 | \$1,921,945 | \$1,921,945 | \$1,921,945 |
| FL | FY18 - 24-Hour Battalion Chiefs | 5 | \$875,606 | \$664,745 | \$664,745 | \$664,745 | \$664,745 |
| GF | FY18 - 24-Hour Truck (west) | 21 | \$2,410,639 | \$2,148,369 | \$2,148,369 | \$2,148,369 | \$2,148,369 |
| FL | FY18 - 24-Hour Engine 1/2 year* | 10 | \$903,116 | \$1,423,422 | \$1,423,422 | \$1,423,422 | \$1,423,422 |
| FL | FY18 - 24-Hour Engine 2/3 year* | 10 | \$1,102,846 | \$1,360,924 | \$1,360,924 | \$1,360,924 | \$1,360,924 |
| GF | FY19 - F&R Station 22 Engine 1/2 year* | 16 | | \$1,050,280 | \$1,896,056 | \$1,896,056 | \$1,896,056 |
| FL | FY19 - 24-Hour Truck (East) | 14 | | \$1,745,354 | \$1,587,014 | \$1,587,014 | \$1,587,014 |
| FL | FY19 - 24-Hour Truck (West) | 14 | | \$1,745,354 | \$1,587,014 | \$1,587,014 | \$1,587,014 |
| GF | FY20 - 24-Hour Ambulance (West) - 1/2 year* | 12 | | | \$810,293 | \$1,469,251 | \$1,469,251 |
| FL | FY20 - 24-Hour Ambulance Coles | 8 | | | \$1,050,917 | \$961,865 | \$961,865 |
| FL | FY20 - 24-Hour Battalion Chief | 5 | | | \$940,050 | \$757,997 | \$757,997 |
| GF | FY20 - 24-Hour Truck (TBD) | 21 | | | \$2,651,695 | \$2,415,196 | \$2,415,196 |
| GF | FY21 - 24-Hour Truck | 21 | | | | \$2,709,196 | \$2,474,422 |
| FL | FY21 - 24-Hour Rescue (East) - 1/2 year* | 14 | | | | \$941,891 | \$1,706,912 |
| FL | FY21 - 24-Hour Tanker | 6 | | | | \$761,777 | \$694,330 |
| GF | FY22 - F&R Station 27 Medic Unit & Captain | 13 | | | | | \$2,082,572 |
| GF | FY22 - F&R Station 27 Engine - 1/2 year* | 16 | | | | | \$1,119,480 |
| FL | FY22 - 24-Hour Tanker | 6 | | | | | \$778,330 |
| | General Fund Total | 133 | \$3,618,096 | \$5,120,594 | \$9,428,358 | \$12,560,013 | \$15,527,291 |
| | Fire Levy Total | 92 | \$2,881,568 | \$6,939,798 | \$8,614,087 | \$10,046,650 | \$11,522,554 |
| | Grand Total | 225 | \$6,499,664 | \$12,060,392 | \$18,042,445 | \$22,606,663 | \$27,049,845 |

* positions funded 1/2 year or 2/3 year

- D. Support for Land Use Development System Enhancements** - The Fire Marshal's Office (FMO) is transferring \$25,000 to Development Services to support enhancements to the land use system. This is a one-time transfer and is supported by fee revenue.
- E. EMS Billing Contract Increase** - The contract expenses for the third party vendor used for EMS billing is increasing \$150,000. This initiative is supported by EMS Billing revenue.
- F. Decrease the Medical Physicals Budget** - The medical physicals budget is reduced by \$100,000 to \$450,000 to reflect prior year actual expenditures. The physicals are funded by the fire levy.
- G. FRA Board of Directors (BOD) Apparatus Fund** - The FY18 BOD Apparatus Fund is being increased by \$450K to \$1.2M. The entire amount will be used to add Truck 504 located at Gainesville. This is funded by the fire levy.

Fire & Rescue

- H. Capital Improvement Set Aside** - This initiative is using \$250,000 of systemwide capital fund balance for unplanned capital and facility expenses such as code compliance facility issues, septic system repairs and maintenance, fuel tank issues, asbestos abatement, and other health hazards at Fire and Rescue stations taken over by the County in recent years.
- I. Proposed Fire Levy Rate** - The FY18 Proposed Fire & Rescue budget utilizes a levy rate of \$0.0792 which provides \$44.6M in fire levy revenue. This revenue supports systemwide initiatives including 25 additional uniform career staff in FY18. In the past the fire levy rate increased or decreased proportionately with the real estate tax rate. In FY17 the fire levy rate was disconnected from the real estate tax rate due to the critical needs of the Fire & Rescue system.

Budget Initiatives

A. Budget Initiatives

1. Add Station 22 Medic Unit - 13 Positions – Operations

| | |
|---------------------|-------------|
| Expenditure | \$1,190,457 |
| Revenue | \$0 |
| General Fund Impact | \$1,190,457 |
| FTE Positions | 13.00 |

- a. Description** - The adopted FY2017-FY2022 Capital Improvement Program (CIP) includes the construction of Station 22, a new fire station located in the western end of the county. This initiative provides half-year funding and one-time outfitting costs for a 24-hr medic unit and a captain. Funding for the career staffed engine unit will be included in FY19.
- b. Service Level Impacts** - Anticipated workload relief: Station 4 - 10.4%; Station 11 - 53.4%; Station 25 - 25.5%. Total projected relief = 3,177 incidents; Total FY15 first due call volume = 1,200; total FY20 projected first due call volume = 2,728.

2. Add a 24-Hr Truck at Gainesville - 21 Positions – Operations

| | |
|---------------------|-------------|
| Expenditure | \$2,377,927 |
| Revenue | \$0 |
| General Fund Impact | \$2,377,927 |
| FTE Positions | 21.00 |

- a. Description** - In FY16, there were 582 calls requiring a ladder truck dispatch. The staffing of an additional 24-hour truck in Gainesville will contribute to firefighter safety and reduce response times within the western end of the county which currently relies on mid and eastern-county trucks from Stonewall, Dale City and River Oaks. This initiative provides full year funding and one-time outfitting costs for 21 FTEs.
- b. Service Level Impacts** - Improve eight-minute response goal for structure fires (two ladder trucks are dispatched on all structure fires).

Fire & Rescue

3. Add a 24-Hr Engine Unit at Lake Jackson - 10 Positions – Operations

| | |
|---------------------|-----------|
| Expenditure | \$895,067 |
| Revenue | \$895,067 |
| General Fund Impact | \$0 |
| FTE Positions | 10.00 |

- a. **Description** - The FRA has identified two engine companies that require 24-hour career staffing due to the inability of volunteers to sustain staffing levels. One of these units is located at Station 7-Lake Jackson. This initiative provides half-year funding and one-time outfitting costs for 10 FTEs. There is no general fund impact since this initiative is funded by the fire levy.
- b. **Service Level Impacts** - This initiative will guarantee a staffing level of 100% 24 hours a day, seven days a week in the Lake Jackson first due area. Systemwide response times should improve in FY19 with dedicated 24/7 career unit availability.

4. Add a 24-Hr Engine Unit at Occoquan-Woodbridge Lorton (OWL) - 10 Positions – Operations

| | |
|---------------------|-------------|
| Expenditure | \$1,111,551 |
| Revenue | \$1,111,551 |
| General Fund Impact | \$0 |
| FTE Positions | 10.00 |

- a. **Description** - The FRA has identified two engine companies that require 24-hour career staffing due to the inability of volunteers to sustain staffing levels. One of these units is an OWL Station. This initiative provides eight-month funding and one-time outfitting costs for 10 FTEs. There is no general fund impact since this initiative is funded by the fire levy.
- b. **Service Level Impacts** - This initiative will guarantee a staffing level of 100% 24 hours a day, seven days a week in the OWL first due area. Systemwide response times should improve in FY19 with dedicated 24/7 career unit availability.

5. Add 24-Hr Battalion Chiefs - 5 Positions – Operations

| | |
|---------------------|-----------|
| Expenditure | \$866,625 |
| Revenue | \$866,625 |
| General Fund Impact | \$0 |
| FTE Positions | 5.00 |

- a. **Description** - Provide dedicated 24-hour chief level officers to ensure supervision and command competency for the 24-hour career units working nights, weekends and holidays. There is no general fund impact since this initiative is funded by the fire levy.
- b. **Service Level Impacts** - Service level impacts are most notable in the management of resources (unit staffing) to ensure priority staffing, effective firefighting and on-scene management. Additionally, these chiefs will strengthen the incident command system and enhance firefighter safety and survival.

Fire & Rescue

6. Increase Station 26 Operating Budget – Station/Company Operating Services

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

a. **Description** - Station 26 is scheduled to be operational in Summer 2017. The FY17 established a \$200,000 station operating budget. This initiative provides an additional \$300,000 so the annual operating budget for Station 26 is \$500,000.

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

7. Increase Funding for Fire Company Employee Subsidy – Station/Company Operating Services

| | |
|---------------------|----------|
| Expenditure | \$21,589 |
| Revenue | \$21,589 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

a. **Description** - Some volunteer companies have paid employees. This initiative supports the increase in wages to the paid company employee.

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

8. Occoquan-Woodbridge-Lorton (OWL) Operating Budget Increases – Station/Company Operating Services

| | |
|---------------------|-------------|
| Expenditure | \$1,260,000 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

a. **Description** - OWL is using \$1,160,000 of its company fund balance and \$140,000 from the systemwide capital fund balance to repair bay floors at Station 14 (\$240,000), replace an engine (\$650,000) and replace an ambulance (\$370,000).

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

9. Nokesville Operating Budget Increases – Station/Company Operating Services

| | |
|---------------------|-----------|
| Expenditure | \$500,000 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

a. **Description** - Nokesville is using \$500,000 of its company fund balance to replace Engine 525.

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

Fire & Rescue

10. Dumfries Triangle Rescue Operating Budget Increases – Station/Company Operating Services

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

- a. **Description** - Dumfries Triangle Rescue is using \$250,000 of its company fund balance to renovate the bunk room and front office space at Station 3.
- b. **Service Level Impacts** - Existing service levels are maintained.

11. Stonewall Jackson Operating Budget Increases – Station/Company Operating Services

| | |
|---------------------|----------|
| Expenditure | \$38,000 |
| Revenue | \$38,000 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. **Description** - Stonewall Jackson is using its company current revenue to replace Self Contained Breathing Apparatus (SCBA) bottles.
- b. **Service Level Impacts** - Existing service levels are maintained.

12. Dale City Operating Budget Increases – Station/Company Operating Services

| | |
|---------------------|-----------|
| Expenditure | \$425,000 |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. **Description** - The systemwide capital fund balance is being used to replace Engine 518.
- b. **Service Level Impacts** - Existing service levels are maintained.

13. Shift Funding for Two Full-Time Support Positions – System Support

| | |
|------------------------|-----------|
| Expenditure | \$114,812 |
| Revenue | \$40,000 |
| Shifted Budget Support | \$74,812 |
| General Fund Impact | \$0 |
| FTE Positions | 2.00 |

- a. **Description** - Fire & Rescue is creating two full-time positions: A Warehouse Specialist and an Accounting Services Coordinator. These two positions will be funded by fire levy funds (\$40,000) and permanent shifts from the Operations Program compensation budget (\$42,000) and the Training contractual services budget (\$32,812). These functions are currently being performed by temporary contractual staff.
- b. **Service Level Impacts** - Existing service levels are maintained.

Fire & Rescue

14. Increase Training Overtime Budget – System Support

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

- a. **Description** - Use state funding to increase overtime budget to cover expenses incurred when staff is utilizing overtime to attend mandated training and other career development classes.
- b. **Service Level Impacts** - Existing service levels are maintained.

Program Summary

Operations

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

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less | 45% | 46% | 46% | 45% | 45% |
| Emergency Medical Services staff is skilled and reliable (community survey) | 98% | 98% | - | 98% | - |
| Firefighting services are prompt and reliable (community survey) | 98% | 98% | - | 98% | - |
| Fire and Emergency Medical responders provide high quality service | - | - | 97% | - | 97% |
| Fire and Emergency Medical responders are professional | - | - | 96% | - | 96% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Emergency Response | \$50,628 | \$52,263 | \$62,272 | \$69,273 | \$83,349 |
| Fire responses (systemwide) | 17,746 | 25,100 | 23,171 | 25,100 | 26,000 |
| EMS responses (systemwide) | 58,612 | 59,005 | 58,483 | 59,600 | 60,000 |
| Patients transported | 18,098 | 18,349 | 18,870 | 19,000 | 18,000 |
| Emergency Medical Services Administration | \$5,798 | \$5,364 | \$5,618 | \$5,811 | \$6,047 |
| Uniform FTEs with ALS certification | 41% | 43% | 39% | 45% | 36% |

Fire & Rescue

Office of the Chief

The Office of the Chief is under the direction of the Fire & Rescue Chief. The Fire & Rescue Chief is responsible for the overall operation and direction of the Prince William County Fire & Rescue service through the implementation of the County and department vision, mission and values, County strategic plan and Fire & Rescue Service Plan. The Office of the Chief consists of the Executive Officer to the Chief, Operational Medical Director, Deputy and Assistant Fire and Rescue Chiefs. In addition, the Fire & Rescue Chief is the chair of the Fire & Rescue Association which determines policy and procedures for all fire, rescue, and medical service operations and advises the BOCS accordingly.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Advanced Life Support responses to all ALS emergencies in 8 minutes or less | 85% | 87% | 83% | 88% | 85% |
| Basic Life Support (BLS) responses in 4 minutes or less (systemwide) | 45% | 46% | 50% | 46% | 50% |
| Fire suppression unit on scene (fire only) in 4 minutes or less (systemwide) | 37% | 38% | 45% | 38% | 45% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Leadership and Management Oversight | \$1,113 | \$1,136 | \$1,527 | \$1,457 | \$1,500 |
| Volunteer members | 656 | 571 | 523 | 700 | 550 |
| Fire incidents (systemwide) | 5,826 | 6,142 | 6,263 | 6,844 | 6,200 |
| EMS incidents (systemwide) | 26,299 | 27,423 | 28,925 | 25,415 | 28,000 |
| Hazmat incidents | 74 | 64 | 93 | 85 | 100 |

Community Safety

Community Safety seeks to reduce the County's vulnerability to risk hazards through fire prevention, hazardous materials coordination, homeland security, and emergency management. Fire Prevention includes code enforcement, fire investigations, plan reviews, and safety education. Hazardous materials coordination ensures local government has the capability to prevent or mitigate a hazardous materials incident. Emergency Management coordinates efforts to prepare for, respond to, recover from, and mitigate natural or human-caused disasters and large scale incidents.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Fire related injuries per 100,000 population | 5 | 4 | 4 | 8 | 1 |
| Inspections conducted on day requested | 100% | 100% | 100% | 100% | 97% |
| Fire protection plan approval on first review | 61% | 72% | 82% | 75% | 75% |

Fire & Rescue

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Fire Marshal's Office (FMO) | \$3,152 | \$3,401 | \$4,586 | \$3,522 | \$3,776 |
| Inspections conducted by code compliance inspectors | 1,935 | 1,219 | 1,540 | 1,350 | 1,400 |
| Operational use permits issued | 455 | 575 | 528 | 550 | 550 |
| Investigations (includes fire, hazmat, environmental and explosives) | 210 | 168 | 198 | 265 | 200 |
| Community Relations | \$219 | \$193 | \$263 | \$233 | \$242 |
| Child passenger safety seat inspections & education | 1,398 | 1,375 | 1,396 | 1,500 | 1,500 |
| Public education program participants | 43,474 | 32,000 | 40,000 | 27,000 | 27,000 |
| Office of Emergency Management (OEM) | \$982 | \$1,081 | \$951 | \$636 | \$659 |
| Complaints investigated | 10 | 11 | 18 | 10 | 20 |
| Training hours for emergency management | 3,692 | 3,018 | 4,053 | 2,000 | 2,000 |

Systems Support

Systems Support provides services to internal customers. Systems Support manages department programs and activities from “behind the scenes” to ensure prompt, efficient, and effective service to the community. This section includes human resources, training, administrative support, health, and safety, fleet, self-contained breathing apparatus, budgeting and accounting, planning and analysis, information technology, logistical support and communications. Both uniform and non-uniform members staff this section, providing a diverse mix of internal services to the Department of Fire and Rescue system and its members.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Customer satisfaction with Systems Support | 94% | 97% | 81% | 97% | 85% |
| Fire & Rescue 911 emergency calls dispatched within 60 seconds | 39% | 38% | 17% | 45% | 45% |
| OSHA Recordable Incident Rate among Fire & Rescue employees | 10 | 16 | 7 | 16 | 7 |
| Uniform turnover rate without retirement | 3% | 6% | 7% | 6% | 8% |
| Personnel in compliance with FRA uniform rank structure | 83% | 90% | 86% | 90% | 90% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Human Resources | \$5,118 | \$4,615 | \$5,323 | \$7,085 | \$6,740 |
| Students trained (county, volunteers, other jurisdictions) | 6,704 | 8,424 | 5,792 | 7,500 | 6,500 |
| Logistics | \$7,405 | \$12,929 | \$2,930 | \$8,013 | \$14,204 |
| Warehouse orders processed | 1,812 | 1,772 | 2,064 | 2,200 | 2,200 |
| Breathing apparatus services conducted | 2,885 | 4,036 | 3,875 | 3,500 | 4,000 |
| Administrative Services | \$1,582 | \$1,609 | \$1,606 | \$1,773 | \$1,911 |
| Accounting transactions processed | 24,523 | 24,720 | 25,413 | 25,000 | 25,000 |
| Communication and Information Technology (CIT) | \$6,644 | \$7,226 | \$7,868 | \$8,726 | \$9,024 |
| Tasks completed resulting from customer service generated tickets | 5,201 | 7,177 | 3,700 | 8,500 | 4,000 |
| Health and Safety | \$1,864 | \$1,727 | \$1,900 | \$2,350 | \$2,103 |
| Work hours lost due to injury | 1,997 | 1,659 | 3,416 | 1,800 | 3,416 |

Fire & Rescue

Station/Company Operating Services

The Prince William County Fire and Rescue System is a combined career/volunteer service. There are nine volunteer fire and rescue companies in Prince William County that operate 17 stations and the Department of Fire and Rescue operates four stations. All fire and rescue company and station operations and facilities are funded in this program which include: 9 volunteer fire and rescue companies and membership expenses; 21 fire and rescue stations and all expenses associated with operating these facilities and maintaining these buildings (insurance, utilities, operations and grounds maintenance, etc); all PWC fire and rescue emergency response apparatus including insurance, fuel and maintenance (excluding twelve county owned Medic Units); and all outfitting needs for volunteer fire and rescue service providers.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Turn out time in 1 minute or less | 47% | 54% | 43% | 52% | 60% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Station/Company Support Services | \$14,336 | \$15,562 | \$23,165 | \$18,251 | \$20,477 |
| Station 4 - Gainesville | \$495 | \$413 | \$284 | \$675 | \$670 |
| Station 6 - Coles | \$591 | \$1,059 | \$295 | \$880 | \$855 |
| Station 15 - Evergreen | \$523 | \$575 | \$539 | \$651 | \$641 |
| Station 23 - River Oaks | \$355 | \$1,067 | \$1,461 | \$570 | \$570 |
| Station 24 - Antioch | \$373 | \$347 | \$325 | \$617 | \$617 |
| Station 26 - Bacon Race | \$0 | \$0 | \$7 | \$200 | \$500 |
| Buckhall | \$470 | \$393 | \$1,094 | \$768 | \$769 |
| Dale City | \$3,223 | \$3,654 | \$6,813 | \$4,211 | \$4,141 |
| Dumfries Fire | \$1,496 | \$1,938 | \$1,624 | \$1,565 | \$1,500 |
| Dumfries Rescue | \$809 | \$486 | \$1,132 | \$767 | \$1,018 |
| Lake Jackson | \$809 | \$658 | \$617 | \$780 | \$781 |
| Nokesville | \$1,444 | \$1,110 | \$1,656 | \$1,722 | \$2,264 |
| OWL | \$2,506 | \$2,557 | \$4,777 | \$3,162 | \$4,429 |
| Stonewall Jackson | \$844 | \$710 | \$1,954 | \$997 | \$1,035 |
| Yorkshire | \$626 | \$595 | \$589 | \$685 | \$685 |

Fire & Rescue

Total Fire Incidents

| Company/Station | # of stations | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|--|---------------|--------------|--------------|--------------|--------------|---------------|
| PWC Antioch | 1 | 173 | 149 | 171 | 142 | 140 |
| Buckhall | 1 | 85 | 99 | 244 | 214 | 207 |
| PWC Coles | 1 | 155 | 107 | 228 | 275 | 250 |
| Dale City | 4 | 1,123 | 1,169 | 1,173 | 1,685 | 1,456 |
| Dumfries Fire | 2 | 596 | 593 | 1,097 | 859 | 609 |
| Dumfries Rescue | 2 | 439 | 457 | 203 | 150 | 150 |
| PWC Evergreen | 1 | 117 | 95 | 147 | 177 | 138 |
| PWC Gainesville | 1 | 468 | 474 | 507 | 357 | 347 |
| Lake Jackson | 1 | 176 | 151 | 252 | 223 | 210 |
| Nokesville | 2 | 531 | 554 | 491 | 637 | 605 |
| OWL | 3 | 1,153 | 1,380 | 1,046 | 1,400 | 1,234 |
| Stonewall Jackson | 1 | 685 | 767 | 544 | 543 | 486 |
| Yorkshire | 1 | 125 | 147 | 196 | 182 | 182 |
| Systemwide Total Fire Incidents | 21 | 5,826 | 6,142 | 6,299 | 6,844 | 6,014 |

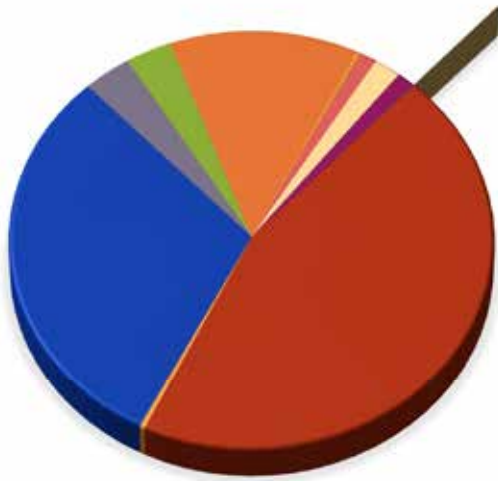
Total EMS Incidents

| Company/Station | # of stations | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| PWC Antioch | 1 | 514 | 486 | 578 | 516 | 510 |
| Buckhall | 1 | 445 | 549 | 411 | 358 | 358 |
| PWC Coles | 1 | 685 | 612 | 464 | 500 | 434 |
| Dale City | 4 | 5,543 | 5,835 | 4,827 | 6,375 | 5,592 |
| Dumfries Fire | 2 | 1,423 | 1,438 | 2,600 | 2,610 | 2,609 |
| Dumfries Rescue | 2 | 3,642 | 3,934 | 3,580 | 3,400 | 3,306 |
| PWC Evergreen | 1 | 362 | 428 | 268 | 329 | 265 |
| PWC Gainesville | 1 | 1,730 | 1,840 | 1,086 | 1,036 | 1,014 |
| Lake Jackson | 1 | 512 | 481 | 842 | 910 | 782 |
| Nokesville | 2 | 1,550 | 1,626 | 1,498 | 1,587 | 1,564 |
| OWL | 3 | 5,736 | 5,855 | 4,260 | 5,100 | 5,065 |
| Stonewall Jackson | 1 | 3,312 | 3,401 | 2,217 | 2,084 | 2,042 |
| Yorkshire | 1 | 845 | 938 | 774 | 610 | 539 |
| Systemwide Total EMS Incidents | 21 | 26,299 | 27,423 | 23,405 | 25,415 | 24,080 |

General District Court

Mission Statement

The purpose of the General District Court is to process criminal, traffic and civil cases heard by District Court Judges and to hold preliminary hearings for felonies.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$276,689

\$

0.08% of Public Safety

Program:

- Local Support: \$276,689

Mandates

The Code of Virginia mandates that every county shall provide a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#)

General District Court

Expenditure and Revenue Summary



| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------------------|
| GDC Local Support Program | \$204,085 | \$191,211 | \$191,193 | \$271,842 | \$276,689 | 1.78% |
| Total Expenditures | \$204,085 | \$191,211 | \$191,193 | \$271,842 | \$276,689 | 1.78% |

Expenditure by Classification

| | | | | | | |
|------------------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| Salaries and Benefits | \$57,510 | \$59,577 | \$61,157 | \$62,481 | \$64,947 | 3.95% |
| Contractual Services | \$62,099 | \$52,727 | \$47,245 | \$112,688 | \$112,688 | 0.00% |
| Internal Services | \$26,904 | \$25,723 | \$27,514 | \$25,209 | \$27,590 | 9.45% |
| Purchase of Goods & Services | \$48,814 | \$45,739 | \$47,163 | \$56,912 | \$56,912 | 0.00% |
| Leases & Rentals | \$8,758 | \$7,444 | \$8,115 | \$14,552 | \$14,552 | 0.00% |
| Total Expenditures | \$204,085 | \$191,211 | \$191,193 | \$271,842 | \$276,689 | 1.78% |

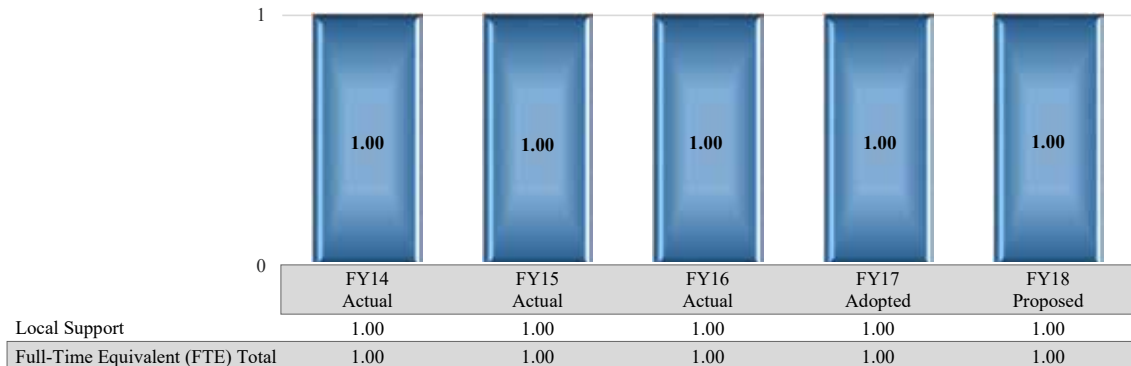
Funding Sources

| | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------|
| Fines & Forfeitures | \$2,359,584 | \$2,217,280 | \$2,162,718 | \$2,327,430 | \$2,327,430 | 0.00% |
| Use of Money & Property | \$31,496 | \$35,345 | \$37,961 | \$17,000 | \$17,000 | 0.00% |
| Charges for Services | \$40,700 | \$35,730 | \$36,585 | \$25,500 | \$25,500 | 0.00% |
| Revenue from Commonwealth | \$70,018 | \$22,937 | \$25,416 | \$23,000 | \$23,000 | 0.00% |
| Total Designated Funding Sources | \$2,501,799 | \$2,311,292 | \$2,262,679 | \$2,392,930 | \$2,392,930 | 0.00% |
| Net General Tax Support | (\$2,297,714) | (\$2,120,082) | (\$2,071,486) | (\$2,121,088) | (\$2,116,241) | (0.23%) |
| Net General Tax Support | (1,125.86%) | (1,108.77%) | (1,083.45%) | (780.27%) | (764.84%) | |

Staff History by Program



2



General District Court

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the General District Court technology bill increases by \$2,381.

Program Summary

Local Support

There is a General District Court in each city and county in Virginia. The general district court handles traffic violations, hears minor criminal cases known as misdemeanors, and conducts preliminary hearings for more serious criminal cases called felonies. General District Courts have exclusive authority to hear civil cases with claims of \$4,500 or less and share authority with the circuit courts to hear cases with claims between \$4,500 and \$25,000. Examples of civil cases are landlord and tenant disputes, contract disputes, and personal injury actions. All General District Court personnel are state employees with the exception of one locally funded position.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Traffic, Criminal and Civil cases | 114,932 | 107,317 | 112,207 | 147,500 | 135,000 |
| Final judgments | 61,287 | 57,908 | 60,318 | 71,500 | 61,000 |
| Waived/Removed | 45,522 | 42,610 | 43,960 | 69,500 | 57,000 |
| Cases concluded | 114,166 | 107,811 | 112,241 | 148,000 | 135,500 |
| Cases concluded - % | 94% | 93% | 93% | 100% | 93% |

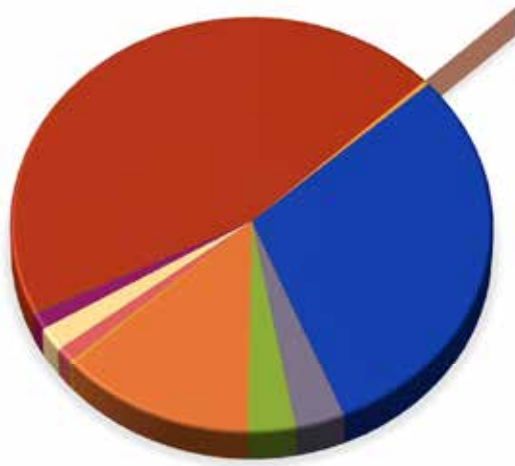
| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Traffic and Criminal Case Management | \$203 | \$190 | \$189 | \$270 | \$275 |
| Traffic and criminal cases processed | 87,867 | 81,297 | 84,994 | 113,000 | 100,500 |
| Civil Case Management | \$1 | \$1 | \$2 | \$1 | \$2 |
| Civil cases processed | 27,065 | 26,020 | 27,213 | 34,500 | 29,000 |

Juvenile & Domestic Relations Court

Mission Statement

The mission of the 31st Judicial District Juvenile & Domestic Relations District Court is to ensure that all disputes are resolved justly, promptly and efficiently. The Court is truly the “court of the people,” in that the Court’s main province is to resolve disputes in keeping with the greatest traditions of the Commonwealth of Virginia liberty, justice, and service.

The components necessary to discharge the Court’s function require a system which is unified in its structure and administration, competent in its approach and has at its foundation honest judges and Court personnel, implementing uniform rules of practice and procedure.



Public Safety Expenditure Budget:
\$331,785,268



Expenditure Budget:
\$109,128

0.03% of Public Safety

Program:

- Local Support: \$109,128

Mandates

The Code of Virginia mandates that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#)

Juvenile & Domestic Relations Court



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|----------------------------|-----------------|-----------------|-----------------|------------------|------------------|---|
| JJRC Local Support Program | \$90,655 | \$95,923 | \$83,054 | \$107,460 | \$109,128 | 1.53% |
| Total Expenditures | \$90,655 | \$95,923 | \$83,054 | \$107,460 | \$109,128 | 1.53% |

Expenditure by Classification

| | | | | | | |
|------------------------------|-----------------|-----------------|-----------------|------------------|------------------|--------------|
| Contractual Services | \$10,366 | \$14,185 | \$12,658 | \$10,939 | \$10,939 | 0.00% |
| Internal Services | \$21,020 | \$22,135 | \$23,810 | \$22,421 | \$24,089 | 6.92% |
| Purchase of Goods & Services | \$42,341 | \$41,592 | \$30,960 | \$55,100 | \$55,100 | 0.00% |
| Leases & Rentals | \$16,929 | \$18,011 | \$15,626 | \$19,000 | \$19,000 | 0.00% |
| Total Expenditures | \$90,655 | \$95,923 | \$83,054 | \$107,460 | \$109,128 | 1.53% |

Funding Sources

| | | | | | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|
| Fines & Forfeitures | \$40,339 | \$47,253 | \$37,579 | \$59,582 | \$59,582 | 0.00% |
| Use of Money & Property | \$835 | \$840 | \$1,280 | \$731 | \$731 | 0.00% |
| Charges for Services | \$1,318 | \$1,477 | \$990 | \$0 | \$0 | 0.00% |
| Revenue from Commonwealth | \$20,000 | \$20,000 | \$20,000 | \$21,204 | \$21,204 | 0.00% |
| Total Designated Funding Sources | \$62,492 | \$69,571 | \$59,850 | \$81,517 | \$81,517 | 0.00% |
| Net General Tax Support | \$28,164 | \$26,352 | \$23,204 | \$25,943 | \$27,611 | 6.04% |
| Net General Tax Support | 31.07% | 27.47% | 27.94% | 24.14% | 25.30% | |



Staff History by Program

| | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|----------------------------------|----------------|----------------|----------------|-----------------|------------------|
| Local Support | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Full-Time Equivalent (FTE) Total | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Note: There are 28.50 state positions in the Juvenile and Domestic Relations Court. There are no county positions.

Juvenile & Domestic Relations Court

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, Juvenile & Domestic Relations Court technology bill increases by \$1,668.

Program Summary

Local Support

There is a Juvenile & Domestic Relations District Court in each Virginia city and county. In Virginia, a juvenile is any person under 18 years of age. The Juvenile & Domestic Relations District Court hears all matters involving juveniles such as criminal or traffic matters. Juvenile delinquency cases involve a minor under the age of 18 who has been accused of committing an offense that would be considered criminal if committed by an adult. Other juvenile offenses may be referred to as status offenses. Status offenses are those acts that are unlawful only because they are committed by a minor.

In addition, this court handles other matters involving the family such as custody, support, and visitation. The court also hears family abuse cases, cases where adults have been accused of child abuse or neglect and criminal cases where the defendant and alleged victim are family or household members.

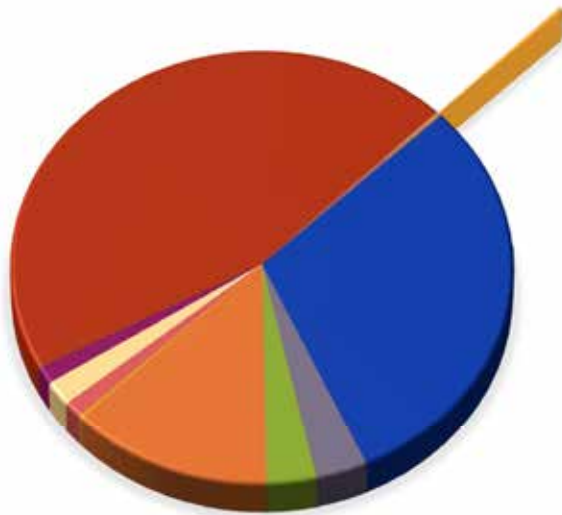
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Juvenile cases concluded from prior years | 11,802 | 11,037 | 11,203 | 11,212 | 11,340 |
| Adult cases concluded from prior years | 9,715 | 9,626 | 8,664 | 9,445 | 8,950 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Juvenile Court Case Management | \$61 | \$66 | \$58 | \$74 | \$76 |
| New juvenile cases | 11,733 | 10,608 | 11,099 | 10,717 | 10,800 |
| Juvenile cases continued from prior years | 20,232 | 19,121 | 17,348 | 19,228 | 19,000 |
| Adult Court Case Management | \$30 | \$30 | \$25 | \$33 | \$33 |
| New adult cases | 9,042 | 8,703 | 7,899 | 8,540 | 8,500 |
| Adult cases continued from prior years | 15,753 | 15,834 | 15,464 | 15,327 | 16,220 |

Juvenile Court Service Unit

Mission Statement

The Juvenile Court Service Unit protects the public by preparing court-involved youth to be successful citizens.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$860,108

\$

0.3% of Public Safety

Program:

- Intake Service: \$33,513
- Standard Supervision Services: \$151,036
- Intensive Supervision Services: \$493,964
- Dispute Resolution Services: \$181,595

Mandates

Prince William County operates under a state mandate to provide intake services and standard supervision to juveniles placed on probation and parole. The Juvenile Court Service Unit provides these mandated services.

State Code: [16.1-234](#), [16.1-235](#), [16.1-237](#), [16.1-235.1](#), [16.1-255](#), [16.1-260](#)

Juvenile Court Service Unit

Expenditure and Revenue Summary



| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|-----------------------------|--------------------|--------------------|------------------|------------------|------------------|-----------------------------------|
| Intake Services | \$281,691 | \$248,829 | \$33,597 | \$33,357 | \$33,513 | 0.47% |
| Standard Supervision | \$167,470 | \$153,628 | \$162,045 | \$144,266 | \$151,036 | 4.69% |
| Intensive Supervision | \$454,837 | \$472,285 | \$450,876 | \$477,324 | \$493,964 | 3.49% |
| Dispute Resolution Services | \$178,037 | \$180,523 | \$180,982 | \$180,992 | \$181,595 | 0.33% |
| Total Expenditures | \$1,082,035 | \$1,055,266 | \$827,501 | \$835,939 | \$860,108 | 2.89% |

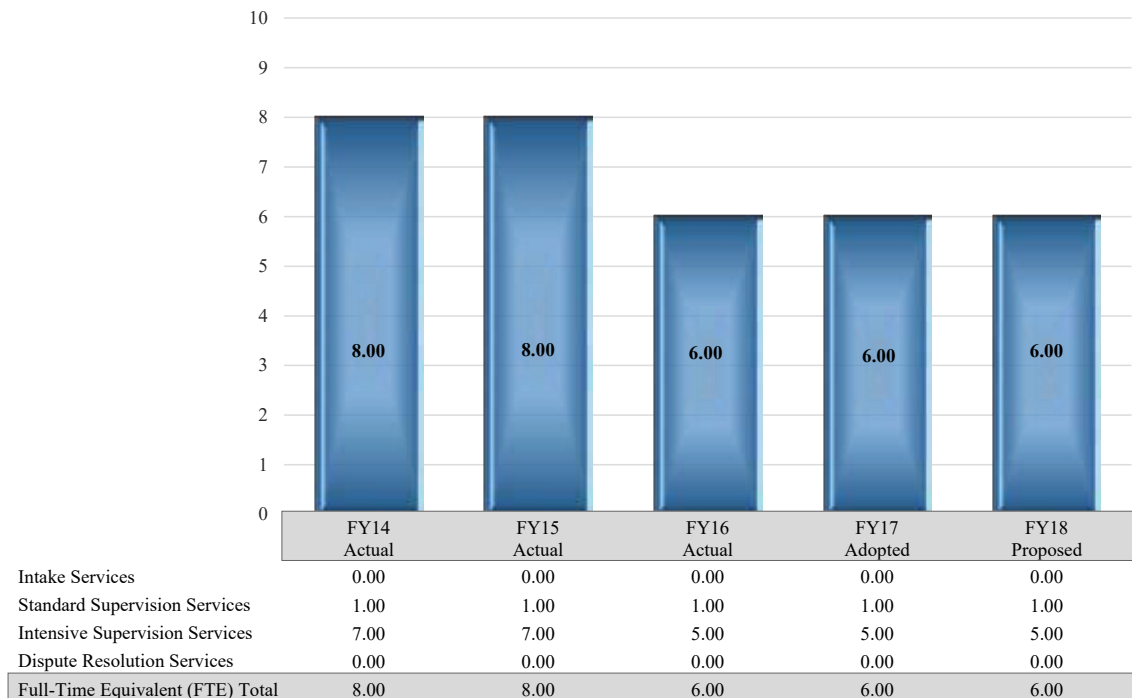
Expenditure by Classification

| | | | | | | |
|------------------------------|--------------------|--------------------|------------------|------------------|------------------|--------------|
| Salaries and Benefits | \$675,721 | \$694,274 | \$538,400 | \$564,271 | \$584,579 | 3.60% |
| Contractual Services | \$285,858 | \$241,898 | \$178,771 | \$182,421 | \$182,421 | 0.00% |
| Internal Services | \$103,034 | \$97,438 | \$92,031 | \$77,543 | \$81,404 | 4.98% |
| Purchase of Goods & Services | \$14,925 | \$20,173 | \$16,817 | \$18,066 | \$18,066 | 0.00% |
| Leases & Rentals | \$988 | \$1,482 | \$1,482 | \$1,582 | \$1,582 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$7,944) | (\$7,944) | 0.00% |
| Transfers Out | \$1,508 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Total Expenditures | \$1,082,035 | \$1,055,266 | \$827,501 | \$835,939 | \$860,108 | 2.89% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|------------------|------------------|------------------|--------------|
| Revenue from Federal Government | \$9,770 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Revenue from Other Localities | \$151 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Miscellaneous Revenue | \$0 | \$0 | \$85 | \$0 | \$0 | 0.00% |
| Revenue from Commonwealth | \$5,654 | \$5,579 | \$5,369 | \$5,264 | \$5,264 | 0.00% |
| Total Designated Funding Sources | \$15,575 | \$5,579 | \$5,284 | \$5,264 | \$5,264 | 0.00% |
| Net General Tax Support | \$1,066,459 | \$1,049,686 | \$822,216 | \$830,675 | \$854,844 | 2.91% |
| Net General Tax Support | 98.56% | 99.47% | 99.36% | 99.37% | 99.39% | |

Staff History by Program



Juvenile Court Service Unit

Future Outlook

Department of Juvenile Justice (DJJ) Transformation - The department is continuing the transformation of treatment programming to an Evidenced Based Practice Community Treatment Model. Beaumont Juvenile Correctional Center is being closed in June 2017 and Bon Air Correctional Center, in Richmond, VA will be the remaining facility based on the Community Treatment Model until a second facility, approved by the General Assembly last session, can be built in Chesapeake, VA. In June 2016, the [BOCS Resolution 16-537](#) accepting Department of Juvenile Justice (DJJ) funds to open a Community Placement Program in the Prince William County (PWC) Juvenile Detention Home. The anticipated date to begin operation is Spring 2017. Juveniles from the Northern Region committed to the DJJ who are found eligible for placement in a local Community Placement Program will be closer to their homes fostering greater family participation in community treatment programming.

Mental Health and Substance Abuse - There continues to be a high incidence of youth who are placed on probation with mental health and substance abuse issues resulting in an increasing demand for services through the local At-Risk Youth and Family Services (ARYFS) Program to address these needs. A large percentage of youth placed in residential facilities have mental health issues and the trend is increasing.

Gangs - Gangs remain a concern with their increased involvement in more organized crime such as drug and sex trafficking. Several gang incidents have been drug related in the recent months with an increase in the degree of violence to include shootings. Due to the influx of unaccompanied minors in this area, a large population of youth are having difficulties in re-unification with family members here and the disconnect causes them to gravitate to the gang life for attention and acceptance. The sex trafficking of females has become more prevalent among the MS13 gang with the PWC Police and the PWC Schools dedicating personnel that focus solely on trafficking cases targeted within the community and educational setting.

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Juvenile Court Service Unit technology bill increases by \$3,861.

Juvenile Court Service Unit

Program Summary

Intake Services

Intake Services provides state mandated processing of domestic relations civil complaints to include child support, custody and visitation, family abuse protective orders, child abuse and neglect, termination of parental rights, visitation rights, paternity, and emancipation. Juveniles accused of committing offenses are processed for formal court action or provided diversion. First-time offenders are referred to other community resources when appropriate. Electronic Monitoring Services are offered as an enhancement for probation supervision services and a less restrictive alternative to juvenile detention.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Delinquent first time offenders diverted from court | 39% | 36% | 37% | 34% | 37% |
| Technical probation violations requiring secure detention orders | 59% | 41% | 37% | 47% | 46% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Intake | \$282 | \$249 | \$34 | \$33 | \$23 |
| Cases processed through Intake Services | 9,366 | 8,748 | 9,182 | 9,072 | 9,098 |
| Electronic Monitoring | \$0 | \$0 | \$0 | \$0 | \$11 |
| Youth placed on electronic monitoring | 127 | 164 | 172 | 175 | 196 |
| Days of Electronic Monitoring supervision provided | 2,046 | 1,912 | 2,486 | 2,200 | 3,108 |

Standard Supervision Services

Standard Supervision Services provides state mandated community supervision to juveniles placed on probation by the Juvenile Court or released on parole from a juvenile correctional facility. Enforces probation or parole rules and orders of the court by imposing informal sanctions or taking court action. Collaborates with community agencies, schools, and correctional center staff to develop and manage supervision plans for juveniles to prepare them to be successful citizens. Coordinates gang intervention and prevention programs through the local Gang Response Intervention Team (GRIT). Links service needs gang prevention and intervention resources by providing gang awareness and prevention education for the community.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Youth not re-offending within two years of release from program | 77% | - | 75% | 77% | 76% |
| Parents and youth satisfied with service | 94% | 95% | 100% | 93% | 96% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Standard Supervision | \$69 | \$49 | \$55 | \$36 | \$38 |
| Juveniles supervised monthly | 523 | 598 | 509 | 528 | 543 |
| Supervision caseload per FTE | 35 | 35 | 28 | 33 | 33 |
| GRIT | \$99 | \$105 | \$107 | \$108 | \$113 |
| GRIT community presentations | 37 | 20 | 22 | 20 | 22 |

Juvenile Court Service Unit

Intensive Supervision Services

Intensive Supervision Services provides community based juvenile probation supervision serving high risk and serious offenders who require more supervision contacts than those provided by Standard Supervision Services. Intensive Supervision Officers provide crisis intervention, life skills, networking of services, utilization of community based services, monitoring, and numerous weekly supervision contacts with these high risk youth, their families, and service providers to ensure compliance with laws, court orders, and crucial services. Intensive Supervision enhances public safety by reducing new criminal offenses by high risk court involved youth by reducing their risk to re-offend allowing their return to Standard Supervision Services or release from probation.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Youth not re-offending while on Intensive Supervision Services | 92% | 88% | 84% | 89% | 88% |
| Youth not re-offending within one year of discharge | 81% | 81% | 83% | 79% | 82% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Intensive Supervision | \$455 | \$472 | \$451 | \$477 | \$494 |
| Juveniles served annually | 113 | 154 | 130 | 134 | 132 |
| Contacts monthly | 496 | 530 | 475 | 486 | 500 |

Dispute Resolution Services

Mediation services assist adults in court cases involving child custody, visitation, child and spousal support, landlord tenant, and consumer merchant issues to resolve their disputes prior to a court hearing, thus reducing court dockets. Restorative Justice Services hold first-time juvenile offenders accountable for their wrongdoing through victim impact classes and face-to-face conferences attended by their families and victims.

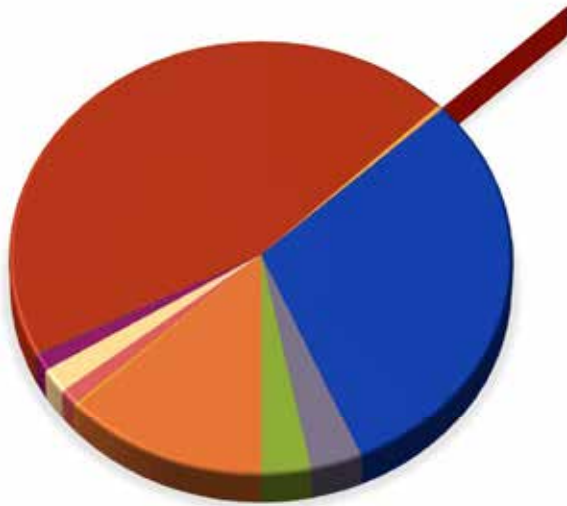
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Disputes referred to mediation that are resolved without further court action | 70% | 68% | 74% | 69% | 71% |
| Cases removed from the court docket due to mediation | 1,301 | 1,276 | 1,498 | 1,226 | 1,358 |
| Youth not re-offending within one year of program participation | 94% | 97% | 91% | 95% | 94% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Dispute Resolution | \$120 | \$121 | \$121 | \$121 | \$122 |
| Court petitions referred | 3,634 | 3,336 | 3,692 | 3,511 | 3,554 |
| Mediations conducted | 1,022 | 984 | 1,028 | 984 | 1,011 |
| Juveniles referred | 104 | 111 | 96 | 106 | 104 |
| Juveniles attending Victim Impact Program (VIP) classes | 93 | 94 | 90 | 90 | 92 |
| Restorative Justice conferences conducted | 42 | 21 | 46 | 32 | 36 |

Law Library

Mission Statement

The mission of the Law Library is to provide access to and instruction in the use of legal information resources to the courts, public, bar association members and the legal community, to communicate information and knowledge with the creative and innovative use of technology, and to collect, organize and preserve legal information in an environment conducive to serious research and scholarship.



Expenditure Budget:
\$117,786

0.04% of Public Safety

Program:

- Law Library: \$117,786

Public Safety Expenditure Budget:
\$331,785,268

Mandates

The Code of Virginia authorizes the local governing body to assess a fee not in excess of four dollars on each civil action. The fee shall be used to support staff, books, and equipment of the law library. The law library is located in the County Courthouse in Manassas.

State Code: [42.1-70](#)

County Code: Chapter 2 ([Law Library](#))

Law Library



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|------------------|------------------|-----------------|------------------|------------------|---|
| Law Library Services | \$148,277 | \$147,638 | \$91,955 | \$124,301 | \$117,786 | (5.24%) |
| Total Expenditures | \$148,277 | \$147,638 | \$91,955 | \$124,301 | \$117,786 | (5.24%) |

Expenditure by Classification

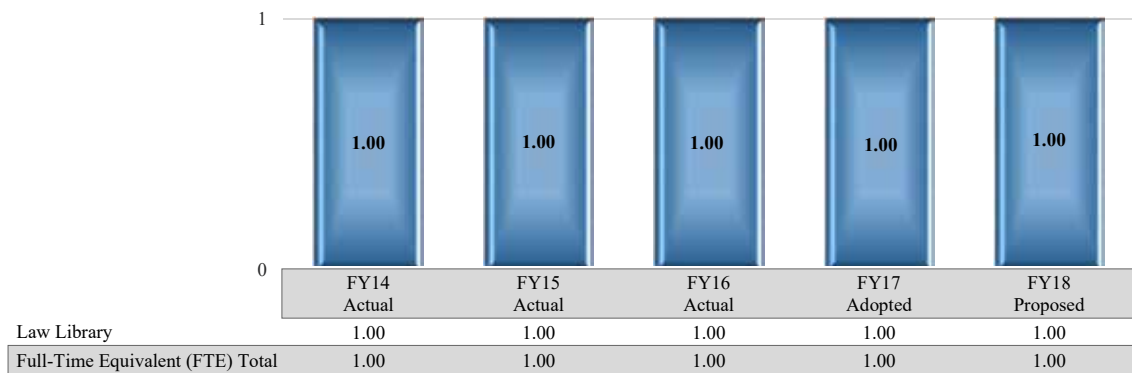
| | | | | | | |
|------------------------------|------------------|------------------|-----------------|------------------|------------------|----------------|
| Salaries and Benefits | \$117,736 | \$117,931 | \$64,868 | \$83,498 | \$76,572 | (8.30%) |
| Contractual Services | \$150 | \$678 | \$77 | \$3,500 | \$3,500 | 0.00% |
| Internal Services | \$6,590 | \$6,491 | \$7,071 | \$6,994 | \$7,405 | 5.88% |
| Purchase of Goods & Services | \$22,852 | \$21,686 | \$18,978 | \$26,954 | \$26,954 | 0.00% |
| Leases & Rentals | \$949 | \$851 | \$961 | \$3,355 | \$3,355 | 0.00% |
| Total Expenditures | \$148,277 | \$147,638 | \$91,955 | \$124,301 | \$117,786 | (5.24%) |

Funding Sources

| | | | | | | |
|--|------------------|------------------|-------------------|------------------|------------------|-----------------|
| Use of Money & Property | \$206 | (\$383) | \$69 | \$500 | \$500 | 0.00% |
| Charges for Services | \$106,852 | \$110,279 | \$108,596 | \$107,057 | \$107,057 | 0.00% |
| Total Designated Funding Sources | \$107,058 | \$109,896 | \$108,664 | \$107,557 | \$107,557 | 0.00% |
| (Contribution To)/Use of Fund Balance | \$41,219 | \$37,742 | (\$69,976) | \$0 | \$0 | 0.00% |
| Net General Tax Support | \$0 | \$0 | \$53,266 | \$16,744 | \$10,229 | (38.91%) |
| Net General Tax Support | 0.00% | 0.00% | 57.93% | 13.47% | 8.68% | |



Staff History by Program



Law Library

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Law Library technology bill increases by \$411.

Program Summary

Law Library

Provides and facilitates access to law library services including information services, non-advisory reference assistance, materials circulation, and instructions in accessing legal information resources and use of the photocopier for court personnel, the public, bar associations, students, law clerks, law firms, and law librarians. Access is provided through integrated systems, resource selection, acquisition, inter-library loan, cataloging, processing, and collection preservation in accord with minimum American Association of Law Library standards.

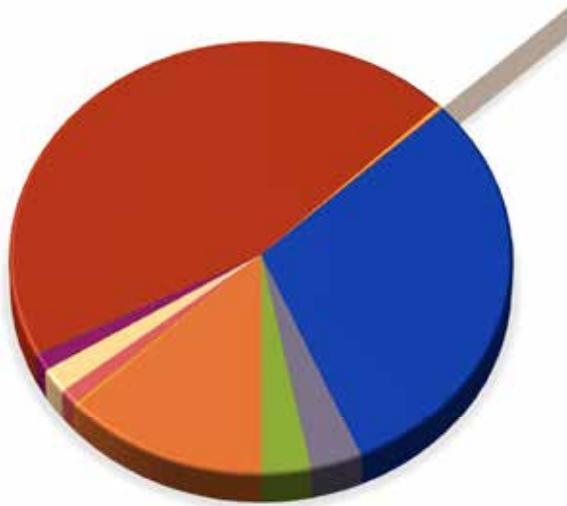
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Print collection meeting American Association of Law Librarian Standards | 17% | - | 27% | 17% | 50% |
| Online collection meeting American Association of Law Librarian Standards | 50% | - | 4% | 50% | 50% |
| Users satisfied with Law Library services | 95% | - | 90% | 95% | 92% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Law Library Services | \$148 | \$148 | \$92 | \$124 | \$118 |
| Reference inquiries completed within three days | 99% | - | 99% | 99% | 99% |
| Reference assistance requests | 10,291 | - | 5,467 | 8,218 | 6,842 |

Magistrates

Mission Statement

The mission of the Magistrates' Office is to provide judicial services and accomplish statutory responsibilities to Prince William County, the Cities of Manassas and Manassas Park and the Towns of Dumfries, Occoquan, Quantico and Haymarket on a 24-hour per day, 365 days per year basis.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$133,448

\$

0.04% of Public Safety

Program:

- Local Support: \$133,448

Mandates

The Code of Virginia mandates that there will be as many magistrates as are necessary for the effective administration of justice. Magistrate positions are authorized by the state Committee on District Courts. The county shall also provide all furniture and other equipment necessary for the efficient operation of the office.

State Code: [19.2-34](#); [19.2-48.1](#); [16.1-69.33](#)

Magistrates



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|---|
| Magistrates Local Support | \$221,184 | \$254,866 | \$127,902 | \$130,008 | \$133,448 | 2.65% |
| Total Expenditures | \$221,184 | \$254,866 | \$127,902 | \$130,008 | \$133,448 | 2.65% |

Expenditure by Classification

| | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|--------------|
| Salaries and Benefits | \$198,515 | \$231,603 | \$106,779 | \$106,779 | \$108,281 | 1.41% |
| Contractual Services | \$1,285 | \$0 | \$0 | \$1,250 | \$1,250 | 0.00% |
| Internal Services | \$17,476 | \$17,357 | \$13,585 | \$13,415 | \$15,353 | 14.45% |
| Purchase of Goods & Services | \$3,907 | \$4,031 | \$5,405 | \$7,162 | \$7,162 | 0.00% |
| Leases & Rentals | \$0 | \$1,875 | \$2,133 | \$1,402 | \$1,402 | 0.00% |
| Total Expenditures | \$221,184 | \$254,866 | \$127,902 | \$130,008 | \$133,448 | 2.65% |
| Total Designated Funding Sources | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Net General Tax Support | \$221,184 | \$254,866 | \$127,902 | \$130,008 | \$133,448 | 2.65% |
| Net General Tax Support | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | |

Staff History by Program



| | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|----------------------------------|----------------|----------------|----------------|-----------------|------------------|
| Local Support | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Full-Time Equivalent (FTE) Total | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Note: There are 16.00 state positions in the Magistrates' Office. There are no county positions.

Magistrates

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Magistrates technology bill increases by \$1,938.

Program Summary

Local Support

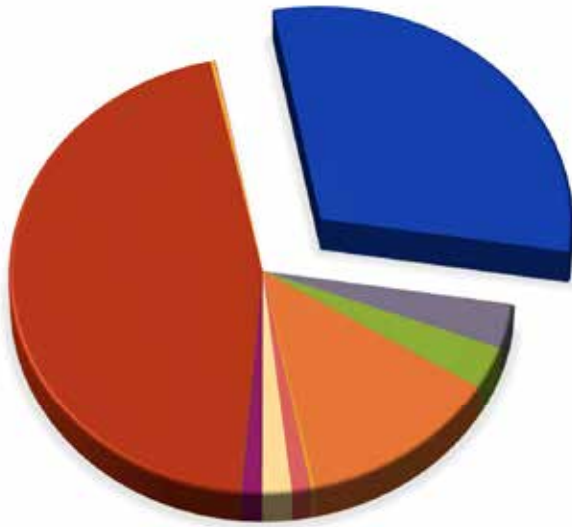
Magistrates are independent judicial officers who work directly for the Supreme Court of Virginia, Office of the Executive Secretary. The principal function of the magistrate is to provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the general public. Magistrate duties include issuing various types of processes such as arrest warrants, summonses, bonds, search warrants, and medical detention orders. Magistrates also conduct bail hearings in instances in which an individual is arrested on a warrant charging him or her with a criminal offense. Magistrates provide services 24-hours per day, 365 days per year to Prince William County, the cities of Manassas and Manassas Park, and the towns of Dumfries, Occoquan, Quantico, and Haymarket.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Cost per criminal process handled | \$5.00 | \$7.08 | \$3.59 | \$2.95 | \$2.89 |
| Total criminal processes administered per Magistrate | 2,947 | 2,400 | 3,014 | 2,800 | 28,125 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Magistrates Services | \$221 | \$255 | \$128 | \$130 | \$133 |
| Total criminal processes handled | 44,212 | 36,000 | 42,193 | 44,000 | 45,000 |

Mission Statement

The Police Department will enhance the quality of life by providing police services through shared responsibility with the public.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$101,035,246



30.4% of Public Safety

Program:

- Office of the Chief: \$4,694,739
- Support Services: \$24,253,638
- Operations: \$45,658,102
- Criminal Investigations: \$17,712,523
- Financial & Technical Services: \$8,716,244

Mandates

Public safety in Virginia counties is mandated through the Sheriff's Office. Counties can choose through local referendum to establish a county police department. The Prince William County Police Department was authorized by County residents through general referendum in 1969 and was established as a department in the County government in July 1970. State code mandates that a local advisory board be created with the enactment of a local towing ordinance ([Code of Virginia 46.2-1233.2](#)). The Police Department serves as the liaison to this board.

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

State Code: [Title 3.2](#). Agriculture, Animal Care and Food, [3.2-6542](#)

County Code: Chapter 2 ([Police Auxiliary](#)), Chapter 2.5 ([Alarm Systems](#)), Chapter 3 ([Amusements](#)), Chapter 4 ([Animals and Fowl](#)), Chapter 12 ([Massage Establishments](#)), Chapter 13 ([Motor Vehicles and Traffic](#)), Chapter 14 ([Noise](#)), Chapter 16 ([Miscellaneous Offenses](#)), Chapter 18 ([Peddlers, Solicitors and Itinerant Vendors](#)), Chapter 19 ([Personnel](#)), Chapter 20 ([Police](#)), Chapter 20.5 ([Precious Metals Dealers](#)), Chapter 27 ([Taxicabs](#))

Police



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---|
| Police Office of the Chief | \$5,683,848 | \$5,074,277 | \$4,700,353 | \$4,641,919 | \$4,694,739 | 1.14% |
| Police Support Services | \$19,348,892 | \$20,864,614 | \$20,832,555 | \$19,338,072 | \$24,253,638 | 25.42% |
| Police Operations | \$40,314,700 | \$42,036,817 | \$43,967,971 | \$48,049,384 | \$45,658,102 | (4.98%) |
| Criminal Investigations | \$15,625,669 | \$15,498,874 | \$16,873,060 | \$16,129,063 | \$17,712,523 | 9.82% |
| Financial & Technical Services | \$5,670,723 | \$6,087,325 | \$8,045,963 | \$7,593,165 | \$8,716,244 | 14.79% |
| Total Expenditures | \$86,643,831 | \$89,561,907 | \$94,419,902 | \$95,751,603 | \$101,035,246 | 5.52% |

Expenditure by Classification

| | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--------------|
| Salaries and Benefits | \$69,876,772 | \$72,574,466 | \$76,341,444 | \$81,600,633 | \$84,222,413 | 3.21% |
| Capital Outlay | \$963,543 | \$664,631 | \$74,674 | \$298,061 | \$760,344 | 155.10% |
| Contractual Services | \$1,250,978 | \$1,052,523 | \$1,312,929 | \$1,349,587 | \$1,423,373 | 5.47% |
| Internal Services | \$9,731,895 | \$10,305,352 | \$11,419,001 | \$9,845,969 | \$10,773,611 | 9.42% |
| Purchase of Goods & Services | \$4,052,560 | \$4,243,534 | \$4,455,854 | \$4,146,012 | \$5,272,164 | 27.16% |
| Leases & Rentals | \$460,769 | \$388,336 | \$430,228 | \$527,768 | \$599,768 | 13.64% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$2,410,456) | (\$2,410,456) | 0.00% |
| Transfers Out | \$307,314 | \$333,065 | \$385,772 | \$394,029 | \$394,029 | 0.00% |
| Total Expenditures | \$86,643,831 | \$89,561,907 | \$94,419,902 | \$95,751,603 | \$101,035,246 | 5.52% |

Funding Sources

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Revenue from Federal Government | \$900,123 | \$682,066 | \$295,375 | \$0 | \$0 | 0.00% |
| Permits & Fees | \$398,098 | \$362,686 | \$379,182 | \$265,940 | \$265,940 | 0.00% |
| Fines & Forfeitures | \$803,934 | \$846,070 | \$701,092 | \$672,259 | \$672,259 | 0.00% |
| Use of Money & Property | \$14,832 | \$25,949 | \$48,529 | \$6,000 | \$6,000 | 0.00% |
| Revenue from Other Localities | \$9,960 | \$6,089 | \$2,750 | \$50,000 | \$50,000 | 0.00% |
| Miscellaneous Revenue | \$147,559 | \$172,353 | \$108,291 | \$206,200 | \$206,200 | 0.00% |
| Non-Revenue Receipts | \$0 | \$36,542 | \$5,068 | \$0 | \$0 | 0.00% |
| Charges for Services | \$758,669 | \$738,302 | \$764,130 | \$517,286 | \$517,286 | 0.00% |
| Revenue from Commonwealth | \$10,771,505 | \$8,552,563 | \$9,503,697 | \$9,438,840 | \$9,438,840 | 0.00% |
| Transfers In | \$406,000 | \$1,314,000 | \$14,206 | \$0 | \$0 | 0.00% |
| Total Designated Funding Sources | \$14,210,680 | \$12,736,620 | \$11,822,320 | \$11,156,525 | \$11,156,525 | 0.00% |
| Net General Tax Support | \$72,433,151 | \$76,825,287 | \$82,597,581 | \$84,595,078 | \$89,878,721 | 6.25% |
| Net General Tax Support | 83.60% | 85.78% | 87.48% | 88.35% | 88.96% | |



Staff History by Program



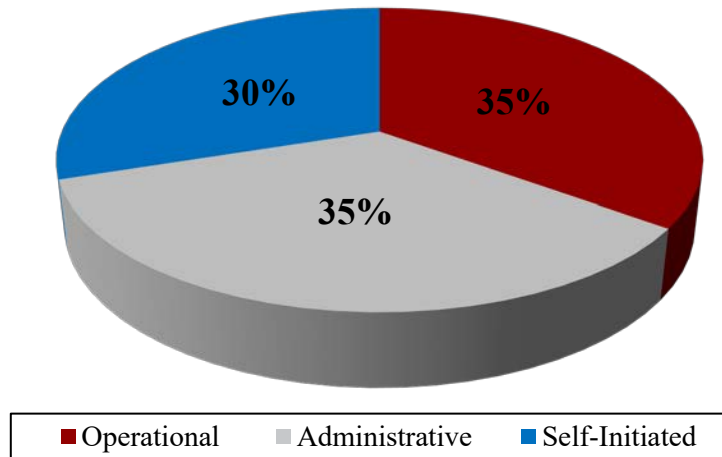
Future Outlook

Building Trust - As we look to the future, the Prince William County (PWC) Police Department, a nationally accredited agency, must maintain its culture and reputation for integrity, fair, and impartial policing and professionalism. This requires attracting and retaining a diverse staff, continuing to build trust with the community, being proactive in addressing issues with all stakeholders, continuing with the Citizen Police Academy, Neighborhood Watch, and other community engagement programs. This effort has resulted in a 94% satisfaction rating for the Police Department within the community. Along with ensuring that the department has the staff necessary to meet these challenges, the infrastructure in terms of equipment, facilities, and technology to support these staff and the public safety challenges must also be in place.

Managed Workload Staffing Methodology/Community Policing - PWC has applied a Community Policing model for 20+ years. It has been demonstrated that this model achieves the best results for the community, not only in regards to crime rates, but also in the important issues of engagement, problem solving, and collaboration between the community and its police department. In order to succeed, it is imperative that an officer's workload be properly managed to allow such endeavors. The department's staffing plan provides a sustained approach to provide necessary resources and the capacity for tactical, operational, and civilianization needs to respond to major events in PWC and the region. For these reasons, it is imperative that the County maintain a predictable and sustained staffing plan.

Police

Managed Workload Methodology



Operational - 35%

- Calls for Service
- Accident and On-Scene Criminal Investigation
- Report Writing

Administrative - 35%

- Training
- Court
- Miscellaneous

Self-Initiated - 30%

- Officer Backup
- Community Policing
- Problem Solving

Diversity - As the diversity of our community has increased, the Police Department has strived to improve the diversity of its promotional and hiring practices. Hiring results continue to show progress, however, better representation is required to accurately reflect the community. The department proactively engages in community outreach with citizens in a myriad of settings. The [2016 Community Survey](#), demonstrated that 90% of residents generally believe the Police Department treats residents fairly regardless of race, gender, or ethnic/national origin.

National/Regional Issues - As national attention is brought to issues such as active violence incidents, gangs, addressing opioid addiction, homeland security, cyber-crimes, drug trafficking, etc., there are increased expectations and demands for local police services. The County's participation in task forces and mutual aid opportunities within the region and the Commonwealth, along with traffic and pedestrian safety initiatives, also requires resources.

Mental Health Challenges - The Police Department, like other local departments, is often the first to be called upon to address those with mental illness who engage in behaviors that impact personal and/or public safety. The department has trained over 150 officers in the Crisis Intervention Team (CIT) program to improve the nature of police interactions with people living with mental illness. In FY16, the Police Department responded to 1,504 such calls and transported 494 emotionally disturbed patients to various medical facilities throughout the state.

Facilities - The Public Safety Academy has not had permanent space added since 2005 when the modular units were added. As staffing grows, the need for training space will continue to grow with it. A rifle range is also needed to meet critical training demands. Land acquisition to support Academy expansion is critical. The Animal Control Shelter has not been significantly expanded since its opening in 1975 and is not adequate to meet current needs.

Technology - Information technology, to include social media, body worn cameras, and crime mapping are now common and critical tools in law enforcement. The Police Department has been actively exploring ways to harness technology to meet the needs of the community.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Police technology bill increases by \$457,438.
- B. Retention Supplement** - Sworn Police employees receive an annual retention supplement based on tenure after completing two years of employment. Uniform personnel with two years of service or more receive an annual supplement equal to 5% of their base salary. The annual amount is capped at \$5,366.40. The Police retention supplement budget was increased \$456,814 in FY18 which includes the County Executive's action to change the retention supplement rate from 3% to 5% for uniform personnel with two to nine years of service.
- C. Five-Year Staffing Plan** - Below is a summary of the staffing initiatives included in the Five-Year Plan.

| Police - Staffing Plan | FTE | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|-----------|--------------------|--------------------|--------------------|--------------------|--------------------|
| FY18 Civilianization of Animal Shelter Director and Public Safety Communications Director | 2 | \$280,534 | \$280,534 | \$280,534 | \$280,534 | \$280,534 |
| FY18 Police Staffing Plan** - 13 Officers and 2 Civilian - 1/2year* | 15 | \$1,744,354 | \$1,544,538 | \$1,544,538 | \$1,544,538 | \$1,544,538 |
| FY19 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year* | 15 | \$0 | \$1,744,354 | \$1,544,538 | \$1,544,538 | \$1,544,538 |
| FY20 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year* | 15 | \$0 | \$0 | \$1,744,354 | \$1,544,538 | \$1,544,538 |
| FY21 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year* | 15 | \$0 | \$0 | \$0 | \$1,744,354 | \$1,544,538 |
| FY22 Police Staffing Plan - 13 Officers/2 Civilians Staggered | 15 | \$0 | \$0 | \$0 | \$0 | \$1,744,354 |
| Total | 77 | \$2,024,888 | \$3,569,427 | \$5,113,965 | \$6,658,504 | \$8,203,042 |

* Positions funded 1/2 year.

** FY18 Staffing plan includes 2 Officer positions and 1 Civilian position to support the Body Worn Cameras program.

Budget Initiatives

A. Budget Initiatives

1. FY18 Staffing Plan – Police Support Services

| | |
|---------------------|-------------|
| Expenditure | \$2,024,888 |
| Revenue | \$0 |
| General Fund Impact | \$2,024,888 |
| FTE Positions | 17 |

a. Description - This initiative funds the FY18 police staffing needs for sworn officers (including vehicles, one-time equipment, training, and technology costs associated with the positions) and civilian positions.

- **Civilianization of Animal Shelter Director** - A civilian position has been created to serve as the director of the Animal Shelter, previously held by a Police Captain.

- **Civilianization of Public Safety Communications Center Director** - A civilian position has been created to serve as the director of the Public Safety Communications Center, previously held by a Police Captain.

b. Service Level Impacts - A sustained and predictable funding plan for public safety has proven to be an effective strategy. It has provided a high degree of public trust and confidence, high customer satisfaction levels, highly qualified and trained police officers, safe schools and business environment, and a low crime rate. Continued funding of the department's staffing plan will sustain the above mentioned outcomes as well as maintain organizational capacity to deal with emerging crime trends, address public safety facility needs, address increased complexity of policing issues, and neighborhood crime hot spots, as well as effectively manage community risk, citizen and officer safety, and major special events.

2. Central District Police Station Operating Costs – Police Support Services

| | |
|---------------------|-----------|
| Expenditure | \$538,463 |
| Revenue | \$0 |
| General Fund Impact | \$538,463 |
| FTE Positions | 0 |

- a. Description** - This initiative funds operational costs to support the Central District Police Station which is scheduled to open in August 2017 (FY18). Costs includes equipment, supplies, and other cost related to operating the facility.
- b. Service Level Impacts** - Existing service levels are maintained. The funding will ensure there are sufficient resources to maintain the Central District Police Station and support the patrol and other personnel that will operate out of the facility.

3. Rifle Range Lease – Police Support Services

| | |
|---------------------|----------|
| Expenditure | \$21,000 |
| Revenue | \$0 |
| General Fund Impact | \$21,000 |
| FTE Positions | 0 |

- a. Description** - This initiative funds the lease of a privately-owned rifle range to be used for police officer training.
- b. Service Level Impacts** - Existing service levels are maintained.

Program Summary

Office of the Chief

The Office of the Chief of Police provides overall leadership and management oversight for Police in an effort to deliver efficient and effective police service to the residents and foster public trust. Plans and directs all department activities and is the final authority in all matters of policy, operations, investigating citizen complaints, and allegations of employee misconduct. Located within the Office of the Chief are the Public Information Office, the Internal Affairs Office, Accreditation, the Chaplain program, and the Critical Incident Stress Debriefing (CISD) Team.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Crime rate in the lowest third of COG communities | Yes | - | Yes | Yes | Yes |
| Crime rate | - | 15.6 | 14.7 | - | 14.5 |
| Residents feel safe in their neighborhoods (community survey) | 93% | 93% | 93% | 93% | 93% |
| Police emergency response time (minutes) | 6.5 | 6.5 | 6.2 | 6.5 | 6.5 |
| Compliance with CALEA National Accreditation Standards | 100% | 100% | 100% | 100% | 100% |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Police Leadership & Management | \$5,256 | \$4,636 | \$4,282 | \$4,205 | \$4,294 |
| Calls for services handled | 214,050 | 226,520 | 225,850 | 227,000 | 226,500 |
| Officers per 1,000 residents | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 |
| Standard operating procedure inspections conducted | 15 | 15 | 27 | 15 | 15 |
| Citizen complaints per 1,000 Police contacts | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 |
| Police Public Information | \$428 | \$438 | \$418 | \$437 | \$401 |
| Social media contacts | 10.3M | 17.8M | 39.5M | 19.0M | 50.0M |

In 2015 Prince William County crime statistics are reported using [IBR reporting](#) standards.

Support Services

The Support Services Division provides support services to the Office of the Chief, the Financial & Technical Services Division, the Operations Division, and the Criminal Investigations Division. Located within the Support Services Division are the Administrative Support Bureau, the Personnel Bureau, the Animal Control Bureau, the Criminal Justice Academy, and Public Safety Communications (which is jointly administered with the Department of Fire & Rescue).

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| OSHA recordable incident rate among police employees | 8.7 | 9.6 | 6.9 | 9.0 | 9.0 |
| Animal Control effectively protects citizens and animals (community survey) | 90% | 90% | 89% | 90% | 90% |
| Total number of identifications made from fingerprint impressions | 369 | 517 | 333 | 300 | 350 |
| Sworn turnover rate without retirement and terminations | 5.4% | 7.4% | 9.0% | 6.4% | 7.7% |
| Property evidence material audit discrepancies | 0 | 0 | 0 | 0 | 0 |

Police

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Administrative Services Bureau | \$6,916 | \$7,100 | \$6,988 | \$4,730 | \$7,359 |
| Property received entered into systems within 48 hours | 100% | 100% | 100% | 100% | 100% |
| Permits and licenses reviewed | 3,264 | 3,232 | 4,367 | 3,300 | 4,000 |
| Records Section | \$1,508 | \$1,568 | \$1,630 | \$1,645 | \$1,719 |
| Service requests | 35,001 | 32,832 | 32,485 | 34,000 | 34,000 |
| Identification Bureau | \$1,522 | \$1,439 | \$1,467 | \$1,537 | \$1,578 |
| Fingerprint packages recovered | 1,164 | 1,173 | 1,100 | 1,300 | 1,300 |
| Personnel Bureau | \$1,620 | \$1,855 | \$2,127 | \$2,065 | \$2,009 |
| Applications reviewed | 3,186 | 3,600 | 2,771 | 3,800 | 3,400 |
| In-Service Training Section | \$5,704 | \$6,776 | \$6,665 | \$7,223 | \$5,706 |
| Total hours of in-service training | 44,160 | 38,780 | 47,222 | 44,000 | 44,000 |
| Compliance with VA mandatory training standards | 100% | 100% | 100% | 100% | 100% |
| Basic Recruit Training Section | \$0 | \$0 | \$0 | \$0 | \$3,567 |
| Basic training hours | 44,704 | 55,552 | 59,408 | 50,000 | 55,000 |
| Supervisors & training officers reporting satisfactory preparedness of recruits | 100% | 100% | 100% | 100% | 100% |
| Animal Enforcement Section | \$1,255 | \$1,225 | \$918 | \$1,016 | \$1,125 |
| Calls for Animal Control services | 8,729 | 8,654 | 8,513 | 9,500 | 8,700 |
| Animal Care Section | \$824 | \$902 | \$1,037 | \$1,122 | \$1,190 |
| Animals entering shelter | 5,728 | 4,605 | 4,019 | 5,500 | 4,000 |
| Animals adopted | 42% | 40% | 46% | 40% | 40% |

Operations

The Operations Division is responsible for maintaining a safe community and ensuring police officers are in a constant state of operational readiness for immediate response to any call for service requiring police presence, protection of life and property, and apprehending criminals. Nearly two-thirds of the department's personnel are assigned to the Operations Division which includes the Patrol Services Bureau, the Special Operations Bureau, Crime Prevention Unit, and the Crossing Guard Bureau.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Community/School satisfaction with Crossing Guard services | 89% | 100% | 100% | 100% | 100% |
| School crossings that are safe | 100% | 100% | 100% | 100% | 100% |
| Police officers are courteous and helpful to all community members | 92% | 92% | 92% | 92% | 92% |
| Police emergency response time (minutes) | 6.5 | 6.5 | 6.2 | 6.5 | 6.5 |
| Crime rate | 0.0 | 15.6 | 14.7 | 0.0 | 14.5 |

Police

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Patrol Services | \$32,454 | \$34,479 | \$35,753 | \$39,587 | \$36,790 |
| Total calls for service | 214,050 | 226,520 | 225,850 | 227,000 | 226,500 |
| Calls for service requiring officer response | 88,070 | 92,420 | 90,822 | 90,000 | 90,000 |
| Calls handled by Tel-Serv | 2,595 | 2,605 | 2,454 | 3,000 | 3,000 |
| Calls handled by CopLogic | - | - | 1,127 | 1,200 | 1,200 |
| Criminal arrests made | - | 12,532 | 11,408 | - | 12,000 |
| Crime Prevention Unit | \$609 | \$641 | \$535 | \$525 | \$735 |
| Crime Prevention programs conducted | 177 | 312 | 311 | 300 | 350 |
| Total Neighborhood and Business Watch programs | 42 | 45 | 59 | 55 | 49 |
| Special Operations, Traffic Safety & Accident Investigation | \$5,363 | \$5,158 | \$5,888 | \$5,839 | \$5,979 |
| Reportable traffic crashes | 4,354 | 4,489 | 4,443 | 5,000 | 5,000 |
| Traffic arrests made | 33,590 | 35,801 | 35,975 | 40,000 | 36,500 |
| Hours of speed control | 6,274 | 9,016 | 10,567 | 6,000 | 6,000 |
| Hours monitoring high-risk intersections | 2,797 | 3,415 | 3,414 | 3,000 | 3,000 |
| Crossing Guard Safety Programs | \$1,617 | \$1,583 | \$1,556 | \$1,835 | \$1,885 |
| Safety programs conducted | 297 | 319 | 353 | 300 | 360 |
| Parking Enforcement | \$272 | \$176 | \$237 | \$263 | \$268 |
| Parking tickets issued | 15,768 | 14,082 | 11,683 | 16,000 | 13,000 |

In 2015 Prince William County crime statistics are reported using [IBR reporting](#) standards.

Criminal Investigations

The Criminal Investigations Division investigates major criminal offenses against persons and property, apprehension of criminals, assisting the needs of crime victims including the youth and elderly, illegal drug activity and manages the juvenile education and prevention programs within the schools. Within the Criminal Investigations Division is the Special Investigations Bureau, the Violent Crimes Bureau, the Youth Services, and Special Victims Bureau, and the Property Crimes Bureau.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Violent crime closure rate (murders, rapes, robberies) | - | - | 49% | - | 50% |
| Part I crime rate in the lowest third of COG communities | - | Yes | Yes | - | - |
| Hours logged by officers in schools | 20,045 | 27,175 | 31,353 | 32,000 | 25,000 |

Police

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Violent Crimes | \$8,328 | \$7,794 | \$7,855 | \$8,467 | \$8,477 |
| Total crimes against persons | - | 4,257 | 4,435 | - | 4,523 |
| Total crimes against property | - | 9,610 | 9,254 | - | 9,439 |
| Total crimes against society | - | 2,441 | 2,692 | - | 2,746 |
| Special Investigations Bureau | \$3,479 | \$3,296 | \$3,471 | \$3,077 | \$3,410 |
| Total drug arrests | 1,927 | - | 2,324 | - | 2,029 |
| Youth Services and Special Victims Bureau | \$3,820 | \$4,409 | \$5,547 | \$4,586 | \$5,825 |
| Juvenile violent crime arrests as a percentage of all violent crime arrests | - | - | 12% | - | 12% |
| Juvenile criminal arrests as percentage of overall arrests | 10% | 12% | 13% | - | 13% |

In 2015 Prince William County crime statistics are reported using [IBR reporting](#) standards.

Financial & Technical Services

The Financial & Technical Services Division includes the Fiscal & Policy Management Bureau and the Information Technology Bureau. This Division coordinates and manages all fiscal matters including budget, payroll, grants, accounts payable and receivable, procurement, policy matters including the Commission on Accreditation for Law Enforcement Agencies (CALEA), policy review and facility planning; provides support of the department's information technology needs including implementation, operations and maintenance.

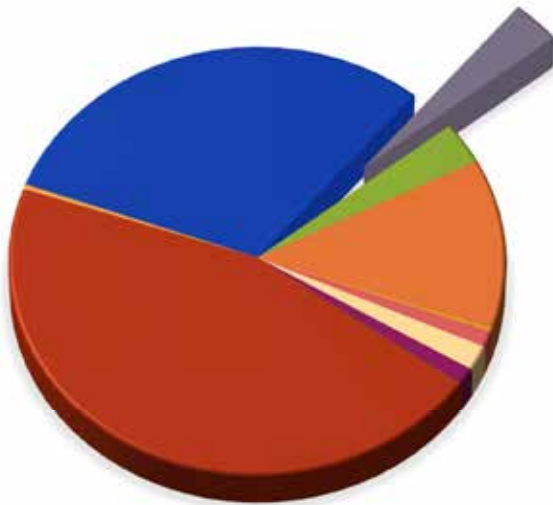
| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Annual unplanned unavailability of mobile data computers based on 8,760 hours | 12 | 0 | 8 | - | 5 |
| Internal control processes reviewed | - | - | 8 | - | 10 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Financial & Technical Services | \$4,277 | \$4,950 | \$5,337 | \$5,278 | \$5,518 |
| Internal audits completed - Police | - | - | 3 | - | 3 |
| External audits completed - Police | - | - | 4 | - | 4 |
| Contracts renewed | - | - | 69 | - | 75 |
| Purchase orders generated | - | - | 435 | - | 900 |
| Information Technology Management Bureau | \$1,394 | \$1,137 | \$2,709 | \$2,315 | \$3,198 |
| Total Police Capital Projects | - | 2 | 2 | - | 2 |
| Total Police Technology Projects | - | 8 | 7 | - | 7 |

Public Safety Communications

Mission Statement

The mission of Public Safety Communications is to enhance the quality of life in Prince William County through the prompt, efficient, and professional handling of calls for service and the dispatching of public safety services, thus making Prince William County a safer community in which to live, work, and visit.



Public Safety Expenditure Budget:
\$331,785,268

Expenditure Budget:
\$10,938,673

\$

3.3% of Public Safety

Program:

- Public Safety Communications:
\$10,938,673

Mandates

Every county, city, or town in the state shall be served by an E-911. The Public Safety Communications Center provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Public Safety Communications Center has responsibility.

State Code: [52-16](#), [52-34.3](#), [56-484.16](#)

County Code: Chapter 7 ([Emergency Medical Services](#)), Chapter 9.1 ([Fire Prevention Code](#)), Chapter 13 ([Enforcement of Parking/Private Property](#))

Public Safety Communications



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|-------------------------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---|
| Public Safety Communications Center | \$16,093,483 | \$9,401,319 | \$11,700,844 | \$11,002,823 | \$10,938,673 | (0.58%) |
| Total Expenditures | \$16,093,483 | \$9,401,319 | \$11,700,844 | \$11,002,823 | \$10,938,673 | (0.58%) |

Expenditure by Classification

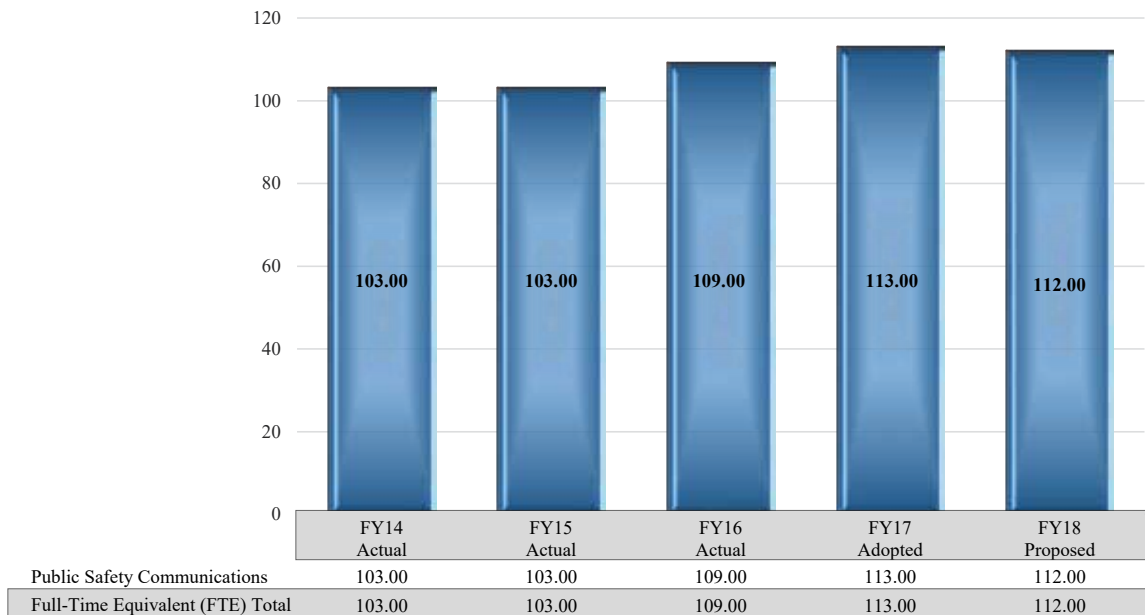
| | | | | | | |
|------------------------------|---------------------|--------------------|---------------------|---------------------|---------------------|----------------|
| Salaries and Benefits | \$8,205,573 | \$8,223,377 | \$8,855,258 | \$9,751,324 | \$9,649,820 | (1.04%) |
| Capital Outlay | \$0 | \$0 | \$0 | \$5,000 | \$5,000 | 0.00% |
| Contractual Services | \$49,361 | \$39,418 | \$70,723 | \$694,266 | \$731,084 | 5.30% |
| Internal Services | \$330,581 | \$352,334 | \$404,572 | \$262,000 | \$292,468 | 11.63% |
| Purchase of Goods & Services | \$404,940 | \$363,700 | \$360,319 | \$522,353 | \$492,421 | (5.73%) |
| Leases & Rentals | \$8,064 | \$6,592 | \$8,684 | \$11,780 | \$11,780 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$247,074) | (\$247,074) | 0.00% |
| Transfers Out | \$7,094,964 | \$415,897 | \$2,001,288 | \$3,174 | \$3,174 | 0.00% |
| Total Expenditures | \$16,093,483 | \$9,401,319 | \$11,700,844 | \$11,002,823 | \$10,938,673 | (0.58%) |

Funding Sources

| | | | | | | |
|---|---------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| Use of Money & Property | \$216,639 | \$95,645 | \$72,819 | \$0 | \$0 | 0.00% |
| Revenue from Other Localities | \$249,521 | \$265,769 | \$265,769 | \$249,640 | \$249,640 | 0.00% |
| Other Local Taxes | \$1,256,905 | \$1,246,267 | \$0 | \$0 | \$0 | 0.00% |
| Revenue from Commonwealth | \$927,722 | \$949,629 | \$2,223,669 | \$2,183,252 | \$2,183,252 | 0.00% |
| Transfers In | \$62,343 | \$70,000 | \$70,000 | \$70,000 | \$70,000 | 0.00% |
| Total Designated Funding Sources | \$2,713,131 | \$2,627,310 | \$2,632,257 | \$2,502,892 | \$2,502,892 | 0.00% |
| Net General Tax Support | \$13,380,353 | \$6,774,008 | \$9,068,587 | \$8,499,931 | \$8,435,781 | (0.75%) |
| Net General Tax Support | 83.14% | 72.05% | 77.50% | 77.25% | 77.12% | |



Staff History by Program



Public Safety Communications

Future Outlook

Increased Demands on Service - Prince William County (PWC) continues to grow in population and with that growth comes an increase in demand for public safety services. PWC Public Safety Communications Center (PSCC) is a joint facility that encompasses police and fire services. The scope of the PSCC's responsibility includes monitoring and tracking police officers from PWC, the Towns of Dumfries, Haymarket, Occoquan, and Quantico, Sheriff's Deputies, Park Rangers, NOVA Police, Animal Control, Parking Enforcement, Crossing Guards, and Virginia Conservation Officers. The PSCC also monitors and tracks the activity of the Prince William Department of Fire & Rescue, as well as the City of Manassas and City of Manassas Park Fire & Rescue units. The addition of new police officers, firefighters, emergency medical technicians, etc., increases the workload at PSCC. In FY16, PSCC handled 187,955 emergency 911 (E-911) calls and 264,856 non-emergency calls. In addition to the emergency and non-emergency calls, PSCC personnel handle citizen inquiries, Teletype requests, transferring calls to the appropriate County or state agency, and assisting public safety personnel with their investigations.

Call Complexity - Call complexity increases the amount of time necessary to receive and process calls for service. In response to the increase of citizens in need of mental health care, PSCC has provided Crisis Intervention Training (CIT) to its employees. Call takers are often the first point of contact for those in crisis and CIT-trained employees provide improved customer service. Also, over the past four years, the use of interpretation services has increased by 61%. This process delays call handling. Efforts to recruit a more diverse workforce is ongoing.

Outbound Calls - In addition to emergency and non-emergency calls received by PSCC, the department must make thousands of outbound calls each year. These calls include calling back on 911 hang ups, calling for tow trucks, verifying warrants, researching call history for investigative purposes, contacting alarm companies to verify alarms, pinging cell phones to help locate missing/endangered persons, and calling for public safety resources (helicopter, K9, specialty equipment, mutual aid, family members of emotionally disturbed persons, etc.). PSCC handles approximately 156,000 outbound calls per year.

Recruiting and Retention - PSCC works closely with law enforcement and Fire & Rescue. Due to the sensitive and confidential information an employee is exposed to, an extensive hiring process is in place. Due to the complexity of the job, shift work, and current salary schedule, it is a challenge to retain qualified candidates. The time a potential candidate applies to become a Telecommunicator, to the time the candidate is a viable employee, can take anywhere from 10 – 12 months. PSCC has a rigorous and effective screening and selection process followed by a solid training program that is well-aligned with the skills needed, alongside an on the job training program. The attrition rate continued to fluctuate in FY16, with a high at 13.6 percent, causing additional stress on employees to work overtime to compensate for the shortage in staff.

Workspace Limitations - With the increasing population, increase in staffing, enhancement of technology, and additional Public Safety Answering Point (PSAP) responsibilities, the PWC PSCC has exceeded capacity with regard to work space. Since consolidation in 1996, PSCC has experienced growth, along with the community. In order to maintain efficiency and provide superior customer service to citizens of PWC, it is necessary to evaluate expand existing work space.

Enhanced Technology - The new Motorola Solutions Computer Aided Dispatch (CAD), Records Management System (RMS), Mobile Data Computer (MDC), enhanced E-911, voice-logging systems, and new Microsoft operating systems will provide more efficient call processing. Additional shared work stations should be considered to accommodate web-based applications from emergency notification companies. This technology may require additional funding for maintenance and expansion as the region grows. The National Capital Region (NCR) CAD to CAD interoperability is in the final stages of testing with implementation planned by the first quarter of CY17.

Next Generation 911 (NG911) - NG911 is an IP-based system comprised of managed IP-based networks (ESInets), functional elements (applications), and databases that replicate traditional E-911 features and functions and provide additional capabilities. Other emergency and public safety related entities will be able

Public Safety Communications

to interconnect to the NG911 network and system, and be able to receive calls and data sent by the NG911 system or PSAP. Inherent in this portion is support for disaster management and intercommunications with and between PSAPs, Emergency Operation Centers (EOCs), Department of Homeland Security (DHS), and other emergency management entities. It will also provide real time call routing and improved delivery. The use of cell phones has increased as a region, roughly 75% of incoming calls are from wireless sources. Wireless service providers are improving their capabilities to include enhanced/additional cell towers.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the PSCC technology bill increases by \$26,204.
- B. Civilian Director for Public Safety Communications** - A vacant position within PSCC has been reclassified to provide for the hiring of a civilian director of the PSCC. This will enable the County to have greater continuity and specialization in this critical position. Previously, this position has been held by a Captain employed by the Police Department.
- C. Budget Shift** - \$4,264 has been shifted from other services into the internal service series to support computer upgrades made during FY17. \$43,082 has been shifted from other services into the contractual services series to cover increased maintenance costs.
- D. One-Time Reductions** - \$31,932 has been removed from the PSCC FY18 budget for non-recurring expenditures associated with positions added to the department in FY17.

Public Safety Communications

Program Summary

Public Safety Communications

PSCC is a 24-hour consolidated call processing and dispatch center for all 911 and non-emergency requests for police, fire & rescue services within PWC and the incorporated towns. Also, Fire & Rescue calls for service are processed and dispatched for the City of Manassas and the City of Manassas Park. Additionally, teletype requests for missing, endangered, and wanted persons are processed. Stolen vehicles, towed vehicles, and property that meet certain criteria are entered into automated systems such as the National Crime Information Center (NCIC) and the Virginia Crime Information Network (VCIN). Requests for Criminal History Checks are processed within PSSC. The Teletype Unit backs up the Warrant Control office.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Police calls that require more than 1 continuous hour of dispatcher time | 26% | 28% | 33% | 25% | 30% |
| Fire & Rescue calls that require more than 1 continuous hour of dispatcher time | 51% | 48% | 50% | 49% | 49% |
| 911 calls answered in 10 seconds* | 88% | 86% | - | 88% | 88% |
| Police emergency calls received through 911 dispatched within 120 seconds | 56% | 56% | 53% | 58% | 55% |
| Fire & Rescue emergency calls received through 911 dispatched within 120 seconds | 87% | 86% | 78% | 85% | 80% |

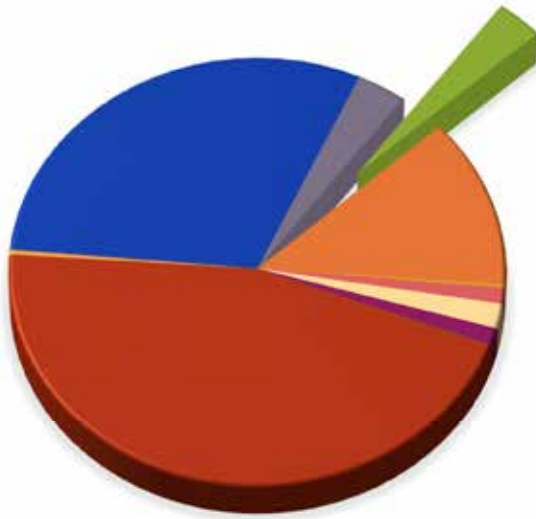
| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Telephone Call Processing | \$11,806 | \$5,229 | \$7,145 | \$5,959 | \$6,209 |
| Calls answered on E-911 (emergency) phone lines | 177,589 | 188,656 | 187,955 | 189,000 | 189,000 |
| Calls answered on non-emergency phone lines | 281,460 | 274,772 | 264,856 | 300,000 | 280,000 |
| Outbound calls completed | 149,927 | 154,086 | 156,000 | 155,000 | 155,000 |
| Police and Fire & Rescue Dispatch Services | \$3,968 | \$3,911 | \$4,166 | \$4,612 | \$4,392 |
| Police incidents dispatched | 107,960 | 107,871 | 109,922 | 107,000 | 107,000 |
| Fire & Rescue incidents dispatched | 40,354 | 41,570 | 41,748 | 40,000 | 41,000 |
| Teletype Processing | \$319 | \$261 | \$390 | \$432 | \$337 |
| Record requests processed | 20,586 | 15,072 | 8,645 | 20,000 | 10,000 |
| Criminal history requests processed | 3,756 | 4,381 | 3,949 | 4,200 | 4,100 |
| Towed vehicle records processed | 3,765 | 3,976 | 3,934 | 4,000 | 4,000 |

* Due to configuration issues with the call handling system, actuals for this measure are not available for all of FY16.

Sheriff's Office

Mission Statement

The Sheriff's Office, in partnership with elected leaders, staff, and citizens as part of public safety will provide security at the Judicial Center, serve all court process, provide timely transport for prisoners and patients, and continue to develop and enhance collaboration with all of our partners.



Expenditure Budget:
\$10,519,693



3.2% of Public Safety

Program:

- Operations: \$4,146,742
- Court Services: \$4,789,427
- Administration: \$1,583,524

Public Safety Expenditure Budget:
\$331,785,268

Mandates

The Code of Virginia mandates several activities that must be carried out by the Sheriff's Office. Primary among these is the provision of 24-hour continuous security at the Judicial Center Complex. Other mandates include service of all civil process, including subpoenas, levies, seizures, and evictions; internal affairs, and training.

State Code: [9.1-701](#), [40.1](#), [2.2-1201](#), [15.2-1603](#), [1606](#), [1609](#), [1636.14](#), [1711](#), [2.2-1840-1841](#), [8.01-588.1](#), [15.2-1527-15.2-1530](#); [19.2-80](#), [37.2-808-809](#), [8.01-293](#), [53.1-67.5](#), [113](#), [19.2-182.9](#)

County Code: Chapter 16 ([Riots and Unlawful Assemblies](#))

Sheriff's Office



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---|
| Sheriff Operations | \$2,587,619 | \$3,143,215 | \$3,416,842 | \$3,635,215 | \$4,146,742 | 14.07% |
| Sheriff Court Services | \$3,811,723 | \$4,514,960 | \$4,595,891 | \$4,954,857 | \$4,789,427 | (3.34%) |
| Sheriff Administration | \$2,545,563 | \$1,744,106 | \$1,606,913 | \$1,595,597 | \$1,583,524 | (0.76%) |
| Total Expenditures | \$8,944,905 | \$9,402,282 | \$9,619,646 | \$10,185,669 | \$10,519,693 | 3.28% |

Expenditure by Classification

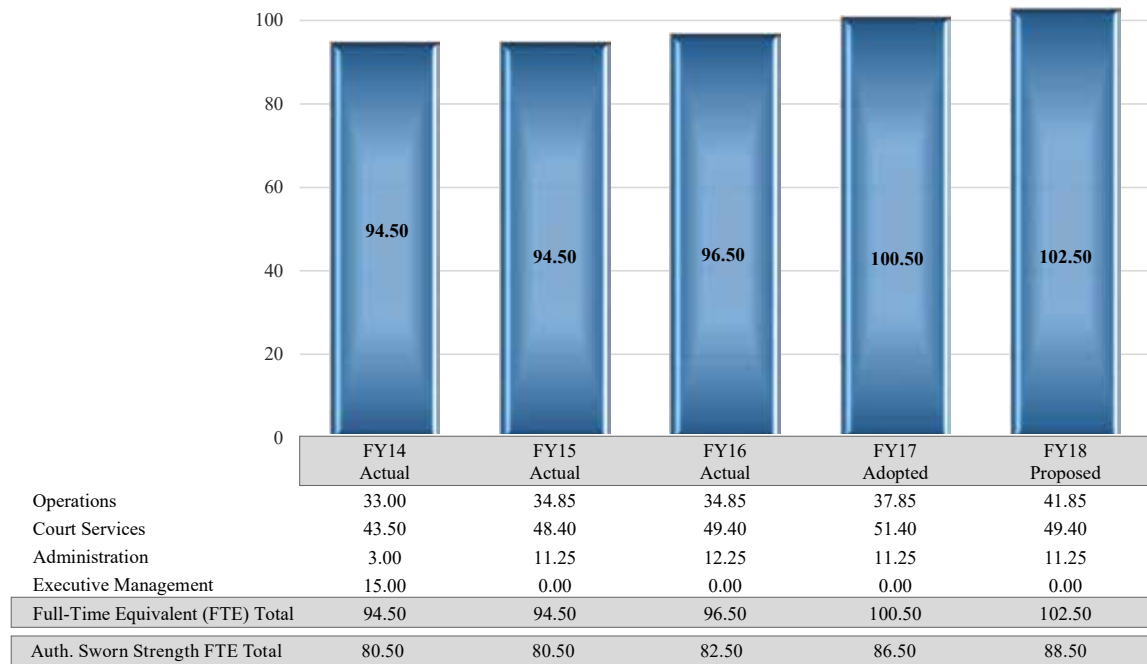
| | | | | | | |
|------------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|--------------|
| Salaries and Benefits | \$7,663,198 | \$8,000,473 | \$8,479,359 | \$8,971,525 | \$9,273,784 | 3.37% |
| Capital Outlay | \$0 | \$12,647 | \$0 | \$0 | \$0 | 0.00% |
| Contractual Services | \$88,992 | \$101,143 | \$69,984 | \$128,023 | \$84,163 | (34.26%) |
| Internal Services | \$789,770 | \$759,490 | \$737,735 | \$761,690 | \$848,839 | 11.44% |
| Purchase of Goods & Services | \$344,077 | \$470,611 | \$274,194 | \$499,550 | \$488,026 | (2.31%) |
| Leases & Rentals | \$6,084 | \$5,135 | \$5,590 | \$8,400 | \$8,400 | 0.00% |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$236,302) | (\$236,302) | 0.00% |
| Transfers Out | \$52,783 | \$52,783 | \$52,783 | \$52,783 | \$52,783 | 0.00% |
| Total Expenditures | \$8,944,905 | \$9,402,282 | \$9,619,646 | \$10,185,669 | \$10,519,693 | 3.28% |

Funding Sources

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Permits & Fees | \$145,635 | \$137,822 | \$141,479 | \$0 | \$0 | 0.00% |
| Use of Money & Property | \$24 | \$22 | \$28 | \$0 | \$0 | 0.00% |
| Revenue from Other Localities | \$836,236 | \$799,536 | \$893,400 | \$933,495 | \$933,495 | 0.00% |
| Miscellaneous Revenue | \$0 | \$1,500 | \$1,500 | \$0 | \$0 | 0.00% |
| Charges for Services | \$682,457 | \$639,039 | \$610,342 | \$585,834 | \$585,834 | 0.00% |
| Revenue from Commonwealth | \$1,750,904 | \$1,689,161 | \$1,779,224 | \$1,755,627 | \$1,755,627 | 0.00% |
| Total Designated Funding Sources | \$3,415,256 | \$3,267,079 | \$3,425,973 | \$3,274,956 | \$3,274,956 | 0.00% |
| Net General Tax Support | \$5,529,649 | \$6,135,202 | \$6,193,673 | \$6,910,713 | \$7,244,737 | 4.83% |
| Net General Tax Support | 61.82% | 65.25% | 64.39% | 67.85% | 68.87% | |

Sheriff's Office

Staff History by Program



Future Outlook

Force Multiplier and On-Going Need for Staff - The Sheriff's Office has requested an increase in full-time staff the last three budget cycles to meet workload requirements. However, it has not been sufficiently met; we are currently operating with minimal staff. This affects level of service we provide to the community and our partners. Other agencies (Police/Fire) are operating on a per capital staffing plan. It is requested that a Sheriff's Office staffing plan be established to implement a set number of deputies for every set number of police officers hired each year. This will offset workload per deputy and help ensure quality safety and service.

Judicial Center Hardening Measures - The Judicial Center lacks exterior hardening measures to defend against domestic or foreign terrorism. The Judicial Center has an open exterior, in which vehicles can drive directly into the building at multiple different locations. It is the request of the Sheriff's Office for assistance in acquiring the necessary measures that will enhance the security of the Judicial Center. Examples of this type of hardening would be non-removable barricades, permanent bollards, chain fences around the exterior of the courthouse along Route 28 south and fenced in parking area for the judges and staff.

Vehicle Replacement - Personnel need the essential tools to perform job related tasks as mandated by the State Code of Virginia. The Sheriff's Office has requested new vehicles over the last two years. There have been incidents where deputies were required to share vehicles due to shortages caused by routine maintenance. The addition of vehicles (cruisers) to the fleet ensures that staff received the equipment needed to perform their job. Additional vehicles include a van for multiple inmate transports and handicapped/weight challenged individuals. We request new vehicles as new maintenance and equipment on older vehicles increases upkeep cost.

Sheriff's Office

Mental Health Response and Transport - A Mental Health Response Unit for transport of mentally ill individuals was formed in FY12 with two deputies. In FY13 the unit was fully staffed with two additional deputies and a civilian. These resources have been helpful but with the continued increase in the transport of mentally ill individuals, this unit is at maximum capacity. Additional deputies are needed to allow the Sheriff's Office to serve these individuals without having to move critical resources from other programs.

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Sheriff's Office technology bill increases by \$15,581.

Budget Initiatives

A. Budget Initiatives

1. Add Two Eviction Squad Deputies – Operations Program

| | |
|---------------------|-----------|
| Expenditure | \$309,542 |
| Revenue | \$0 |
| General Fund Impact | \$309,542 |
| FTE Positions | 2.00 |

- a. Description** - This item adds two additional deputies and one vehicle to fully staff the Eviction Squad created in FY17. These positions will provide enforcement and security for court ordered assistance to property owners for eviction purposes. As part of the Civil Process Unit, the additional staff will help provide the service in a safe and professional manner for all related summonses and notices regarding the eviction process.
- b. Service Level Impacts** - Existing service levels are maintained; however, the overall timeliness of eviction service will improve.

Sheriff's Office

Program Summary

Operations

The Operations Division is comprised of a Civil Process Unit, Transportation Unit, and a Warrants Unit. The civil process unit is responsible for the service of all civil papers received from any court of record. This function is solely mandated to the Sheriff by the Code of Virginia. The transportation unit is responsible for transporting prisoners to and from court and emotionally disturbed patients to hospitals and commitment hearings. The warrant unit is responsible for the service of criminal warrants, governor's warrants, parole violations, child support warrants, as well as prisoner extraditions from other states. The Operations Division is community oriented and proactive in our efforts to assist primary law enforcement agencies within Prince William County.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Prisoner escapes while in the custody of the Sheriff's Office | 0 | 0 | 0 | 0 | 0 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Civil Process | \$1,505 | \$1,718 | \$1,813 | \$2,003 | \$2,394 |
| Civil process papers served | 88,489 | 84,851 | 83,141 | 85,000 | 81,000 |
| Warrants | \$355 | \$431 | \$500 | \$475 | \$478 |
| Criminal warrants served | 255 | 342 | 317 | 300 | 300 |
| Extraditions completed | 30 | 38 | 40 | 35 | 35 |
| Sheriff Transportation | \$728 | \$994 | \$1,104 | \$1,157 | \$1,275 |
| Civil transports | 512 | 632 | 915 | 650 | 675 |
| Prisoner transports | 2,760 | 2,778 | 3,039 | 2,650 | 2,900 |

Court Services

Responsible for the safety and security of all citizens, courthouse staff, and inmates visiting this facility. Focus is geared towards providing year round security, 24-hours a day at the Judicial Center Complex. Also provides security for 15 courtrooms/judges (including special hearings) attorneys, plaintiffs, defendants, witnesses, jurors, employees, the general public, prisoners, and patient movement.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|------------------|
| Hours spent providing courtroom security | 29,928 | 38,816 | 43,483 | 40,000 | 45,000 |

| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Courthouse Security | \$1,485 | \$2,074 | \$2,067 | \$2,015 | \$2,015 |
| Security screenings conducted with magnetometer | 482,370 | 609,974 | 456,141 | 600,000 | 550,000 |
| Courtroom Security | \$2,326 | \$2,441 | \$2,529 | \$2,940 | \$2,775 |
| Docketed court cases | 272,220 | 265,796 | 261,385 | 276,000 | 270,000 |
| Total prisoners escorted to and from court | 12,376 | 12,447 | 11,478 | 12,700 | 12,000 |

Sheriff's Office

Administration

Implement department vision and mission through accreditation activities and records management. Coordinate and oversee budget, planning, and policy development and information technology while concentrating on continuous quality improvement.

| Key Measures | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Maintain state law accreditation | Yes | Yes | Yes | Yes | Yes |
| FTE equivalent of volunteer hours contributed (Sheriff) | 0.0 | 0.1 | 0.3 | 0.1 | 0.1 |

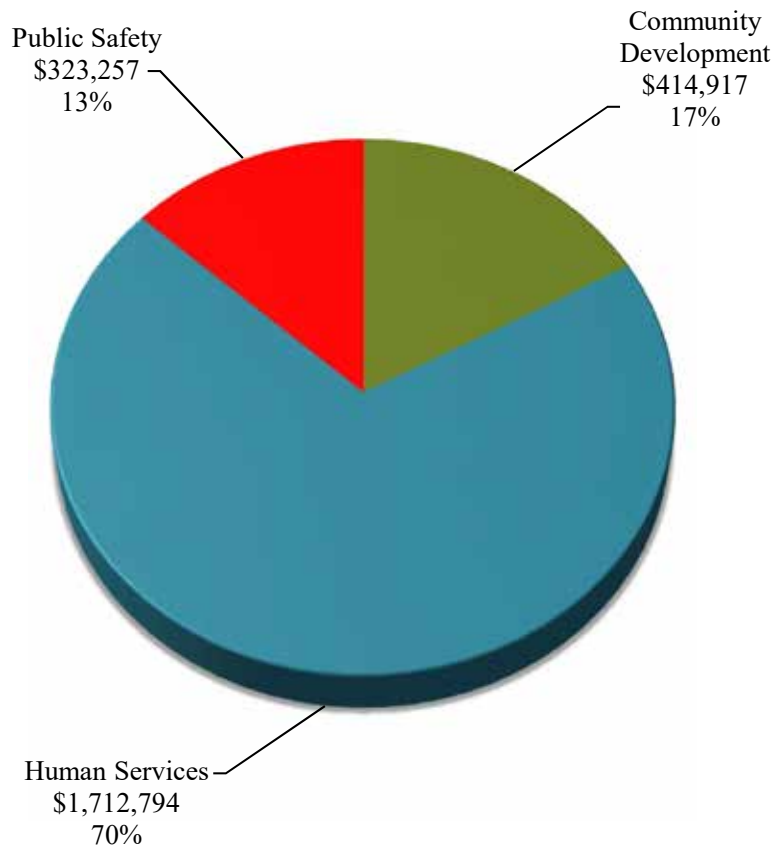
| Program Activities & Workload Measures (Dollar amounts expressed in thousands) | FY14 Actuals | FY15 Actuals | FY16 Actuals | FY17 Adopted | FY18 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Accreditation | \$76 | \$229 | \$235 | \$243 | \$252 |
| Maintain proof of compliance (documentation) as determined by VLEPSC | 100% | 100% | 100% | 100% | 100% |
| Sheriff Human Services | \$26 | \$40 | \$36 | \$42 | \$43 |
| Applicants processed (Sheriff) | 614 | 442 | 456 | 450 | 450 |
| Internal Affairs | \$0 | \$0 | \$0 | \$1 | \$1 |
| Disciplinary actions as a result of internal affairs investigations | 0 | 0 | 2 | 0 | 0 |
| Community Services | \$100 | \$81 | \$75 | \$68 | \$71 |
| Funeral escorts | 442 | 437 | 396 | 400 | 400 |
| Identification cards issued | 5,061 | 3,781 | 3,424 | 3,600 | 3,500 |
| Training | \$98 | \$116 | \$107 | \$129 | \$134 |
| Staff training hours | 8,728 | 9,225 | 8,766 | 8,500 | 8,600 |
| Administrative Service | \$2,245 | \$1,278 | \$1,154 | \$1,113 | \$1,083 |
| Customers served at lobby service counter | 31,428 | 32,769 | 40,635 | 31,750 | 33,000 |
| Payment transactions | 595 | 698 | 559 | 550 | 550 |
| Background checks for concealed weapons permits | 4,676 | 4,098 | 6,159 | 4,100 | 4,300 |
| Hours supporting other public safety agencies | 552 | 581 | 619 | 585 | 550 |

Sheriff's Office



Community Partners

Donations by Functional Area



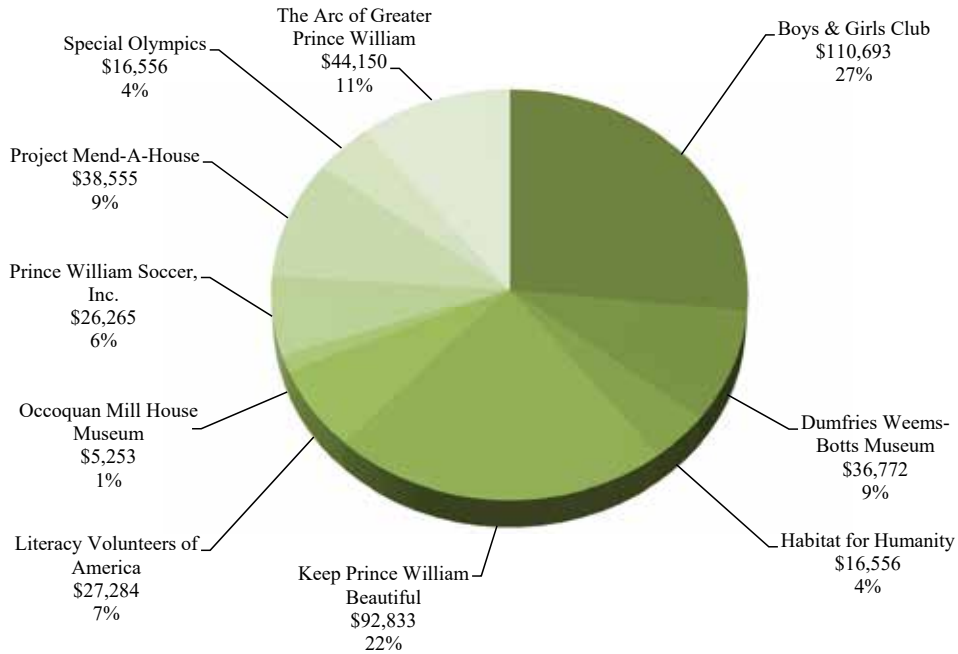
Total Expenditure Budget: \$2,450,968

Partners

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> ➤ Action in the Community Through Service ➤ American Red Cross ➤ The Arc of Greater Prince William ➤ Boys & Girls Club ➤ Dumfries Weems-Botts Museum ➤ Free Clinic ➤ Good Shepherd Housing Foundation ➤ Habitat for Humanity | <ul style="list-style-type: none"> ➤ Independence Empowerment Center ➤ Keep Prince William Beautiful ➤ Legal Services of Northern Virginia ➤ Literacy Volunteers of America ➤ The Metropolitan Washington Ear ➤ Northern Virginia Family Service | <ul style="list-style-type: none"> ➤ Occoquan Mill House Museum ➤ Prince William Humane Society ➤ Prince William Soccer, Inc. ➤ Project Mend-A-House ➤ Rainbow Riding Center ➤ Special Olympics ➤ StreetLight Community Outreach Ministries ➤ Volunteer Prince William |
|---|--|--|

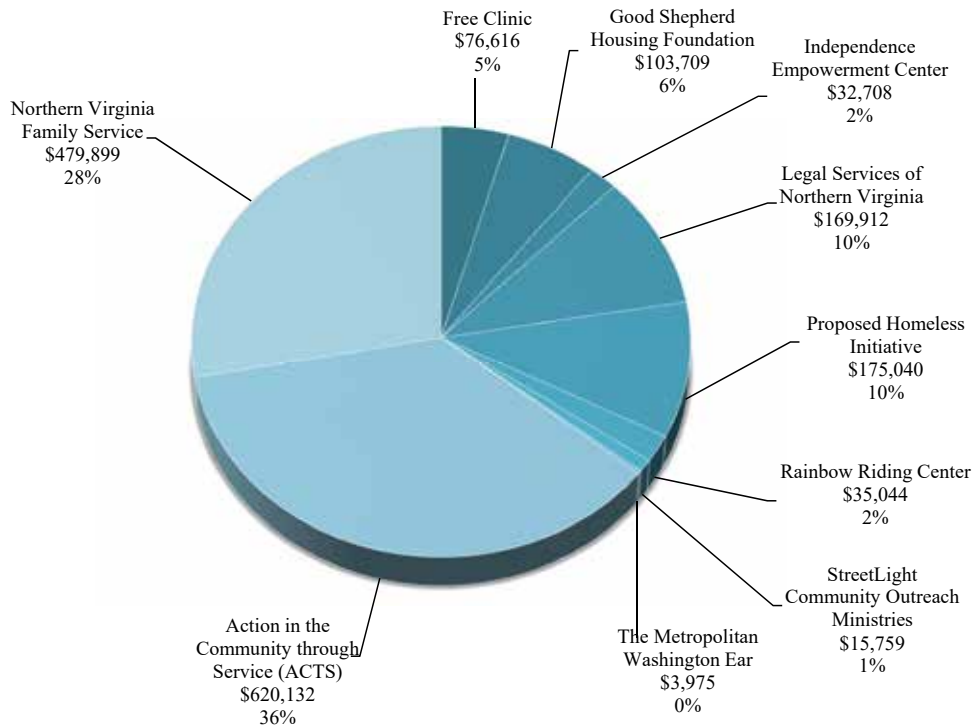
Community Partners

Community Development



Total Expenditure Budget: \$414,917

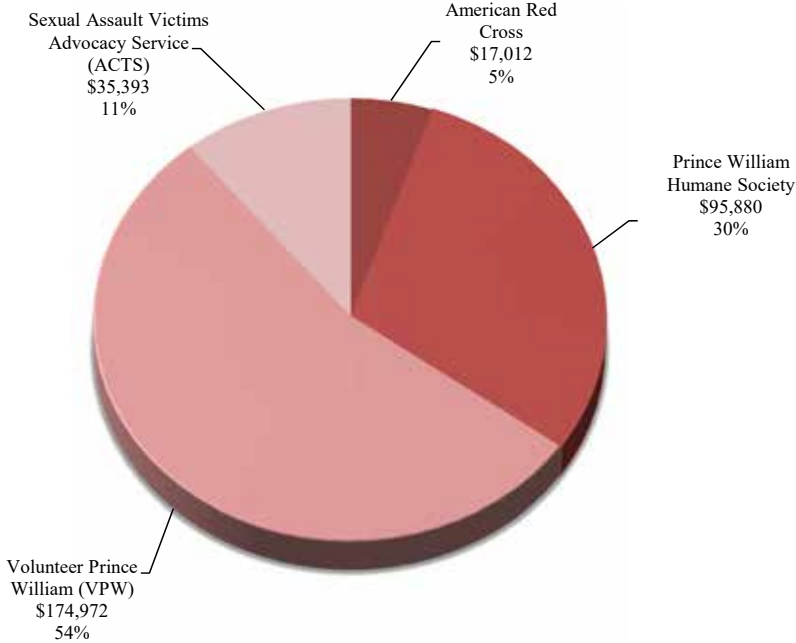
Human Services



Total Expenditure Budget: \$1,712,794

Community Partners

Public Safety



Total Expenditure Budget: \$323,257

Community Partners

The County works with numerous organizations to deliver effective and efficient services to the community. Community partners are non-profit organizations that receive funding directly from or through the County government. Typically, community partners help reduce the cost of services through the leveraging of scarce County resources with other funding sources and fundraising. Often County residents can receive direct services more quickly when community partners are utilized.

The funding provided to community partners can be categorized as follows:

- I. Donations** - These organizations receive funding via donation and in accordance with a memorandum of understanding that has defined service level targets. Performance is reviewed annually by the County agency that oversees the service delivery, known as the host agency. The annual financial statements for each partner receiving current year funding are reviewed by the Finance Department.
- II. Interjurisdictional Agreements** - These organizations receive funding according to formulae, criteria, or other requirements. This includes support of certain community infrastructure improvements approved by the Board of County Supervisors.
- III. Memberships** - The County chooses to be a member of some regional and/or national organizations.
- IV. Grants and Matching Funds** - These organizations receive funding provided from pass-through grants from the federal or state government and direct County grants that leverage other sources of funding.

General Overview

Community Partners Changes in Proposed FY2018 - The Proposed FY2018 Budget includes a proposed Homeless Services initiative which provides funding to five community partners. Two of these partners, BARN-Transitional Housing, and Catholics for Housing, are new community partners. The Proposed FY2018 Budget also includes a 2% increase for current Community Partners.

The funding for Action in the Community Through Service (ACTS) Turning Points and West County Domestic Violence Shelter have been shifted to Emergency Shelter. The funding for Northern Virginia Family Service (NVFS) Healthlink and Housing Continuum Services at SERVE have been shifted to NVFS-SERVE Homeless Shelter.

Community Partners

Funding Provided to Community Partners

| Host Agency | FY17 Adopted | Proposed Change FY17 to FY18 | Donation Increase (2%) | FY18 Proposed | Funding Source |
|-------------|-----------------|------------------------------------|------------------------------|------------------|----------------|
|-------------|-----------------|------------------------------------|------------------------------|------------------|----------------|

I. DONATIONS: Funding provided via donation and in accordance with a Memorandum of Understanding

| A. Aging | | | | | | |
|--------------------|-------------------------------------|------------------|------------|----------------|------------------|--------------|
| 1 | Independence Empowerment Center | \$32,067 | \$0 | \$641 | \$32,708 | General Fund |
| 2 | Legal Services of Northern Virginia | \$166,581 | \$0 | \$3,332 | \$169,912 | General Fund |
| Total Aging | | \$198,648 | \$0 | \$3,973 | \$202,621 | |

| B. Commonwealth's Attorney | | | | | | |
|--------------------------------------|--|-----------------|------------|--------------|-----------------|--------------|
| 1 | ACTS - Sexual Assault Victims Advocacy Service | \$34,699 | \$0 | \$694 | \$35,393 | General Fund |
| Total Commonwealth's Attorney | | \$34,699 | \$0 | \$694 | \$35,393 | |

| C. Community Services | | | | | | |
|---------------------------------|---|------------------|-------------|-----------------|------------------|--------------|
| 1 | ACTS (Total) | \$403,319 | \$0 | \$8,066 | \$411,386 | General Fund |
| | <i>1a Behavioral Intervention Program</i> | \$6,370 | \$0 | \$127 | \$6,498 | |
| | <i>1b Helpline</i> | \$95,549 | \$0 | \$1,911 | \$97,460 | |
| | <i>1c Turning Points</i> | \$164,415 | (\$164,415) | \$0 | \$0 | |
| | <i>1d West County Domestic Violence Shelter</i> | \$136,985 | (\$136,985) | \$0 | \$0 | |
| | <i>1e Emergency Shelter</i> | | \$301,400 | \$6,028 | \$307,428 | |
| 2 | Good Shepherd Housing Foundation | \$78,769 | \$0 | \$1,575 | \$80,345 | General Fund |
| 3 | Rainbow Riding Center | \$34,357 | \$0 | \$687 | \$35,044 | General Fund |
| Total Community Services | | \$516,446 | \$0 | \$10,329 | \$526,775 | |

| D. Criminal Justice Services | | | | | | |
|--|--------------------------------|------------------|------------|----------------|------------------|--------------|
| 1 | Volunteer Prince William (VPW) | \$154,863 | \$0 | \$3,097 | \$157,960 | General Fund |
| Total Criminal Justice Services | | \$154,863 | \$0 | \$3,097 | \$157,960 | |

| E. Fire & Rescue | | | | | | |
|--------------------------------|--------------------------------|-----------------|------------|--------------|-----------------|--------------|
| 1 | American Red Cross | \$16,679 | \$0 | \$334 | \$17,012 | General Fund |
| 2 | Volunteer Prince William (VPW) | \$16,678 | \$0 | \$334 | \$17,011 | General Fund |
| Total Fire & Rescue | | \$33,356 | \$0 | \$667 | \$34,024 | |

| F. Library | | | | | | |
|----------------------|--------------------------------|-----------------|------------|--------------|-----------------|--------------|
| 1 | Literacy Volunteers of America | \$26,749 | \$0 | \$535 | \$27,284 | General Fund |
| Total Library | | \$26,749 | \$0 | \$535 | \$27,284 | |

| G. Parks & Recreation | | | | | | |
|-------------------------------------|-----------------------------------|------------------|------------|----------------|------------------|-------------------------|
| 1 | The Arc of Greater Prince William | \$43,285 | \$0 | \$866 | \$44,150 | General Fund |
| 2 | Boys & Girls Club | \$108,522 | \$0 | \$2,170 | \$110,692 | General Fund |
| 3 | Prince William Soccer, Inc. | \$25,750 | \$0 | \$515 | \$26,265 | Transient Occupancy Tax |
| 4 | Special Olympics | \$16,232 | \$0 | \$325 | \$16,556 | General Fund |
| Total Parks & Recreation | | \$193,788 | \$0 | \$3,876 | \$197,664 | |

| H. Police | | | | | | |
|---------------------|-------------------------------|-----------------|------------|----------------|-----------------|--------------|
| 1 | Prince William Humane Society | \$94,000 | \$0 | \$1,880 | \$95,880 | General Fund |
| Total Police | | \$94,000 | \$0 | \$1,880 | \$95,880 | |

Community Partners

Funding Provided to Community Partners

| Host Agency | FY17 Adopted | Proposed Change FY17 to FY18 | Donation Increase (2%) | FY18 Proposed | Funding Source |
|--|--------------------|------------------------------------|------------------------------|--------------------|-------------------------|
| I. Public Health | | | | | |
| 1 Free Clinic | \$75,113 | \$0 | \$1,502 | \$76,615 | General Fund |
| 2 Northern Virginia Family Service (Total) | \$119,076 | (\$38,059) | \$1,620 | \$82,637 | General Fund |
| 2a HealthLink | \$38,059 | (\$38,059) | \$0 | \$0 | |
| 2b Pharmacy Central | \$81,017 | \$0 | \$1,620 | \$82,637 | |
| 3 The Metropolitan Washington Ear | \$3,897 | \$0 | \$78 | \$3,975 | General Fund |
| Total Public Health | \$198,086 | (\$38,059) | \$3,201 | \$163,228 | |
| J. Public Works | | | | | |
| 1 Dumfries Weems-Botts Museum | \$36,050 | \$0 | \$721 | \$36,771 | Transient Occupancy Tax |
| 2 Habitat for Humanity | \$16,232 | \$0 | \$325 | \$16,556 | General Fund |
| 3 Keep Prince William Beautiful - Litter Control | \$75,563 | \$0 | \$1,511 | \$77,074 | Solid Waste Fee |
| 4 Keep Prince William Beautiful - Recycling | \$15,450 | \$0 | \$309 | \$15,759 | Solid Waste Fee |
| 5 Occoquan Mill House Museum | \$5,150 | \$0 | \$103 | \$5,253 | Transient Occupancy Tax |
| 6 Project Mend-A-House | \$37,799 | \$0 | \$756 | \$38,555 | General Fund |
| Total Public Works | \$186,244 | \$0 | \$3,725 | \$189,969 | |
| K. Social Services | | | | | |
| 1 ACTS (Total) | \$204,653 | \$0 | \$4,093 | \$208,746 | General Fund |
| 1a Homeless Shelter | \$150,950 | \$0 | \$3,019 | \$153,969 | |
| 1b Transitional Living | \$53,703 | \$0 | \$1,074 | \$54,777 | |
| 2 Good Shepherd Housing Foundation | \$22,905 | \$0 | \$458 | \$23,363 | General Fund |
| 3 Northern Virginia Family Service (Total) | \$351,414 | \$38,059 | \$7,789 | \$397,262 | General Fund |
| 3a Healthy Families | \$175,134 | \$0 | \$3,503 | \$178,637 | |
| 3b SERVE Homeless Shelter | \$101,933 | \$112,405 | \$4,287 | \$218,625 | |
| 3c Housing Continuum Services at SERVE | \$74,346 | (\$74,346) | \$0 | \$0 | |
| 4 StreetLight Community Outreach Ministries | \$15,450 | \$0 | \$309 | \$15,759 | General Fund |
| 5 Homeless Initiative | \$0 | \$175,040 | \$0 | \$175,040 | General Fund |
| 1a Action in the Community through Service (ACTS) | \$0 | \$29,173 | \$0 | \$29,173 | |
| 1b BARN - Transitional Housing | \$0 | \$29,173 | \$0 | \$29,173 | |
| 1c Catholics for Housing | \$0 | \$29,173 | \$0 | \$29,173 | |
| 1d Northern Virginia Family Services (NVFS) - SERVE Shelter | \$0 | \$58,348 | \$0 | \$58,348 | |
| 1e Streetlight Community Outreach Ministries | \$0 | \$29,173 | \$0 | \$29,173 | |
| Total Social Services | \$594,422 | \$213,099 | \$12,650 | \$820,171 | |
| TOTAL DONATIONS | \$2,231,301 | \$175,040 | \$44,626 | \$2,450,968 | |

Community Partners

Funding Provided to Community Partners

| Host Agency | FY17 Adopted | Proposed Change FY17 to FY18 | Donation Increase (2%) | FY18 Proposed | Funding Source |
|--|---------------------|------------------------------------|------------------------------|---------------------|------------------|
| II. INTERJURISDICTIONAL AGREEMENTS: Funding provided according to formulae, criteria, or other requirements | | | | | |
| A. Adult Detention Center | | | | | |
| 1 Peumansend Creek Regional Jail Authority (Termination Date: 6/30/2017) | \$1,032,621 | (\$1,032,621) | \$0 | \$0 | General Fund |
| Total Adult Detention Center | \$1,032,621 | (\$1,032,621) | \$0 | \$0 | |
| B. Aging | | | | | |
| 1 Birmingham Green | \$1,374,370 | \$93,187 | \$0 | \$1,467,557 | General Fund |
| Total Aging | \$1,374,370 | \$93,187 | \$0 | \$1,467,557 | |
| C. Board of County Supervisors | | | | | |
| 1 PW Chamber of Commerce | \$7,000 | \$0 | \$0 | \$7,000 | General Fund |
| Total Board of County Supervisors | \$7,000 | \$0 | \$0 | \$7,000 | |
| D. Community Infrastructure Support | | | | | |
| 1 Hylton Performing Arts Center (Final debt service payment: 2/2030) | \$1,896,529 | \$0 | \$0 | \$1,896,529 | General Fund |
| 2 Northern Virginia Community College | \$1,018,884 | \$0 | \$0 | \$1,018,884 | General Fund |
| 3 Northern Virginia Criminal Justice Training Academy (Final debt service payment: 6/2026) | \$383,547 | \$0 | \$0 | \$383,547 | General Fund |
| Total Community Infrastructure Support | \$3,298,960 | \$0 | \$0 | \$3,298,960 | |
| E. Fire & Rescue | | | | | |
| 1 National Capital Regional Intelligence Cntr | \$15,412 | \$0 | \$0 | \$15,412 | General Fund |
| Total Fire & Rescue | \$15,412 | \$0 | \$0 | \$15,412 | |
| F. Parks & Recreation | | | | | |
| 1 Freedom Aquatic and Fitness Center (Termination Date: 2/2018) | \$899,882 | \$45,974 | \$0 | \$945,856 | General Fund |
| Total Parks & Recreation | \$899,882 | \$45,974 | \$0 | \$945,856 | |
| G. Public Works | | | | | |
| 1 Soil and Water Conservation District | \$237,264 | \$4,745 | \$0 | \$242,009 | Stormwater Fee |
| Total Public Works | \$237,264 | \$4,745 | \$0 | \$242,009 | |
| H. Transit | | | | | |
| 1 Potomac Rappahannock Transportation Commission | \$13,643,100 | \$766,200 | \$0 | \$14,409,300 | Motor Fuels Tax |
| 2 Virginia Railway Express | \$5,968,406 | (\$605,034) | \$0 | \$5,363,372 | NVTA 30% Funding |
| Total Transit | \$19,611,506 | \$161,166 | \$0 | \$19,772,672 | |
| I. Transportation | | | | | |
| 1 Stafford Regional Airport Commission | \$50,000 | \$0 | \$0 | \$50,000 | General Fund |
| Total Transportation | \$50,000 | \$0 | \$0 | \$50,000 | |
| TOTAL INTERJURISDICTIONAL | \$26,527,014 | (\$727,549) | \$0 | \$25,799,465 | |

Community Partners

Funding Provided to Community Partners

| Host Agency | FY17 Adopted | Proposed Change FY17 to FY18 | Donation Increase (2%) | FY18 Proposed | Funding Source |
|-------------|-----------------|------------------------------------|------------------------------|------------------|----------------|
|-------------|-----------------|------------------------------------|------------------------------|------------------|----------------|

III. MEMBERSHIPS: The County chooses to be a member of some regional and/or national organizations.

| A. Board of County Supervisors | | | | | | |
|--|---------------------------------------|------------------|----------------|------------|------------------|--------------|
| 1 | National Association of Counties | \$5,205 | \$0 | \$0 | \$5,205 | General Fund |
| 2 | Northern Virginia Regional Commission | \$259,466 | \$3,482 | \$0 | \$262,948 | General Fund |
| 3 | Virginia Association of Counties | \$88,440 | \$0 | \$0 | \$88,440 | General Fund |
| Total Board of County Supervisors | | \$353,111 | \$3,482 | \$0 | \$356,593 | |

| B. Planning | | | | | | |
|-----------------------|------------------------|------------------|-----------------|------------|------------------|--------------|
| 1 | Council of Governments | \$458,714 | \$12,131 | \$0 | \$470,845 | General Fund |
| Total Planning | | \$458,714 | \$12,131 | \$0 | \$470,845 | |

| C. Transportation | | | | | | |
|-----------------------------|--------------------------------|-----------------|-------------------|------------|------------|--------------|
| 1 | Washington Airports Task Force | \$25,000 | (\$25,000) | \$0 | \$0 | General Fund |
| Total Transportation | | \$25,000 | (\$25,000) | \$0 | \$0 | |

| D. Public Works | | | | | | |
|---------------------------|--|--------------------|------------------|------------|--------------------|-----------------|
| 1 | NVRC - Occoquan Watershed Mgmt Program | \$41,765 | \$305 | \$0 | \$42,070 | Stormwater Fee |
| 2 | NVRC - NoVA Waste Management Program | \$11,405 | \$1,676 | \$0 | \$13,081 | Solid Waste Fee |
| 3 | Occoquan Watershed Monitoring Lab | \$194,057 | \$0 | \$0 | \$194,057 | Stormwater Fee |
| Total Public Works | | \$247,227 | \$1,981 | \$0 | \$249,208 | |
| TOTAL MEMBERSHIPS | | \$1,084,052 | (\$7,406) | \$0 | \$1,076,646 | |

IV. GRANTS AND MATCHING FUNDS: Funding provided by pass-through grants from other entities or County provided grants or matching funds

| A. Aging | | | | | | |
|--------------------|-------------------------------------|-----------------|------------|------------|-----------------|----------------------|
| 1 | ACTS | \$10,000 | \$0 | \$0 | \$10,000 | State Pass-Through |
| 2 | Legal Services of Northern Virginia | \$8,500 | \$0 | \$0 | \$8,500 | Federal Pass-Through |
| 3 | Project Mend-A-House | \$10,000 | \$0 | \$0 | \$10,000 | State Pass-Through |
| Total Aging | | \$28,500 | \$0 | \$0 | \$28,500 | |

| B. Community Services | | | | | | |
|---------------------------------|-------------------------------------|------------------|------------|------------|------------------|--------------------|
| 1 | Prince William Drop-In Center, Inc. | \$328,000 | \$0 | \$0 | \$328,000 | State Pass-Through |
| 2 | Little Jack Horner's Corner Bakery | \$27,000 | \$0 | \$0 | \$27,000 | State Pass-Through |
| Total Community Services | | \$355,000 | \$0 | \$0 | \$355,000 | |

| C. Housing & Community Development | | | | | | |
|--|---|------------------|--------------------|------------|------------------|----------------------|
| 1 | CDBG Competitive Awards (Total) | \$443,950 | (\$178,950) | \$0 | \$265,000 | Federal Pass-Through |
| | <i>1a INSIGHT Acquisition</i> | \$225,000 | \$0 | \$0 | \$225,000 | |
| | <i>1b Streetlight Community Outreach</i> | \$20,000 | \$20,000 | \$0 | \$40,000 | |
| | <i>1c Community Borrowers Apartment Corporation</i> | \$198,950 | (\$198,950) | \$0 | \$0 | |
| 2 | Emerg Solutions Grant Recipients (Total) | \$60,973 | \$58,746 | \$0 | \$119,719 | Federal Pass-Through |
| | <i>2a ACTS - Emergency Shelter</i> | \$17,421 | \$29,029 | \$0 | \$46,450 | |
| | <i>2b NVFS - Transitional Housing and SERVE Shelter</i> | \$43,552 | \$29,717 | \$0 | \$73,269 | |
| Total Housing & Community Development | | \$504,923 | (\$120,204) | \$0 | \$384,719 | |

Community Partners

Funding Provided to Community Partners

| Host Agency | FY17 Adopted | Proposed Change FY17 to FY18 | Donation Increase (2%) | FY18 Proposed | Funding Source |
|---|---------------------|------------------------------------|------------------------------|---------------------|----------------------|
| D. Parks & Recreation | | | | | |
| 1 Arts Council Grants | \$193,000 | \$0 | \$0 | \$193,000 | General Fund |
| Total Parks & Recreation | \$193,000 | \$0 | \$0 | \$193,000 | |
| E. Public Works | | | | | |
| 1 Keep Prince William Beautiful | \$46,000 | \$0 | \$0 | \$46,000 | State Pass-Through |
| Total Public Works | \$46,000 | \$0 | \$0 | \$46,000 | |
| F. Social Services | | | | | |
| 1 Supportive Housing Program Grant (Total) | \$595,949 | \$0 | \$0 | \$595,949 | Federal Pass-Through |
| <i>1a DSS - Homeless Mgt Info System</i> | \$36,230 | \$0 | \$0 | \$36,230 | |
| <i>1b BARN - Transitional Housing</i> | \$143,500 | \$0 | \$0 | \$143,500 | |
| <i>1c Good Shepherd Leasing Program</i> | \$130,755 | \$0 | \$0 | \$130,755 | |
| <i>1d Good Shepherd - Shepherd House I</i> | \$7,364 | \$0 | \$0 | \$7,364 | |
| <i>1e Good Shepherd Transitional Housing</i> | \$141,156 | \$0 | \$0 | \$141,156 | |
| <i>1f NVFS/SERVE Permnt Supprtrve Housing</i> | \$136,944 | \$0 | \$0 | \$136,944 | |
| 2 Promoting Safe and Stable Families (Total) | \$221,998 | \$0 | \$0 | \$221,998 | Federal Pass-Through |
| <i>2a ARC (Disability Respite/Interpreter Services)</i> | \$7,400 | \$0 | \$0 | \$7,400 | |
| <i>2b No Va Family Service (Healthy Families)</i> | \$48,711 | \$0 | \$0 | \$48,711 | |
| <i>2c VA Cooperative Extension (Parent Education)</i> | \$95,887 | \$0 | \$0 | \$95,887 | |
| <i>2d Dept of Social Svcs (Family Reunification)</i> | \$70,000 | \$0 | \$0 | \$70,000 | |
| Total Social Services | \$817,947 | \$0 | \$0 | \$817,947 | |
| TOTAL GRANTS AND MATCHING FUNDS | \$1,945,370 | (\$120,204) | \$0 | \$1,825,166 | |
| GRAND TOTAL | \$31,787,737 | (\$680,119) | \$44,626 | \$31,152,245 | |

Community Partners

Community Partners In-Kind Donations

| Host Agency | Community Partner | FY17 Adopted (Estimated Value)* | FY18 Proposed (Estimated Value)* |
|------------------------------|---|--|---|
| A. Community Services | Rainbow Riding Center | \$52 | \$52 |
| | <ol style="list-style-type: none"> 1. Provide mailbox in office. 2. Provide conference room for monthly board meetings as 3. Provide use of copier up to 10,300 copies annually. Estimated value of in-kind service is \$51.50. | | |
| B. Library | Literacy Volunteers of America | \$1,110 | \$1,110 |
| | <ol style="list-style-type: none"> 1. Provide photocopying support up to \$1,000 per fiscal year. 2. Provide tutor training and event promotion through the Library System's website for 6 events per year. Estimated | | |
| C. Public Works | Keep Prince William Beautiful | \$3,465 | \$3,465 |
| | <ol style="list-style-type: none"> 1. Provide van and driver for the completion of a litter survey, no more than four times a year. Estimated value is \$1,220. 2. Provide Adopt-a-Spot signs when required. Estimated value is \$865. 3. Provide staff support for Adopt-a-Spot sign installation and VDOT location coordination. Estimated value is \$1,380. | | |

* Estimated values for in-kind donations are not included in the community partner donation totals.

Community Partners

Action in the Community Through Service (ACTS)

ACTS services to County residents include Helpline, a 24 hour/365 free confidential 24-hour telephone service to help callers with problem solving and crisis situations; Turning Points, the only domestic violence intervention program serving Prince William County; and SAVAS, the only sexual assault crisis center serving Prince William County. The ACTS Housing Services operates an Emergency Shelter, Transitional Housing, and permanent affordable housing.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|--|----------------|----------------|----------------|-----------------|------------------|
| Commonwealth's Attorney | | | | | |
| Victim/Witness Support | \$34 | \$35 | \$35 | \$35 | \$35 |
| Sexual Assault Victims Advocacy Service (SAVAS) total clients served | 899 | 1,083 | 1,095 | 1,000 | 1,000 |
| SAVAS presentations given | 153 | 120 | 145 | 125 | 125 |

ACTS – Commonwealth's Attorney Measures Report Chart

SAVAS Total Clients Served

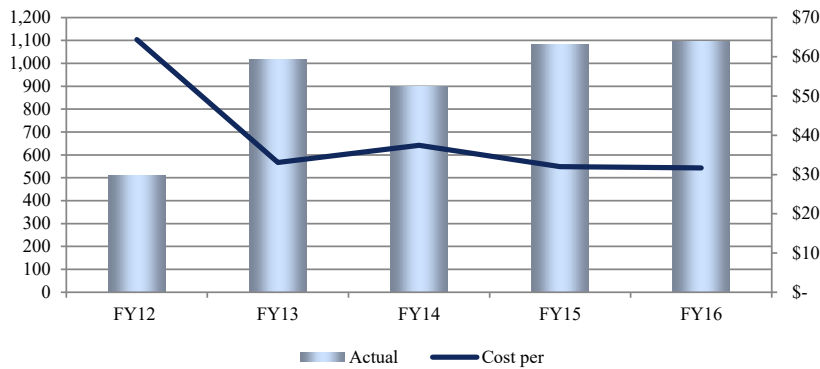


Chart
1 of 1

Community Partners

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Community Services | | | | | |
| Emergency Services | \$392 | \$403 | \$403 | \$403 | \$411 |
| Helpline Service Calls | 42,841 | 30,000 | 30,000 | 35,622 | 35,622 |
| Turning Points domestic violence clients served | 4,603 | 4,500 | 4,500 | 4,548 | - |
| Clients served at West County Domestic Violence Shelter | 150 | 150 | 140 | 279 | - |
| Emergency Shelter Clients Served | - | - | - | - | 279 |
| Number graduating from Behavioral Intervention Program | 176 | 145 | 145 | 157 | 157 |

ACTS – Community Services Measures Report Charts

Helpline Service Calls

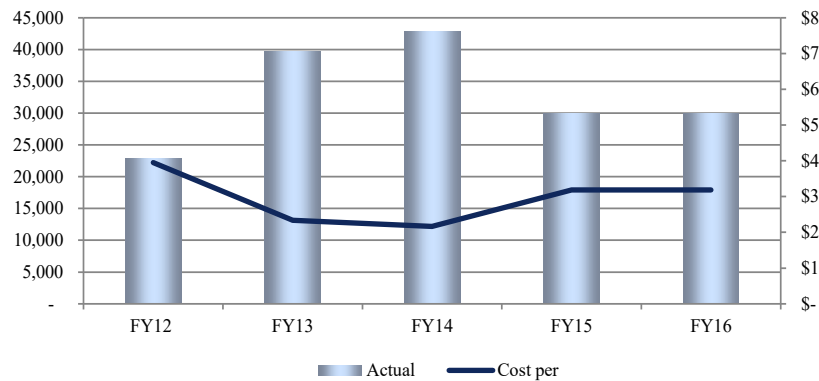


Chart 1 of 2

ACTS/Turning Points Total Domestic Violence Clients Served

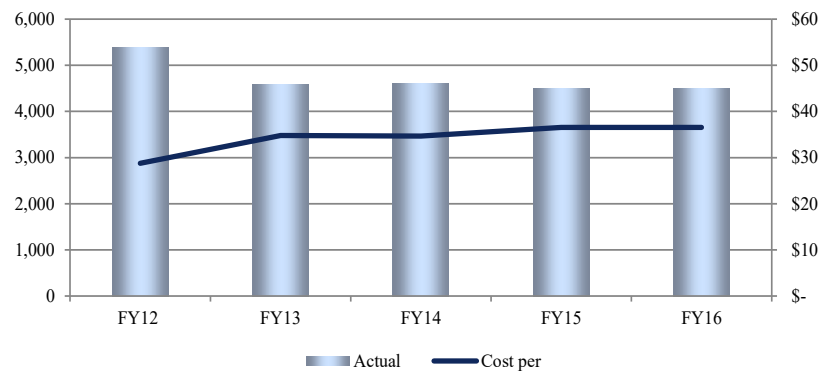


Chart 2 of 2

Community Partners

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|--|----------------|----------------|----------------|-----------------|------------------|
| Social Services | | | | | |
| Homeless Emergency Shelter and Overnight Care | \$199 | \$205 | \$205 | \$205 | \$209 |
| Shelter bed nights | 3,173* | 4,431 | 6,200 | 10,135 | 10,135 |
| Shelter utilization rate | 48%* | 68% | 95% | 68% | 77% |
| Transitional Living utilization rate | 74% | 85% | 91% | 91% | 91% |

*The FY14 actuals reflect the fact that the ACTS Homeless Shelter was closed for CY13 due to water damage.

ACTS – Social Services Measures Report Charts

ACTS Shelter Bed Nights

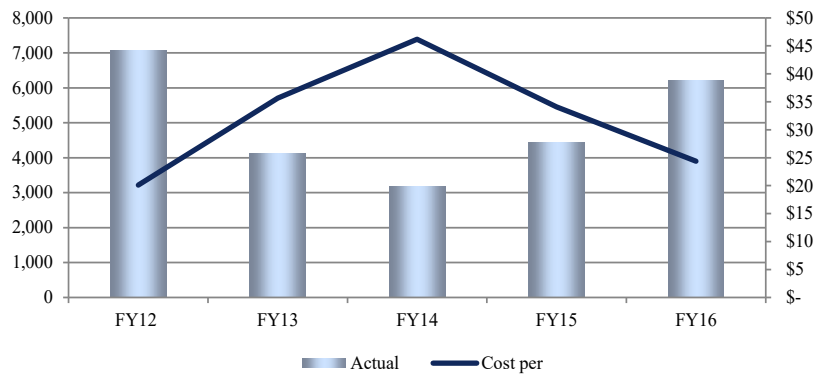


Chart 1 of 3

ACTS Homeless Shelter Utilization Rate

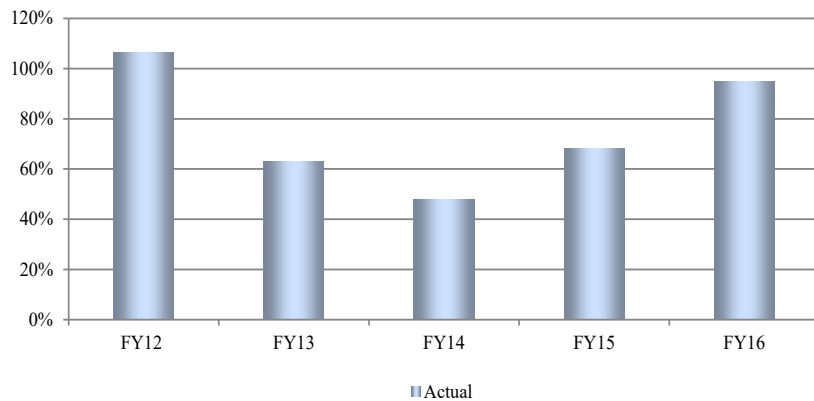


Chart 2 of 3

Community Partners

ACTS – Social Services Measures Report Charts (Continued)

ACTS Transitional Living Utilization Rate

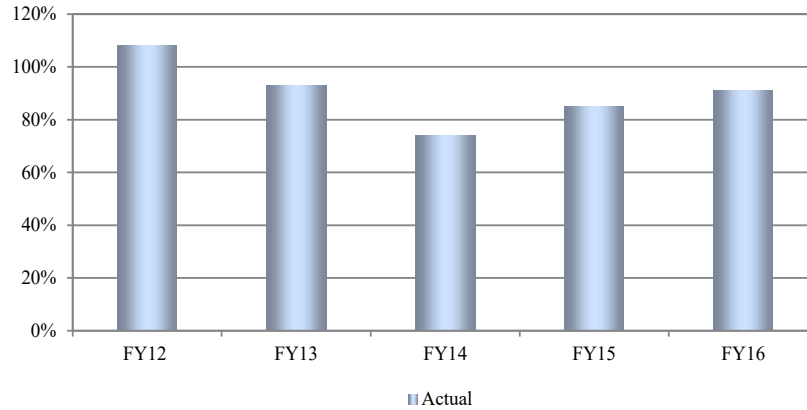


Chart 3 of 3

American Red Cross

American Red Cross provides disaster relief assistance to residents affected by fire and flooding and is a partner in the County Emergency plan providing Mass Care-shelter and feeding in times of larger scale disasters. American Red Cross services are available to the entire County.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|--|----------------|----------------|----------------|-----------------|------------------|
| Fire & Rescue | | | | | |
| Community Safety | \$16 | \$17 | \$17 | \$17 | \$17 |
| Provide immediate emergency assistance to residents affected by disaster | 585 | 369 | 390 | 550 | 550 |

American Red Cross – Fire & Rescue Measures Report Chart

Provide Immediate Emergency Assistance to Residents Affected by Disaster

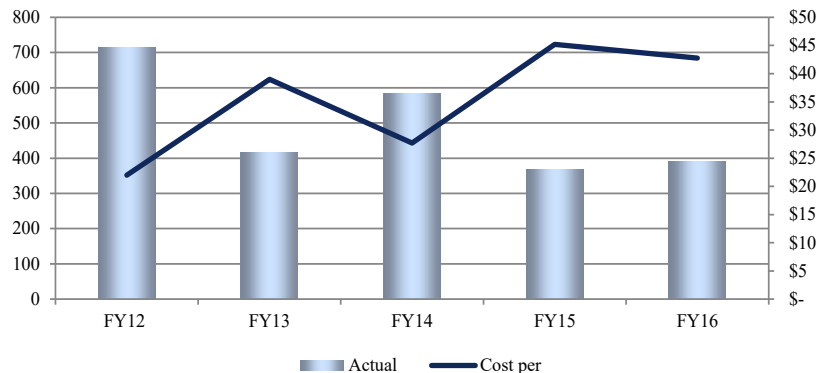


Chart 1 of 1

Community Partners

The Arc of Greater Prince William

The Arc provides targeted therapeutic recreation programs for youth and adults with intellectual disabilities.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Parks & Recreation | | | | | |
| Recreation Services | \$42 | \$43 | \$43 | \$43 | \$44 |
| Individuals in fitness programs | 71 | 75 | 60 | 60 | 65 |
| Number attending special events | 1,070 | 1,134 | 1,172 | 1,140 | 1,175 |

The Arc of Greater Prince William – Parks & Recreation Measures Report Chart

Individuals in Fitness Programs

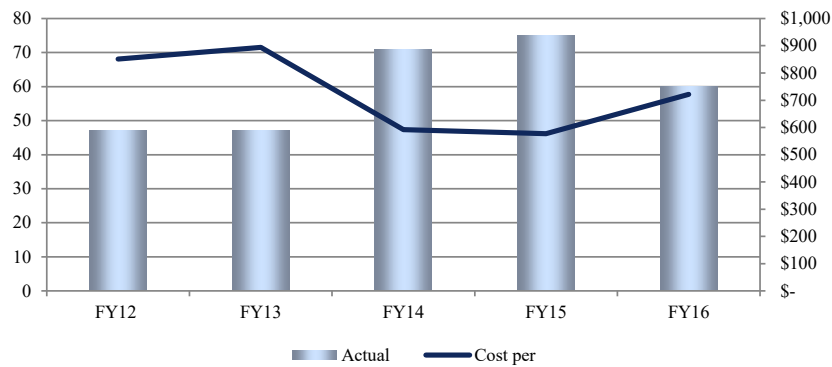


Chart 1 of 2

Number Attending Special Events

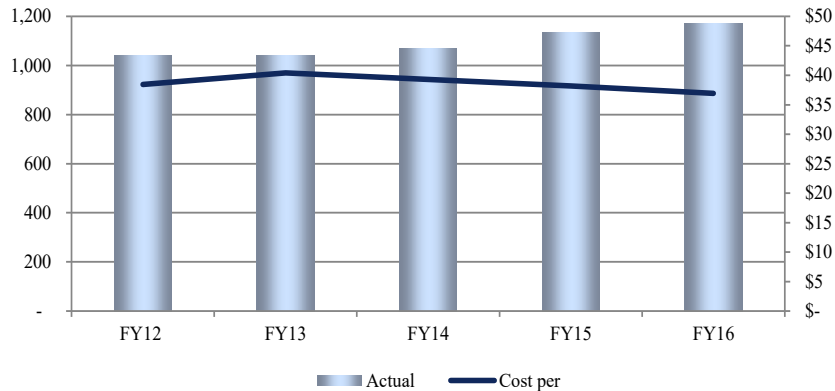


Chart 2 of 2

Community Partners

Boys & Girls Club (B&GC)

B&GC supports positive youth development in a welcoming and safe environment. School age children ages 5-18 participate in a variety of activities that enhance educational goals, leadership development, and life skills.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Parks & Recreation | | | | | |
| Administration and Communication | \$105 | \$109 | \$109 | \$109 | \$111 |
| Number of children served (Hylton, West End and Dumfries Boys & Girls Club) | 2,868 | 2,705 | 3,892 | 2,705 | 3,300 |

B&GC – Parks & Recreation Measures Report Chart

Number of Children Served
(Hylton, West End and Dumfries Boys & Girls Club)

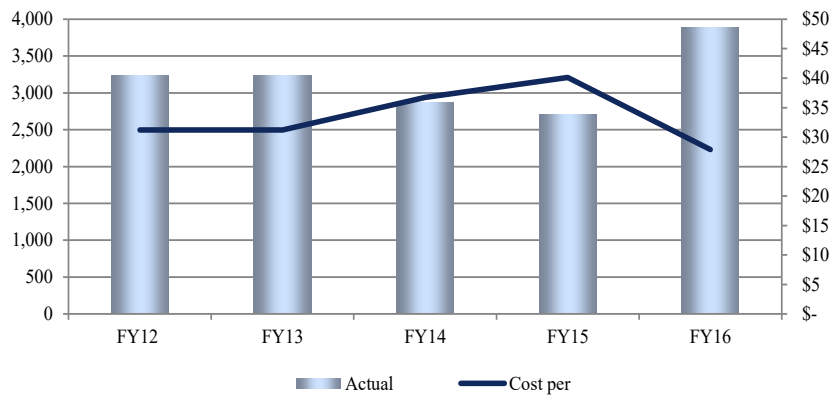


Chart
1 of 1

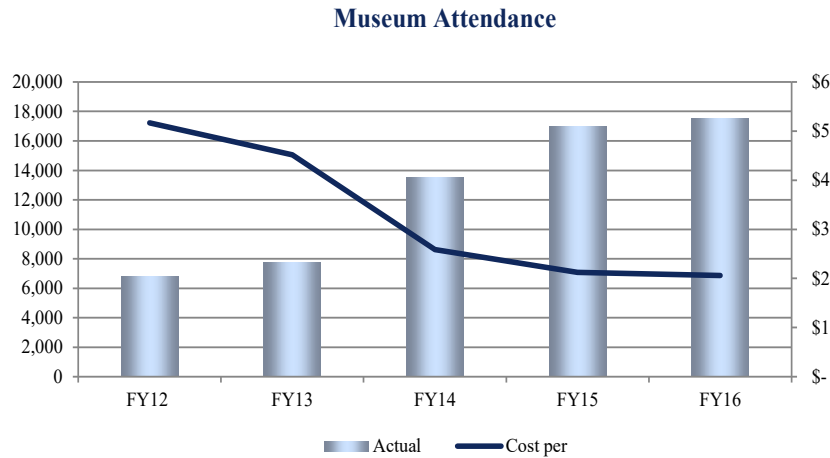
Community Partners

Dumfries Weems-Botts Museum

The museum, operated by Historic Dumfries, Virginia, Inc., features the history of Dumfries, Virginia's oldest chartered town.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Public Works | | | | | |
| Historic Preservation | \$35 | \$36 | \$36 | \$36 | \$37 |
| Museum attendance | 13,520 | 16,962 | 17,500 | 10,000 | 18,000 |
| Volunteer hours | 4,180 | 4,020 | 4,040 | 4,100 | 4,100 |

Dumfries Weems-Botts Museum – Public Works Measures Report Chart



**Chart
1 of 1**

Community Partners

Free Clinic

The Free Clinic provides a permanent patient-centered medical home to County residents. Free services include diagnostic studies, specialty care and referrals, case management, patient education, medication assistance, and preventive care. The Free Clinic serves uninsured indigent patients meeting 125% of the state poverty guidelines.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Public Health | | | | | |
| General Medicine | \$73 | \$75 | \$75 | \$75 | \$77 |
| Free Clinic patients served | 2,780 | 2,766 | 2,413 | 3,100 | 2,750 |

Free Clinic – Public Health Measures Report Chart

Free Clinic Patients Served

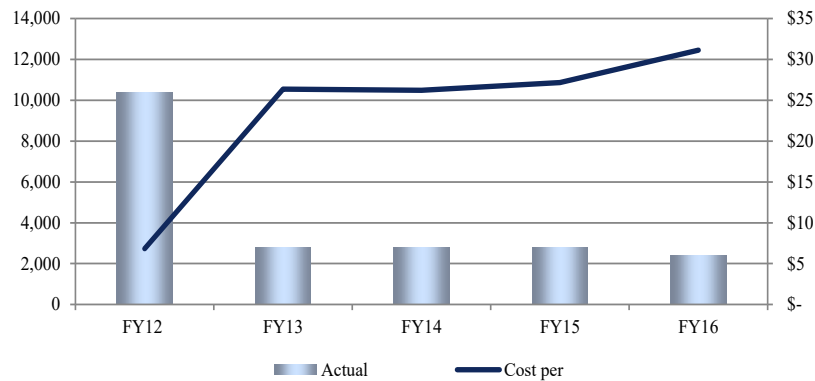


Chart
1 of 1

Community Partners

Good Shepherd Housing Foundation (GSHF)

GSHF provides housing for chronically mentally ill adults and chronic low-income families in the community. Services include case management, rental assistance, supportive services (transportation, assistance toward childcare), and emergency funding to families in the program. Case management to the chronically mentally ill is provided through Community Services.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Community Services | | | | | |
| Mental Health Residential Services | \$18 | \$19 | \$19 | \$79 | \$80 |
| Clients served by Good Shepherd Housing Foundation | 26 | 25 | 33 | 28 | 28 |

GSHF – Community Services Measures Report Chart

Clients Served

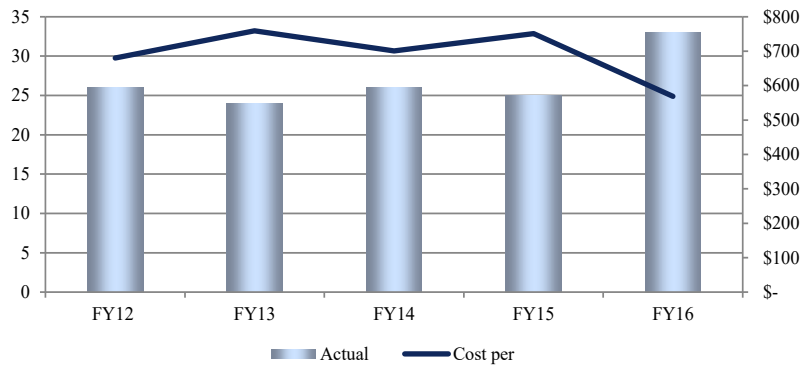


Chart
1 of 1

Community Partners

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|--|----------------|----------------|----------------|-----------------|------------------|
| Social Services | | | | | |
| Homeless Emergency Shelter and Overnight Care | \$22 | \$23 | \$23 | \$23 | \$23 |
| Good Shepherd Housing Partnership families served | 4 | 4 | 4 | 4 | 4 |

GSHF – Social Services Measures Report Chart

Families Served

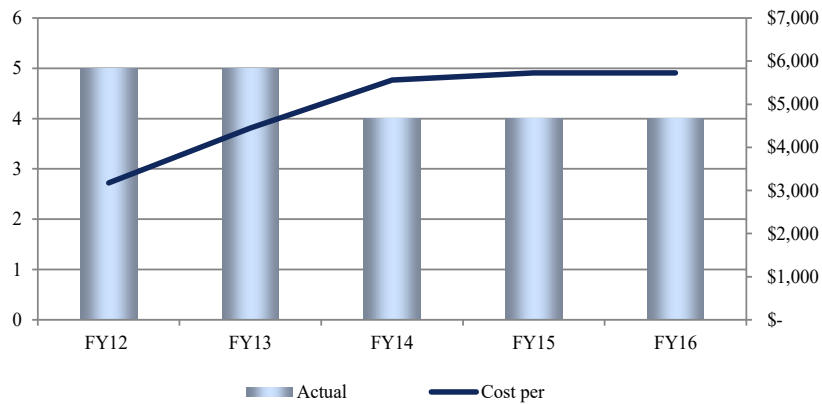


Chart
1 of 1

Community Partners

Habitat for Humanity

Habitat provides volunteer assistance for graffiti abatements and property repairs for low income, elderly, or disabled County homeowners in violation of county code.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Public Works | | | | | |
| Neighborhood Services | \$16 | \$16 | \$16 | \$16 | \$17 |
| Administer and coordinate graffiti abatement projects | 5 | 0 | 0 | 5 | 5 |
| Administer and coordinate property maintenance projects | 8 | 17 | 5 | 13 | 13 |

Habitat for Humanity – Public Works Measures Report Chart

Administer and Coordinate Property Maintenance Projects

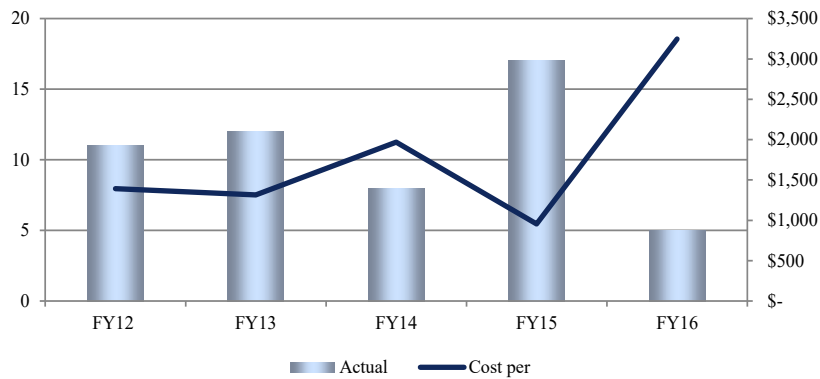


Chart
1 of 1

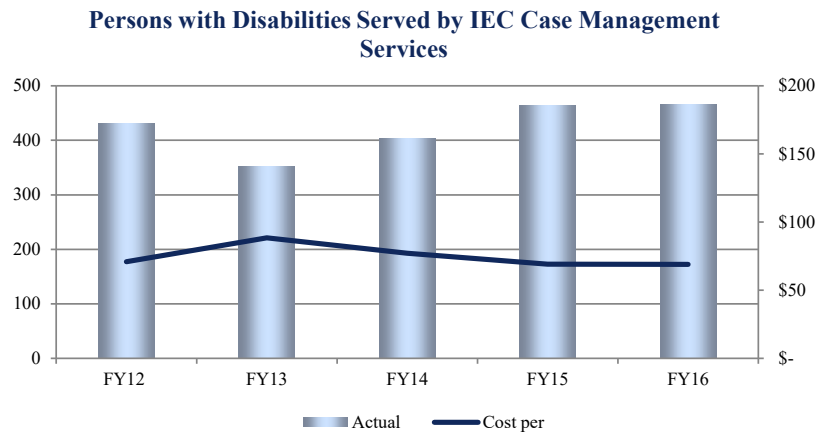
Community Partners

Independence Empowerment Center (IEC)

IEC provides supportive services to persons with disabilities, which allow them to remain in or return to their homes, direct training on independent living skills, Medicaid waiver program coordination, and educational assistance to schoolchildren, and their families. The IEC serves County residents of all ages with any type of disability.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|--|----------------|----------------|----------------|-----------------|------------------|
| Aging | | | | | |
| Supportive Services | \$31 | \$32 | \$32 | \$32 | \$33 |
| Persons with disabilities served by IEC case management services | 404 | 464 | 465 | 428 | 454 |

IEC – Aging Measures Report Chart



**Chart
1 of 1**

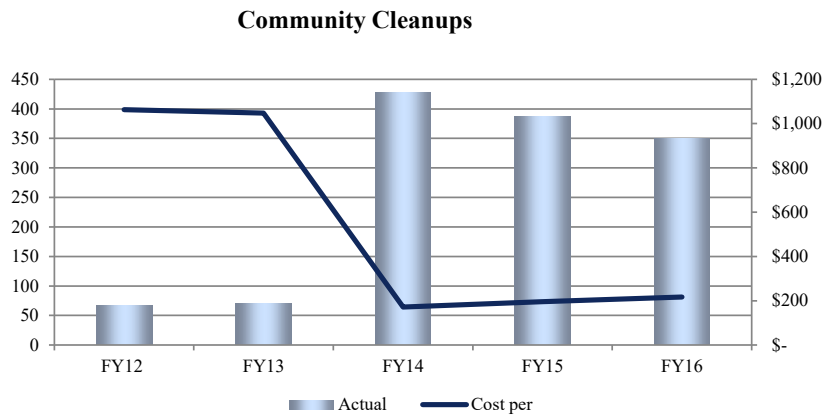
Community Partners

Keep Prince William Beautiful (KPWB)

KPWB educates school children, civic associations and community groups on litter removal, recycling, and water quality through the following programs: Adopt-a-Spot, semi-annual community cleanup campaigns, clean shopping center program, county-wide litter surveys, and the Speakers Bureau.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Public Works | | | | | |
| Solid Waste - Litter Control | \$73 | \$76 | \$76 | \$76 | \$77 |
| Clean shopping center participants (centers) | 42 | 50 | 12 | 50 | 50 |
| Community Cleanups | 428 | 387 | 349 | 90 | 90 |

KPWB – Public Works Measures Report Chart



**Chart
1 of 1**

Community Partners

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY15 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Public Works | | | | | |
| Solid Waste - Recycling | \$15 | \$15 | \$15 | \$15 | \$16 |
| Recycling presentation attendees (youth and adults) | 8,182 | 3,604 | 4,847 | 5,000 | 5,000 |

KPWB – Public Works Measures Report Chart

Recycling Presentation Attendees

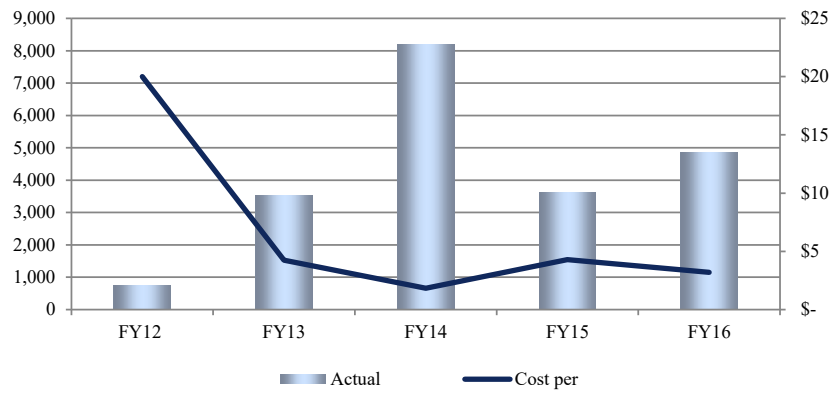


Chart
1 of 1

Community Partners

Legal Services of Northern Virginia (LSNV)

LSNV provides critical civil legal services free of charge to elderly, disabled, or low income individuals and families in Prince William County in order to maintain adequate shelter, income, family stability, and medical care.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|--|----------------|----------------|----------------|-----------------|------------------|
| Aging | | | | | |
| Senior Centers | \$162 | \$167 | \$167 | \$167 | \$170 |
| Legal services cases | 964 | 970 | 1,061 | 1,100 | 1,100 |
| Contribution per PWC client (Actual Dollar Amount) | \$168 | \$171 | \$157 | \$155 | \$155 |
| Contribution per PWC household member benefit (Actual Dollar Amount) | \$68 | \$68 | \$67 | \$63 | \$61 |

LSNV – Aging Measures Report Chart

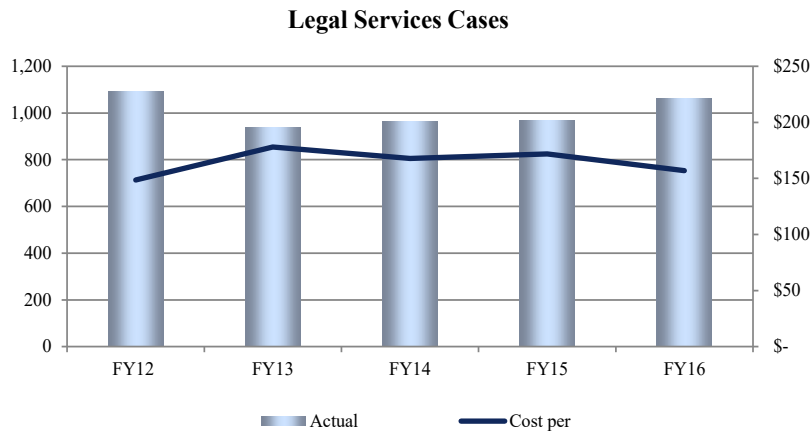


Chart
1 of 1

Community Partners

Literacy Volunteers of America - Prince William, Inc. (LVA-PW)

LVA-PW volunteers provide free basic literacy, English as a second language, computer and workplace literacy, Pre-General Equivalency Diploma (GED) and GED tutoring, and English for Speakers of Other Languages (ESOL)/civics tutoring services to adults in the community.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Library | | | | | |
| Public Services Management | \$26 | \$27 | \$27 | \$27 | \$27 |
| Literacy Volunteer hours | 15,003 | 14,696 | 15,078 | 14,700 | 15,550 |
| Adults served | 667 | 678 | 712 | 655 | 730 |

LVA-PW – Library Measures Report Charts

Literacy Volunteer Hours Provided for Adults

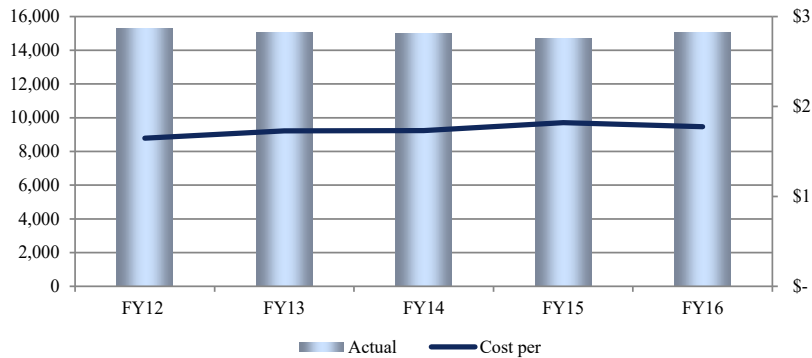


Chart
1 of 2

Number of Adults Served

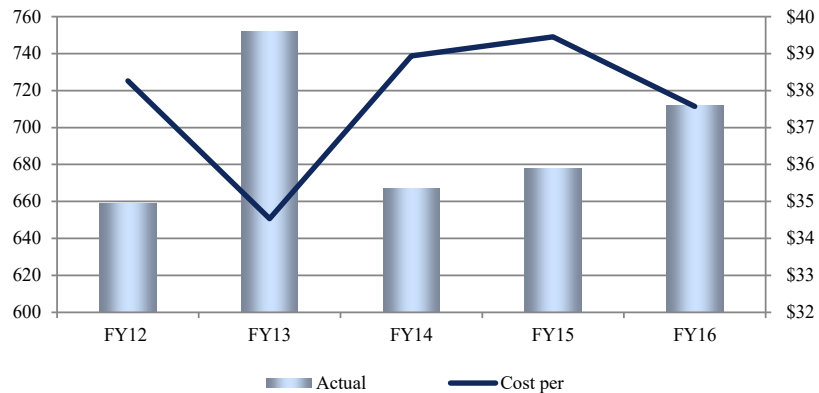


Chart
2 of 2

Community Partners

The Metropolitan Washington Ear, Inc.

Washington Ear provides radio reading services, dial-in information newspaper, and magazine services to blind, visually impaired, and disabled individuals who can no longer read ordinary print.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Public Health | | | | | |
| General Medicine | \$4 | \$4 | \$4 | \$4 | \$4 |
| Clients served by Washington Ear | 81 | 80 | 85 | 83 | 85 |

Washington Ear – Public Health Measures Report Chart

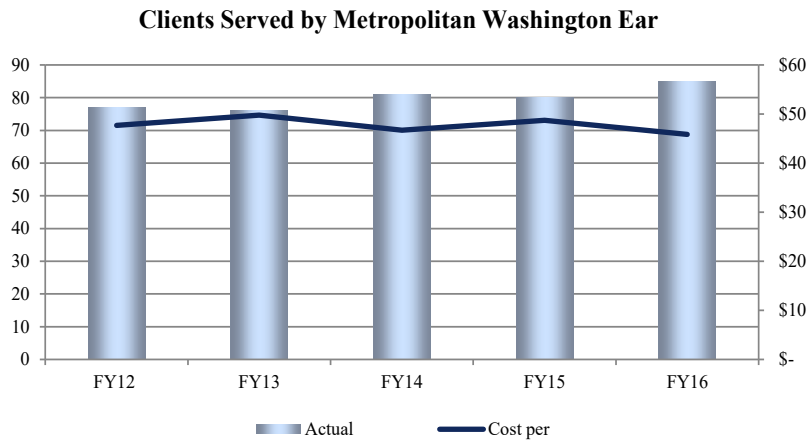


Chart
1 of 1

Community Partners

Northern Virginia Family Service (NVFS)

NVFS services to County residents include rapid rehousing, transitional and permanent housing programs for low-income and extremely-low income clients; temporary emergency shelter, housing location services, children’s services and life skills; and parenting support, child abuse prevention and linkage to consistent child health care providers for County families at risk for poor childhood outcomes.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Public Health | | | | | |
| General Medicine | \$129 | \$133 | \$133 | \$119 | \$83 |
| Clients served by NVFS Healthlink | 1,050 | 368 | 750 | 800 | - |
| % of clients reporting an improvement in their health status served by Pharmacy Central | 98% | 99% | 95% | 100% | 100% |

NVFS – Public Health Measures Report Charts

Clients Served by NVFS Healthlink

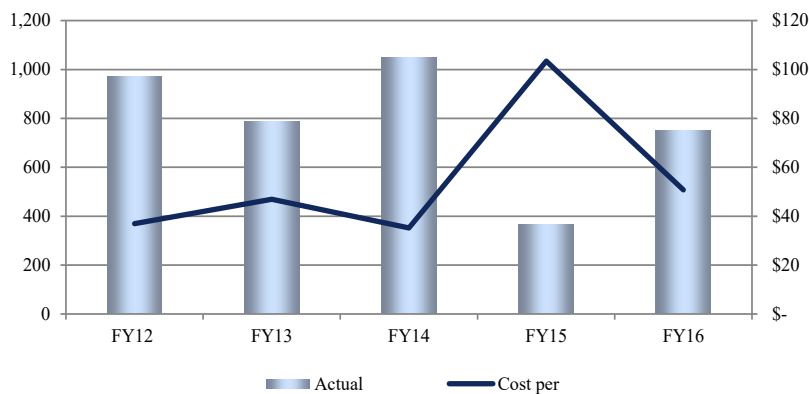


Chart 1 of 2

% of Clients Reporting an Improvement in their Health Status

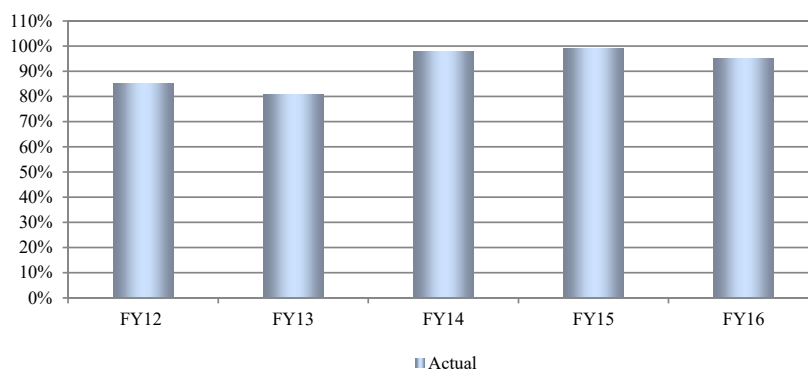


Chart 2 of 2

Community Partners

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Social Services | | | | | |
| Child Welfare, Homeless Emergency Shelter and Overnight Care | \$341 | \$351 | \$351 | \$351 | \$397 |
| Healthy families children assigned a primary health care provider within two months of enrollment | 98% | 100% | 94% | 95% | 95% |
| SERVE shelter utilization rate | 90% | 85% | 90% | 85% | 85% |
| SERVE Housing Continuum Transitional Living utilization rate | 90% | 90% | 90% | 90% | - |

NVFS – Social Services Measures Report Charts

SERVE Shelter Utilization Rate

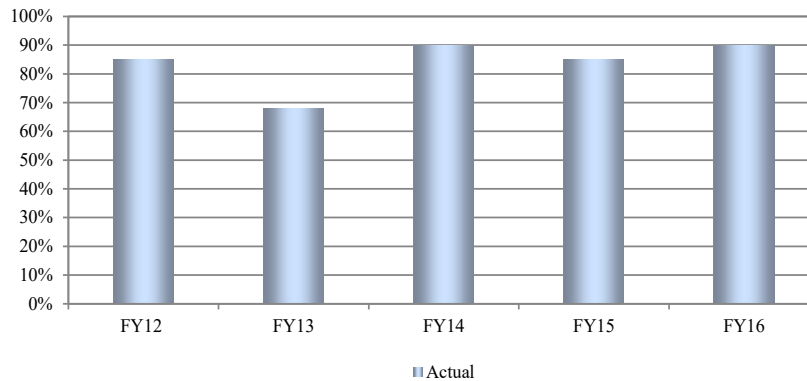


Chart
1 of 2

Transitional Living Utilization Rate

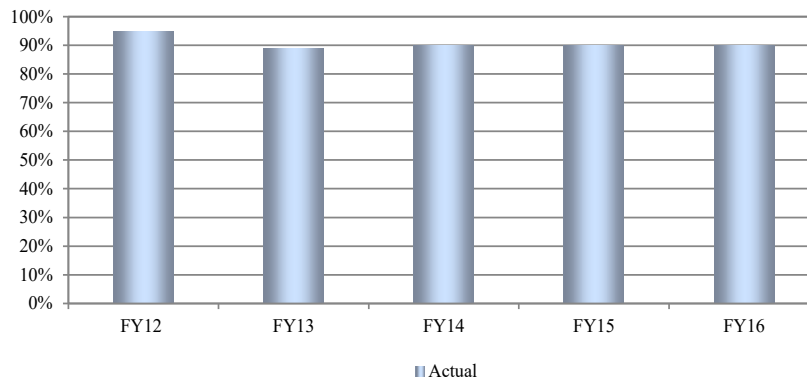


Chart
2 of 2

Community Partners

Occoquan Mill House Museum

The Mill House Museum contains an eclectic collection of artifacts related to Occoquan’s history and the surrounding area.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Public Works | | | | | |
| Historic Preservation | \$5 | \$5 | \$5 | \$5 | \$5 |
| Museum attendance | 17,735 | 15,819 | 16,216 | 17,500 | 17,500 |
| Volunteer hours | 275 | 275 | 320 | 350 | 320 |

Occoquan Mill House Museum – Public Works Measures Report Chart

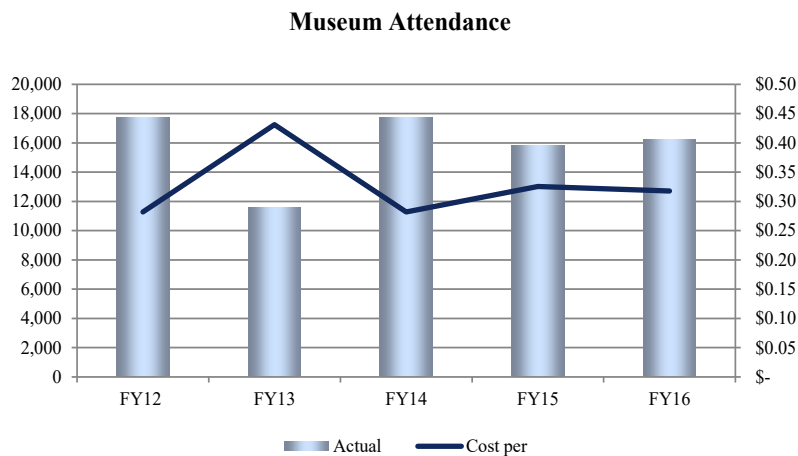


Chart
1 of 1

Prince William Humane Society

Promote animal welfare and adoption of homeless pets.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Adopted |
|--|----------------|----------------|----------------|-----------------|-----------------|
| Police | | | | | |
| Homeless Pet Adoption | - | - | - | \$94 | \$96 |
| Rehome homeless pets from Prince William County Animal Shelter | - | - | - | 200 | 200 |
| Offsite Adoption Center will be open to the public (hours) | - | - | - | - | 520 |

Community Partners

Prince William Soccer, Inc. (PWSI)

PWSI provides recreation opportunities for players of all backgrounds and abilities.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Parks & Recreation | | | | | |
| Administration and Communications | \$25 | \$26 | \$26 | \$26 | \$26 |
| Participants served | 6,800 | 6,800 | 7,000 | 7,000 | 7,000 |

PWSI – Parks & Recreation Measures Report Chart

Participants Served

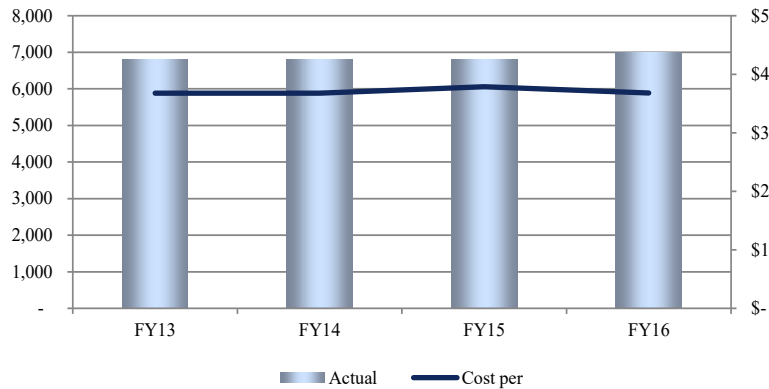


Chart
1 of 1

Community Partners

Project Mend-A-House (PMAH)

PMAH provides home renovation services to enable vulnerable disabled, elderly, and low-income residents to remain in their homes, including those residents whose homes are in sufficient disrepair as to be in violation of county codes.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Public Works | | | | | |
| Neighborhood Services | \$37 | \$38 | \$38 | \$38 | \$39 |
| Total home improvement/modification projects | 453 | 648 | 600 | 450 | 450 |

PMAH – Public Works Measures Report Chart

Total Home Improvement/Modification Projects

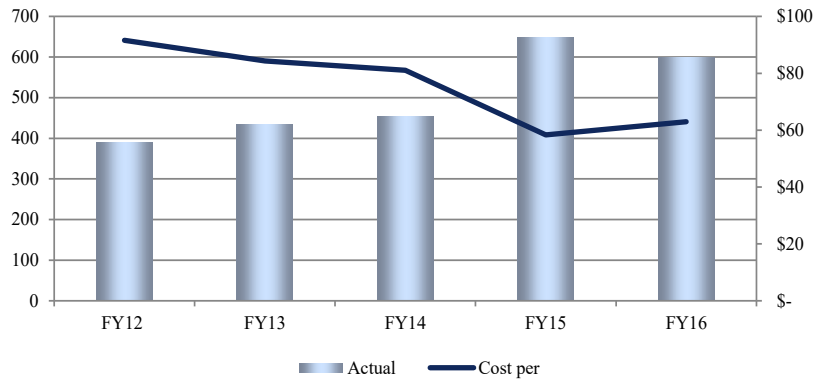


Chart
1 of 1

Community Partners

Rainbow Riding Center

Rainbow Riding Center provides therapeutic equestrian activities to individuals with physical and mental challenges. Rainbow clients are children, teens, and adults; recuperating soldiers from Walter Reed Medical Center; and at risk youth.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Community Services | | | | | |
| Administrative Services | \$33 | \$34 | \$34 | \$34 | \$35 |
| Students enrolled in the Rainbow Therapeutic Riding program | 209 | 181 | 162 | 200 | 200 |

Rainbow Riding Center – Community Services Measures Report Chart

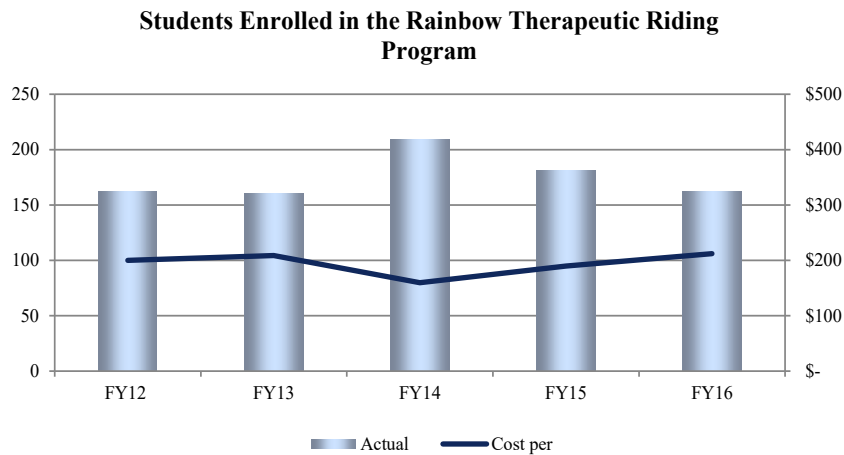


Chart
1 of 1

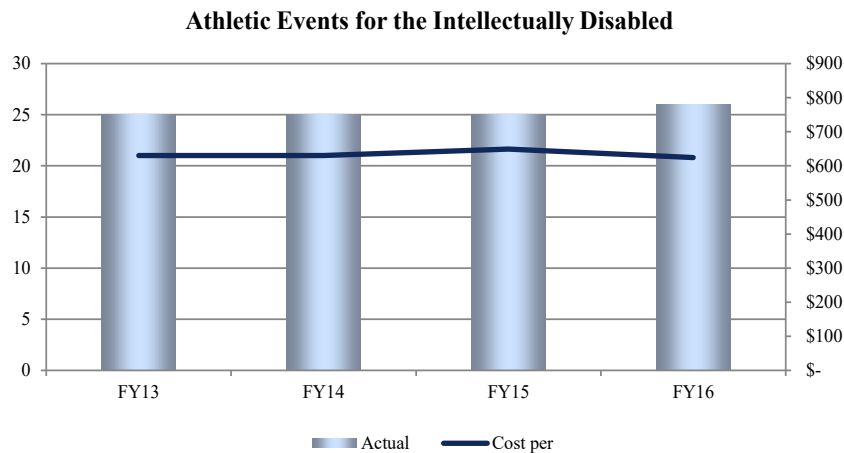
Community Partners

Special Olympics

Special Olympics serves more than 200 athletes in Prince William County. Sports training programs are offered in athletics, aquatics, basketball, bocce, bowling, floor hockey, golf, powerlifting, skiing, soccer, tennis, and a program for children 2-7 years called the Young Athlete program through a network of volunteers; athletes pay nothing to participate.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Parks & Recreation | | | | | |
| Recreation Services | \$16 | \$16 | \$16 | \$16 | \$17 |
| Athletic events for the intellectually disabled | 25 | 25 | 26 | 26 | 27 |

Special Olympics – Parks & Recreation Measures Report Chart



**Chart
1 of 1**

StreetLight Community Outreach Ministries

StreetLight's supported housing program provides group homes for homeless adults with supported services including budgeting, substance abuse, employment counsel, career development, and volunteer mentoring.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|--|----------------|----------------|----------------|-----------------|------------------|
| Social Services | | | | | |
| Homeless Emergency Shelter and Overnight Care | \$15 | \$15 | \$15 | \$15 | \$16 |
| Clients maintain safe, permanent housing | 100% | 100% | 91% | 90% | 90% |
| Clients maintaining sobriety | 91% | 89% | 82% | 100% | 89% |

Community Partners

Volunteer Prince William (VPW)

VPW places and tracks court-ordered community service clients and provides written reports to Criminal Justice Services (OCJS) probation officers or directly to the adult and juvenile court systems. VPW also serves as the County's point of contact for agencies and community partners to connect volunteers with opportunities to serve throughout the County.

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|--|----------------|----------------|----------------|-----------------|------------------|
| Criminal Justice Services | | | | | |
| Local Criminal Justice Support | \$150 | \$155 | \$155 | \$155 | \$158 |
| OCJS and General District Court placements | 682 | 571 | 634 | 800 | 800 |
| Community volunteers for short term community projects | 34,548 | 34,744 | 34,892 | 30,000 | 30,000 |
| Community service hours performed | 14,523 | 14,152 | 13,809 | 20,000 | 20,000 |

VPW – Criminal Justice Services Measures Report Charts

OCJS and General District Court Placements

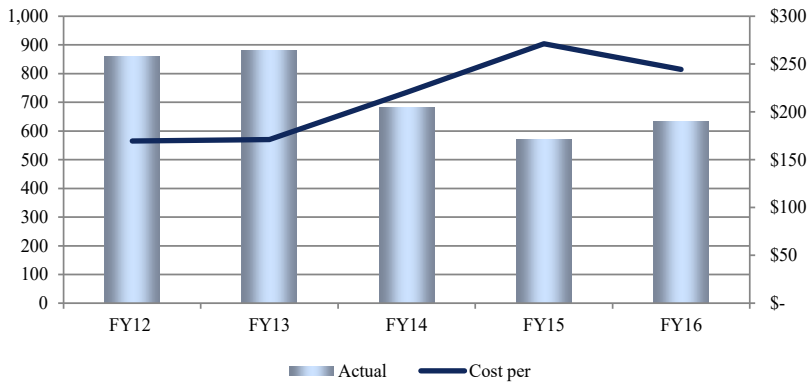


Chart 1 of 2

VPW Community Volunteers for Short Term Community Projects

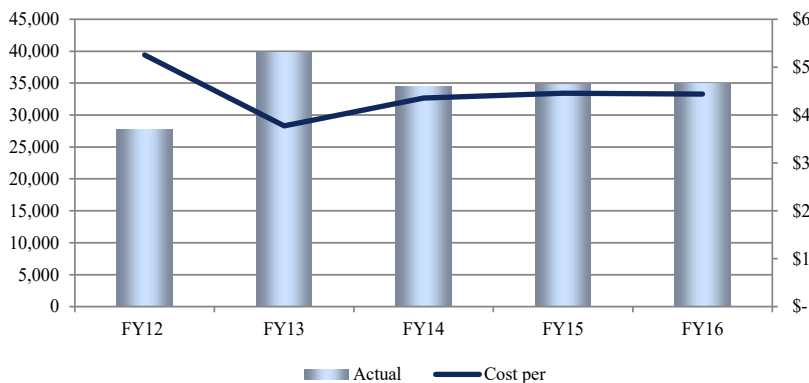


Chart 2 of 2

Community Partners

| Measures (Dollar amounts expressed in thousands) | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed |
|---|----------------|----------------|----------------|-----------------|------------------|
| Fire & Rescue | | | | | |
| Community Safety | \$16 | \$17 | \$17 | \$17 | \$17 |
| Volunteer recruitment | 2,200 | 2,268 | 1,584 | 1,500 | 1,500 |
| Volunteer Outreach and Training | 41,785 | 250,508* | 278,878 | 50,000 | 50,000 |

*The large increase in FY15 is a direct result of a partnership with the Potomac Nationals that provided access to fans and scouts at Potomac National events. It is not yet determined if this partnership will continue into FY17.

VPW – Fire & Rescue Measures Report Charts

Volunteer Recruitment

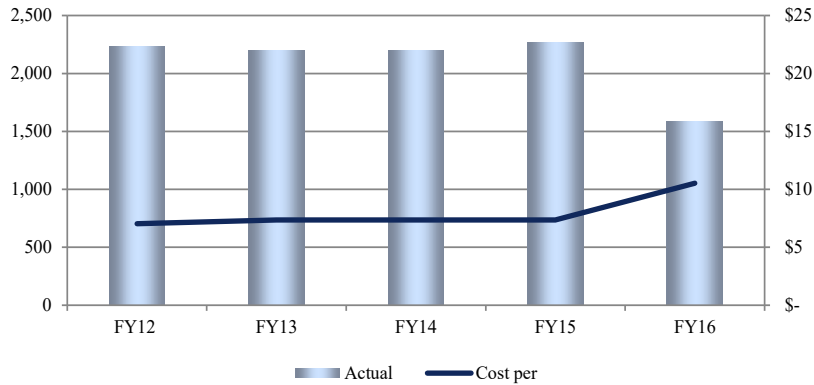


Chart
1 of 2

Volunteer Outreach and Training

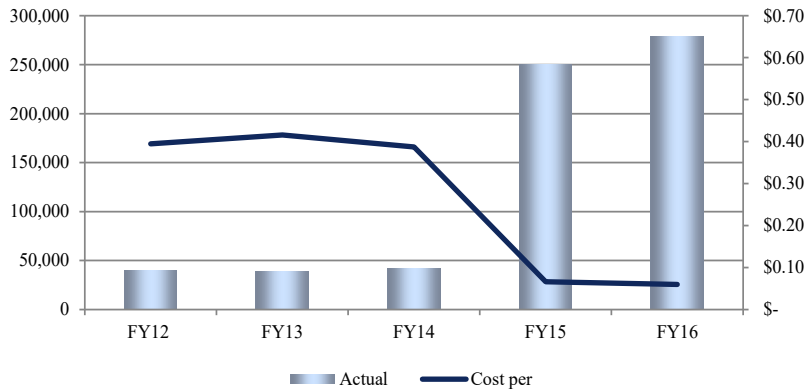


Chart
2 of 2

Non-Departmental

Non-Departmental Overview

The Non-Departmental budget is a miscellaneous collection of budgets not attributed to specific agency operations. As such, they do not directly impact agency services provided to the community. However, the Non-Departmental budget is necessary because it provides budgetary support for county-wide insurance expenditures (medical, casualty, property and workers compensation). It also includes restricted use funds that may only be expended for a specific purpose (proffers, transient occupancy tax for tourism, cable equipment grant). The Non-Departmental budget also includes those budgets where Prince William County (PWC) acts in a trustee capacity for another organization (library donations and trust/fiduciary funds). In other instances, the County acts merely as a collecting agent and remits all revenue received to the Commonwealth or a Community Development Authority. Please see the General Overview section on the next page for a more detailed description of each program included in the Non-Departmental budget.

Mandates

The following mandated services are reported in the Non-Departmental section of the budget.

Federal Code: The unemployment insurance system, created by the [Social Security Act of 1935](#), is administered by each state.

State Code: The unemployment insurance system is administered in Virginia through Title [65.2](#) of the Code of Virginia. Title [2.2-1204](#) of the Code of Virginia requires local governments to make health insurance plans available to employees. The Auditor of Public Accounts for the Commonwealth requires political subdivisions in Virginia to adhere to Governmental Accounting Standards Board standards for financial reporting.

Non-Departmental



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| County-wide Insurance: | | | | | | |
| Medical Insurance Internal Service | \$44,794,671 | \$49,390,676 | \$52,171,443 | \$68,932,000 | \$68,932,000 | 0.00% |
| Workers Compensation | \$788,416 | \$4,526,489 | \$6,336,163 | \$4,170,414 | \$4,170,414 | - |
| Casualty Pool | \$1,749,775 | \$1,192,834 | \$1,691,570 | \$1,575,701 | \$1,575,701 | - |
| Property & Miscellaneous Insurance | \$968,370 | \$733,774 | \$748,766 | \$1,260,491 | \$1,260,491 | 0.00% |
| Miscellaneous Insurance | \$66,261 | \$0 | \$28,057 | \$0 | \$0 | - |
| Unemployment Insurance | \$185,559 | \$124,969 | \$67,397 | \$125,000 | \$125,000 | 0.00% |
| Restricted Use Funds: | | | | | | |
| Transient Occupancy Tax for Tourism | \$2,121,032 | \$2,280,215 | \$2,383,500 | \$2,100,000 | \$1,900,515 | (9.50%) |
| Proffers | \$6,520,135 | \$12,751,205 | \$12,437,246 | \$8,284,094 | \$1,420,665 | (82.85%) |
| Recordation Tax for Transportation | \$1,100,000 | \$0 | \$0 | \$0 | \$0 | - |
| Cable Equipment Capital Grant | \$1,687,144 | \$1,340,000 | \$1,385,000 | \$1,480,500 | \$1,480,500 | 0.00% |
| Transportation Districts | \$2,500,000 | \$2,323,314 | \$260,400 | \$276,200 | \$276,200 | 0.00% |
| County Pass-Through Collections: | | | | | | |
| Community Development Authorities | \$0 | \$0 | \$1,229,479 | \$2,593,361 | \$2,593,361 | 0.00% |
| Commonwealth Taxes | \$491,799 | \$463,294 | \$453,593 | \$500,000 | \$500,000 | 0.00% |
| NVTA Taxes | \$855,547 | \$1,316,688 | \$1,470,370 | \$1,400,000 | \$1,400,000 | 0.00% |
| Trust/Fiduciary Funds: | | | | | | |
| OPEB/LODA Trusts | \$2,954,991 | \$3,727,666 | \$4,412,358 | \$0 | \$0 | - |
| Police/Fire Supp. Retirement/LOSAP | \$2,471,329 | \$2,504,180 | \$2,716,166 | \$0 | \$0 | - |
| Library Donations | \$117,591 | \$118,933 | \$152,493 | \$0 | \$0 | - |
| Innovation Property Owners Association | \$372,905 | \$402,726 | \$254,642 | \$0 | \$0 | - |
| Other: | | | | | | |
| Contributions - Hylton Performing Arts/NVCC | \$3,925,323 | \$3,043,226 | \$2,998,084 | \$3,065,412 | \$3,059,015 | (0.21%) |
| Contingency | \$100,000 | \$305,000 | \$50,000 | \$1,300,000 | \$500,000 | (61.54%) |
| Administration | \$3,679,602 | \$2,635,674 | \$2,800,048 | (\$387,674) | (\$843,593) | (115.74%) |
| Total Expenditures | \$77,450,451 | \$89,180,863 | \$94,046,775 | \$96,675,499 | \$88,350,269 | (8.61%) |

Non-Departmental



Expenditure and Revenue Summary

| Expenditure by Classification | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Budget | FY18 Budget | % Change Budget FY17/ Budget FY18 |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Salaries and Benefits | \$3,260,698 | \$2,871,356 | \$3,073,141 | \$961,961 | \$1,966,243 | 104.40% |
| Contractual Services | \$3,476,429 | \$3,728,897 | \$4,238,133 | \$7,184,439 | \$6,176,269 | (14.03%) |
| Debt Maintenance | \$0 | \$0 | \$59,418 | \$0 | \$0 | - |
| Internal Services | \$471,799 | \$363,392 | \$355,143 | \$7,139,975 | \$6,711,944 | (5.99%) |
| Payments to Other Local Agencies | \$0 | \$0 | \$1,381,979 | \$2,593,361 | \$2,593,361 | 0.00% |
| Purchase of Goods & Services | \$52,950,064 | \$60,589,906 | \$66,839,698 | \$67,961,186 | \$68,154,789 | 0.28% |
| Leases & Rentals | \$3,400 | \$2,376 | \$1,523 | \$0 | \$0 | - |
| Reserves & Contingencies | \$0 | \$0 | \$0 | (\$1,461,384) | (\$2,461,384) | 68.43% |
| Transfers Out | \$17,288,060 | \$21,624,935 | \$18,097,739 | \$12,295,961 | \$5,209,047 | (57.64%) |
| Total Expenditures | \$77,450,451 | \$89,180,863 | \$94,046,775 | \$96,675,499 | \$88,350,269 | (8.61%) |

Funding Sources

| | | | | | | |
|--|-----------------------|----------------------|----------------------|---------------------|---------------------|-----------------|
| Revenue from Federal Government | \$48,555 | \$0 | \$12,590 | \$0 | \$0 | - |
| Permits & Fees | \$1,266,852 | \$1,342,526 | \$1,394,202 | \$1,480,500 | \$1,480,500 | 0.00% |
| Use of Money & Property | \$11,759,364 | \$1,965,486 | \$3,200,748 | \$400,000 | \$400,000 | 0.00% |
| Revenue from Other Localities | \$0 | \$0 | \$0 | \$8,170 | \$8,170 | 0.00% |
| Miscellaneous Revenue | \$30,333,089 | \$26,230,015 | \$25,936,278 | \$13,179,094 | \$6,315,665 | (52.08%) |
| Non-Revenue Receipts | \$497,539 | \$498,025 | \$3,307,108 | \$500,000 | \$500,000 | 0.00% |
| Other Local Taxes | \$7,354,250 | \$8,679,793 | \$9,924,766 | \$3,500,000 | \$3,500,000 | 0.00% |
| General Property Taxes | \$2,515,539 | \$2,618,733 | \$1,491,634 | \$2,869,561 | \$2,869,561 | 0.00% |
| Charges for Services | \$45,808,639 | \$50,651,591 | \$54,888,683 | \$53,257,000 | \$53,257,000 | 0.00% |
| Transfers In | \$6,659,712 | \$5,429,068 | \$4,803,286 | \$1,516,105 | \$1,596,094 | 5.28% |
| Total Designated Funding Sources | \$106,243,539 | \$97,415,237 | \$104,959,293 | \$76,710,430 | \$69,926,990 | (8.84%) |
| (Contribution To) / Use of County-wide Insurance Internal Service Funds | (\$3,478,816) | (\$684,183) | (\$260,197) | \$10,971,000 | \$10,971,000 | 0.00% |
| (Contribution To) / Use of Trust/Fiduciary Fund Balance | (\$24,727,214) | (\$3,927,936) | (\$3,113,744) | \$0 | \$0 | - |
| (Contribution To) / Use of Transportation District Fund Balance | (\$64,844) | (\$324,952) | (\$20,276) | \$0 | \$0 | - |
| Net General Tax Support | \$522,214 | \$3,297,304 | \$7,518,301 | \$8,994,069 | \$7,452,279 | (17.14%) |
| Net General Tax Support | 0.67% | 3.70% | 7.99% | 9.30% | 8.43% | |

Non-Departmental

General Overview

The components of the Proposed FY2018 Budget for Non-Departmental/Unclassified Administrative are discussed below.

A. County-wide Insurance:

- 1. Medical Insurance Internal Service Fund** - PWC established a health insurance fund to self-insure for employee medical coverage as well as provide fully insured dental, vision, and flexible spending benefits. The fund also provides additional insurance credits for retirees. Countywide medical and dental premiums are paid from the medical insurance internal service fund, which is funded primarily from charges to County departments. The FY18 medical insurance budget is \$68,932,000 and will be updated based on the proposed compensation and benefit changes contained in the Proposed FY2018 Budget during budget recap.
- 2. Casualty Pool, Workers Compensation, and Property and Miscellaneous Self-Insurance Programs** - The County maintains self-insurance programs for general liability, automobile, public official and law enforcement professional liability, pollution liability and workers compensation insurance through the PWC Self-Insurance Group (PWSIG) casualty pool and workers compensation pool. The two self-insurance programs began operations July 1, 1989, and are licensed by the State Corporation Commission. The FY18 general fund workers compensation and casualty pool budget is \$5,746,115. The FY18 property and miscellaneous insurance budget is \$1,260,491.

These activities are reported in the internal services fund. Revenues come primarily from other County funds through “premiums” set to cover estimated self-insured claims and liabilities, excess and other insurance premiums, and operating expenses. Claims filed or to be filed through the end of the previous fiscal year are accrued liabilities. Each of the programs has sufficient reserves to cover its estimated claims liability.

- 3. Unemployment Insurance** - The Virginia Employment Commission (VEC) administers an unemployment insurance program that provides protection against loss of wages to individuals who become unemployed through no fault of their own. The FY18 unemployment insurance budget is \$125,000.

B. Restricted Use Funds:

- 1. Transient Occupancy Tax (TOT) for Tourism** - Section [58.1-3819](#) of the Code of Virginia authorizes PWC to levy a 5% TOT on hotels, motels, boarding houses, travel campgrounds, and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty (30) consecutive days. The Code of Virginia also mandates that any levy in excess of a 2% rate must be designated and spent solely on tourism initiatives. Therefore, the County’s general revenue share generated by the TOT is 40% and 60% is budgeted for tourism-related purposes. The portion of the County’s TOT revenue designated to support tourism-related expenditures is included under Other Local Taxes within the Funding Sources area of the Expenditure and Revenue Summary. Please see the Budget Initiatives section for a summary of how TOT revenue designated for tourism is allocated in the Proposed FY2018 Budget.

Non-Departmental

2. **Proffers** - Prior to July 2016, Virginia Code [15.2-2303.2](#) allowed PWC to accept voluntary proffers from zoning applicants. Proffers were intended to help mitigate the impacts of development resulting from a zoning change. The County's Zoning Ordinance includes provisions for the acceptance and enforcement of proffers submitted with rezoning applications prior to June 30, 2016. Available monetary proffers to support County capital projects are evaluated on an annual basis. Please see the Budget Initiatives section for detail on projected proffers in the Proposed FY2018 Budget.
3. **Recordation Tax for Transportation** - Recordation tax revenue is generated when a legal instrument regarding real property such as a deed (including home refinance activity) or deed of trust is recorded with the Clerk of the Circuit Court. Approximately 74% of recordation tax revenue is dedicated by Board of County Supervisors (BOCS) policy to support transportation initiatives in the County. Recordation tax revenue is budgeted as general revenue at the beginning of each fiscal year and the portion committed for transportation is transferred to Non-Departmental during the course of the fiscal year. Most of recordation tax revenue committed for transportation is used to pay existing debt service costs on selected road construction projects. Please see the Debt Service agency pages of the Proposed FY2018 Budget for a summary of transportation projects financed by recordation tax revenue.
4. **Cable Equipment Grant** - An annual 1% cable equipment grant is provided by cable television providers operating in the County. Grant proceeds must be used for cable related capital needs. Although not considered general revenue, revenue derived from the grant is shared with PWC Schools in accordance with the County/Schools revenue agreement. Cable equipment grant revenue is forecast at \$1,480,500 in FY18 which is unchanged from FY17. Of this amount, the Schools receive \$847,290 and the County share is \$633,210. Both the County and Schools use cable equipment grant proceeds to support informational programming on their respective access channels. Cable equipment grant receipts are evaluated on an annual basis for potential, future adjustments.
5. **Transportation Districts** - The Route 234 Bypass Transportation Improvement District was created in 1991 after landowners within the District boundaries petitioned the BOCS to create a special taxing district in accordance with Section 15.2-4700 et. Seq., of the Code of Virginia Ann. The Route 234 Bypass Transportation District rate is \$0.02 per \$100 of assessed value and is levied on property zoned or used for commercial or industrial purposes within the district boundaries. Revenue generated by the district reimburses the County's general fund for debt service paid to finance the Route 234 Bypass road bond project approved by voters in 1988.

C. County Pass-Through Collections:

1. **Community Development Authorities** - Community Development Authorities (CDAs) are governed under [§15.2-5152](#) of the Code of Virginia. CDAs are created to promote the economic development of the County. Properties within established boundaries are levied a CDA assessment to provide certain public infrastructure such as road improvements, bridges, stormwater, and water and sewer improvements within the district. There are three CDAs in PWC: Virginia Gateway (created in 1998), Heritage Hunt (created in 1999), and Cherry Hill (created in 2013). It is important to note that property owners within each CDA boundary petitioned the County to create each CDA.

Non-Departmental

In accordance with §15.2-5158 of the Code of Virginia, all three CDAs in the County request annually that the County levy and collect a special tax on taxable real property within the development authority’s jurisdiction to finance the services and facilities provided by the authority. This code section also requires that all revenue received by the County will be paid over to the development authority subject to annual appropriation. The Proposed FY2018 Budget includes \$2,593,361 in a special revenue fund for the three CDAs in the County: Cherry Hill (\$1,524,361), Virginia Gateway (\$900,000), and Heritage Hunt (\$169,000). There is no impact on the County’s general fund.

2. **Pass-Through Collections to Commonwealth** - PWC collects revenue on behalf of the Commonwealth of Virginia. Such revenue includes Sheriff fees as well as an additional 2% TOT levied to support transportation improvements as part of the Northern Virginia Transportation Authority (NVTA). The revenue is collected by the County and remitted to the Commonwealth. The County receives NVTA funding for local and regional transportation projects.

D. Trust/Fiduciary Funds:

1. **Trust/Fiduciary Funds** - Fiduciary funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, or other governments. Agency funds are custodial in nature whereby assets equal liabilities and do not measure results of County operations. Trust/Fiduciary funds do not require budget and appropriation by the BOCS. Each respective fund is administered by a board of trustees. Trust/Fiduciary funds included in Non-Departmental are:

- Other Post-Employment Benefits (OPEB) - Police Officer and Uniformed Fire and Rescue Personnel Supplemental Retirement
- OPEB - Length of Service Award Program (LOSAP)
- OPEB - Post-Retirement Medical Benefits Credit Plan
- OPEB - Line of Duty Act (LODA)
- Innovation Property Owners Association
- Library donations from the Friends of the Library and private sources which are administered by the Library Board

For a detailed description of each OPEB plan as well as the benefits provided, please see PWC’s [Comprehensive Annual Financial Report for the Year Ended June 30, 2016](#), beginning on page 107.

E. Other:

1. **Contributions (Hylton Performing Arts Center and Northern Virginia Community College (NVCC))** - County contributions to the Hylton Performing Arts Center (\$2,027,104) and the NVCC (\$1,031,911) are included in the FY18 Non-Departmental budget. The FY18 contribution to the Hylton Performing Arts Center (HPAC) provides \$1,877,104 for debt service and \$150,000 for capital expenses.

| | FY18 | FY19 | FY20 | FY21 | FY22 |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Debt Service | \$1,877,104 | \$1,857,709 | \$1,861,916 | \$1,859,096 | \$1,859,119 |
| Capital | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 |
| Total | \$2,027,104 | \$2,007,709 | \$2,011,916 | \$2,009,096 | \$2,009,119 |

Non-Departmental

There are two components to PWC's contribution to the NVCC. The first component provides a \$2.25 per capita annual capital development contribution of \$997,792 to NVCC in FY18. The second component includes a \$34,119 allocation to support maintenance and operations at NVCC. The cumulative five-year cost of increased NVCC contributions is \$203,590.

2. Contingency - A contingency is established within the general fund to provide limited funding for service delivery costs and unanticipated agency revenue shortfalls. The FY17 adopted contingency was \$1,300,000 of which \$1,000,000 was designated for the Prince William Schools' Class Size Reduction Grant (approved by the BOCS on August 3, 2016, via [BOCS Resolution #16-644](#)) and \$300,000 was County contingency. The Proposed FY18 Budget transfers the \$1,000,000 Class Size Reduction Grant from contingency to the Schools for FY18-20 as intended by [BOCS Resolution #16-644](#). The Proposed FY18 Budget also increases County contingency from \$300,000 to \$500,000 as required by Policy 2.12 in the adopted [Principles of Sound Financial Management](#): "The County will annually appropriate a contingency budget to provide for unanticipated increases in service delivery costs and needs that may arise throughout the fiscal year. The contingency budget will be established at a minimum of \$500,000 annually and may be allocated only by resolution of the BOCS."

3. Administration - The Unclassified Administrative area of the budget includes those general fund expenditures, which are not assigned to specific agency budgets. During the course of the fiscal year, many of these dollars are allocated against agency budgets to properly account for where the expenditures actually occur. As a program becomes established, an unclassified administrative budget item will often be assigned to an agency on a permanent basis. The funds would then be transferred from Unclassified Administrative to the agency budget. Due to the many items coming into and out of the Non-Departmental/Unclassified Administrative budget area between budget years, it is difficult to compare different fiscal year totals.

F. Transfer from Adult Detention Center (ADC) Fund - The transfer of \$1,498,094 to the general fund from the ADC is required to compensate the general fund for the cost of implementing the Law Enforcement Officers' Supplement (LEOS) retirement program for Jail Officers and the Jail Superintendent. The funds are included as revenue in the Funding Sources area. Additional information concerning the ADC LEOS retirement program can be found in the General Overview section of the ADC departmental budget.

G. Eliminate Virginia Retirement System (VRS) Offset Salary Savings - During FY12, the Commonwealth of Virginia passed VRS legislation that required all individuals in VRS who are employed by local governments to pay a 5% employee contribution effective July 1, 2012 (FY13). Prior to FY13, PWC paid an employee's 5% share of VRS contributions. The state provided local governments the option to phase in the 5% VRS contribution paid by VRS Plan 1 employees over a maximum of five years. Localities were also mandated to provide a salary increase to offset the mandatory VRS contributions from VRS Plan 1 employees. From FY13-17, PWC phased in the 5% employee contribution at 1% each year and provided a 1% salary increase to all VRS Plan 1 employees hired on or before June 30, 2010, as well as all VRS Plan 2 employees hired between July 1, 2010, and June 30, 2011. All employees hired after July 1, 2011, did not receive any of the 1% VRS offsets from FY13-17. Since FY13, the Non-Departmental budget included salary savings (\$0.9 million in FY17) to account for those employees not eligible for the 1% VRS offset. Since the full 5% VRS mandated employee contribution was completed in FY17, these savings will no longer be realized in the Non-Departmental budget. The cost of eliminating these budgeted savings in FY18 was programmed in the adopted FY17-21 Five-Year Plan.

Non-Departmental

- H. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In addition to the annual allocation of technology costs, several technology initiatives are proposed, funded through an increase in the Non-Departmental/Unclassified Administration 4000 series - Microsoft Enterprise agreement, Oracle licensing and changes to the County computer standard. Details on these initiatives can be found in the Department of Information Technology section. In FY18, the Non-Departmental/Unclassified Administration technology bill decreases by \$428,031 to \$451,606.
- I. Budgeted Savings** - Prior to FY16, the County had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the current criteria, year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address the issue, the FY2016 Budget included a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction was implemented by adding a negative budget line item to agencies, similar to budgeted salary lapse. The savings amount for Non-Departmental is \$2,310,549 with \$2,286,665 budgeted in the Administration program and \$23,884 budgeted in the Property and Miscellaneous Insurance program. Please see the Budget Initiatives section for a proposed \$1.0 million increase in budgeted savings in the FY18 Proposed Non-Departmental budget.

Budget Initiatives

1. County Proffers for Capital Projects

| | |
|---------------------|-----------|
| Expenditure | \$837,599 |
| Revenue | \$837,599 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. Description** - Funding is transferred from proffer accounts to support capital projects. This amount is budgeted for fire and rescue projects in the FY2018-2023 Capital Improvement Program (CIP). Please refer to the CIP section of this document for additional information regarding proffers and specific projects. This is a one-time transfer and there are no Five-Year Plan impacts.

Non-Departmental

2. TOT for Tourism

| | |
|---------------------|-------------|
| Expenditure | (\$199,485) |
| Revenue | \$0 |
| General Fund Impact | \$0 |
| FTE Positions | 0.00 |

- a. **Description** - TOT revenue designated for tourism remains unchanged from FY17 at \$2,100,000. The Proposed FY2018 Budget designated TOT fund allocation decreases \$199,485 from \$2,100,000 in FY17 to \$1,900,515 in FY18 as shown in the table below:

| TOT Tourism Allocations for Proposed FY2018 Budget | |
|---|--------------------|
| The FY2018 Budget allocates the TOT Tourism funding in the following manner: | Total |
| 1. Transfer to Public Works/Historic Preservation | \$652,249 |
| 2. Transfer to the Convention and Visitors Bureau (CVB) | \$1,180,801 |
| 3. Dumfries Weems-Botts Museum | \$36,050 |
| 4. Prince William Soccer, Inc. | \$26,265 |
| 5. Occoquan Mill House Museum | \$5,150 |
| TOT Allocated Total | \$1,900,515 |
| FY18 TOT Revenue Projection | \$2,100,000 |
| Contribution To/(Use Of) TOT Fund Balance | \$199,485 |

TOT expenditures for tourism in the Proposed FY2018 Budget total \$1,900,515 and are allocated as follows:

- The Proposed FY2018 Budget provided to the Public Works, Historic Preservation program decreases \$200,000 from \$852,249 in FY17 to \$652,249 in FY18. TOT revenue to support the Public Works Historic Preservation program results in annual, general tax support of \$200,000.
- The Proposed FY2018 Budget for the Prince William/Manassas Convention and Visitors Bureau (CVB) remains unchanged from FY17 at \$1,180,801. Additional information on the CVB budget can be found in the Community Development section of this document.
- The Proposed FY2018 Budget for the Dumfries Weems-Botts Museum (\$36,050) and Occoquan Mill House Museum (\$5,150) contribution funded by TOT revenue are unchanged from FY17. Both organizations will receive a 2% community partner increase funded by the general fund. Prince William Soccer, Inc. will receive a 2% community partner increase funded by TOT revenue. Their contribution increases \$515 from \$25,750 in FY17 to \$26,265 in FY18.

Non-Departmental

3. Increase Budgeted Savings

| | |
|---------------------|---------------|
| Expenditure | (\$1,000,000) |
| Revenue | \$0 |
| General Fund Impact | (\$1,000,000) |
| FTE Positions | 0.00 |

- a. **Description** - This budget reduction increases the amount of county-wide, general fund budgeted savings from \$13.0 million in FY17 to \$14.0 million in the Proposed FY2018 Budget. This increase in budgeted savings is needed to maintain total savings at 2.5% of the County government general fund budget as envisioned in the FY16 budget. The budgeted savings amount for Non-Departmental increases from \$2.3 million to \$3.3 million. The \$1.0 million increase in budgeted expenditure savings will be distributed to agency operating budgets after the FY2018 Budget is adopted. Please see the General Overview section of Non-Departmental for a detailed discussion of budgeted savings.

Debt Service



Expenditure and Revenue Summary

| Expenditure by Program | FY14 Actual | FY15 Actual | FY16 Actual | FY17 Adopted | FY18 Proposed | % Change Budget FY17/ Budget FY18 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------------|
| Debt Service | \$50,750,810 | \$53,588,665 | \$50,039,963 | \$60,406,086 | \$56,131,838 | (7.08%) |
| Total Expenditures | \$50,750,810 | \$53,588,665 | \$50,039,963 | \$60,406,086 | \$56,131,838 | (7.08%) |

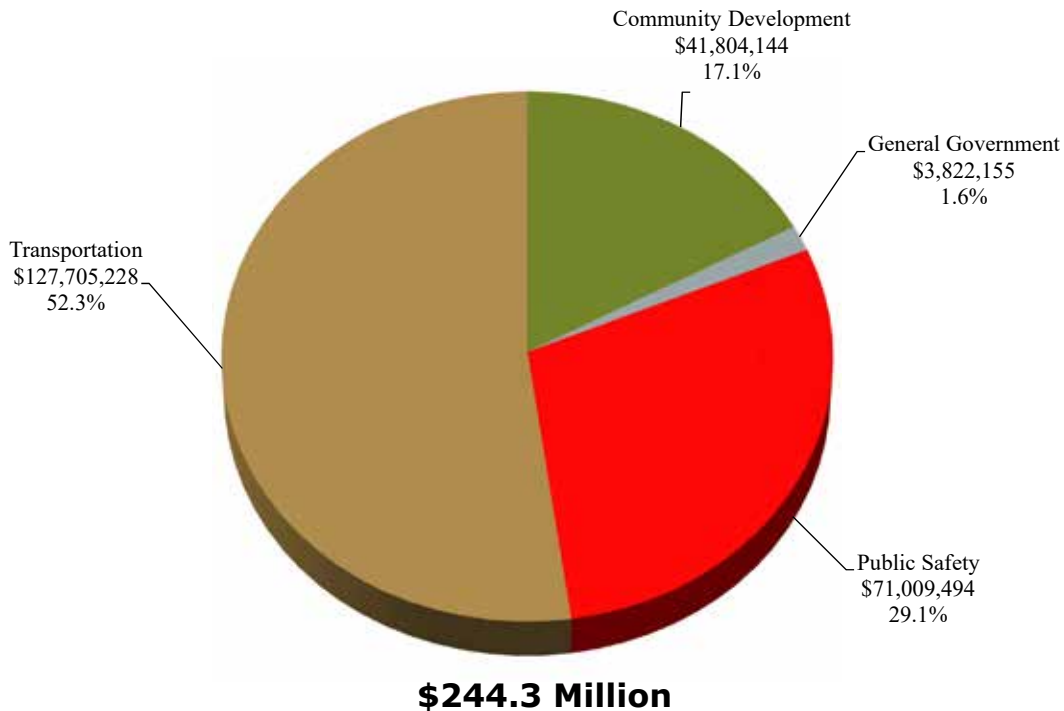
Expenditure by Classification

| | | | | | | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Contractual Services | \$0 | \$0 | \$0 | \$20,000 | \$20,000 | 0.00% |
| Debt Maintenance | \$39,890,570 | \$41,163,661 | \$38,471,077 | \$45,317,793 | \$41,081,434 | (9.35%) |
| Payments to Other Local Agencies | \$453,165 | \$441,565 | \$391,569 | \$383,547 | \$372,152 | (2.97%) |
| Transfers Out | \$10,407,075 | \$11,983,438 | \$11,177,317 | \$14,684,746 | \$14,658,252 | (0.18%) |
| Total Expenditures | \$50,750,810 | \$53,588,665 | \$50,039,963 | \$60,406,086 | \$56,131,838 | (7.08%) |

Funding Sources

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Revenue from Federal Government | \$1,532,832 | \$1,540,345 | \$1,545,210 | \$0 | \$0 | 0.00% |
| Use of Money & Property | \$681,496 | \$734,332 | \$680,963 | \$677,375 | \$677,375 | 0.00% |
| Miscellaneous Revenue | \$0 | \$0 | \$66,443 | \$0 | \$0 | 0.00% |
| Non-Revenue Receipts | \$0 | \$386,381 | \$55,301 | \$0 | \$0 | 0.00% |
| Revenue from Commonwealth | \$0 | \$0 | \$0 | \$1,548,077 | \$1,521,408 | (1.72%) |
| Transfers In | \$10,384,980 | \$10,625,513 | \$11,189,333 | \$14,629,549 | \$14,538,961 | (0.62%) |
| Total Designated Funding Sources | \$12,599,308 | \$13,286,571 | \$13,537,250 | \$16,855,001 | \$16,737,744 | (0.70%) |
| Net General Tax Support | \$38,151,502 | \$40,302,094 | \$36,502,713 | \$43,551,085 | \$39,394,094 | (9.55%) |
| Net General Tax Support | 75.17% | 75.21% | 72.95% | 72.10% | 70.18% | |

FY18-23 County Debt Service (Existing and New) by Project Category



Debt Service

Debt Management in Prince William County (PWC)

The County's debt service budget includes principal and interest payments on outstanding debt service funded from multiple sources, including the general fund, fire levy, stormwater management fee, and other funding sources. Debt service payments of the school system and self-supporting revenue bonds are included in the respective budgets of the school system and the various enterprises.

Most debt service obligations for the County are structured with level principal payments, thereby reducing the debt service payments annually.

Note, the PWC Schools presented their budget and capital plan on February 1, 2017. Information is available on the PWC Schools [web site](#) and will be incorporated into the County capital program upon budget adoption.

Bond Rating

PWC has been awarded AAA ratings from each of the three major credit rating agencies (Moody's, Fitch and Standard & Poor's). PWC is one of only 46 counties in the entire nation which have received this extraordinary achievement; and including states and cities, PWC is one of only 91 jurisdictions nationwide with this prestigious designation.

The AAA bond rating serves as a statement of a locality's economic, financial and managerial condition and representation of the business community's assessment of the investment quality of a local government. Highly rated bonds are more attractive and are more competitive in the market, thereby helping to lower the County's interest costs.

Debt Management Policy Statement

Proper debt management provides a locality and its citizens with fiscal advantages. The State does not impose a debt limitation on the County. However, it is essential to limit the debt of the County to a level that will not infringe on the County's ability to fund the County's ongoing annual operating expenses. For this reason, a debt policy is included in the County's [Principles of Sound Financial Management](#) and has been adopted by the Board of County Supervisors to ensure that no undue burden is placed on the County and its taxpayers and provide policy guidance to staff. Specific language in the administrative policy provides the framework to limit the use of debt in PWC:

- **Policy V - Debt Management:** Annual net tax support debt service expenditures shall not exceed ten percent (10%) of annual revenues and total bonded debt will not exceed three percent (3%) of the net assessed valuation of taxable real and personal property in the County.

Debt Service

General Overview

A. Projects Planned for Debt Financing in Fiscal Year 2018

1. **County Projects** - A total of \$19.7 million in additional debt issuances are planned for County projects in FY18. This represents the first of two debt issuances for the Adult Detention Center Phase 2 expansion planned for FY18. This issuance reflects the state reimbursement for the construction of the expansion and is planned to be short term financing. Once the state reimburses the County after the project is complete the debt will be paid off.
2. **School Projects** - The Schools presented their budget and capital plan on February 1, 2017. Information is available on the PWC Schools web site and will be incorporated into the County capital program upon budget adoption.

B. Future Debt Issuances for Major Projects

1. **County Projects** - A total of \$12.4 million in additional debt issuances are planned in FY19-23. The construction of Fire & Rescue Station 22 (\$12.4 million) and the second debt issuance for the Adult Detention Center Phase 2 expansion (\$20.8 million). Both debt issuances are planned for FY19. Debt service for the fire station will be supported by the fire levy and the general fund will support the jail expansion.
2. **School Projects** - The Schools presented their budget and capital plan on February 1, 2017. Information is available on the PWC Schools web site and will be incorporated into the County capital program upon budget adoption.

C. Existing Debt - The total FY18 debt service on financing issued prior to FY18, including the PWC Schools CIP, is \$135.3 million. The County's portion of existing debt service is \$41.7 million. The Schools' portion of existing debt service is \$93.6 million.

1. **Retired County Debt** - In FY18 debt service will not be retired for any County project.
2. **Retired School Debt** - In FY18 debt service will not be retired for any School project.

D. Additional Debt Service Funding Sources

1. **Recordation Tax Revenue** - Recordation tax revenue is generated when deeds are recorded in the County. The total estimated recordation tax revenue in FY18 is \$8.5 million; BOCS policy designates 74% (\$6.3 million) to support transportation. Some of that designated revenue helps support the debt service on Transportation bond projects. The amount of recordation tax supporting transportation debt service (DS) in FY18 is \$4.7 million. Debt service on the following projects is supported by recordation tax until the debt is retired.

| Recordation Tax Revenue | | |
|---|-------------------|-------------|
| Project | FY18 Debt Service | Retire Date |
| Linton Hall Rd | \$896K | 2030 |
| Minnieville Rd (Old Bridge to Caton Hill) | \$1.4M | 2030 |
| PW Parkway Intersection Improv @ Minnieville Rd | \$121K | 2029 |
| PW Parkway Intersection Improv @ Old Bridge Rd | \$139K | 2029 |
| Rollins Ford Rd * | \$656K | 2034 |
| Route 1 (Neabsco Mills to Featherstone Rd) * | \$914K | 2029 |
| Spriggs Rd Phase I | \$627K | 2029 |

* Recordation tax partially supports the total debt service for this project.

Debt Service

Additional unallocated recordation tax revenue will accumulate in a fund balance and will be used for BOCS approved transportation-related cash-to-capital expenses. The projected recordation tax fund balance at the end of FY16 is \$3.4 million. That amount can support transportation cash-to-capital as projects are identified.

2. **Build America Bonds (BAB) Federal Reimbursement** - The BAB program was included in the American Recovery and Reinvestment Act (ARRA) of 2009, which was created to stimulate the national economy out of economic recession. The BAB program was intended to help state and local agencies regain access to bond markets after the financial collapse made it difficult to borrow and construct infrastructure improvements. It allowed municipalities to issue taxable bonds with the federal government subsidizing 35% of the interest payments. However, the federal reimbursement amount is lower than originally anticipated due to a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 6.9%.

During calendar year 2010, the County issued debt through the BAB program to construct roads and schools (as part of the Virginia Public School Authority). In FY18, the County will be reimbursed \$1,042,620 by the federal government in the County's debt service budget. Of this amount, \$163,156 will be retained to help pay County government debt service and \$879,464 will be transferred to the County's School division which is responsible for the annual debt service payments.

3. **Qualified School Construction Bonds (QSCB) Federal Reimbursement** - Similar to the aforementioned BAB program, the QSCB program was also created by ARRA. The program provides tax credits, in lieu of interest, to lenders who issue bonds to eligible school districts. The federal government planned to provide 100% of the interest payment through a reimbursement to the locality. However, the federal reimbursement amount is lower than originally anticipated due to a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 6.9%. Therefore, the locality would have only been responsible for repayment of the bond principal. QSCB bond proceeds may be used to finance new school construction or rehabilitate and repair public school facilities.

The County issued debt as part of the QSCB program during calendar year 2010. In FY18, the County will be reimbursed \$479,789 by the federal government in the County's debt service budget. The reimbursement will be transferred to the County's School division which is responsible for the annual debt service payments.

Debt Service

FY2018 to FY2023 - Debt Service

The tables on the next four pages include funding source projections and debt service payments for the County and the Schools debt service through FY23.

Funding Sources

| Funding Sources | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| School Funding Sources (funding passed-through County Budget) | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| VPSA 2010B Build America Bonds Federal Reimb | 879,464 | 827,062 | 770,959 | 712,884 | 712,884 | 712,884 |
| School 2010 Qualified School Constr Bonds Fed Reimb | 478,789 | 478,789 | 478,789 | 478,789 | 478,789 | 478,789 |
| Subtotal School Funding Sources | \$1,358,252 | \$1,305,851 | \$1,249,748 | \$1,191,673 | \$1,191,673 | \$1,191,673 |
| County Funding Sources | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Rent from American Type Culture Collection (ATCC) | 636,375 | 636,375 | 636,375 | 0 | 0 | 0 |
| PWC GO Bond Series 2010B Build America Bonds Fed Reimb | 163,156 | 163,156 | 163,156 | 157,155 | 157,155 | 157,155 |
| Transfer in from Stormwater Management Fund | 109,386 | 106,605 | 103,515 | 100,425 | 97,335 | 94,245 |
| Transfer in from Fire Levy | 1,919,755 | 2,961,005 | 2,899,094 | 3,952,626 | 3,902,013 | 3,847,883 |
| 234 Bypass Transportation District | 276,200 | 276,200 | 276,200 | 276,200 | 276,200 | 276,200 |
| Interest Earned on Unspent Bond Proceeds | 41,000 | 41,000 | 41,000 | 41,000 | 41,000 | 41,000 |
| Subtotal County Funding Sources | \$3,145,872 | \$4,184,341 | \$4,119,340 | \$4,527,406 | \$4,473,703 | \$4,416,483 |

New Debt Service & Total Debt Service

| New Debt Service | | | | | | |
|---|------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| County New CIP Debt Service | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Adult Detention Center Phase II | 0 | 2,029,600 | 1,988,000 | 1,946,400 | 1,904,800 | 1,705,600 |
| Fire and Rescue Station 22 (Fire Levy) | 0 | 1,116,000 | 1,116,000 | 1,116,000 | 1,116,000 | 1,116,000 |
| Fire and Rescue Station 27 (Fire Levy) | 0 | 0 | 0 | 1,116,000 | 1,116,000 | 1,116,000 |
| Subtotal County New CIP Debt Service | \$0 | \$3,145,600 | \$3,104,000 | \$4,178,400 | \$4,136,800 | \$3,937,600 |

| Total Debt Service | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Total General Debt | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Total County Existing Debt | 41,697,434 | 41,693,169 | 37,192,736 | 39,124,387 | 33,616,872 | 32,514,021 |
| Total Schools Existing Debt | 93,592,497 | 88,193,579 | 84,628,844 | 80,448,549 | 75,440,651 | 69,883,774 |
| Total County New CIP Debt | 0 | 3,145,600 | 3,104,000 | 4,178,400 | 4,136,800 | 3,937,600 |
| Total Schools New CIP Debt (Amounts to be determined) | 0 | 0 | 0 | 0 | 0 | 0 |
| Grand Total All Debt Service | \$135,289,931 | \$133,032,349 | \$124,925,580 | \$123,751,336 | \$113,194,324 | \$106,335,395 |

| Debt Program Admin Expenses | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Other Debt Service Cost | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 |
| Investment Fees on Unspent Bond Proceeds | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Subtotal Administrative Expenses | \$104,000 | \$104,000 | \$104,000 | \$104,000 | \$104,000 | \$104,000 |

Debt Service

Existing Debt Service

| Existing Debt Service | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Existing Debt Service on County Projects | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| 2012B Refunding - Park Projects | 245,216 | 52,324 | 98,946 | 0 | 0 | 0 |
| ATCC | 1,236,688 | 0 | 0 | 0 | 0 | 0 |
| BMX Track | 625 | 625 | 625 | 15,468 | 0 | 0 |
| Delaney Land Parcel Acquisition | 470,777 | 453,206 | 435,788 | 418,250 | 400,540 | 383,344 |
| Development Services Building | 2,085,012 | 2,007,191 | 1,930,048 | 1,852,375 | 1,773,940 | 1,697,781 |
| Fuller Heights Park Phase I | 311,836 | 302,845 | 293,855 | 284,865 | 275,264 | 266,305 |
| Haymarket Gainesville Community Library | 929,781 | 906,143 | 879,878 | 853,613 | 827,348 | 801,083 |
| Hellwig Park Sports Complex | 392,746 | 385,649 | 229,650 | 265,099 | 256,061 | 251,336 |
| Montclair Comm Library | 1,203,246 | 1,172,655 | 1,138,665 | 1,104,675 | 1,070,685 | 1,036,695 |
| Occoquan River Mill Park | 109,386 | 106,605 | 103,515 | 100,425 | 97,335 | 94,245 |
| Parks - General's Ridge Golf Course | 241,566 | 240,308 | 241,276 | 243,162 | 240,738 | 241,372 |
| Parks - Forest Greens Golf Course | 439,873 | 437,584 | 439,345 | 442,779 | 438,365 | 439,521 |
| Parks - Splashdown Waterpark | 317,592 | 315,939 | 317,211 | 319,690 | 316,503 | 317,338 |
| Prince William Golf Irrigation & Stormwater Improvements | 44,320 | 42,666 | 41,026 | 39,375 | 37,708 | 36,089 |
| Silver Lake Dam Renovation (Stormwater Mgmt Fee) | 109,386 | 106,605 | 103,515 | 100,425 | 97,335 | 94,245 |
| Sports Fields Improvements | 377,740 | 374,875 | 372,157 | 331,650 | 311,139 | 278,588 |
| Sudley Park Land Acquisition | 39,214 | 39,876 | 40,726 | 36,608 | 28,597 | 22,122 |
| Valley View Park | 53,522 | 54,365 | 55,447 | 135,997 | 36,396 | 28,156 |
| Veteran Park | 83,543 | 84,964 | 86,788 | 63,987 | 61,354 | 47,463 |
| WaterWorks Water Park Children's Pool Renovation | 54,693 | 53,303 | 51,758 | 50,213 | 48,668 | 47,123 |
| Facilities General | 642,000 | 637,600 | 633,900 | 639,450 | 0 | 0 |
| Owens Building | 49,652 | 609,306 | 28,384 | 581,864 | 0 | 0 |
| Adult Detention Ctr | 2,401,340 | 2,314,587 | 2,228,588 | 2,142,000 | 2,054,562 | 1,969,661 |
| Central District Police Station | 2,045,750 | 2,016,500 | 1,969,700 | 1,922,900 | 1,887,800 | 1,841,000 |
| Judicial Center | 177,938 | 2,183,579 | 101,719 | 2,085,234 | 0 | 0 |
| Juvenile Detention Center Phase II | 57,111 | 700,841 | 32,648 | 669,277 | 0 | 0 |
| Western District Police Station | 1,507,888 | 1,508,505 | 1,506,573 | 1,509,508 | 1,510,154 | 1,512,613 |
| 2012B Refunding - Road Projects | 1,269,847 | 244,695 | 400,831 | 0 | 0 | 0 |
| 234 Bypass | 19,824 | 20,161 | 20,594 | 15,183 | 14,559 | 11,262 |
| Benita Fitzgerald Drive | 172,859 | 174,797 | 234,689 | 258,466 | 249,499 | 240,506 |
| Heathcote Boulevard | 253,487 | 256,328 | 344,222 | 379,171 | 366,018 | 352,854 |
| Innovation Loop Road | 36,816 | 37,442 | 38,246 | 28,198 | 27,037 | 20,916 |
| Minnieville Road (existing) | 198,238 | 201,610 | 205,938 | 151,833 | 145,586 | 112,623 |
| Minnieville Road (Cardinal to Spriggs) | 643,226 | 640,860 | 620,329 | 693,203 | 669,285 | 648,869 |
| PW Parkway Extention to Rt. 1 | 605,271 | 615,325 | 641,976 | 493,771 | 473,854 | 377,938 |
| Prince William Parkway | 314,390 | 319,664 | 329,345 | 278,451 | 236,144 | 185,086 |
| PW Parkway (Old Bridge to Minnieville) | 711,009 | 692,933 | 672,848 | 652,763 | 632,678 | 612,593 |
| Rt 1 Intersection | 176,973 | 179,887 | 189,125 | 147,620 | 141,706 | 114,171 |
| Rt 1 Joplin to Bradys Hill | 3,654,035 | 3,564,986 | 2,928,211 | 3,023,410 | 2,911,853 | 2,832,209 |
| Rt 15 James Madison Highway | 2,558,455 | 2,454,330 | 2,190,363 | 2,189,521 | 2,112,341 | 2,037,758 |
| Spriggs Road Phase II | 1,924,384 | 1,902,695 | 1,930,843 | 1,636,453 | 1,550,856 | 1,861,277 |
| Sudley Manor Drive | 1,153,518 | 1,169,339 | 1,407,298 | 1,361,499 | 1,311,803 | 1,194,881 |
| University Boulevard (Hornbaker to Sudley Manor) | 1,163,705 | 1,134,814 | 1,105,924 | 1,103,716 | 1,044,912 | 1,017,940 |
| Antioch Volunteer Fire Station | 373,385 | 351,649 | 338,837 | 322,002 | 310,296 | 297,740 |
| Birchdale Volunteer Fire Station | 344,603 | 334,047 | 318,110 | 302,713 | 292,445 | 281,426 |
| Linton Hall (Nokesville) Fire Station | 404,266 | 384,267 | 368,946 | 353,624 | 338,303 | 322,982 |
| River Oaks Volunteer Fire Station | 343,155 | 331,111 | 319,068 | 307,849 | 296,630 | 284,586 |
| Spicer Fire Station | 135,194 | 125,198 | 120,329 | 115,785 | 111,241 | 111,244 |
| Yorkshire Fire Station | 319,151 | 318,733 | 317,805 | 318,653 | 321,098 | 317,905 |
| Linton Hall Road | 896,492 | 863,165 | 828,785 | 794,963 | 762,564 | 733,986 |
| Minnieville Road (Old Bridge to Caton Hill) | 1,392,104 | 1,384,483 | 1,295,038 | 1,352,505 | 1,304,849 | 1,238,119 |
| PW Parkway Intersection Improvements at Minnieville | 121,150 | 122,739 | 151,783 | 152,097 | 146,623 | 135,770 |
| PW Parkway Intersection Improvements at Old Bridge | 139,455 | 141,286 | 174,681 | 174,996 | 168,697 | 156,191 |
| Ridgefield Road | 185,721 | 188,780 | 192,706 | 283,490 | 132,067 | 102,165 |
| Rt 1 Neabsco (Dale) to Featherstone | 3,752,749 | 3,662,692 | 3,301,673 | 3,308,203 | 3,200,305 | 3,103,925 |
| Rollins Ford Road | 1,470,872 | 1,430,702 | 1,388,678 | 1,346,654 | 1,303,035 | 1,261,093 |
| Spriggs Road Phase I | 627,482 | 636,356 | 748,648 | 755,163 | 674,614 | 605,360 |
| Wellington Road | 335,022 | 340,620 | 353,467 | 269,027 | 258,122 | 204,362 |
| Police Driver Training Track | 372,152 | 358,832 | 351,675 | 344,518 | 337,361 | 330,204 |
| Subtotal County Existing Debt Service | \$41,697,434 | \$41,693,169 | \$37,192,736 | \$39,124,387 | \$33,616,872 | \$32,514,021 |

Debt Service

Existing Debt Service (Continued)

| Existing Debt Service (Continued) | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| Existing Debt Service on School Projects | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Antietam Renewal | 407,423 | 396,318 | 385,213 | 374,108 | 362,824 | 351,728 |
| Architectural & Engineering Services | 426,235 | 413,917 | 400,399 | 386,902 | 344,289 | 332,511 |
| Ashland ES | 669,034 | 641,283 | 613,531 | 585,779 | 558,027 | 0 |
| Ashland ES Addition | 260,051 | 251,249 | 242,448 | 234,510 | 226,571 | 217,770 |
| Ashton ES | 735,830 | 710,113 | 680,926 | 652,450 | 623,973 | 596,892 |
| Battlefield High School (Ninth High School) | 2,647,577 | 2,547,089 | 2,441,360 | 2,336,704 | 2,232,048 | 1,908,147 |
| Bel Air ES Addition | 228,708 | 220,967 | 213,227 | 206,245 | 199,263 | 191,523 |
| Belmont ES Addition | 706,233 | 686,941 | 667,650 | 648,358 | 628,769 | 609,493 |
| Benton MS | 946,483 | 906,086 | 388,184 | 372,778 | 357,371 | 41,535 |
| Blackburn Traditional School | 735,830 | 710,113 | 680,926 | 652,450 | 623,973 | 596,892 |
| Braemar ES | 650,851 | 620,377 | 589,902 | 559,428 | 0 | 0 |
| Braemar MS | 920,689 | 882,499 | 844,309 | 806,118 | 767,928 | 0 |
| Brightwood ES | 1,483,416 | 1,433,210 | 1,383,005 | 1,337,721 | 1,292,438 | 1,242,232 |
| Bristow Run ES Addition | 116,506 | 112,435 | 107,813 | 103,305 | 98,796 | 94,508 |
| Bus Parking Lot at Garfield HS | 65,275 | 63,514 | 61,570 | 59,626 | 57,640 | 56,246 |
| Catharpin MS | 1,139,815 | 1,089,424 | 1,039,034 | 988,644 | 465,108 | 0 |
| Dale City ES Addition | 47,769 | 45,532 | 43,296 | 41,059 | 0 | 0 |
| Dominion ES | 706,084 | 677,962 | 649,840 | 621,718 | 593,596 | 565,474 |
| Devlin(named Chris Yung) ES | 2,222,487 | 2,162,940 | 2,096,778 | 2,030,615 | 1,964,453 | 1,898,290 |
| Dumfries ES Renewal | 264,559 | 256,024 | 247,489 | 238,954 | 230,419 | 221,884 |
| Energy Efficiency Improvements, Multi School | 1,084,274 | 1,084,274 | 1,084,274 | 1,084,274 | 1,084,274 | 1,084,274 |
| Featherstone ES Renewal | 650,104 | 628,120 | 610,938 | 589,262 | 568,385 | 411,544 |
| Ferlazzo ES | 2,244,144 | 2,180,067 | 2,115,990 | 2,051,914 | 1,987,837 | 1,923,760 |
| Four Year Trail (named Mary Williams) ES | 895,260 | 863,971 | 828,460 | 793,814 | 759,167 | 726,219 |
| Freedom High School (Tenth High School) | 2,936,268 | 2,825,690 | 2,708,510 | 2,592,682 | 2,476,854 | 2,142,327 |
| General Non-specific School Projects | 7,783,885 | 7,500,580 | 7,232,850 | 6,965,120 | 6,681,815 | 6,398,510 |
| General School Renovations | 1,234,536 | 1,191,961 | 1,149,385 | 1,108,574 | 1,069,269 | 1,029,404 |
| Godwin MS Addition | 113,811 | 109,126 | 104,442 | 120,488 | 94,199 | 0 |
| Graham Park MS Addition | 47,769 | 45,532 | 43,296 | 41,059 | 0 | 0 |
| Graham Park MS Renewal | 4,890 | 4,890 | 4,890 | 120,982 | 0 | 0 |
| Haymarket ES | 1,912,360 | 1,850,665 | 1,788,970 | 1,727,275 | 1,665,580 | 1,603,885 |
| Henderson ES | 759,279 | 738,542 | 717,804 | 697,067 | 676,009 | 655,288 |
| Kettle Run ES | 1,448,884 | 1,413,239 | 1,374,872 | 1,335,439 | 1,294,773 | 1,254,532 |
| Kettle Run HS, Phase I | 215,485 | 208,192 | 200,899 | 194,321 | 187,743 | 180,450 |
| Kettle Run HS, Phase II | 483,028 | 467,449 | 451,870 | 436,291 | 420,713 | 405,134 |
| Kettle Run HS, Phase III | 2,729,329 | 2,643,050 | 2,565,313 | 2,487,576 | 2,401,297 | 2,315,018 |
| Kettle Run HS, Phase VI | 3,069,583 | 2,995,657 | 2,916,575 | 2,834,744 | 2,750,166 | 2,660,624 |
| Kilby ES Renewal | 185,700 | 177,268 | 177,065 | 164,821 | 157,659 | 0 |
| Kilby ES Replacement | 2,483,416 | 2,415,094 | 2,346,771 | 2,278,449 | 2,209,245 | 2,140,968 |
| Kingsbrooke ES | 529,420 | 0 | 0 | 0 | 0 | 0 |
| Lake Ridge MS Addition | 81,496 | 79,275 | 77,053 | 74,832 | 72,575 | 70,355 |
| Lake Ridge MS Renewal | 408,296 | 397,191 | 386,086 | 395,712 | 362,824 | 351,728 |
| Linton Hall ES - Piney Branch | 1,655,832 | 1,615,014 | 1,571,055 | 1,525,903 | 1,479,348 | 1,433,577 |
| Loch Lomond ES Addition | 363,317 | 350,147 | 336,923 | 323,700 | 310,463 | 50,781 |
| Lynn MS Renewal | 5,937 | 5,937 | 5,937 | 146,907 | 0 | 0 |
| Maintenance Facility East - Joplin | 815,002 | 791,731 | 768,460 | 745,190 | 721,919 | 698,649 |
| Marumscos ES Addition | 298,671 | 289,039 | 279,406 | 269,773 | 260,140 | 250,507 |
| McAuliffe ES Renewal | 407,423 | 396,318 | 385,213 | 374,108 | 362,824 | 351,728 |
| Mill Park ES | 1,483,416 | 1,433,210 | 1,383,005 | 1,337,721 | 1,292,438 | 1,242,232 |
| Montclair ES Addition | 179,244 | 173,178 | 167,111 | 161,639 | 156,168 | 150,101 |
| Mountain View ES Addition | 73,678 | 70,744 | 67,809 | 64,875 | 61,940 | 59,006 |
| Mullen ES Addition | 349,023 | 336,379 | 323,681 | 310,982 | 298,271 | 49,364 |
| Neabscos ES Addition | 644,060 | 626,463 | 608,866 | 591,269 | 573,402 | 555,819 |
| Nokesville K-8 | 1,570,055 | 1,515,751 | 1,461,448 | 1,407,144 | 1,352,841 | 717,856 |
| Occoquan ES Addition | 73,678 | 70,744 | 67,809 | 64,875 | 61,940 | 59,006 |
| Pace East School Replacement | 570,423 | 554,664 | 538,905 | 523,146 | 507,207 | 491,458 |
| Pace West School Replacement | 519,702 | 505,677 | 490,202 | 474,727 | 458,915 | 447,816 |
| Parkside MS Renewal | 769,143 | 744,525 | 719,908 | 693,768 | 660,544 | 615,108 |
| Pattie ES Addition & Renovation | 177,872 | 172,030 | 166,187 | 160,345 | 154,470 | 73,681 |
| Penn ES Addition | 336,359 | 323,991 | 311,623 | 299,255 | 286,887 | 33,343 |
| Potomac High School Addition | 1,054,018 | 1,020,112 | 984,821 | 949,531 | 913,919 | 482,443 |
| Potomac Middle School Addition | 449,373 | 432,849 | 416,326 | 399,802 | 383,278 | 44,546 |
| Potomac Shore ES, Phase I | 2,393,557 | 2,328,107 | 2,262,656 | 2,197,206 | 2,130,770 | 2,065,370 |
| Potomac Shores MS - Architectural & Engineering | 244,487 | 237,824 | 231,160 | 224,496 | 217,724 | 211,066 |
| Potomac View ES Addition | 241,695 | 233,900 | 226,105 | 218,310 | 210,514 | 202,719 |
| Queen Chapel ES | 493,440 | 0 | 0 | 0 | 0 | 0 |

Debt Service

Existing Debt Service (Continued)

| Existing Debt Service (Continued) | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Rippon MS Addition | 579,471 | 562,925 | 546,379 | 529,834 | 513,288 | 496,743 |
| Rippon MS Renewal | 873 | 873 | 873 | 21,604 | 0 | 0 |
| River Oaks ES Addition | 426,116 | 412,291 | 398,465 | 384,640 | 370,814 | 344,497 |
| Rockledge ES Addition | 387,583 | 375,083 | 362,583 | 350,082 | 337,582 | 325,081 |
| Saunders MS Renewal | 504,040 | 490,326 | 476,611 | 483,628 | 448,087 | 434,384 |
| School Administration Building | 1,998,215 | 1,928,330 | 1,858,446 | 1,788,562 | 1,722,959 | 1,660,783 |
| School Site Acquisitions | 760,800 | 734,192 | 707,584 | 680,977 | 655,999 | 632,326 |
| School Site Acquisition - Elementary Schools VPSA16 | 162,969 | 158,527 | 154,085 | 149,643 | 145,129 | 140,691 |
| School GO 2012B Refunding | 3,406,725 | 1,768,196 | 1,479,137 | 0 | 0 | 0 |
| School GO 2016A Refunding | 2,547,000 | 2,547,000 | 2,547,000 | 2,547,000 | 2,547,000 | 5,676,750 |
| Signal Hill ES | 672,350 | 641,633 | 610,544 | 0 | 0 | 0 |
| Silver Lake MS 1 and Regan MS | 1,956,735 | 1,907,326 | 1,853,755 | 1,799,137 | 1,742,961 | 1,692,033 |
| Sinclair ES Addition | 372,251 | 358,753 | 345,200 | 331,648 | 318,083 | 51,667 |
| Southbridge ES | 597,111 | 569,153 | 541,195 | 513,236 | 0 | 0 |
| Stonewall MS Renewal | 244,097 | 251,196 | 221,070 | 242,438 | 232,785 | 0 |
| Sudley ES Addition | 381,185 | 367,358 | 353,477 | 339,596 | 325,703 | 52,552 |
| Swans Creek ES Addition | 308,573 | 300,246 | 291,057 | 281,869 | 272,481 | 265,891 |
| Thirteen High School - Architectural & Engineering | 162,992 | 158,549 | 154,107 | 149,664 | 145,150 | 140,711 |
| Thirteen High School - Site Acquisition | 1,100,041 | 1,070,058 | 1,040,075 | 1,010,092 | 979,624 | 949,666 |
| Transportation Center, Mid County | 294,332 | 284,045 | 272,370 | 260,980 | 249,589 | 238,757 |
| Transportation Center, Special Need | 24,449 | 23,782 | 23,116 | 22,450 | 21,772 | 21,107 |
| Transportation Center, West | 138,103 | 132,375 | 126,646 | 120,918 | 115,189 | 0 |
| Triangle ES Replacement Phase I | 577,383 | 558,761 | 540,139 | 521,517 | 502,896 | 484,274 |
| Triangle ES Replacement Phase II | 1,344,296 | 1,301,801 | 1,263,512 | 1,225,224 | 1,182,728 | 1,140,233 |
| Twelfth HS (East-named Charles J. Colgan, Sr.), Phase I | 173,317 | 166,944 | 160,571 | 154,198 | 147,825 | 17,181 |
| Twelfth HS (East-named Charles J. Colgan, Sr.), Phase II | 552,832 | 534,997 | 517,162 | 499,327 | 481,492 | 463,657 |
| Twelfth HS (East-named Charles J. Colgan, Sr.), Phase III | 3,884,496 | 3,780,420 | 3,664,780 | 3,549,140 | 3,433,500 | 3,317,860 |
| Twelfth HS (East-named Charles J. Colgan, Sr.), Phase IV | 4,072,938 | 3,956,644 | 3,840,350 | 3,724,056 | 3,607,762 | 3,491,468 |
| Tyler ES | 92,173 | 88,949 | 85,726 | 82,502 | 79,476 | 76,608 |
| Wentworth Green MS | 937,541 | 904,752 | 871,963 | 839,174 | 808,394 | 779,222 |
| Woodbridge MS Renewal | 873 | 873 | 873 | 21,604 | 0 | 0 |
| Vaughn ES Addition | 453,860 | 438,526 | 423,192 | 407,858 | 353,702 | 340,605 |
| Westridge ES Addition | 267,346 | 260,132 | 252,171 | 244,210 | 236,076 | 230,367 |
| Westridge ES Renewal | 407,423 | 396,318 | 385,213 | 374,108 | 362,824 | 351,728 |
| West Gate ES Addition | 200,721 | 193,530 | 186,285 | 179,040 | 171,782 | 34,663 |
| Yorkshire ES Replacement Phase I | 1,749,810 | 1,692,554 | 1,635,298 | 1,579,752 | 1,524,206 | 1,466,951 |
| Subtotal School Existing Debt Service | \$93,592,497 | \$88,193,579 | \$84,628,844 | \$80,448,549 | \$75,440,651 | \$69,883,774 |
| Total Existing Debt Service | \$135,289,931 | \$129,886,749 | \$121,821,580 | \$119,572,936 | \$109,057,524 | \$102,397,795 |



Proposed FY2018-2023

CAPITAL

Improvement Program

Capital Improvement Program

| Total Projected Expenditures by Functional Area | | | | | | | |
|---|----------------------|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18-23 |
| Community Development | \$20,422,782 | \$6,925,106 | \$9,081,000 | \$5,481,400 | \$11,377,800 | \$11,256,000 | \$64,544,088 |
| Public Safety | \$43,686,715 | \$34,427,032 | \$11,078,224 | \$4,535,000 | \$9,500,000 | \$9,000,000 | \$112,226,971 |
| Technology Improvement | \$7,928,294 | \$1,621,247 | \$295,000 | \$50,000 | \$45,000 | \$810,000 | \$10,749,541 |
| Transportation | \$103,401,787 | \$69,851,881 | \$23,934,420 | \$14,128,560 | \$0 | \$0 | \$211,316,648 |
| Total | \$175,439,578 | \$112,825,266 | \$44,388,644 | \$24,194,960 | \$20,922,800 | \$21,066,000 | \$398,837,248 |



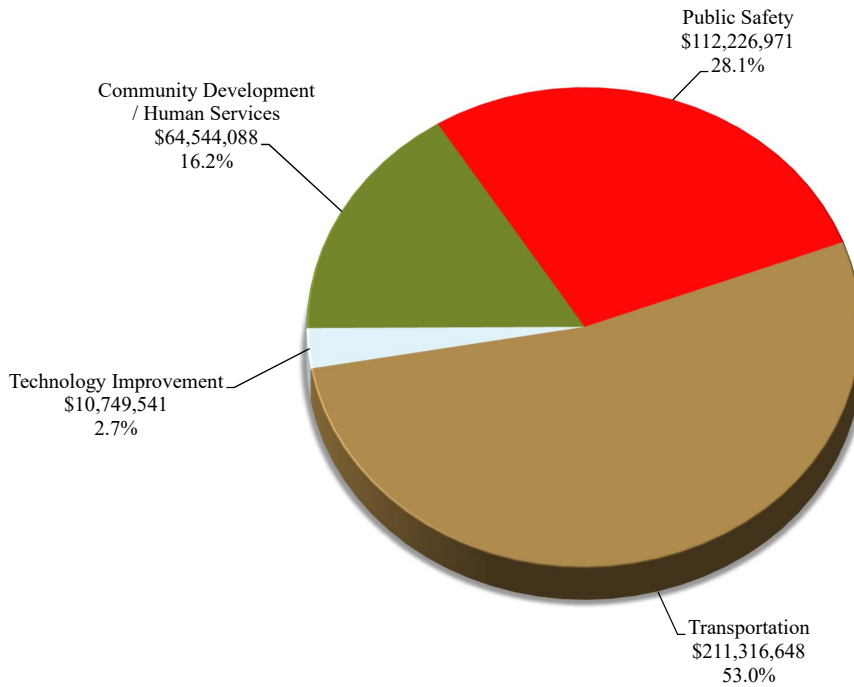
CIP Web Mapping Application

For the Proposed FY2018-2023 Capital Improvement Program (CIP) development process, the County has created a CIP mapping application accessible to desktop and mobile devices. Please click the image above to access the mapping tool.

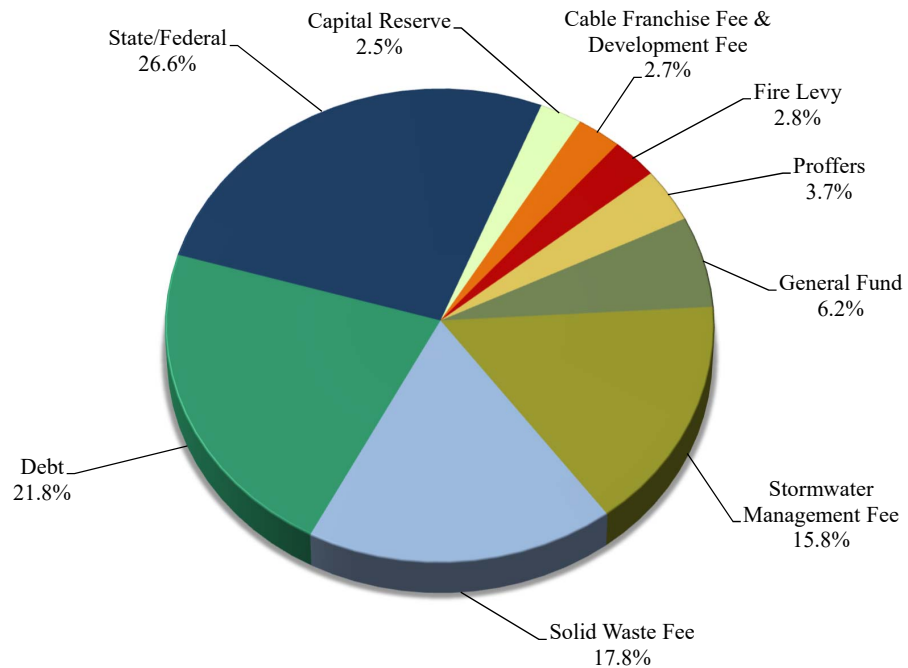
The application allows the community to visualize exactly where CIP projects - such as roads, parks and facilities - are located and planned in the County. The application also provides the project cost and other information about each project. Moving from static pictures in a print and PDF document to a mapping environment both simplified and enhanced the distribution of information to the community.

Capital Improvement Program

County Project Expenditures by Category (FY18-23)



County Funding Sources (FY18-23)



Capital Improvement Program

Capital Improvement in Prince William County

The Prince William County financial and program planning ordinance requires that the County Executive prepare a capital plan annually. The development of the [Capital Improvement Program \(CIP\)](#) is guided by the Board of County Supervisors' (BOCS) adopted Strategic Plan, Comprehensive Plan, and Principles of Sound Financial Management. Together these policy documents require that the CIP:

- Incorporate the goals and strategies of the [Strategic Plan](#);
- Demonstrate an identifiable revenue source for each project;
- Meet the debt financing policies in the [Principles of Sound Financial Management](#); and
- Integrate County government projects with school projects into one affordable plan.

The capital planning process begins each summer when agencies are asked to update current capital projects and identify capital project needs. Agency submissions are collaboratively evaluated by staff from Finance, Public Works, Information Technology, Transportation, Planning, Management & Budget, and Executive Management. Funding requests are prioritized using criteria that include the relationship to the community's goals as expressed through the County's Strategic and [Comprehensive Plans](#), completion of projects already underway and mandated improvements to County infrastructure, and are then balanced against available funds. Once evaluated, the recommendations are reviewed, modified, and sanctioned by the County Executive.

The CIP is then presented to the BOCS for consideration. During the spring, work sessions and public hearings are held with the Planning Commission and the BOCS as part of the annual budget process. In late April, the BOCS considers and adopts a capital budget for the upcoming fiscal year and a capital plan for six fiscal years.

Annual Capital Project Review

In order to provide the BOCS and the County Executive with regular status reports, capital project updates are reported through:

- Public Works Project Reports,
- Transportation Reports,
- Technology Reports;
- Parks & Recreation Reports, and
- Economic Development Reports.

Reports highlight active projects, major milestones, anticipated completion dates and a narrative explaining the current project status.

In the spring, prior to the start of year-end activity, the Finance Department conducts a review of the capital fund activity. Relevant findings are forwarded to each project manager for feedback. This financial review is an internal control best practice and provides the foresight necessary for the planning process in the subsequent fiscal year.

The Capital Budget

The capital budget is appropriated on an annual basis and is included in the adopted budget. The FY18 capital projected expenditure budget for the County government is \$175.4 million. The projected expenditures include previously and proposed BOCS appropriations. Funding sources for County projects include the general fund, debt, state/federal, fire levy, stormwater management fees, proffers, the transportation reserve, capital reserve, internal service fund balance, solid waste fees and development fees. No revenues are anticipated from the projects included in the FY18 capital budget.

Capital Improvement Program

New Projects

A. Proposed County Projects - The CIP includes seven proposed projects. More detail about each of these projects can be found later in this document, below is a brief summary of the projects.

Community Development

- **Building & Facility Capital Program (Public Works)** - This project will address large scale component replacement or repairs that cannot be accomplished with existing resources. The project is funded by existing resources in the general capital reserve.

Human Services

- **'No Wrong Door' Solution Study (Human Services Agencies)** - This project will explore options to provide more efficient and effective services to human services clients. The project is funded by existing resources in the general capital reserve.

Public Safety

- **Bennett School/Judicial Center Feasibility Study (Public Works)** - This project will explore options for the Bennett School building adjacent at the Judicial Center. The project is funded by existing resources in the general capital reserve.
- **Physical Security at County Facilities (Public Works)** - This project will construct physical security structures at County facilities. The project is funded by existing resources in the general capital reserve.
- **Two Additional Fire & Rescue Stations (Fire & Rescue)** - This project will construct two new fire stations within the County. The locations are to be determined. The project is funded by the fire levy.
- **Public Safety Training Center (PSTC) Master Plan (Police/Fire & Rescue)** - This project will develop a master plan for needed improvements at the PSTC site and identify how to deliver future capital facility needs for training public safety personnel. The project is funded by existing resources in the general capital reserve.

B. Previously Approved County Projects - The CIP includes the addition of three BOCS approved capital projects, including a project to develop design options for the Animal Shelter, a project to define requirements for a Human Capital Management/Payroll System replacement, and a project to replace the County Courthouse security system. More detail about each of these projects can be found later in this document.

Community Development/Human Services

Projects included within the Community Development/Human Services section includes Parks & Recreation, Solid Waste, Stormwater Management, Human Services, and Historic Preservation.

- A. Rollins Ford Park** - This project was established in July, 2016 with \$1.8 million received from an easement added to the project. The scope of the project is to add 5 rectangular lighted and irrigated fields (four soccer and one multi-purpose), an artificial turf soccer stadium with lights, restroom facilities, sufficient parking, a maintenance building, and a playground. The current total estimate for all planned amenities is \$10.7 million. Additional funds will need to be identified before final construction will begin.
- B. Park Land Acquisition** - This project includes \$762,136 supported by developer contributions (proffers) that has been allocated for future land purchase. Land will be purchased to increase open space at some existing parks and preserve open space in developing areas for future parks. Exact locations will be determined by land and funding availability. In FY16, \$1.5 million in funding was shifted from this project to support school field construction and the Long Park water improvements.

Capital Improvement Program

- C. **Human Services ‘No Wrong Door’ Solutions Study** - The CIP includes \$400,000 from the General Capital Reserve for a study to develop solutions to better integrate and coordinate service delivery for human services clients regardless of their entry point. Many individual clients have engagements and seek services from multiple human services agencies making integration across those agencies important for successful outcomes. This solutions study will attempt to identify improvements, operational efficiencies, and reduce complexity to improve client care and delivery of client services.
- D. **Historic Preservation Safety & Maintenance Improvements** - The CIP includes \$128,274 that will fund safety and maintenance improvements at County historic sites. The sites include Brentsville Courthouse and Jail, Rippon Lodge, Bristoe Station Battlefield Park, Ben Lomond, Barnes House, Bushy House, Lucasville School, and Williams Ordinary. The funding is provided by the Historic Preservation Capital Reserve.
- E. **Prince William Museum at Rippon Lodge** - In [BOCS Resolution 13-496](#), approved on August 6, 2013, funding of was designated for the development of preliminary design and construction documents for a museum focused on the history of Prince William County. The current available balance in the project is \$100,349. The museum is proposed to be located at the Rippon Lodge historic site in Woodbridge. The Prince William Historic Preservation Foundation has begun fundraising for the museum. In addition, proffer funding is being identified to supplement the prior approved funding to complete the preliminary documents.

Public Safety

Projects included within the Public Safety section includes Fire & Rescue, Judicial Administration, and Police.

- A. **Additional Fire & Rescue Stations to Achieve Enhanced Response to Community** - The CIP includes funding to support the construction of two additional Fire & Rescue stations to enhance emergency response to the community and meet level of service (LOS) standards in the County’s Comprehensive Plan. These additional two stations will join station #22 and #26 (both previously added to the CIP) bringing the total new stations within the six-year plan to four new fire and rescue stations.

The first station is designated Station #27 and its location is to be determined, for planning purposes the preliminary design and construction cost is \$14.0 million with occupancy is planned for FY2023. The second station does not currently have a designation or location; for planning purposes the preliminary design and construction cost is \$14.0 million with occupancy is planned for FY2027. Currently, these estimates do not include any cost that may be necessary to acquire land for the stations. All new stations have operating cost impacts which will be defined as detailed design and construction timetables are developed for both stations. The funding source for the stations will be the fire levy.

- B. **Public Safety Training Center Master Plan & Phase 1** - The CIP includes \$400,000 from the General Capital Reserve for the development of a master plan to identify the needed improvements and additions to the Public Safety Training Center (PSTC). The PSTC supports the recruit training of police and fire and rescue personnel and ongoing training for active duty personnel. In addition, the CIP includes an annual \$3 million general fund contribution to implementing master plan recommendations beginning in FY21.
- C. **Security Assessment and Physical Security Enhancements at County Facilities** - The BOCS previously appropriated \$250,000 to support a security assessment to identify additional security enhancements at the County’s McCoart Complex. A security assessment is currently ongoing by a cross-functional team of agencies and funding future projects will be prioritized based on the assessment report.

The CIP includes \$2.0 million from the General Capital Reserve for the construction of physical security features at County facilities. The initial projects to be completed will be identified using the soon to be completed security assessment.

Capital Improvement Program

- D. Public Safety 800 Mhz Radio Replacement** - The CIP includes a total of \$997,216 to replace public safety 800 Mhz radios. The Adult Detention Center (\$44,232), Fire & Rescue (\$502,998), Police (\$394,029), Public Safety Communications (\$3,174), and the Sheriff's department (\$52,783) all contribute toward replacement. The total amount is a \$108,950 increase over the prior year.
- E. Bennett School/Judicial Center Feasibility Study** - The CIP includes \$400,000 from the General Capital Reserve for development of a feasibility study to review options for the Bennett School to relieve Judicial Center overcrowding. The historic Bennett School building is located adjacent to the County's Judicial Center within the Courthouse Complex.

Transportation

Projects included within the Transportation section include roadway and pedestrian improvements.

- A. Northern Virginia Transportation Authority (NVTA) Funding for Transportation** - The CIP includes new resources as a result of [House Bill 2313 \(HB 2313\)](#) which provides additional transportation funding for the Commonwealth of Virginia and the Northern Virginia region. The NVTA is the authorized regional entity responsible for project selection and implementation for the Northern Virginia region, which includes Prince William County.

Transportation funding benefiting Prince William County will be split into two categories.

- First, projects with regional congestion relief benefits will be funded by 70% of the NVTA funds.
- Second, the remaining 30% of NVTA funds will be transferred directly to the County for urban or secondary road construction, capital improvements that reduce congestion, projects included in the regional plan TransAction 2040 or its future updates, and/or for public transportation purposes. This funding may be used at the County's discretion.

The following table shows active projects utilizing, or projected to use, the two types of NVTA funding:

| NVTA Funding Applied to Active Transportation Capital Projects | | | |
|--|---------------------|---------------------|----------------------|
| Name of Project | NVTA 70% | NVTA 30% | Total |
| Minnieville Road (Spriggs to Route 234) | \$0 | \$19,950,000 | \$19,950,000 |
| Neabsco Mills Road (Route 1 to Dale) | \$0 | \$5,000,000 | \$5,000,000 |
| Route 1 (Featherstone to Marys Way) | \$52,400,000 | \$0 | \$52,400,000 |
| Route 28 Phase 2 (Infantry to Fitzwater) | \$28,000,000 | \$0 | \$28,000,000 |
| Route 28 Phase 3 (Pennsylvannia to Linton Hall) | \$16,700,000 | \$0 | \$16,700,000 |
| Total | \$97,100,000 | \$24,950,000 | \$122,050,000 |

In FY17, the total NVTA 30% funding was split and provides support to both Virginia Railway Express (VRE) and County managed road construction projects. Additional information about the NVTA 30% funding allocated to VRE can be found in the Community Development, Transit section of the budget document. The specific amounts being transferred to VRE included within the six-year CIP, include:

| NVTA Transfer to VRE | |
|----------------------|---------------------|
| Fiscal Year | Amount |
| 2018 | \$5,363,372 |
| 2019 | \$6,147,458 |
| 2020 | \$6,147,458 |
| 2021 | \$6,331,882 |
| 2022 | \$6,331,882 |
| 2023 | \$6,521,838 |
| Total | \$36,843,890 |

Capital Improvement Program

The portion of NVTA allocation dedicated to roads will fund improvements that increase County and regional connectivity throughout the transportation network and help alleviate congestion. The County began receiving funding allocations in FY14. Future road construction funding will be allocated to BOCS approved local road priorities eligible for NVTA local (30%) funding, including:

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

Future 30% revenues designated for road construction will be allocated as projects are identified.

- B. Satisfying the Commercial & Industrial Tax Requirement of NVTA** - Legislation approving the NVTA funding mechanism requires that jurisdictions implement a commercial and industrial tax or designate an equivalent amount for transportation purposes. The tax or the equivalent must be deposited in a separate, distinct fund. The County has chosen to designate an equivalent and is doing so by transferring transportation debt service to the capital fund. The total amount being transferred in FY18 is \$12.5 million.
- C. Route 1/Route 123 Underground Utilities** - In [BOCS Resolution 13-706](#), approved December 3, 2013, the BOCS approved the use of \$12.1 million from the capital reserve and recordation tax revenue fund balance to support the undergrounding of utilities in conjunction with the Virginia Department of Transportation's (VDOT) roadway improvement project at the Route 1/Route 123 intersection in Woodbridge. The funds are provided to VDOT on a reimbursement basis. As of January 31, 2017, \$10.5 million has been transferred.
- D. Unallocated Recordation Tax Revenue Growth** - BOCS policy has designated future growth in recordation tax revenue, generated when deeds are recorded, to support transportation projects. In addition, the FY16 year-end recordation tax fund balance is \$3.4 million and is available for transportation projects. Funding will be allocated through the CIP in the future.
- E. Small-Scale Transportation Projects** - The CIP includes a number of small scale safety improvements to County roadway, trail, sidewalk, and other transportation facilities, including:
- **Beverly Mill Restoration** - This project is a pass through contribution to support the restoration work at Beverley Mill (or Chapman's Mill). The total budget for this project is \$213,000.
 - **Blackburn Road Parking & Pedestrian Improvements** - This project will design and construct a paved parking area to accommodate approximately 100 vehicles at Rippon Park and a pedestrian path along Blackburn Road. The total budget for these projects is \$2.2 million.
 - **Dumfries Road Shared Use Path North & South** - This project will provide two sections of pedestrian path along Dumfries Road (Route 234) in the Potomac Magisterial District. The total budget for these projects is \$3.7 million.
 - **Route 28: Godwin Drive Extended Study** - This project is studying options related to extension of Godwin Drive. The total budget is \$2.5 million.
 - **Southampton Pedestrian Improvement** - This project will provide pedestrian path access along Southampton Street in Woodbridge. The total budget is \$530,000.
- F. Six-Year Secondary Road Plan** - The Six-Year Secondary Road Plan is the VDOT method of establishing road improvement priorities and allocating funding for road improvements in the County's secondary road system. Secondary roads are defined as roads with state route numbers of 600 or greater. Each county

Capital Improvement Program

in Virginia receives a specified amount of formulaic funding for road improvement projects. Funds are reimbursed for previously constructed projects as well as continued progress on current and future road projects.

On June 21, 2016, the BOCS adopted VDOT's FY2017-2022 Six-Year Secondary Road Plan ([BOCS Resolution 16-538](#)). The total FY17 allocation is \$899,636. There are several potential roadway improvement projects that may utilize the funding. The following table details the estimated secondary road plan funding in the State's plan:

| Six-Year Secondary Road Plan | | | | | | | |
|------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Name of Project | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
| Six-Year Secondary Road Plan | \$105,838 | \$124,801 | \$143,563 | \$137,976 | \$193,729 | \$193,729 | \$899,636 |

Projected funding is estimated. Future allocations are contingent upon State funding.

Building & Facility Capital Program

The CIP provides funding of \$8.0 million from the General Capital Reserve for building and facility maintenance needs. The new Building & Facility Capital Program will address large scale component replacement or repairs that cannot be accomplished with existing resources. The program will invest in existing capital assets to extend the life of facilities and better serve the community.

The County manages 180 buildings and park sites with a replacement value of almost \$600 million. Many of the facilities are 20+ years old and all of the facilities require maintenance. Public Works and Parks & Recreation are the County's primary facility owners. Maintenance ensures that County amenities are in good condition for community use and enhances the facilities useful life to maximize taxpayer investment.

Industry best practice allots 2-3% of replacement value for component (cyclic) system replacement. This would translate to approximately \$8.8 million to \$13.3 million per year. The existing budget includes \$2.1 million annually to address cyclic facility maintenance needs. Each year agencies are forced to make choices and sometimes delay required facility maintenance due to scarcity of funding.

The County's Principles of Sound Financial Management (PSFM) supports investing in maintenance of facilities in Policy 4.06stating, "County will invest in ongoing, cyclical maintenance of existing capital assets... with goal of extending life of facilities and assets."

Existing facility maintenance needs for the next five years identified for Parks & Recreation facilities (\$9.3 million) and Public Works facilities (\$6.1 million) total \$15.4 million. These are facility needs that do not currently have identified funding sources.

The potential types of large scale facility maintenance projects include:

- Replace heating, A/C and water pump equipment
- Resurface parking lots and sidewalks
- Maintain buildings and structures (ie. roofing, exterior, backup generators, security features)
- Maintain hardscaping (ie. correcting erosion issues)
- Replace field lights and maintain and improve existing field surfaces
- Replace playground equipment and recreational amenities
- Resurface pools and replace filtration systems
- Address ADA compliance

Capital Improvement Program

Proffered Parks

Residential and commercial development often include proffers. Sometimes those proffers include fully constructed park and recreation facilities. Although these facilities are constructed by the developer, with no County funding, there is a need for operating funds to support the ongoing maintenance and operation of the facilities once they are completed.

There are currently three known proffers to construct park facilities which would require the County to fund operating costs.

Ali Krieger Sports Complex @ Potomac Shores

Address: 2400 River Heritage Blvd, Dumfries, VA 22026

Description: Developer proffered to construct fields in the Potomac Shores community along Route 1 in the Potomac Magisterial District. Five fields (one softball & four rectangular) with a comfort station in FY17; one artificial turf field and one tot lot in FY20; two rectangular fields and two Little League fields in FY23.

Estimated operating costs: \$500,000 one-time; \$450,000 ongoing for fields

Completion date: Phased beginning in FY17

Catharpin Park - Additional Fields

Address: 12500 Kyle Wilson Way, Catharpin, VA 20143

Description: Developer proffered to construct two additional fields at Catharpin Park in the Gainesville Magisterial District. Construction currently on hold due to soil issues.

Estimated operating costs: \$220,000 one-time; \$95,000 ongoing

Completion date: Pending

Rollins Ford Park - Soccer Complex

Address: 14500 Rollins Ford Road, Nokesville, VA 20181

Description: Developer proffered to construct soccer stadium for future park in Brentsville Magisterial District. Construction of park facilities are currently on hold.

Estimated operating costs: \$100,000 one-time, \$50,000 ongoing

Completion date: Pending



Ali Krieger Sports Complex
@ Potomac Shores



Catharpin Park
Additional Fields



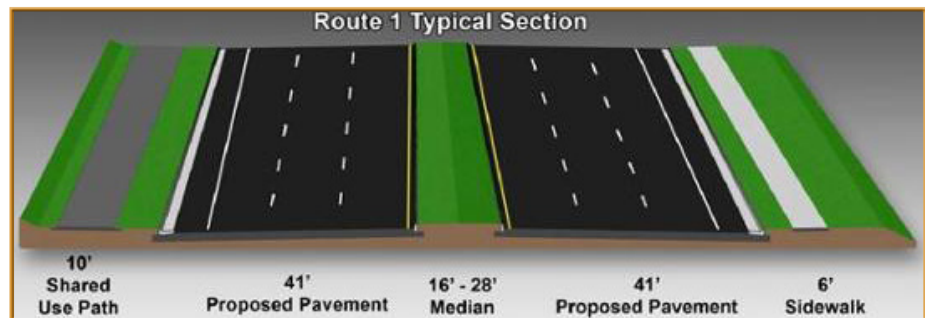
Rollins Ford Park
Soccer Complex

Capital Improvement Program

Other Capital Projects in Prince William County

There are a number of public projects that add infrastructure to the County but are not managed by the County government, including:

- **Virginia Department of Transportation (VDOT) Projects** - VDOT is currently working on a number of projects including the Route 1/Route 123 intersection improvements in the eastern end of the County and roadway improvements to Route 15 in the western end of the County. In addition, the recently completed high-occupancy toll (HOT) lanes public-private partnership project is complete and has helped to alleviate traffic backups on I-95 around Dumfries.



- **Northern Virginia Community College (NVCC) Workforce Development Center** - The center is opened in spring 2016 at the Woodbridge Campus and will focus on training for the region's most in-demand jobs, including information technology and cyber security. The County contributed \$1.0 million to assist with design and construction of the center.



Capital Improvement Program

- **The Arc of Greater Prince William/INSIGHT, Inc.** - The Arc is committed to providing opportunities for persons with disabilities to achieve their greatest potential growth and independence. The County provided \$1.0 million over five years (\$200,000 per year in FY12 through FY16) to support the expansion of a facility to provide nursing, physical therapy, enhanced family support and education, nutrition education, and an additional adult day program.



- **Freedom Center and Hylton Performing Arts Center @ Prince William GMU Campus** - The Freedom Aquatic and Fitness Center and the Hylton Performing Arts Center were built through a partnership between Prince William County, Manassas, and George Mason University. The County contributes funds to support debt service for the fitness center and debt service and capital maintenance at the arts center.



Completed Capital Improvement Projects

The following projects included in the [FY2017-2022 CIP](#) are scheduled to be completed (or substantially complete) in FY17.

Community Development

Landfill Ballfield Redevelopment - This project renovates existing fields into multi-purpose fields located adjacent to the landfill. Completion is expected in spring 2017.

Capital Improvement Program

Silver Lake Dam - This project renovated the existing dam at Silver Lake Park to meet current state standards. The renovation was completed in fall 2016.

Human Services

Human Services Building Renovation - This project renovates an existing human services building to enhance homeless services provided by the Department of Social Services and community partners. Completion is expected in February 2017.

Public Safety

General District Courtroom No. 6 - This project constructs a sixth courtroom for the General District Court to accommodate one additional judge. Completion is expected in summer 2017.

Technology Improvement

E-911 Call Trucking System - This project installed hardware and software infrastructure that supports the receipt of 911 emergency calls. Project was completed in September 2016.

Financial Information Management System/Ascend - This project replaced the existing financial information management system with integrated modules for general ledger, budgeting, purchasing, accounts receivable, and accounts payable. Completion is expected in June 2017.

Public Safety Voice Logging System - This project installed hardware and software infrastructure that records all emergency and non-emergency calls into the 911 center and radio traffic on public safety radio channels. The system went live in July 2016.

Tax Management (Administration) System - This project replaces the County's tax management system used to assess, bill, and collect County taxes, and issue business licenses. Project was completed in December 2016.

Transportation

Minnieville Road & Prince William Parkway Intersection Improvement - The intersection was improved to enhance traffic flow in conjunction with the recently completed Prince William Parkway widening project. The improvement was completed in December 2016.

Purcell Road Intersection Improvement (Purcell Road & Route 234) - This project realigned and improved its intersection with Route 234 to approximately 0.3 miles east of Vista Brook Drive. The improvement was completed in November 2016.

Route 1 Improvement (Neabsco Mills Road to Featherstone Road) - This project widened Route 1 to a six-lane roadway from Neabsco Mills Road to Featherstone Road, including intersection improvements, bike lanes, and a pedestrian sidewalk. Completion is expected in spring 2017.

Route 28 Phase 1 (Linton Hall Road to Vint Hill Road) - This project widened the two-lane roadway to a four- and six-lane divided roadway and included the realignment of Vint Hill Road. The improvement was completed in January 2017.

Capital Improvement Program

FY2018-2023 CIP Functional Area Summary

The following tables show projected FY 18-23 capital expenditures by functional area for the County government totaling \$384.3 million.

| FY18-FY23 Projected Expenditures | | | | | | | |
|--|---------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| Community Development | | | | | | | |
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18-23 |
| Park & Recreation | | | | | | | |
| Broad Run Trail | \$339,386 | \$0 | \$0 | \$0 | \$0 | \$0 | \$339,386 |
| Catharpin Pk Prof Fields | \$102,099 | \$0 | \$0 | \$0 | \$0 | \$0 | \$102,099 |
| Catharpin Trail | \$29,538 | \$0 | \$0 | \$0 | \$0 | \$0 | \$29,538 |
| Golf Course Improv | \$0 | \$0 | \$160,000 | \$0 | \$160,000 | \$0 | \$320,000 |
| Hellwig Pk Aux Bldg | \$367,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$367,500 |
| Lake Ridge Trail | \$764,337 | \$0 | \$0 | \$0 | \$0 | \$0 | \$764,337 |
| Locust Shade Pk Waterline | \$898,790 | \$0 | \$0 | \$0 | \$0 | \$0 | \$898,790 |
| Maint Bldg at Locust Shade | \$650,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$650,000 |
| Neabsco Trail | \$9,817 | \$0 | \$0 | \$0 | \$0 | \$0 | \$9,817 |
| PHNST-Featherstone | \$516,530 | \$0 | \$0 | \$0 | \$0 | \$0 | \$516,530 |
| PHNST-Neabsco Crk Bwalk | \$3,431,317 | \$1,127,106 | \$0 | \$0 | \$0 | \$0 | \$4,558,422 |
| PHNST-Occoquan | \$258,651 | \$0 | \$0 | \$0 | \$0 | \$0 | \$258,651 |
| PShores Sp Complex Improv | \$199,230 | \$0 | \$0 | \$0 | \$0 | \$0 | \$199,230 |
| Tyler Elem Sch Fields | \$11,976 | \$0 | \$0 | \$0 | \$0 | \$0 | \$11,976 |
| Waterworks-Kids Play Area | \$1,803,398 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,803,398 |
| Subtotal | \$9,382,568 | \$1,127,106 | \$160,000 | \$0 | \$160,000 | \$0 | \$10,829,673 |
| Solid Waste | | | | | | | |
| Ldfill Caps-Seq 4 | \$3,405,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,405,000 |
| Ldfill Caps-Seq 5 | \$0 | \$0 | \$0 | \$0 | \$5,415,000 | \$0 | \$5,415,000 |
| Ldfill Liner-Ph 3, Cell A | \$1,078,000 | \$2,478,000 | \$4,515,000 | \$0 | \$0 | \$0 | \$8,071,000 |
| Ldfill Liner-Ph 3, Cell B | \$0 | \$0 | \$1,078,000 | \$1,078,000 | \$1,078,000 | \$7,005,000 | \$10,239,000 |
| Subtotal | \$4,483,000 | \$2,478,000 | \$5,593,000 | \$1,078,000 | \$6,493,000 | \$7,005,000 | \$27,130,000 |
| Watershed Management | | | | | | | |
| B. Run Str Restr/Retrofit | \$220,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,470,000 |
| Broad Run SWM Retrofit | \$150,000 | \$220,000 | \$220,000 | \$110,000 | \$110,000 | \$110,000 | \$920,000 |
| County Watersheds | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$0 | \$1,000,000 |
| Cow Branch Phase 4 | \$0 | \$0 | \$462,000 | \$150,000 | \$1,860,000 | \$300,000 | \$2,772,000 |
| Deweys Crk Reach 2 | \$2,400,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,400,000 |
| Lakeview Est Drainage Imp | \$150,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$150,000 |
| Marumsc Ck SWM Retrofit | \$0 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |
| Powell's SS-725 Restr Ph1 | \$1,350,000 | \$1,900,000 | \$1,500,000 | \$2,300,000 | \$650,000 | \$2,500,000 | \$10,200,000 |
| SWM Facility 109-WQR | \$0 | \$0 | \$246,000 | \$943,400 | \$1,104,800 | \$941,000 | \$3,235,200 |
| SWM Facility 377-WQR | \$150,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$150,000 |
| SWM Facility 424-WQR | \$0 | \$300,000 | \$150,000 | \$150,000 | \$200,000 | \$0 | \$800,000 |
| SWM Facility 858-WQR | \$1,350,000 | \$300,000 | \$150,000 | \$150,000 | \$200,000 | \$0 | \$2,150,000 |
| Subtotal | \$5,970,000 | \$3,320,000 | \$3,328,000 | \$4,403,400 | \$4,724,800 | \$4,251,000 | \$25,997,200 |
| Historic Preservation | | | | | | | |
| HP Maint & Safety | \$187,214 | \$0 | \$0 | \$0 | \$0 | \$0 | \$187,214 |
| Subtotal | \$187,214 | \$0 | \$0 | \$0 | \$0 | \$0 | \$187,214 |
| Human Services | | | | | | | |
| HS 'No Wrong Door' Study | \$400,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$400,000 |
| Subtotal | \$400,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$400,000 |
| Community Development/ Human Services Grand Total | \$20,422,782 | \$6,925,106 | \$9,081,000 | \$5,481,400 | \$11,377,800 | \$11,256,000 | \$64,544,087 |

Capital Improvement Program

FY2018-2023 CIP Functional Area Summary (Continued)

| FY18-FY23 Projected Expenditures | | | | | | | |
|---------------------------------------|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|----------------------|
| Public Safety | | | | | | | |
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18-23 |
| Police | | | | | | | |
| Body Cameras | \$1,627,618 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,627,618 |
| Central Police Station | \$2,826,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,826,000 |
| PSTC Mstr Plan & P1 | \$400,000 | \$0 | \$0 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$9,400,000 |
| Security at Cty Facilities | \$2,000,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,000,000 |
| Police Projects | \$6,853,618 | \$0 | \$0 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$15,853,618 |
| Fire & Rescue | | | | | | | |
| Coles F&R Station Reconstruction | \$5,478,807 | \$3,710,026 | \$0 | \$0 | \$0 | \$0 | \$9,188,833 |
| Gainesville F&R Station Renovation | \$4,021,798 | \$0 | \$0 | \$0 | \$0 | \$0 | \$4,021,798 |
| Nokesville F&R Station Reconstruction | \$3,594,274 | \$5,510,388 | \$0 | \$0 | \$0 | \$0 | \$9,104,662 |
| Station 22 (West End) | \$640,000 | \$6,250,000 | \$5,425,000 | \$35,000 | \$0 | \$0 | \$12,350,000 |
| Station 26 (Mid-County) | \$38,736 | \$0 | \$0 | \$0 | \$0 | \$0 | \$38,736 |
| Station 27 (Location TBD) | \$0 | \$0 | \$500,000 | \$1,500,000 | \$6,500,000 | \$5,500,000 | \$14,000,000 |
| Station TBD (Location TBD) | \$0 | \$0 | \$0 | \$0 | \$0 | \$500,000 | \$500,000 |
| Subtotal | \$13,773,615 | \$15,470,414 | \$5,925,000 | \$1,535,000 | \$6,500,000 | \$6,000,000 | \$49,204,029 |
| Judicial Administration | | | | | | | |
| ADC Expansion Phase 2 | \$20,400,000 | \$16,697,136 | \$5,153,224 | \$0 | \$0 | \$0 | \$42,250,360 |
| Bennett Sch/Jud Ctr Study | \$400,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$400,000 |
| Courthouse Security Sys | \$2,259,482 | \$2,259,482 | \$0 | \$0 | \$0 | \$0 | \$4,518,964 |
| Subtotal | \$23,059,482 | \$18,956,618 | \$5,153,224 | \$0 | \$0 | \$0 | \$47,169,324 |
| Public Safety Grand Total | \$43,686,715 | \$34,427,032 | \$11,078,224 | \$4,535,000 | \$9,500,000 | \$9,000,000 | \$112,226,971 |

| Technology Improvement | | | | | | | |
|---|--------------------|--------------------|------------------|-----------------|-----------------|------------------|---------------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18-23 |
| Technology Improvements | | | | | | | |
| 800 MHz - TIP | \$1,578,687 | \$3,589 | \$0 | \$0 | \$0 | \$0 | \$1,582,276 |
| BCDR - Infrastruc - TIP | \$254,887 | \$737,658 | \$0 | \$0 | \$0 | \$0 | \$992,545 |
| Cable Equipment | \$300,000 | \$55,000 | \$295,000 | \$50,000 | \$45,000 | \$160,000 | \$905,000 |
| CAD - TIP | \$633,617 | \$0 | \$0 | \$0 | \$0 | \$0 | \$633,617 |
| CR Micro Trans - TIP | \$1,000,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,000,000 |
| CR Multiplexer - TIP | \$400,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$400,000 |
| DSS EDMS - TIP | \$445,950 | \$0 | \$0 | \$0 | \$0 | \$0 | \$445,950 |
| Energov Phase 3 - TIP | \$183,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$183,000 |
| EnerGov Phases 1&2- TIP | \$968,650 | \$0 | \$0 | \$0 | \$0 | \$0 | \$968,650 |
| HR EDMS - TIP | \$282,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$282,000 |
| HRMS Replacement - TIP | \$75,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$75,000 |
| INET (Cable) - TIP | \$312,000 | \$0 | \$0 | \$0 | \$0 | \$650,000 | \$962,000 |
| Jail Mgmt Sys Med - TIP | \$8,098 | \$0 | \$0 | \$0 | \$0 | \$0 | \$8,098 |
| Jail Mgmt Sys Ops - TIP | \$264,396 | \$0 | \$0 | \$0 | \$0 | \$0 | \$264,396 |
| PS RM/EMSS - TIP | \$961,292 | \$825,000 | \$0 | \$0 | \$0 | \$0 | \$1,786,292 |
| Qmatic Repl - TIP | \$200,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$200,000 |
| Sheriff Info Sys - TIP | \$60,717 | \$0 | \$0 | \$0 | \$0 | \$0 | \$60,717 |
| Technology Improvement Grand Total | \$7,928,294 | \$1,621,247 | \$295,000 | \$50,000 | \$45,000 | \$810,000 | \$10,749,541 |

| Transportation | | | | | | | |
|-----------------------------------|----------------------|---------------------|---------------------|---------------------|------------|------------|----------------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18-23 |
| Transportation | | | | | | | |
| Antietam Rd Swlk | \$583,676 | \$0 | \$0 | \$0 | \$0 | \$0 | \$583,676 |
| Beverly Mill Restoration | \$116,504 | \$48,251 | \$0 | \$0 | \$0 | \$0 | \$164,755 |
| Blackburn Rd Improv | \$1,332,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,332,500 |
| Blackburn Rd Use Path | \$1,399,489 | \$513,844 | \$0 | \$0 | \$0 | \$0 | \$1,913,333 |
| Dumfries Rd Lt to Hoadly | \$874,776 | \$0 | \$0 | \$0 | \$0 | \$0 | \$874,776 |
| Dumfries Rd Path - N | \$750,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$750,000 |
| Dumfries Rd Path - S | \$340,000 | \$340,000 | \$0 | \$0 | \$0 | \$0 | \$680,000 |
| Fuller-Fuller Heights | \$1,653,415 | \$1,653,410 | \$0 | \$0 | \$0 | \$0 | \$3,306,825 |
| Minnieville: Spriggs-234 | \$16,592,148 | \$6,913,247 | \$0 | \$0 | \$0 | \$0 | \$23,505,395 |
| Neabsco Mills Rd Widening | \$5,507,040 | \$8,162,844 | \$6,046,420 | \$6,628,560 | \$0 | \$0 | \$26,344,864 |
| Old Bridge Rd Swlk | \$228,376 | \$0 | \$0 | \$0 | \$0 | \$0 | \$228,376 |
| Rt 1: Ftherstone-Marys | \$39,105,008 | \$20,880,114 | \$9,000,000 | \$7,500,000 | \$0 | \$0 | \$76,485,122 |
| Rt 28: Godwin Dr Ext Sty | \$853,450 | \$853,450 | \$0 | \$0 | \$0 | \$0 | \$1,706,900 |
| Rt 28: Penn-Linton Hall | \$5,076,000 | \$11,946,000 | \$8,888,000 | \$0 | \$0 | \$0 | \$25,910,000 |
| Rt 28: Phase 2 | \$19,601,784 | \$12,881,784 | \$0 | \$0 | \$0 | \$0 | \$32,483,567 |
| Southampton Ped Improv | \$392,684 | \$0 | \$0 | \$0 | \$0 | \$0 | \$392,684 |
| Vint Hill Rd Improv | \$8,994,938 | \$5,658,937 | \$0 | \$0 | \$0 | \$0 | \$14,653,875 |
| Transportation Grand Total | \$103,401,787 | \$69,851,881 | \$23,934,420 | \$14,128,560 | \$0 | \$0 | \$211,316,648 |

Capital Improvement Program

Proffer Integration

Prince William County integrates developer contributions, or proffers, into the CIP. Proffers are contributions of land, capital improvements, and funding (monetary proffers) from developers to address the demand for community services created by new development. Including identified monetary proffers as funding sources for CIP projects reduces general tax support and makes projects more affordable for the community. The CIP includes \$837,599 in monetary proffers for projects.

| | Prior Proffers | FY18 Proffer Identified | Total Proffer Funding |
|------------------------------|---------------------|-------------------------|-----------------------|
| Park & Recreation | | | |
| Broad Run Trail | \$484,782 | \$0 | \$484,782 |
| Catharpin Pk Prof Fields | \$102,099 | \$0 | \$102,099 |
| Hellwig Pk Aux Bldg | \$717,500 | \$0 | \$717,500 |
| Lake Ridge Trail | \$555,506 | \$0 | \$555,506 |
| Neabsco Trail | \$55,558 | \$0 | \$55,558 |
| PHNST-Featherstone | \$50,000 | \$0 | \$50,000 |
| PHNST-Neabsco Crk Bwalk | \$2,984,854 | \$0 | \$2,984,854 |
| PShores Sp Complex Improv | \$729,297 | \$0 | \$729,297 |
| Waterworks-Kids Play Area | \$916,592 | \$0 | \$916,592 |
| Subtotal | \$6,596,188 | \$0 | \$6,596,188 |
| Fire and Rescue | | | |
| Coles F&R Station | \$762,596 | \$460,953 | \$1,223,549 |
| Gainesville F&R Station | \$231,150 | \$0 | \$231,150 |
| Nokesville F&R Station | \$1,556,237 | \$303,463 | \$1,859,700 |
| Station 26 F&R Station | \$1,260,824 | \$73,183 | \$1,334,007 |
| Police | | | |
| Central Police Station | \$1,086 | \$0 | \$1,086 |
| Subtotal | \$3,811,893 | \$837,599 | \$4,649,492 |
| Transportation | | | |
| Antietam Rd Swlk | \$899,611 | \$0 | \$899,611 |
| Blackburn Rd Improv | \$1,100,000 | \$0 | \$1,100,000 |
| Blackburn Rd Use Path | \$2,100,000 | \$0 | \$2,100,000 |
| Dumfries Rd Lt to Hoadly | \$984,000 | \$0 | \$984,000 |
| Dumfries Rd Path - N | \$2,000,000 | \$0 | \$2,000,000 |
| Dumfries Rd Path - S | \$800,000 | \$0 | \$800,000 |
| Fuller-Fuller Heights | \$767,683 | \$0 | \$767,683 |
| Minnieville: Spriggs-234 | \$3,724,852 | \$0 | \$3,724,852 |
| Rt 28: Phase 2 | \$5,603,567 | \$0 | \$5,603,567 |
| Southampton Ped Improv | \$530,000 | \$0 | \$530,000 |
| Vint Hill Rd Improv | \$7,472,391 | \$0 | \$7,472,391 |
| Subtotal | \$25,982,104 | \$0 | \$25,982,104 |
| Grand Total | \$36,390,185 | \$837,599 | \$37,227,784 |

Capital Improvement Program

Operating Impacts

The development and implementation of capital projects in Prince William County are accompanied by significant on-going operating costs. Operating funds are programmed into the Five-Year Plan and are budgeted when the project is completed and the improvement becomes a usable asset. Transportation maintenance costs are the responsibility of VDOT upon acceptance into the state system. As illustrated in the following table, the FY18-23 operating impact of the CIP is \$153.5 million.

| Operating Impacts | | | | | | | |
|---------------------------|--|--|--|--|--|--|----------------------|
| Project | FY18 Facility and Program Operating | FY19 Facility and Program Operating | FY20 Facility and Program Operating | FY21 Facility and Program Operating | FY22 Facility and Program Operating | FY23 Facility and Program Operating | Total |
| 800 MHz - TIP | \$1,078,179 | \$1,088,961 | \$1,099,850 | \$1,110,849 | \$1,121,957 | \$1,133,177 | \$6,632,973 |
| ADC Expansion Phase 2 | \$1,470,490 | \$7,078,715 | \$11,564,383 | \$12,145,471 | \$12,129,861 | \$11,930,661 | \$56,319,581 |
| BCDR - Infrastruc - TIP | \$8,578 | \$8,578 | \$8,578 | \$8,578 | \$8,578 | \$8,578 | \$51,468 |
| CAD - TIP | \$1,255,224 | \$1,445,556 | \$1,499,577 | \$1,556,714 | \$1,611,713 | \$1,665,800 | \$9,034,584 |
| Central Police Station | \$4,212,278 | \$4,186,565 | \$4,146,765 | \$4,099,965 | \$4,064,865 | \$4,018,065 | \$24,728,503 |
| Energov Phase 3 - TIP | \$0 | \$18,000 | \$18,900 | \$19,845 | \$20,837 | \$21,879 | \$99,461 |
| EnerGov Phases 1&2- TIP | \$231,410 | \$231,410 | \$241,325 | \$251,736 | \$264,322 | \$277,538 | \$1,497,741 |
| F&R Station 22 (West End) | \$0 | \$1,116,000 | \$2,351,000 | \$4,841,000 | \$4,841,000 | \$4,841,000 | \$17,990,000 |
| Jail Mgmt Sys Ops - TIP | \$13,008 | \$13,008 | \$13,008 | \$13,008 | \$13,008 | \$13,008 | \$78,048 |
| Police Body Cameras | \$145,778 | \$818,595 | \$818,595 | \$818,595 | \$818,595 | \$818,595 | \$4,238,755 |
| PS RM/EMSS - TIP | \$1,255,224 | \$1,445,556 | \$1,499,577 | \$1,556,714 | \$1,611,713 | \$1,665,800 | \$9,034,584 |
| Qmatic Repl - TIP | \$0 | \$11,000 | \$15,000 | \$16,000 | \$17,000 | \$18,000 | \$77,000 |
| Sheriff Info Sys - TIP | \$19,284 | \$20,249 | \$21,261 | \$22,325 | \$23,441 | \$24,613 | \$131,173 |
| Station 26 F&R Station | \$3,882,084 | \$3,882,084 | \$3,882,084 | \$3,882,084 | \$3,882,084 | \$3,882,084 | \$23,292,504 |
| Waterworks-Kids Play Area | \$54,693 | \$53,303 | \$51,758 | \$50,213 | \$48,668 | \$47,123 | \$305,758 |
| Total | \$13,626,230 | \$21,417,580 | \$27,231,661 | \$30,393,097 | \$30,477,642 | \$30,365,921 | \$153,512,133 |

Debt Service Impacts

Financing capital projects through debt requires on-going debt service payments throughout the life of the six-year CIP. As illustrated in the following table, the FY18-23 debt service impact of the CIP is \$27.1 million.

| Debt Service Impacts | | | | | | | |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|
| | FY18 Debt Service | FY19 Debt Service | FY20 Debt Service | FY21 Debt Service | FY22 Debt Service | FY23 Debt Service | Total |
| ADC Expansion Phase 2 | \$0 | \$2,029,600 | \$1,988,000 | \$1,946,400 | \$1,904,800 | \$1,705,600 | \$9,574,400 |
| Central Police Station | \$2,045,750 | \$2,016,500 | \$1,969,700 | \$1,922,900 | \$1,887,800 | \$1,841,000 | \$11,683,650 |
| F&R Station 22 (West End) | \$0 | \$1,116,000 | \$1,116,000 | \$1,116,000 | \$1,116,000 | \$1,116,000 | \$5,580,000 |
| Waterworks-Kids Play Area | \$54,693 | \$53,303 | \$51,758 | \$50,213 | \$48,668 | \$47,123 | \$305,758 |
| Total | \$2,100,443 | \$5,215,403 | \$5,125,458 | \$5,035,513 | \$4,957,268 | \$4,709,723 | \$27,143,808 |

Capital Improvement Program

Infrastructure and Facilities Plan Comprehensive Plan Unfunded Projects

The following facilities are identified in the County's [Comprehensive Plan](#) but are not currently funded in the six-year CIP. Other unfunded capital needs are listed in the Budget Development section of this document.

| Unfunded Needs in the Comprehensive Plan | |
|--|---------------------|
| Section/Facility/Location | Number |
| Fire and Rescue | |
| ■ Area One - Brentsville/Gainesville Districts | 2 Stations |
| ■ Area Two - Brentsville/Gainesville Districts | 1 Station |
| ■ Area Three - Brentsville/Potomac Districts | 2 Stations |
| ■ Area Four - Brentsville/Coles/Neabsco/Occoquan Districts | 4 Stations |
| Total | 9 Stations |
| Libraries | |
| ■ Library Facility - Braemar | 1 Library |
| ■ Library Facility - Southbridge | 1 Library |
| Total | 2 Libraries |
| Parks/Open Spaces | |
| ■ Neighborhood Park | 288 Acres |
| ■ Community Park | 1,299 Acres |
| ■ Regional Park | 1,199 Acres |
| ■ Linear/Resource Based Park | 1,538 Acres |
| Total | 4,324 Acres |
| Telecommunication Monopole or Tower Sites | |
| ■ Bull Run Mountain | 2 Facilities |
| ■ Cherry Hill | 1 Facility |
| ■ Green Valley Water Tank Vicinity | 1 Facility |
| ■ H.L. Mooney Plant | 1 Facility |
| ■ Locust Shade Park | 1 Facility |
| ■ Oakmont | 1 Facility |
| ■ Old Antioch School Site | 1 Facility |
| ■ Sudley North | 1 Facility |
| Total | 9 Facilities |

Capital Improvement Program

Transportation Unfunded Projects

The following roadways are identified in the County's [Comprehensive Plan](#) as existing or projected needs but are not currently funded in the six-year CIP.

| FACILITY | TERMINI |
|----------------------------|---------------------------------------|
| Aden Rd | Rt-28 to Rt-234 |
| Artemus Rd | Rt-15 to Rt-234 Bypass (North) |
| Bristow Rd | Rt-28 to Rt-234 |
| Catharpin Rd | Rt-234 to Heathcote Dr |
| Catharpin Rd | Heathcote Dr to Rt-55 |
| Cherry Hill Spine Rd | Congressional Way to end |
| Cockpit Point Connector Rd | Congressional Way to Cockpit Point Rd |
| Coverstone Dr | Ashton Ave to Rt-234 Business |
| Dale Blvd | Benita Fitzgerald Blvd to I-95 |
| Devlin Rd | Linton Hall Rd to Wellington Rd |
| Farm Creek Rd | Featherstone Rd to Rippon Blvd |
| Fauquier Dr | Fauquier Co to Rt-28 |
| Featherstone Rd | Rt-1 to Farm Creek Rd |
| Fitzwater Dr | Rt-28 to Aden Rd |
| Fleetwood Dr | Fauquier Co to Aden Rd |
| Gideon Dr | Dale Blvd to Smoketown Rd |
| Groveton Rd | Pageland La to Balls Ford Rd |
| Gum Springs Rd | Loudoun Co to Rt-234 |
| Haymarket Bypass | Rt-15 to Rt-29 |
| Haymarket Dr | Thoroughfare Rd to Old Carolina Rd |
| Hornbaker Rd | Wellington Rd to Shallow Creek |
| Horner Rd | Prince William Pkwy to Rt-123 |
| I-66 | Rt-15 to Rt-29 |
| I-95 | Fairfax Co to Rt-234 |
| I-95 | Rt-234 to Stafford Co |
| Longview Dr/Montgomery Ave | Prince William Pkwy to Opitz Blvd |
| Lucasville Rd | Manassas to Bristow Rd |
| McGraws Corner Dr | Somerset Crossing Dr to Rt-55 |
| Neabsco Mills Rd | Opitz Blvd to Rt-1 |
| Neabsco Rd | Rt-1 to end |
| Old Carolina Rd | Rt-15 to Heathcote Blvd |
| Old Carolina Rd | Heathcote Blvd to Rt-29 |
| Old Centreville Rd | Fairfax Co to Rt-28 |
| Opitz Blvd | Gideon Dr to Rt-1 |
| Pageland La | Rt-234 to Groveton Rd |

| FACILITY | TERMINI |
|------------------------------|--------------------------------------|
| Potomac Pkwy | Rt-1 to Cherry Hill Spine Rd |
| Powells Creek Blvd | Rt-1 to River Ridge Blvd |
| Prince William Pkwy | Hoadly Rd to Caton Hill Rd |
| Rippon Blvd | Rt-1 to Farm Creek Rd |
| Rixlew La | Wellington Rd to Rt-234 Business |
| Rollins Ford Rd | Rt-215 to University Blvd |
| Rt-1 (Jefferson Davis Hwy) | Brady's Hill to Dale Bld |
| Rt-1 (Jefferson Davis Hwy) | Featherstone Rd to Rt 123 |
| Rt-15 (James Madison Hwy) | Loudoun Co to Rt 234 |
| Rt-15 (James Madison Hwy) | Rt 29 to I-66 |
| Rt-215 (Vint Hill Rd) | Fauquier Co to Rt-28 |
| Rt-234 North Bypass | I-66 to Loudoun County |
| Rt-234 (Prince William Pkwy) | Rt-28 to Rt-234 (Dumfries Rd) |
| Rt-234 (Prince William Pkwy) | Rt-28 to I-66 |
| Rt-28 (Nokesville Rd) | Fitzwater Dr to Fauquier County |
| Rt-29 (Lee Hwy) | Fauquier Co to Virginia Oaks Dr |
| Rt-29 (Lee Hwy) | Heathcote Dr to Rt 234 Bypass |
| Signal Hill Rd | Liberia Ave to Signal View Dr |
| Smoketown Rd | Minnieville Rd to Gideon Dr |
| Smoketown Rd | Griffith Ave to Old Bridge Rd |
| Summit School Rd | Minnieville Rd to Telegraph Rd |
| Telegraph Rd | Summit School Rd to Caton Hill Rd |
| Telegraph Rd | Caton Hill Rd to Prince William Pkwy |
| Telegraph Rd | Minnieville Rd to Summit School Rd |
| Van Buren Rd (North) | Cardinal Dr to Rt-234 |
| Van Buren Rd (South) | Rt-234 to Mine Rd |
| Waterfall Rd | Mill Creek Rd to Rt-15 |
| Waterway Dr | Rt-234 to Cardinal Dr |
| Wayside Dr | Rt-1 to Congressional Way |
| Wellington Rd | Rt-29 to Godwin Dr |
| Williamson Blvd | Rt-234 Business to Portsmouth Rd |
| Yates Ford Rd | Davis Ford Rd to Fairfax Co |

Notes:

1. This list only includes major roadways. Lesser roadways, minor collectors, and local streets are addressed through the County's [Design and Construction Standards Manual \(DCSM\)](#).
2. This list is sorted alphabetically. For a list sorted by functional road classification (including: Interstate, Parkway, Principal Arterial, Minor Arterial or Major Collector), please see the [Thoroughfare Plan Map](#) in the County's [Comprehensive Plan](#).



Community Development
PROJECTS

Grounds Maintenance Shop @ Locust Shade Park

Total Project Cost - \$750K

Project Description

Design and construct a 3,000 square foot maintenance shop to house 18-20 Parks & Recreation grounds maintenance staff. The facility will also include one bay for Parks & Recreation Fleet personnel to work on equipment. Currently, grounds maintenance staff uses a 20 x 19 building that also houses their equipment. The project includes lean-to shelters to cover equipment while outside.

Service Impact

- **Improved efficiency and reduced dispatch time** - Dispatching maintenance crews will be more efficient due to a more functional location on the eastern end of the County. Equipment life span will be enhanced in an enclosed, secure facility.

Funding Sources

- **General fund** - \$750K

Project Milestones

- **Design** began in August 2016 (FY17).
- **Construction** will begin in July 2017 (FY18) for completion in November 2017 (FY18).
- **Occupancy** is planned for December 2017 (FY18).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| Funding Sources (Revenue) | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|--------------|--------------|------|------|------|------|------|--------------|--------|
| General Funds | 750 | 750 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$750 | \$750 | - | - | - | - | - | - | - | - | - |
| Cost Categories (Expenditures) | | | | | | | | | | | |
| Design/Planning | 100 | - | 100 | - | - | - | - | - | - | - | - |
| Construction | 650 | - | - | 650 | - | - | - | - | - | 650 | - |
| Total Expenditure | \$750 | - | \$100 | \$650 | - | - | - | - | - | \$650 | - |
| Operating Impacts | | | | | | | | | | | |
| | Operating Expenses | | - | - | - | - | - | - | - | - | - |
| | Debt Service | | - | - | - | - | - | - | - | - | - |
| | Revenue | | - | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | - | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Locust Shade Park Water Line Improvements

Total Project Cost - \$2.2M

Project Description

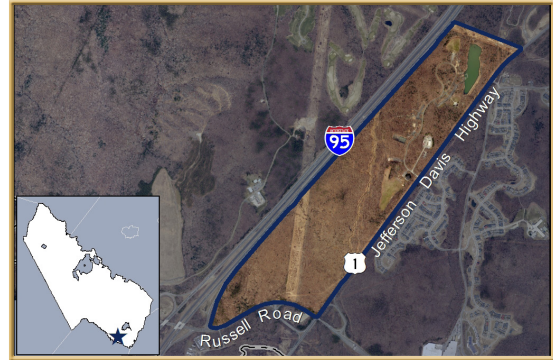
There is a critical need to install a new water main line at Locust Shade Park. The existing water line is under Route 1 and is more than 40 years old. The water line has broken four times since 2007 and the repair costs have exceeded \$150,000. Water line breaks have caused damage to Route 1, shutting down lanes of traffic and is a safety concern for drivers. In late September 2014, there was a break in the main, which required a 40 foot section of Route 1 to be milled and paved.

Additionally, the existing water line does not provide the quantity or pressure needed for the existing facilities at Locust Shade and Forest Greens Golf Course. When there is a large event, such as a Scout camp at the Park, the water line cannot provide enough water or water pressure to operate the restrooms and there is no alternative water source for the park. The estimated costs for this project are based on a concept plan completed in FY07 to upgrade the water line.

The current estimates to complete the project are \$2.2 million, therefore in order to complete the water line repair alternative funding sources will need to be identified. Potential sources include proffers, stream mitigation credits, and/or other one-time funding.

Service Impact

- **Improved water availability** - Improvements to the water line will enhance public water availability to existing structures and customers within the park.
- **Reduced maintenance and impact on Route 1** - Improvements will eliminate the occurrence of water line breaks under Route 1 and impacts on traffic flow on the roadway during line breaks.



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

Funding Sources

- **General fund** - \$1.0M

Note: Final construction of repairs to the water will not occur until additional funding is available.

- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Design** began in August 2016 (FY17).
- **Construction** is scheduled to begin in December 2017 (FY18) for completion in July 2018 (FY19). The construction schedule is subject to additional funding being identified.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|-------------|--------------|------|------|------|------|------|--------------|----------------|
| General Funds | 1,000 | 1,000 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$1,000 | \$1,000 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 302 | - | 76 | 227 | - | - | - | - | - | 227 | - |
| Construction | 1,872 | - | - | 672 | - | - | - | - | - | 672 | 1,200 |
| Total Expenditure | \$2,174 | - | \$76 | \$899 | - | - | - | - | - | \$899 | \$1,200 |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | - | - | - | - | - | - | - | - | - |
| | Debt Service | | - | - | - | - | - | - | - | - | - |
| | Revenue | | - | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | - | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Potomac Heritage National Scenic Trail

Current Project Cost - \$6.0M

Project Description

This project constructs trail segments of the Potomac Heritage National Scenic Trail (PHNST). The PHNST is designed to be a multi-use trail through the County and is part of the national trail that links the Potomac and upper Ohio River basins. The total cost of completing all segments will be developed as the final alignment of the trail is determined.

Service Impact

- **Increase Open Space and Passive Recreation Opportunities** - Provides dedicated trail segments for walking, jogging and biking and makes progress toward the goals of the Parks, Open Space and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **General fund** - \$2.5M
- **Developer contributions (proffers)** - \$3.1M
- **Federal funds** - \$585K
- **Other funding sources** - \$442K

Note: Final construction of all planned trail segments will not occur until additional funding is available.

- **Annual operating costs for trail maintenance** will be funded by the general fund. In addition, community volunteers will help provide ongoing trail clean-up and maintenance, potentially reducing the need for tax support.



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

Project Milestones

- **The trail segment crossing Neabsco Creek** is in the planning and design stage, including acquiring necessary easements and the submission of a wetland permit application jointly between PWC and the Villages at Rippon Landing HOA. Final design was complete in October 2016 (FY17) and is currently undergoing final

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|-------------|------|------|------|------|------|------|-------------|--------|
| General Funds | 2,387 | 2,372 | 15 | - | - | - | - | - | - | - | - |
| Federal Rev | 568 | 568 | - | - | - | - | - | - | - | - | - |
| Proffers | 3,035 | 3,035 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$5,990 | \$5,975 | \$15 | - | - | - | - | - | - | - | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|----------------|----------------|------|------|------|------|----------------|--------|
| Design/Planning | 334 | 194 | 89 | 50 | - | - | - | - | - | 50 | - |
| Construction | 5,632 | 64 | 284 | 4,156 | 1,127 | - | - | - | - | 5,284 | - |
| Right of Way/Land | 24 | - | 24 | - | - | - | - | - | - | - | - |
| Total Expenditure | \$5,990 | \$259 | \$398 | \$4,206 | \$1,127 | - | - | - | - | \$5,334 | - |

| <i>Operating Impacts</i> | | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|------|------|------|------|------|------|------|-------------|
| Operating Expenses | | - | - | - | - | - | - | - | - |
| Debt Service | | - | - | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Potomac Heritage National Scenic Trail



Neabsco Creek Overlook design courtesy of Lardner/Klein Landscape Architects, PC

permitting approvals. Construction is scheduled to begin in July 2017 (FY18) at the earliest, it is estimated that construction will take 18 months to complete.

➤ **Other trail segments** within the project include:

- **Featherstone Refuge** - The County received a Federal Lands Access Program (FLAP) grant for \$585,000 to construct this segment. Design was completed in spring 2016 (FY16) and is being reviewed by US Fish & Wildlife review at their Regional Office. Construction is planned to begin summer/fall 2017 (FY18).
- **Heritage Harbor** - Design is completed and VDOT permit has been received, construction to begin when Featherstone Refuge segment begins. This segment incorporates a road crossing at Featherstone Road and connects with the Featherstone Refuge segment. Additional funding is needed to fully complete this segment.

- **Occoquan Refuge** - Design is complete and recent archaeological findings are requiring changes to construction plans that have been completed. Design is currently in review at the US Fish & Wildlife Regional Office. Construction is planned to begin in summer/fall 2017 (FY18).

➤ **Future trail segments** extending the trail from Woodbridge through the Potomac Magisterial District and to the Stafford County line are in planning stages, with a public hearing scheduled for February 22, 2017 at 6:00 pm at the Dr. A.J. Ferlazzo Building in Woodbridge.

Sports Field & Facility Improvements

Total Project Cost - \$3.5M

Project Description

This project improves existing facilities by making improvements that could include adding buildings, upgrading turf, adding lights or other enhancements on selected fields throughout the community to maximize existing park resources.

Service Impact

- **Increase Active Recreation Opportunities** - Sports fields in the County are in high demand. Both sports league membership and types of sports leagues needing field access have grown. Continued population growth also creates higher demand; as a result, fields are in constant use and require regular renovation. Enhancements and improvements, such as lighting and irrigation, expand the capacity of existing sports fields.

Funding Sources

- **General fund** - \$1.2M
- **Debt** - \$750K
- **Developer contributions (proffers)** - \$1.5M
- **Annual operating costs** will be supported by the general fund.

Project Milestones

- **Current County projects and improvements** - under development, include:
 - **Additional Catharpin Park Fields** - Preparation of future field site at Catharpin Park in conjunction with two proffered fields that are being installed by the developer. The project is in the design phase with completion dependent on the construction progress of the proffered fields. At this time, a plan is being

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

developed based on feedback from the Department of Environmental Quality (DEQ).

- **Golf Course Improvements Building** - Construction new and maintenance of existing golf facilities at the Forest Greens, General's Ridge, Prince William and Lake Ridge Golf Courses.
- **Hellwig Park Restroom and Concession Building** - Planning and design was completed in June 2016 (FY16) and construction is planned for completion in May 2017 (FY17).
- **Potomac Shores** - Funding has been appropriated to support field improvements to the sports complex at Potomac Shores. Specific improvements will be planned and identified in the future.
- **Tyler Elementary School** - New fencing at the athletic fields at Tyler elementary school.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|----------|
| General Funds | 1,191 | 589 | 122 | 80 | 80 | 80 | 80 | 80 | 80 | 480 | - |
| Debt | 750 | 750 | - | - | - | - | - | - | - | - | - |
| Proffers | 1,549 | 1,181 | 368 | - | - | - | - | - | - | - | - |
| Total Revenue | \$3,490 | \$2,520 | \$490 | \$80 | \$80 | \$80 | \$80 | \$80 | \$80 | \$480 | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|----------------|--------------|----------|--------------|----------|--------------|----------|----------------|--------------|
| Design/Planning | 80 | - | 80 | - | - | - | - | - | - | - | - |
| Construction | 3,370 | 117 | 2,091 | 681 | - | 160 | - | 160 | - | 1,001 | 160 |
| Project Management | 40 | - | 40 | - | - | - | - | - | - | - | - |
| Total Expenditure | \$3,490 | \$117 | \$2,211 | \$681 | - | \$160 | - | \$160 | - | \$1,001 | \$160 |

| <i>Operating Impacts</i> | | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|----------|----------|--------------|------------|------------|----------|--------------|
| Operating Expenses | | - | - | 160 | 6 | 7 | - | 173 |
| Debt Service | | - | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - | - |
| General Fund Requirement | | - | - | \$160 | \$6 | \$7 | - | \$173 |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Trail Development

Total Project Cost - \$2.0M

Project Description

This project adds trails and connectors to the Broad Run Trail, Catharpin Trail, Neabsco Greenway Trail, and East End (Lake Ridge) Trail corridors.

Service Impact

- **Increase Open Space and Passive Recreation Opportunities** - The trails will be used by hikers, non-motorized bikers and equestrians, providing an alternative transportation route between parks and school sites. Completed segments make progress toward goals in the Parks, Open Space, and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **Developer contributions (proffers)** - \$2.0M
Note: Final construction of all planned trail segments will not occur until additional funding is available.
- **Annual operating costs** are not anticipated at this time, but any future costs will be provided by the general fund. In addition, community volunteers will help provide ongoing trail clean-up and maintenance, potentially reducing the need for tax support.

Project Milestones

- **Broad Run Creek trail** - The trail connects communities from Route 28 to Rollins Ford Road. Design for the Kingsbrooke Slope Boardwalk was completed January 2017 (FY17) and trail construction will take approximately nine months. Once completed, volunteers and staff will create a natural surface trail from Hunting Cove Road to Rollins Ford Road.
- **Catharpin trail** - The trail connects communities from Silver Lake Park to Long Park to the Manassas Battlefield. A developer will design and construct a proffered one-mile asphalt trail to be completed by spring/summer 2017 (FY17). Other segments will be constructed as funding and easements are available.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

- **Lake Ridge trail** - The trail connects communities from the McCoart Complex to the town of Occoquan. Segment one and segment two have been constructed. Segment three and four have been mapped and platted for approval by Lake Ridge Parks and Recreation Association (LRPRA) and the County. Other segments will be constructed as funding and easements are available.
- **Neabsco Greenway trail** - The Andrew Leitch Park trail segment (3.8 miles) was completed in spring 2016 (FY16). Other segments will be completed as funding and easements are available.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|--------------|----------------|----------|----------|----------|----------|----------|----------------|----------|
| General Funds | 950 | 929 | 21 | - | - | - | - | - | - | - | - |
| Proffers | 1,096 | 1,096 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$2,045 | \$2,025 | \$21 | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 676 | 23 | 238 | 415 | - | - | - | - | - | 415 | - |
| Construction | 1,326 | 268 | 366 | 692 | - | - | - | - | - | 692 | - |
| Project Management | 43 | - | 7 | 36 | - | - | - | - | - | 36 | - |
| Total Expenditure | \$2,045 | \$291 | \$612 | \$1,143 | - | - | - | - | - | \$1,143 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | | - | - | - | - | - | - | - | - |
| | Debt Service | | | - | - | - | - | - | - | - | - |
| | Revenue | | | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

WaterWorks Children's Pool Replacement

Total Project Cost - \$2.0M

Project Description

Design and construct a replacement children's pool at the WaterWorks water park. The existing park is 23 years old. The improvement will be a water activity area. The new zero depth water activity area will feature interactive aquatic attractions with climbing and crawling experiences and numerous spray areas for young children.

Service Impact

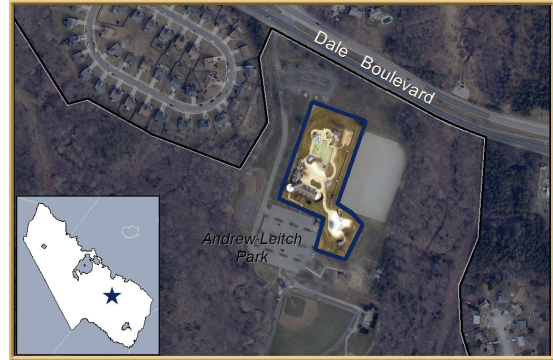
- **Improve Infrastructure** - The children's pool is failing and may result in closing the pool if it is not repaired.

Funding Sources

- **Developer contributions (proffers)** - \$917K
- **Debt (2006 Park Bond) financing** - \$700K
- **General fund** - \$363K

Project Milestones

- **Planning and design** began in June 2015 (FY15) and was completed in January 2017 (FY17).
- **Construction** is scheduled to begin in September 2017 (FY18) and be completed in April 2018 (FY18).
- **Pool** will be ready for summer 2018 (FY18).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |



| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|--------------|------|------|------|------|------|------|-------------|--------|
| General Funds | 363 | 350 | 13 | - | - | - | - | - | - | - | - |
| Debt | 700 | 700 | - | - | - | - | - | - | - | - | - |
| Proffers | 917 | 309 | 608 | - | - | - | - | - | - | - | - |
| Total Revenue | \$1,979 | \$1,359 | \$621 | - | - | - | - | - | - | - | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|-------------|----------------|------|------|------|------|------|----------------|--------|
| Design/Planning | 176 | 127 | 49 | - | - | - | - | - | - | - | - |
| Construction | 1,603 | - | - | 1,603 | - | - | - | - | - | 1,603 | - |
| Occupancy | 100 | - | - | 100 | - | - | - | - | - | 100 | - |
| Project Management | 100 | - | - | 100 | - | - | - | - | - | 100 | - |
| Total Expenditure | \$1,979 | \$127 | \$49 | \$1,803 | - | - | - | - | - | \$1,803 | - |

| <i>Operating Impacts</i> | | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Operating Expenses | | - | - | - | - | - | - | - |
| Debt Service | | 55 | 53 | 52 | 50 | 49 | 47 | 306 |
| Revenue | | - | - | - | - | - | - | - |
| General Fund Requirement | | \$55 | \$53 | \$52 | \$50 | \$49 | \$47 | \$306 |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Eco Park Complex

Total Project Cost - \$1.5M

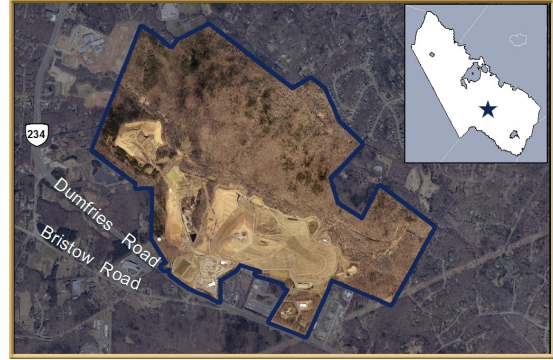
Project Description

The Eco Park Complex focuses on transforming the landfill property into a community resource. The complex includes three major components: *Environment - Energy - Education*. The project expands the development of public-private partnerships to increase private development and investment in renewable energy projects to increase sustainability. Potential projects include expansion of the landfill gas to energy facility, development of a waste conversion demonstration project(s), and development of solar and wind power.

The education component of the project includes development of an Eco-Center “Living Building” education facility (which will include County landfill offices), including trails and exhibits within the buffer area of the landfill. Public-private partnerships will be solicited for funding as the educational component develops. Partnerships with PWC Schools, George Mason University, Virginia Tech, and private companies are being explored to develop the educational facility.

Service Impact

- **Increase Revenue** - This project will generate revenue through investment in alternative energy solutions (including landfill gas, wind, and solar).
- **Decrease Fuel Dependence and Emissions** - The project will decrease fossil fuel dependence and greenhouse gas emissions at the landfill.
- **Education** - The development of the landfill buffer trails and education facility will provide educational resources and opportunities for local schools and universities.
- **Increase Landfill Life** - The waste conversion project will divert waste from the landfill and increase the overall life of the landfill.



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

Funding Sources

- **Solid waste fee revenue** - \$1.5M
- **Private Funds for Renewable Energy/Waste Conversion/Education** - \$20M+

Project Milestones

- **Design** of renewable energy projects (wind, solar and waste conversion technologies) began in FY15 and development continued into FY16-17.
- **Continued development** of landfill trails with concept plans for an education facility in FY17 and of waste conversion, solar and wind projects, and the education facility will continue in FY18-23

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|--------------|------|------|------|------|------|------|-------------|----------------|
| Solid Waste Fees | 1,510 | 611 | - | - | - | - | - | - | - | - | 899 |
| Total Revenue | \$1,510 | \$611 | - | - | - | - | - | - | - | - | \$899 |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Construction | 1,460 | - | 362 | - | - | - | - | - | - | - | 1,099 |
| Right of Way/Land | 50 | - | 50 | - | - | - | - | - | - | - | - |
| Total Expenditure | \$1,510 | - | \$411 | - | - | - | - | - | - | - | \$1,099 |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | - | - | - | - | - | - | - | - | - |
| | Debt Service | | - | - | - | - | - | - | - | - | - |
| | Revenue | | - | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | - | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Landfill Caps

Total Project Cost - \$8.8M

Project Description

The project funds the mandated closure of filled cells located at the Prince William County Sanitary Landfill. Filled cells are areas of the landfill that have reached capacity.

Service Impact

- **Protection of Public Health** - The closure of filled cells will reduce rainwater infiltration, thereby protecting public health, groundwater quality, and the environment.
- **Compliance with Virginia Solid Waste Management Regulations** - Regulations mandate that cells must be capped once they are completely filled.

Funding Sources

- **Solid waste fee revenue/Closure Fund** - \$28.0M

Project Milestones

- **Construction of the caps for Phase I (sequence 1)** was completed in FY13.
- **Design and construction drawings for Phase I (sequence 2)** were completed in March 2013 (FY13).
- **Construction for Phase I (sequence 2)** began in FY13 and was completed in FY14.
- **Design and Construction for Phase I (sequence 3)** began in FY15 and was completed in FY16.
- **Design and Construction for Phase II (sequence 4)** will begin in FY18 and be completed in FY19.
- **Design and Construction for Phase II (sequence 5)** will begin in FY22 and be completed in FY23.



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |



| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|------|----------------|------|------|------|----------------|------|----------------|--------|
| Solid Waste Fees | 8,820 | - | - | 3,405 | - | - | - | 5,415 | - | 8,820 | - |
| Total Revenue | \$8,820 | - | - | \$3,405 | - | - | - | \$5,415 | - | \$8,820 | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 550 | - | - | 275 | - | - | - | 275 | - | 550 | - |
| Construction | 7,200 | - | - | 2,650 | - | - | - | 4,550 | - | 7,200 | - |
| Project Management | 1,070 | - | - | 480 | - | - | - | 590 | - | 1,070 | - |
| Total Expenditure | \$8,820 | - | - | \$3,405 | - | - | - | \$5,415 | - | \$8,820 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | - | - | - | - | - | - | - | - | - | - |
| | Debt Service | - | - | - | - | - | - | - | - | - | - |
| | Revenue | - | - | - | - | - | - | - | - | - | - |
| | General Fund Requirement | - | - | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | - | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Landfill Liners

Total Project Cost - \$18.3M

Project Description

Installation of mandated landfill liners is required to complete the liner systems at the Prince William County Sanitary Landfill.

Service Impact

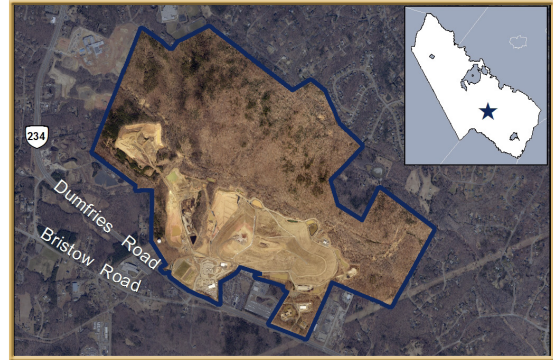
- **Protection of Public Health** - The landfill liners will protect public health and the environment by reducing groundwater contamination.
- **Compliance with Virginia Solid Waste Management Regulations** - The regulations mandate that liners be installed in all new landfill cells.
- **Capacity of Phase I Cell** - The life of the Phase I cells (Parts 1, 2, 3 and 4) was filled to capacity in February 2011.
- **Capacity of Phase II and III Cells** - The life of the Phase II and III cells are estimated to last until 2028.

Funding Sources

- **Solid waste fee revenue** - \$17.9M

Project Milestones

- **Design and construction drawings** for Phase II, Part C were completed in February 2014 (FY14).
- **Construction of Phase II, Part C** began in spring 2014 (FY14) and was completed in February 2015 (FY15).
- **Design and construction for Phase II, Part D** will begin in FY17 and be completed in FY18.
- **Mass excavation for Phase III, Parts A and B** to prepare for construction of the Phase III cells will begin in FY18 and continue through FY22.
- **Relocation of the mulch facility** will begin in FY19 and completed in FY20 to prepare for the construction of the Phase III lined cells.



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |



- **Design and construction of Phase III, Part A** will begin in FY20 and be completed in FY21.
- **Design and construction of Phase III, Part B** will begin in FY23 and be completed in FY24.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|--------|
| Solid Waste Fees | 18,310 | - | - | 1,078 | 2,478 | 5,593 | 1,078 | 1,078 | 7,005 | 18,310 | - |
| Total Revenue | \$18,310 | - | - | \$1,078 | \$2,478 | \$5,593 | \$1,078 | \$1,078 | \$7,005 | \$18,310 | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 830 | - | - | 30 | 160 | 305 | 30 | 30 | 275 | 830 | - |
| Construction | 16,120 | - | - | 968 | 2,238 | 4,728 | 968 | 968 | 6,250 | 16,120 | - |
| Project Management | 1,360 | - | - | 80 | 80 | 560 | 80 | 80 | 480 | 1,360 | - |
| Total Expenditure | \$18,310 | - | - | \$1,078 | \$2,478 | \$5,593 | \$1,078 | \$1,078 | \$7,005 | \$18,310 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | | | | - | - | - | - | - | - | - | - |
| Debt Service | | | | - | - | - | - | - | - | - | - |
| Revenue | | | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

County Watersheds

Total Project Cost - \$32.2M

Project Description

These funds are for watershed capital projects throughout the County. Projects can include stream restoration, best management practices (BMP), stormwater management facility retrofits, culvert modifications, channel improvements, and drainage improvements within county-wide watersheds to reduce flooding and erosion problems and/or improve water quality. The County watersheds included in this project are:

- Broad Run Watershed
- Bull Run Watershed
- Cedar Run Watershed
- Marumsco Creek Watershed
- Neabsco Creek Watershed
- Occoquan River Watershed
- Powells Creek Watershed
- Quantico Creek Watershed

Service Impact

- **Protect Water Quality** - These projects will protect local water quality and the Chesapeake Bay.
- **Control Flooding and Reduce Erosion** - These projects will help control flooding and reduce erosion and siltation problems countywide.
- **Comply with State and Federal Mandates** - All of the projects help comply with federal and state mandates, associated with the Clean Water Act, including the Chesapeake Bay Total Maximum Daily Load (TMDL) and the County's MS4 permit by providing water quality and quantity improvements, reduction of non-point source pollution and the enhancement of stream/riparian habitat.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |



Funding Sources

- **Stormwater management (SWM) fee** - \$30.2M
- **State/federal and other sources** - \$2.0M
- **Annual maintenance costs** are supported by the County's Storm Water Management (SWM) fee in the Public Works operating budget.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|----------|
| Stormwater Mgmt Fee | 30,183 | 4,301 | 1,914 | 4,742 | 3,120 | 3,128 | 4,203 | 4,525 | 4,251 | 23,969 | - |
| State Rev | 2,048 | 2,048 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$32,231 | \$6,349 | \$1,914 | \$4,742 | \$3,120 | \$3,128 | \$4,203 | \$4,525 | \$4,251 | \$23,969 | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|----------|
| Construction | 32,231 | - | 6,234 | 5,970 | 3,320 | 3,328 | 4,403 | 4,725 | 4,251 | 25,997 | - |
| Total Expenditure | \$32,231 | - | \$6,234 | \$5,970 | \$3,320 | \$3,328 | \$4,403 | \$4,725 | \$4,251 | \$25,997 | - |

| <i>Operating Impacts</i> | | | | | | | | | | | |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Operating Expenses | - | - | - | - | - | - | - | - | - | - | - |
| Debt Service | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| General Fund Requirement | - | - | - | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | - | - | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

County Watersheds

Project Milestones

Design and construction for watershed improvement projects occur on a phased basis as specific projects are identified in watershed studies. Planned and ongoing projects include the following:

- **Bull Run Watershed**
 - Broad Run SWM Retrofit
- **Bull Run Watershed**
 - Bull Run Stream Restorations/SWM Retrofits
- **Marumsco Creek Watershed**
 - Hylbrook Park Stream Restoration
 - Jefferson Park Drainage Improvement
 - Marumsco Creek SWM Retrofits
- **Neabsco Creek Watershed**
 - Cow Branch Phase 4
- **Occoquan River Watershed**
 - SWM Facility 28 - Water Quality Retrofit
 - Reach 5 Stream Restoration/489 Retrofit
 - SWM Facility 109 - Water Quality Retrofit
- **Powells Creek Watershed**
 - Powells SS-725 Stream Restoration - Phase 1
 - SWM Facility 233 - Water Quality Retrofit
- **Quantico Creek Watershed**
 - Dewey's Creek Reach 1 Stream Restoration
 - Dewey's Creek Reach 2 Stream Restoration
 - Dewey's Creek Reach 4 Stream Restoration
 - SWM Facility 377 - Water Quality Retrofit
 - SWM Facility 424 - Water Quality Retrofit

County Watersheds

Broad Run - Water Quality Retrofit



Before



After

Occoquan River - Stream Restoration



Before



During

Neabsco Watershed - Stream Restoration



Before



After

County Watersheds



Major Watersheds Legend

- Interstate
- US Highway Route
- State Highway
- County Road (Major)
- County Boundary



Public Safety

PROJECTS

Coles Fire & Rescue Station Reconstruction

Total Project Cost - \$10.7M

Project Description

The station was built in 1979 and is located at 13712 Dumfries Road in Manassas. This project will replace the current station based on recommendations identified in the Fire & Rescue Facilities Assessment dated January 2010 and approved by the Fire & Rescue Association.

The new station will be constructed at the same address and will be approximately 21,500 square feet with expanded office space, sleeping quarters, more suitable apparatus areas, and hazmat storage.

Service Impact

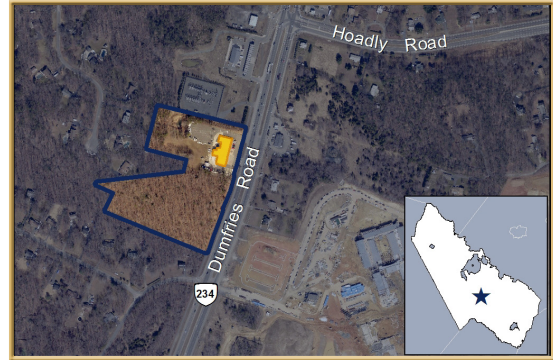
- **Safety** - The reconstructed station will provide a safer environment for career and volunteer staff members.

Funding Sources

- **Fire levy funds** - \$9.5M
- **Developer contributions (proffers)** - \$1.2M
- **Annual debt service costs** will be paid by the fire levy.
- **Facility operating costs** will be funded by the fire levy.

Project Milestones

- **Design** began in August 2013 (FY14).
- **Reconstruction** is scheduled to begin in May 2017 (FY17) and to be completed in September 2018 (FY19).
- **Occupancy** is planned for October 2018 (FY19).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |



| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|--------------|----------------|----------------|----------|----------|----------|----------|----------------|----------|
| Fire Levy | 9,482 | 4,843 | - | 4,639 | - | - | - | - | - | 4,639 | - |
| Proffers | 1,224 | 763 | - | 461 | - | - | - | - | - | 461 | - |
| Total Revenue | \$10,706 | \$5,606 | - | \$5,100 | - | - | - | - | - | \$5,100 | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 932 | 780 | 153 | - | - | - | - | - | - | - | - |
| Construction | 8,545 | - | 500 | 4,760 | 3,285 | - | - | - | - | 8,045 | - |
| Occupancy | 450 | - | - | 225 | 225 | - | - | - | - | 450 | - |
| Telecommunication | 253 | - | - | 253 | - | - | - | - | - | 253 | - |
| Project Management | 525 | - | 85 | 240 | 200 | - | - | - | - | 440 | - |
| Total Expenditure | \$10,706 | \$780 | \$738 | \$5,479 | \$3,710 | - | - | - | - | \$9,189 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | - | - | - | - | - | - | - | - | - |
| | Debt Service | | - | - | - | - | - | - | - | - | - |
| | Revenue | | - | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | - | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Gainesville Fire & Rescue Station Renovation

Total Project Cost - \$5.9M

Project Description

The Gainesville Station was built in 1990 and is located at 14450 John Marshall Highway in Gainesville. The station is a one story building with four double drive-through bays and is approximately 13,500 square feet.

This project will renovate the existing space and construct additional staff space. The addition will add 5,000 square foot of new space; total square footage of facility will be 18,500. This project will reorganize the interior of the building so that it is more efficient and increase the size of the living quarters, office space, and operational space. This station was recommended for renovation in the 2010 Fire and Rescue Facilities Assessment.

Service Impact

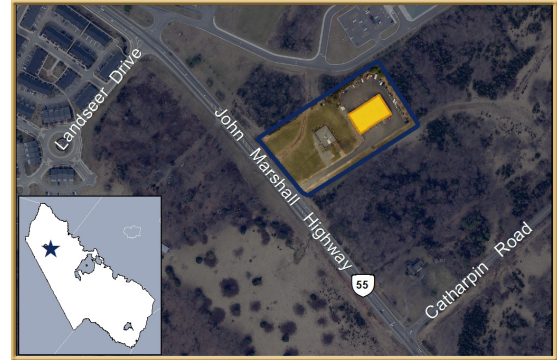
- **Safety** - The renovated station will provide a safer environment for career staff members.

Funding Sources

- **Fire levy funds** - \$5.5M
- **Developer contributions (proffers)** - \$231K
- **Service Authority Water Connection Credit** - \$108K
- **Facility operating costs** are funded by the fire levy, there are no new costs due to the renovation.

Project Milestones

- **Design** began in December 2013 (FY14) and was completed in January 2016 (FY17).
- **Renovation** began in September 2016 (FY17) and to be completed in August 2017 (FY18).
- **Occupancy** is scheduled for September 2017 (FY18).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |



| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|--------------|------|------|------|------|------|------|-------------|--------|
| Fire Levy | 5,512 | 4,912 | 600 | - | - | - | - | - | - | - | - |
| Proffers | 231 | 231 | - | - | - | - | - | - | - | - | - |
| Service Authority Reimbursement | 108 | 108 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$5,851 | \$5,251 | \$600 | - | - | - | - | - | - | - | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|----------------|----------------|------|------|------|------|------|----------------|--------|
| Pre-Planning | 91 | 91 | - | - | - | - | - | - | - | - | - |
| Design/Planning | 431 | 116 | 245 | 70 | - | - | - | - | - | 70 | - |
| Construction | 4,391 | - | 1,089 | 3,302 | - | - | - | - | - | 3,302 | - |
| Occupancy | 188 | - | - | 188 | - | - | - | - | - | 188 | - |
| Telecommunication | 283 | - | - | 283 | - | - | - | - | - | 283 | - |
| Project Management | 467 | 53 | 235 | 179 | - | - | - | - | - | 179 | - |
| Total Expenditure | \$5,851 | \$260 | \$1,569 | \$4,022 | - | - | - | - | - | \$4,022 | - |

| <i>Operating Impacts</i> | | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|------|------|------|------|------|------|-------------|
| Operating Expenses | | - | - | - | - | - | - | - |
| Debt Service | | - | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - | - |
| General Fund Requirement | | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Nokesville Fire & Rescue Station Reconstruction

Total Project Cost - \$10.1M

Project Description

This project will replace the current station as recommended in the 2010 Fire & Rescue Facilities Assessment. The new station will be constructed at the same location as the current station. The new station will be approximately 18,000 square feet with expanded office space, sleeping quarters, community room, and more suitable apparatus areas.

Service Impact

- **Safety** - The reconstructed station will provide a safer environment for career and volunteer staff members.
- **Volunteer Recruitment and Retention** - The renovation is not expected to impact station response times, it is anticipated that renovated living and working space will improve volunteer firefighter recruitment and retention.

Funding Sources

- **Fire levy funds** - \$7.5M
- **Developer contributions (proffers)** - \$1.9M
- **Capital Reserve** - \$600K
- **Service Authority Reimbursement (Credit)** - \$114K
- **Facility and program operating costs** are funded through the fire levy, there are no new costs due to the reconstruction.

Project Milestones

- **Design** began in FY14 and is scheduled to be completed spring 2017 (FY17).
- **Reconstruction** is scheduled to begin in February 2018 (FY17) and to be completed in May 2019 (FY19).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

➤ **Occupancy** is scheduled for May 2019 (FY19).



| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|----------------|----------------|------|------|------|------|----------------|--------|
| Capital Reserve | 600 | - | 600 | - | - | - | - | - | - | - | - |
| Fire Levy | 7,549 | 7,852 | - | 303 | - | - | - | - | - | 303 | - |
| Proffers | 1,860 | 1,556 | - | 303 | - | - | - | - | - | 303 | - |
| Service Authority Reimbursement | 114 | 114 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$10,123 | \$9,523 | \$600 | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Pre-Planning | 100 | - | 100 | - | - | - | - | - | - | - | - |
| Design/Planning | 950 | 681 | 169 | 70 | 30 | - | - | - | - | 100 | - |
| Construction | 8,067 | - | - | 3,052 | 5,015 | - | - | - | - | 8,067 | - |
| Occupancy | 275 | - | - | - | 275 | - | - | - | - | 275 | - |
| Telecommunication | 283 | - | - | 283 | - | - | - | - | - | 283 | - |
| Project Management | 449 | 14 | 55 | 190 | 190 | - | - | - | - | 380 | - |
| Total Expenditure | \$10,123 | \$695 | \$324 | \$3,594 | \$5,510 | - | - | - | - | \$9,105 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | | | | - | - | - | - | - | - | - | - |
| Debt Service | | | | - | - | - | - | - | - | - | - |
| Revenue | | | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Station 22 (West End) Fire & Rescue

Total Project Cost - \$13.7M

Project Description

Station 22 is a new Fire & Rescue station that will be located on the west end of the county and is planned to be approximately 21,000 square feet. The station will house a pumper, rescue, collapse unit and Advanced Life Support(ALS) ambulance. Career staffing will be provided for a 24-hour pumper unit, 24-hour rescue unit and a 24-hour medic unit. The building will include sleeping quarters, a kitchen and dayroom, physical fitness room, training room, storage for heavy tactical rescue equipment and offices. The station will include three to four apparatus bays, an area for personal protective equipment, and an exterior training tower.

Service Impact

- **Response Time Improvements** - The station's first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease the burden on existing stations.

Funding Sources

- **Debt financing** (supported by the Fire Levy) - \$12.4M
- **Fire levy funds** - \$1.3M
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund and the fire levy will fund a

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|----------------------|----------------|
| Economic Development | Human Services | Transportation |
| Education | Public Safety | |

portion of volunteer hours.

Project Milestones

- **Land Acquisition** is scheduled to begin in FY17.
- **Design** is scheduled to begin in September 2017 (FY18).
- **Construction** is scheduled to begin in September 2018 (FY19) and will be completed in January 2020 (FY20).
- **Occupancy** is scheduled for January 2020 (FY20).

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|------|-----------------|------|------|------|------|------|-----------------|--------|
| Fire Levy | 1,275 | 1,275 | - | - | - | - | - | - | - | - | - |
| Debt | 12,375 | - | - | 12,375 | - | - | - | - | - | 12,375 | - |
| Total Revenue | \$13,650 | \$1,275 | - | \$12,375 | - | - | - | - | - | \$12,375 | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|----------------|--------------|----------------|----------------|-------------|------|------|-----------------|--------|
| Pre-Planning | 225 | - | 225 | - | - | - | - | - | - | - | - |
| Design/Planning | 800 | - | - | 500 | 150 | 150 | - | - | - | 800 | - |
| Construction | 10,000 | - | - | - | 5,000 | 5,000 | - | - | - | 10,000 | - |
| Right of Way/Land | 1,000 | - | 1,000 | - | - | - | - | - | - | - | - |
| Occupancy | 400 | - | - | - | 400 | - | - | - | - | 400 | - |
| Telecommunication | 400 | - | - | - | 400 | - | - | - | - | 400 | - |
| Project Management | 825 | - | 75 | 140 | 300 | 275 | 35 | - | - | 750 | - |
| Total Expenditure | \$13,650 | - | \$1,300 | \$640 | \$6,250 | \$5,425 | \$35 | - | - | \$12,350 | - |

| <i>Operating Impacts</i> | | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | Future |
|------------------------------------|--|------|------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Operating Expenses | | - | - | 1,235 | 3,725 | 3,725 | 3,725 | 3,725 | 12,410 |
| Debt Service | | - | - | 1,116 | 1,116 | 1,116 | 1,116 | 1,116 | 5,580 |
| Revenue | | - | - | 1,116 | 1,116 | 1,116 | 1,116 | 1,116 | 5,580 |
| General Fund Requirement | | - | - | \$1,235 | \$3,725 | \$3,725 | \$3,725 | \$3,725 | \$12,410 |
| Additional Positions (FTEs) | | 0.00 | 0.00 | 13.00 | 16.00 | 0.00 | 0.00 | 29.00 | |

Amounts expressed in thousands, excludes FTEs

Station 26 (Mid-County) Fire & Rescue

Total Project Cost - \$11.2M

Project Description

Station 26 (formerly referred to as Bacon Race) fire & rescue station will be approximately 18,000 square feet and house a pumper and Advanced Life Support (ALS) ambulance. Career staffing will be provided for a 24-hour pumper unit and a 24-hour medic unit.

The building will include sleeping quarters, a kitchen and dayroom, physical fitness room and offices. The station will include three apparatus bays, an area for personal protective equipment, and an exterior training tower.

Service Impact

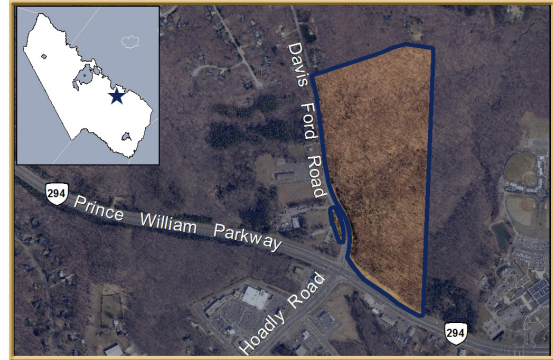
- **Response Time Improvements** - The station's first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease the burden on existing stations.

Funding Sources

- **Fire levy funds** - \$9.9M
- **Developer contributions (proffers)** - \$1.3M
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund and the fire levy will fund a portion of volunteer hours.

Project Milestones

- **Design** began in July 2014 (FY14).
- **Construction** began March 2016 (FY16) and will be completed in June 2017 (FY17).
- **Occupancy** is scheduled for July 2017 (FY17).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|------------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |
| Impact on Strategic Plan Goals | | |
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|--------|
| Fire Levy | 9,865 | 9,791 | - | 73 | - | - | - | - | - | 73 | - |
| Proffers | 1,188 | 1,261 | - | 73 | - | - | - | - | - | 73 | - |
| Service Authority Reimbursement | 108 | 108 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$11,160 | \$11,160 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 802 | 663 | 100 | 39 | - | - | - | - | - | 39 | - |
| Construction | 9,023 | 1,106 | 7,917 | - | - | - | - | - | - | - | - |
| Occupancy | 450 | - | 450 | - | - | - | - | - | - | - | - |
| Telecommunication | 310 | - | 310 | - | - | - | - | - | - | - | - |
| Project Management | 575 | 133 | 442 | - | - | - | - | - | - | - | - |
| Total Expenditure | \$11,160 | \$1,902 | \$9,219 | \$39 | - | - | - | - | - | \$39 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | | | | 3,882 | 3,882 | 3,882 | 3,882 | 3,882 | 3,882 | 23,293 | |
| Debt Service | | | | - | - | - | - | - | - | - | |
| Revenue | | | | 500 | 500 | 500 | 500 | 500 | 500 | 3,000 | |
| General Fund Requirement | | | | \$3,382 | \$3,382 | \$3,382 | \$3,382 | \$3,382 | \$3,382 | \$20,293 | |
| Additional Positions (FTEs) | | | | - | - | - | - | - | - | - | |

Amounts expressed in thousands, excludes FTEs

Station 26 (Mid-County) Fire & Rescue



Adult Detention Center Phase II

Total Project Cost - \$45.7M

Project Description

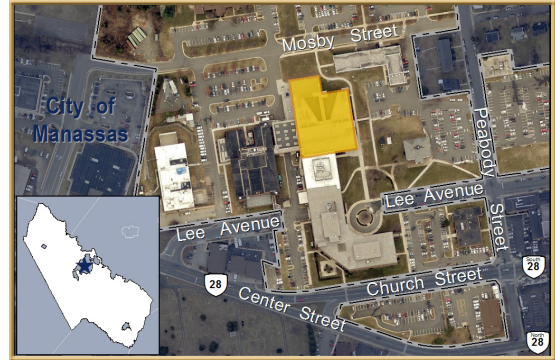
The project provides a second expansion adjacent to the existing Adult Detention Center (ADC) center and will include some repairs to the main jail, and a parking lot expansion. The expansion will provide bed space to alleviate current overcrowding and future inmate population growth.

Service Impact

- **Inmate Population** - This expansion provides future capacity for projected inmate population.
- **Bed Space** - The expansion will provide 204 additional general population beds in the Manassas Complex.
- **Support Increase of Average Daily Population (ADP)** - The current ADP, as defined by the 2014 Community Based Corrections Planning study, exceeds the existing rated capacity of the facility by 219 jail beds. The additional bed space will address the current need. The closure of the Peumansend Creek Regional jail in 2017 eliminates 75 available beds, adding to the current overcrowded situation.

Funding Sources

- **Debt financing** - \$20.8M
- **State reimbursement** - \$19.7M
- **Facilities capital reserve** - \$5.1M
- **General fund** - \$150K
- **Facility operating costs** will be funded by the general fund. Facility personnel are included in the FTE count and operating costs below and include 82 security



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

positions and 18 non-security positions. Staffing will be phased in over three years beginning in FY18.

Project Milestones

- **Planning and design** began in April 2015 (FY15) and is planned to be completed spring 2017 (FY17).
- **Construction** is scheduled to begin July 2017 (FY18) and be completed October 2019 (FY20).
- **Occupancy** is scheduled for December 2019 (FY20).

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|----------------|-----------------|-----------------|----------------|-----------------|-----------------|----------------|-----------------|----------|
| General Funds | 150 | 150 | - | - | - | - | - | - | - | - | - |
| Debt | 20,802 | - | - | 19,700 | 20,802 | -19,700 | - | - | - | 20,802 | - |
| State Rev | 19,700 | - | - | - | - | 19,700 | - | - | - | 19,700 | - |
| Other Revenue | 5,071 | 5,071 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$45,723 | \$5,221 | - | \$19,700 | \$20,802 | - | - | - | - | \$40,502 | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 3,400 | 1,641 | 1,259 | 250 | 250 | - | - | - | - | 500 | - |
| Construction | 40,026 | - | - | 20,000 | 15,000 | 5,026 | - | - | - | 40,026 | - |
| Occupancy | 891 | - | - | - | 891 | - | - | - | - | 891 | - |
| Telecommunication | 406 | - | - | - | 406 | - | - | - | - | 406 | - |
| Project Management | 600 | 113 | 60 | 150 | 150 | 127 | - | - | - | 427 | - |
| Other Project Costs | 400 | - | 400 | - | - | - | - | - | - | - | - |
| Total Expenditure | \$45,723 | \$1,754 | \$1,719 | \$20,400 | \$16,697 | \$5,153 | - | - | - | \$42,250 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | | 1,470 | 5,049 | 9,576 | 10,199 | 10,225 | 10,225 | 46,745 | |
| | Debt Service | | | - | 2,030 | 1,988 | 1,946 | 1,905 | 1,706 | 9,574 | |
| | Revenue | | | - | - | 2,000 | 2,000 | 2,000 | 2,000 | 8,000 | |
| | General Fund Requirement | | | \$1,470 | \$7,079 | \$9,564 | \$10,145 | \$10,130 | \$9,931 | \$48,320 | |
| | Additional Positions (FTEs) | | | 28.00 | 45.00 | 27.00 | 0.00 | 0.00 | 0.00 | 100.00 | |

Amounts expressed in thousands, excludes FTEs

Courthouse Security System Replacement

Total Project Cost - \$4.8M

Project Description

Replace the security system at the Judicial Center Courthouse complex, to include new cameras/surveillance equipment, digital video recorders (DVR) capable of recording and maintaining video footage for two weeks, new wiring compatible with the new surveillance equipment, and call boxes with surveillance cameras.

A needs assessment was completed in FY16 and will inform the design and implementation of the system. There will need to be additional maintenance funds to maintain and support the new system.

Service Impact

- **Improved Safety and Security at the Judicial Center**
 - Replacing the system will improve safety and security for visitors and employees in the complex by ensuring that access to sensitive areas is appropriately restricted and surveillance of areas is maintained.
- **Software and Hardware Life Cycle** - The life cycle of the software and hardware is at an end. System replacement is critical in order to support the security of the complex.

Funding Sources

- **General fund** - \$4.8M
- **Facility operating costs** will be funded by the general fund.

Project Milestones

- **Planning and design** began winter 2017 (FY17).
- **Implementation** dates and completion dates will be determined during the planning and design phase.



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|--------------|----------------|----------------|------|------|------|------|----------------|--------|
| General Funds | 4,790 | 4,555 | 234 | - | - | - | - | - | - | - | - |
| Total Revenue | \$4,790 | \$4,555 | \$234 | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 234 | - | 234 | - | - | - | - | - | - | - | - |
| Construction | 4,555 | - | 36 | 2,259 | 2,259 | - | - | - | - | 4,519 | - |
| Total Expenditure | \$4,790 | - | \$271 | \$2,259 | \$2,259 | - | - | - | - | \$4,519 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | | - | - | - | - | - | - | - | - |
| | Debt Service | | | - | - | - | - | - | - | - | - |
| | Revenue | | | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Animal Shelter Expansion/Renovation Design

Total Project Cost - \$1.0M

Project Description

Currently, the project has funding to develop options for the construction of new shelter space and/or the renovation of approximately 6,000 square feet of existing shelter space. The site under review is at the existing Animal Shelter location at Independent Hill on Dumfries Road. Additionally, the project is envisioned to replace aging trailers, where staff is housed, and several aging/deteriorating outbuildings used for storage.

Features of the new facility could include expanded animal adoption areas, quarantine and visitation areas, veterinarian support space, feed and equipment storage areas, exam and grooming rooms, stray animal kennels, and space to address surge capacity related to animal cruelty and hoarding cases.

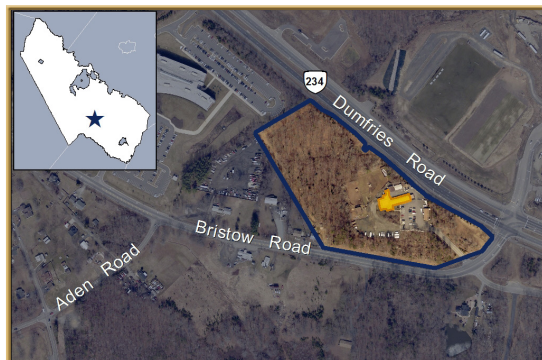
All project design options will be in full compliance with Association of Shelter Veterinarians facility standards.

Service Impact

➤ Improve the Long-Term Support and Operation

- Improvement of ongoing animal control services to include:

- Enhanced public accessibility to the shelter
- Housing of stray and homeless pets to include feeding, care and maintenance
- Quarantine of aggressive and potentially rabid animals, surrender of unwanted pets,
- Public education on animal laws, animal care and behavior,
- Enforcement of state and local laws regarding domestic and agricultural animals,
- Adoption and placement of pets in new homes,
- Cremation of deceased animals,



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| Funding Sources (Revenue) | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|------|------|------|------|------|------|-------------|--------------|
| General Funds | 1,000 | 1,000 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$1,000 | \$1,000 | - | - | - | - | - | - | - | - | - |
| Cost Categories (Expenditures) | | | | | | | | | | | |
| Design/Planning | 900 | - | 221 | - | - | - | - | - | - | - | 679 |
| Project Management | 100 | - | 100 | - | - | - | - | - | - | - | - |
| Total Expenditure | \$1,000 | - | \$321 | - | - | - | - | - | - | - | \$679 |
| Operating Impacts | | | | | | | | | | | |
| Operating Expenses | | | - | - | - | - | - | - | - | - | - |
| Debt Service | | | - | - | - | - | - | - | - | - | - |
| Revenue | | | - | - | - | - | - | - | - | - | - |
| General Fund Requirement | | | - | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Animal Shelter Expansion & Renovation



Current Prince William County Animal Shelter

- Administration of vaccines to prevent the spread of contagious animal diseases, and
- Housing of stray livestock, birds and reptiles.
- **Capital Maintenance** - Replacement and renovation of the existing facility will extend the life of the facilities and protect the County investment in capital assets.
- **Public Safety Outcomes** - This project will support the following levels of service to the community:
 - **Animal Control effectively protects citizens and animals:** 89% (2016 Community Survey)
 - **Total Calls for Animal Control Services:** 8,513 (Proposed FY18 Budget, FY16 Actual)
 - **Animals Entering Shelter:** 4,019 (Proposed FY18 Budget, FY16 Actual)
 - **Animals Adopted:** 46% (Proposed FY18 Budget, FY16 Actual)

Funding Sources

- **General fund** - \$1.0M

Note: Construction of the expansion or replacement will not occur until design options are chosen and additional funding is available.

- **Facility operating costs** will be funded by the general fund. Operating costs will be refined as the design of the replacement facility is developed.

Project Milestones

- **Planning and design** scheduled to begin in FY17, with options available to BOCS in late spring 2017.
- **Construction and occupancy** will be determined after options are selected and additional funding is appropriated.

Body Worn Cameras for Police Officers

Total Project Cost - \$3.0M

Project Description

Several high profile incidents across the country have generated public discussion for greater transparency and accountability regarding police actions and behaviors. A national movement for agencies to adopt Body Worn Camera (BWC) technology has been underway over the past couple of years.

Many agencies at the regional, state, and national levels are in the process of studying, piloting or implementing BWCs. Benefits of implementing BWCs include:

- Promote greater accountability, transparency, and public trust while protecting civil liberties.
- May result in reductions in citizen complaints, use of force incidents, civil litigation cases, and assaults on police officers.
- Videos used as a training tool to conduct post-incident review and make better informed decisions.
- Provide improved documentation in reports and evidence collection.
- Assist in identifying and correcting internal agency issues (i.e. tactics, communication, customer service, officer safety, etc.)
- Discourage people from filing unfounded complaints against officers.

Service Impact

- **Public Safety Outcomes** - This project will provide the following levels of service to the community:
 - Citizen complaints per 1,000 police contacts: .04 (Proposed FY18 Budget, FY16 Actual)
 - Police department's overall performance meets community needs: 94% (2016 Community Survey)

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

- Police department treats everyone fairly regardless of race, gender, ethnic or national origin: 90% (2016 Community Survey)
- Police officers are courteous and helpful to all community members: 92% (2016 Community Survey)
- Police department has positive attitudes and behaviors towards residents: 91% (2016 Community Survey)

Funding Sources

- **General fund** - \$3.0M
- **Program operating costs** will be funded by the general fund.

Project Milestones

- **Planning and design** began in summer 2015 (FY16).
- **Project implementation**, beginning with a pilot program, is scheduled for fall 2016 (FY17).
- **Full project implementation** is scheduled for late spring 2017 (FY17) to be completed in FY18.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|--------------|----------------|--------------|--------------|--------------|--------------|--------------|----------------|--------------|
| General Funds | 3,000 | 3,000 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$3,000 | \$3,000 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Pre-Planning | 229 | 209 | 20 | - | - | - | - | - | - | - | - |
| Telecommunication | 2,772 | - | 407 | 1,628 | - | - | - | - | - | 1,628 | 737 |
| Total Expenditure | \$3,000 | \$209 | \$426 | \$1,628 | - | - | - | - | - | \$1,628 | \$737 |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | 171 | 844 | 844 | 844 | 844 | 844 | 844 | 4,388 | |
| | Debt Service | | - | - | - | - | - | - | - | - | - |
| | Revenue | | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 150 | |
| | General Fund Requirement | | \$146 | \$819 | \$819 | \$819 | \$819 | \$819 | \$819 | \$4,239 | |
| | Additional Positions (FTEs) | | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | |

Amounts expressed in thousands, excludes FTEs

Central District Police Station

Total Project Cost - \$28.6M

Project Description

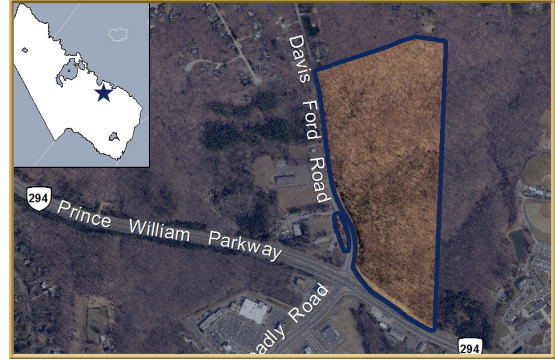
The Central District Police Station will be a new 54,200 square foot facility and support space located on Davis Ford Road between the Prince William County Parkway and Asdee Lane. The facility will provide police services to the mid-county area, primarily the Dale City, Lake Ridge, and Davis Ford Road corridor. Personnel from the Patrol Service Bureau, Criminal Investigations Division, and Office of the Chief are planned to be located in this facility.

Service Impact

- **Public Safety Outcomes** - This project will provide the following levels of service to the community:
 - Police department's overall performance meets community needs: 94% (2016 Community Survey)
 - Police emergency response time: 6.2 minutes (Proposed FY18 Budget, FY16 Actual)
 - Residents feel safe in their neighborhoods: 93% (2016 Community Survey)

Funding Sources

- **Debt financing** - \$26.0M
- **General fund** - \$193K
- **Service Authority Water Connection Credit** - \$185K
- **Developer contributions (proffers)** - \$1K
- **Public Safety Training Center (PSTC) Driver Training Track capital project savings** - \$2.2M
- **Facility operating costs** will be funded by the general fund.



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

Project Milestones

- **Planning and design** began May 2014 (FY14).
- **Construction** began in November 2015 (FY16) with completion scheduled for August 2017 (FY18).
- **Occupancy** is scheduled for November 2017 (FY18).

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|--------|
| General Funds | 193 | 193 | - | - | - | - | - | - | - | - | - |
| Debt | 25,975 | 25,975 | - | - | - | - | - | - | - | - | - |
| Proffers | 1 | 1 | - | - | - | - | - | - | - | - | - |
| Service Authority Reimbursement | 185 | 185 | - | - | - | - | - | - | - | - | - |
| Other Revenue | 2,236 | 2,236 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$28,591 | \$28,591 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 2,250 | 1,795 | 355 | 100 | - | - | - | - | - | 100 | - |
| Construction | 19,966 | 3,014 | 14,226 | 2,726 | - | - | - | - | - | 2,726 | - |
| Occupancy | 3,301 | - | 3,301 | - | - | - | - | - | - | - | - |
| Telecommunication | 1,938 | - | 1,938 | - | - | - | - | - | - | - | - |
| Project Management | 600 | 486 | 114 | - | - | - | - | - | - | - | - |
| Other Project Costs | 536 | 275 | 262 | - | - | - | - | - | - | - | - |
| Total Expenditure | \$28,591 | \$5,569 | \$20,196 | \$2,826 | - | - | - | - | - | \$2,826 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | 2,167 | 2,170 | 2,177 | 2,177 | 2,177 | 2,177 | 2,177 | 13,045 | |
| | Debt Service | | 2,046 | 2,017 | 1,970 | 1,923 | 1,888 | 1,841 | 1,841 | 11,684 | |
| | Revenue | | - | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | \$4,212 | \$4,187 | \$4,147 | \$4,100 | \$4,065 | \$4,018 | \$4,018 | \$24,729 | |
| | Additional Positions (FTEs) | | 5.00 | 0 | 0 | 0 | 0 | 0 | 0 | 5.00 | |

Amounts expressed in thousands, excludes FTEs

Central District Police Station





Technology Improvement
PROJECTS

800 MHz Radio Communications System

Total Project Cost - \$22.2M

Project Description

The original 800 MHz Public Safety Radio Infrastructure Platform reached the end of contracted vendor service support and guaranteed replacement parts availability in 2013. This project includes the replacement and technology update to the County's 800 MHz System and a new microwave link at the Western District Police Station to support the new 800 MHz equipment.

Service Impact

- **Communications** - The 800 MHz system provides primary voice communications for all public safety agencies, to include, but not limited to, Public Safety Communications, County Police, Fire & Rescue, Sheriff, and the Adult Detention Center. This critical communication ensures that the appropriate resources arrive on the scene of emergency calls for service in the timeliest manner. The system is also used by the Public Schools Division, the Service Authority, and the Departments of Development Services and Public Works as a primary means of communication between field personnel/resources and control centers/headquarters. The 800 MHz system averages 9,000 individual communications daily.
- **Radios** - There are a total of 4,900 radios in use in the system which includes 1,580 law enforcement, 1,798 fire & rescue and 1,462 public service agency subscribers, including school buses.

Funding Sources

- **Capital reserve** - \$18.0M
- **Fire levy** - \$4.0M
- **ISF fund balance** - \$245K

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|---------------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **System design, budgetary analysis, request for proposals and vendor selection** completed in FY11.
- **Contract was approved** in FY12.
- **Acceptance testing and system cutover** was completed in FY14.
- **Radio site planning and design** for final radio site is underway in FY17.
- **Construction and system implementation** for final radio site is targeted for completion in FY19.

| Funding Sources (Revenue) | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|------|------|------|------|------|------|------|-------------|--------|
| Capital Reserve | 18,000 | 18,000 | - | - | - | - | - | - | - | - | - |
| Fire Levy | 4,000 | 4,000 | - | - | - | - | - | - | - | - | - |
| Internal Services Fund Balance | 245 | 245 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$22,245 | \$22,245 | - | - | - | - | - | - | - | - | - |

| Cost Categories (Expenditures) | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|----------------|------------|------|------|------|------|----------------|--------|
| 550-Dev Deploy & Eval | 2,430 | - | 848 | 1,579 | 4 | - | - | - | - | 1,582 | - |
| 599-Conversion | 19,815 | 19,815 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | \$22,245 | \$19,815 | \$848 | \$1,579 | \$4 | - | - | - | - | \$1,582 | - |

| Operating Impacts | | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Operating Expenses | | 1,078 | 1,089 | 1,100 | 1,111 | 1,122 | 1,133 | 6,633 |
| Debt Service | | - | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - | - |
| General Fund Requirement | | \$1,078 | \$1,089 | \$1,100 | \$1,111 | \$1,122 | \$1,133 | \$6,633 |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

ADC Information Management System

Total Project Cost - \$638K

Project Description

The Adult Detention Center (ADC) Information Management System includes two components – (1) the management of booking and digital photos of inmates at intake and release, arrest charges and sentence information, and (2) a new medical records system. The information managed includes inmate transfers and cell assignment, inmate accounts and work-release activity. The current system was installed in 2000, underwent upgrades in 2003, 2007, and 2013 and will reach end of life in FY17.

Service Impact

- **System Maintenance** - The system will properly maintain the ADC information management system, aiding in inmate control and medical treatment, and fulfilling state reporting requirements.

Funding Sources

- **General fund** - \$550K
- **ISF fund balance** - \$88K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Existing system upgrade** completed in FY14.
- **New system implementation and acceptance** for medical records is scheduled for FY18.
- **New system implementation and acceptance** for digital imaging is scheduled for FY18.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|------------------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |
| Impact on Strategic Plan Goals | | |
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|--------------|-------------|-------------|-------------|-------------|-------------|--------------|--------|
| General Funds | 550 | 550 | - | - | - | - | - | - | - | - | - |
| Internal Services Fund Balance | 88 | 88 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$638 | \$638 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| 550-Dev Deploy & Eval | 476 | - | 204 | 272 | - | - | - | - | - | 272 | - |
| 599-Conversion | 162 | 162 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | \$638 | \$162 | \$204 | \$272 | - | - | - | - | - | \$272 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | | | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 78 | |
| Debt Service | | | - | - | - | - | - | - | - | - | - |
| Revenue | | | - | - | - | - | - | - | - | - | - |
| General Fund Requirement | | | \$13 | \$13 | \$13 | \$13 | \$13 | \$13 | \$13 | \$78 | |
| Additional Positions (FTEs) | | | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Cable Equipment

Total Project Cost - \$2.7M

Project Description

This project is made possible by separate cable franchise agreements between the County and the local cable television providers. The funding amount is 1 percent of the gross revenues generated in Prince William County (PWC) by the cable operators. Use of this revenue stream is restricted to cable-related capital needs.

Service Impact

- **The Government Access Channel** - The channel provides general government programs to cable subscribers. Information is broadcast in the form of bulletin board messages, original programs, public service announcements, Board of County Supervisors (BOCS) meetings (both live and rebroadcast), and other programming.
- **Online presence for the County** - Used to share information about PWC government with our residents. An essential component of that presence is video content.
- **PWC Schools Education Access Channel** - Provides broadcast capability to PWC County Schools for educational and informational programming.
- **The College and University Access Channel** - Provide George Mason University and Northern Virginia Community College with broadcast capability for classes.

Funding Sources

- **Cable franchise fee** - \$2.7M

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|---------------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

Project Milestones

- **Physical upgrades to Chinn Studio** - Improve production capability, quality, and workflow was completed in FY16. This will include sound proofing, new lighting and set design. Currently, the Communications Office is receiving updated cost estimates.
- **PWC Channel (play to air)** - Refresh of master control system to replace aging hardware to be completed in FY17. Currently, the Communications Office is in the process of working with different vendors to view demonstrations of the different products available that meet the county's needs.

Future Plans

- New broadcast equipment will be purchased and installed to continue to work toward more effective and efficient programming and video production.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|----------------|
| Cable Franchise Fee | 2,748 | - | - | 458 | 458 | 458 | 458 | 458 | 458 | 2,748 | - |
| Total Revenue | \$2,748 | - | - | \$458 | \$458 | \$458 | \$458 | \$458 | \$458 | \$2,748 | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Pre-Planning | 905 | - | - | 300 | 55 | 295 | 50 | 45 | 160 | 905 | - |
| Occupancy | 1,843 | - | 363 | - | - | - | - | - | - | - | 1,480 |
| Total Expenditure | \$2,748 | - | \$363 | \$300 | \$55 | \$295 | \$50 | \$45 | \$160 | \$905 | \$1,480 |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | | | | - | - | - | - | - | - | - | - |
| Debt Service | | | | - | - | - | - | - | - | - | - |
| Revenue | | | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Computer Aided Dispatch (CAD)

Total Project Cost - \$6.5M

Project Description

Computer Aided Dispatch (CAD) is hardware and software infrastructure that processes calls and dispatch of police officers, firefighters, and emergency medical services (EMS). CAD interfaces with police/fire/EMS records management systems, mobile data, Westnet, E-911, pagers, SafetyPAD, and 800 MHz. The existing CAD system was accepted in 1999 and exceeds industry standards for replacement. During FY16, the County processed over 452,811 calls for service, of which approximately 187,955 were answered via E-911.

Service Impact

- **Call Management** - The effective management of calls for public safety service to the community is dependent on the CAD system.
- **Response, Reporting and Dispatching** - The CAD system is mission critical for public safety agencies in meeting emergency response, accurate reporting and dispatching and ensuring the health and safety of the community.

Funding Sources

- **E-911 fund balance** - \$6.1M
- **Internal Service Fund (ISF) fund balance** - \$433K
- **Annual operating costs** will be funded by the general fund.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|---------------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

Project Milestones

- **Needs analysis and RFP development** completed in FY11.
- **Candidate systems live test, demonstrations, and site visits** with current customers of candidate systems in FY12.
- **Contractor negotiations and selection** occurred in FY13.
- **CAD test and go live** occurred in FY15.
- **Integration with other systems** completed in FY17.
- **Acceptance** scheduled to occur in FY18.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|------|----------------|--------|
| General Funds | 6,100 | 6,100 | - | - | - | - | - | - | - | - | - |
| Internal Services Fund Balance | 433 | 433 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$6,533 | \$6,533 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| 550-Dev Deploy & Eval | 1,789 | - | 1,155 | 634 | - | - | - | - | - | - | 634 |
| 599-Conversion | 4,744 | 4,744 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | \$6,533 | \$4,744 | \$1,155 | \$634 | - | - | - | - | - | \$634 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | 1,255 | 1,446 | 1,500 | 1,557 | 1,612 | 1,666 | | 9,035 | |
| | Debt Service | | - | - | - | - | - | - | - | - | - |
| | Revenue | | - | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | \$1,255 | \$1,446 | \$1,500 | \$1,557 | \$1,612 | \$1,666 | | \$9,035 | |
| | <i>Additional Positions (FTEs)</i> | | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Disaster Recovery/Business Continuity

Total Project Cost - \$2.7M

Project Description

This project includes multiple sub-projects to ensure critical County systems and applications are redundant and reliable in the event of system failures. Additional facilities, generators, heating ventilation and air conditioning, fire suppression, battery plants, servers, data network components and application developments are required for a comprehensive disaster recovery and business continuity development plan.

Service Impact

- **Recovery and Continuity** - Disaster recovery and business continuity is critical to ensure essential public services such as Police, Fire & Rescue, and Emergency Medical Services (EMS) continue in the event of catastrophic system-wide failure.

Funding Sources

- **General fund** - \$2.7M
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Individual projects** occurred in FY15 and FY16 to enhance sustainability, accessibility, reliability, and survivability of systems and infrastructure as identified by DoIT and the Information Technology Steering Committee.
- **Implementation of the core infrastructure** (email, intranet, Internet redundancy, Active Directory redundancy) was completed in FY16.
- **Implementation of the application infrastructure** and the population of the data center with systems and data are projected for completion in FY17.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|-------------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |
| Impact on Strategic Plan Goals | | |
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

- **Increased storage and software needs**, including onsite private cloud are projected for completion in FY18 and FY19.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|--------------|--------------|------------|------------|------------|------------|--------------|--------|
| General Funds | 2,730 | 2,730 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$2,730 | \$2,730 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| 550-Dev Deploy & Eval | 1,580 | - | 587 | 255 | 738 | - | - | - | - | 993 | - |
| 599-Conversion | 1,150 | 1,150 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | \$2,730 | \$1,150 | \$587 | \$255 | \$738 | - | - | - | - | \$993 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | | | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 51 | |
| Debt Service | | | - | - | - | - | - | - | - | - | - |
| Revenue | | | - | - | - | - | - | - | - | - | - |
| General Fund Requirement | | | \$9 | \$9 | \$9 | \$9 | \$9 | \$9 | \$9 | \$51 | |
| Additional Positions (FTEs) | | | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Human Resources Electronic Document Mgmt System

Total Project Cost - \$332K

Project Description

The existing Human Resource Information System (HRIS) Electronic Document Management System was designed in 2001 and no longer meets the business needs of the County. This project will redesign the electronic document management system used by Human Resources allow for efficient retrieval of information and create the foundation for access to be role specific including Department level access. This redesign will also allow for more intuitive documents nomenclature, provide additional edit and maintenance functions and standardize identification of folder and file properties across the system.

Service Impact

- **Workload Efficiencies** - The enhanced system designed by this project will provide better management of personnel records, enhance efficiency in research and retrieval, and limit duplication of storage of personnel documentation within the departments.

Funding Sources

- **General fund** - \$332K

Project Milestones

- **New system implementation and acceptance** is anticipated to be completed in FY18.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|--------------|------|------|------|------|------|--------------|--------|
| General Funds | 332 | - | 332 | - | - | - | - | - | - | - | - |
| Total Revenue | \$332 | - | \$332 | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| 550-Dev Deploy & Eval | 332 | - | 50 | 282 | - | - | - | - | - | 282 | - |
| Total Expenditure | \$332 | - | \$50 | \$282 | - | - | - | - | - | \$282 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | | | | - | - | - | - | - | - | - | - |
| Debt Service | | | | - | - | - | - | - | - | - | - |
| Revenue | | | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Human Capital Management/Payroll System Replacement

Total Project Cost - \$1.0M

Project Description

This project defines requirements and options for the replacement of the existing Stargarden Human Capital Management/Payroll System (HCMP). The current system will no longer be vendor-supported in FY18. The system requirements process will include an assessment of whether to upgrade to a new version with the current vendor or select a new system.

Service Impact

- **Human Capital Management** - Modernization of the HR system will increase business agility with the following key enablers: the cloud, mobile, social, analytics, and big data. This project will provide increased capabilities and compliance in all areas of human resources and payroll including talent management and succession planning, timekeeping, learning management, onboarding, employee and manager portal, benefit management, strategic and responsive reporting and business intelligence and facilitate targeted training. Statistics show that modern HCMP systems attract top talent and a modern workforce.

Funding Sources

- **General fund** - \$1M

Project Milestones

- **Develop system requirements** in FY18.
- **Future steps and system implementation** will follow after the development of requirements and additional appropriation of funding.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|----------------|-------------|----------|----------|----------|----------|----------|-------------|--------------|
| General Funds | 1,000 | - | 1,000 | - | - | - | - | - | - | - | - |
| Total Revenue | \$1,000 | - | \$1,000 | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| 530-Requirements | 300 | - | 225 | 75 | - | - | - | - | - | 75 | - |
| 550-Dev Deploy & Eval | 700 | - | - | - | - | - | - | - | - | - | 700 |
| Total Expenditure | \$1,000 | - | \$225 | \$75 | - | - | - | - | - | \$75 | \$700 |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | | | | - | - | - | - | - | - | - | - |
| Debt Service | | | | - | - | - | - | - | - | - | - |
| Revenue | | | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Information Technology Upgrades & Improvements

Total Project Cost - \$400K

Project Description

This project provides important smaller scale technology improvements throughout the County government. Generally, these individual projects cost less than \$500,000. It provides ongoing capital replacement, upgrades, and improvement of the County's technology infrastructure, including networking and telecommunications hardware, servers and applications software.

Service Impact

- **Availability of Radio Communications** - Upgrades to the radio equipment allow for reliable public safety radio communications.

Funding Sources

- **ISF fund balance** - \$400K

Project Milestones

- **Upgrades completed during FY17** include Microwave Test Equipment and Fire Station Alert Encoder.
- **Installation** of Microwave Multiplexers will be completed in FY18.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|------------------------------------|---------------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |
| Impact on Strategic Plan Goals | | |
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|------|--------------|------|------|------|------|------|--------------|--------|
| General Funds | 400 | 400 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$400 | \$400 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| 550-Dev Deploy & Eval | 400 | - | - | 400 | - | - | - | - | - | 400 | - |
| Total Expenditure | \$400 | - | - | \$400 | - | - | - | - | - | \$400 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | | | | - | - | - | - | - | - | - | - |
| Debt Service | | | | - | - | - | - | - | - | - | - |
| Revenue | | | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Total Project Cost - \$3.2M

Project Description

Phase I of this project replaced the end-of-life core network equipment with newer, more efficient optical network equipment that reduced power consumption, cooling and annual maintenance costs by approximately \$75,000. The Phase I upgrade increased the network bandwidth capacity in anticipation of future network growth and to support the Disaster Recovery requirements. Phase II is the installation of new routers to support the requirements for increased capacity between the Data Centers.

Cable franchise grant fees are accumulating to fund replacement of end of life equipment and to purchase new equipment when needed to accommodate future needs for increased network capacity.

Service Impact

- **Bandwidth and Resiliency** - The project will add capacity for two County Data Center facilities. This dedicated capacity supports the requirements for replication, backup CAD and Public Safety Communications Center (PSCC), internet services, remote access, plus other critical services. The technology provides resiliency for the core network equipment with automatic failover. Other features include reduced management overhead and simplified modifications and additions.

Funding Sources

- **General fund** - \$1M
- **Capital reserve** - \$930K
- **Cable franchise fee** - \$1.2M

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|---------------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

Project Milestones

- **Evaluated solutions** with vendors in FY12.
- **Installed system upgrade** in FY12 (Phase I).
- **Install additional network equipment** to add capacity between primary and secondary data centers (Phase II) in FY15 and FY16, with recurring replacements every seven years.
- **Replace existing network equipment** in FY18 and FY23, with recurring replacements every seven years.
- **Replace optical equipment** in FY27.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|------------|------------|------------|------------|------------|------------|------------|--------------|----------|
| General Funds | 1,045 | 1,045 | - | - | - | - | - | - | - | - | - |
| Capital Reserve | 930 | 930 | - | - | - | - | - | - | - | - | - |
| Cable Franchise Fee | 1,225 | - | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 1,050 | - |
| Total Revenue | 3,200 | 1,975 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 1,050 | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|----------|------------|----------|----------|----------|----------|------------|-------------|------------|
| 550-Dev Deploy & Eval | 962 | - | - | 312 | - | - | - | - | 650 | 962 | 774 |
| 599-Conversion | 1,464 | 1,464 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | 3,200 | 1,464 | - | 312 | - | - | - | - | 650 | 962 | 774 |

| <i>Operating Impacts</i> | | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|----------|----------|----------|----------|----------|----------|----------|-------------|
| Operating Expenses | | - | - | - | - | - | - | - | - |
| Debt Service | | - | - | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Land Use Information System (Energov)

Total Project Costs - \$4.5M

Project Description

The Land Use Information System manages land and building development and code enforcement information. The system manages and tracks plan review, permits, inspections, violations and other applications approvals and fee collection. It is used by 300+ users across all development agencies. The system also supports mobile devices, interactive voice response, online scheduling and customer e-services.

The project for replacing the system is divided into three phases. Phase I replaces online services related to land development (such as e-permits, e-inspections, e-plan status) and replaces the automated phone scheduling system. Phase I also includes the implementation of a customer portal. Phase II incorporates electronic plan review capabilities. Phase II incorporates additional enhancements to improve utility of the system. Phase III incorporates enhancements to the system.

Service Impact

- **Partnerships** - Facilitate partnership between staff and customers.
- **Integration** - Spatially integrate GIS.
- **Automation** - Streamline business processes through automated workflows.
- **Efficiencies** - Achieve efficiencies through paperless/electronic processes.
- **Access** - Expand citizen access and project oriented tracking.

Funding Sources

- **ISF fund balance** - \$4.0M
- **Development fees** - \$500K

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

- **Annual operating costs** for Phases 1 and 2 will be funded by general fund, and for Phase 3, by development fees.

Project Milestones

- **Vendor selection** and contract completed in FY12.
- **System assessment** completed in FY13.
- **System configuration and user acceptance testing** for Phase I was completed in FY15.
- **Production deployment** of Phase I was completed November 2014 (FY15).
- **Electronic plan review capabilities (Phase II)** scheduled for FY18.
- **Enhancements** to inspections, contact management, proffers, customer portal, code enforcement, and overall utility (Phase III) scheduled for FY18.
- **Batch permitting and enhancements** to system setup, Geographic Information Systems (GIS) viewer, object management, eReview, attached documentation, custom fields, fees, user roles, and customer portal (Phase III) scheduled for FY18.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|------|--------------|------|------|------|------|------|--------------|--------|
| General Funds | 4,000 | 4,000 | - | - | - | - | - | - | - | - | - |
| Development Fee | 500 | 400 | - | 100 | - | - | - | - | - | 100 | - |
| Total Revenue | \$4,500 | \$4,400 | - | \$100 | - | - | - | - | - | \$100 | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|----------------|------|------|------|------|------|----------------|--------|
| 550-Dev Deploy & Eval | 1,749 | - | 597 | 1,152 | - | - | - | - | - | 1,152 | - |
| 599-Conversion | 2,751 | 2,751 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | \$4,500 | \$2,751 | \$597 | \$1,152 | - | - | - | - | - | \$1,152 | - |

| <i>Operating Impacts</i> | | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|----------------|-------------|
| Operating Expenses | | 231 | 249 | 260 | 272 | 285 | 299 | 1,597 | |
| Debt Service | | - | - | - | - | - | - | - | |
| Revenue | | - | 18 | 19 | 20 | 21 | 22 | 99 | |
| General Fund Requirement | | \$231 | \$231 | \$241 | \$252 | \$264 | \$278 | \$1,498 | |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - | |

Amounts expressed in thousands, excludes FTEs

Microwave Radio Transmitters on Central Rings

Total Project Cost - \$1.0M

Project Description

Point-to-point microwave radio transmitters provide highly reliable public safety grade broadband voice and data communications links between the County's radio towers and major County facilities. Some of these radio transmitters need replacement since they are nearing the end of their service support life cycle. At the end of the life cycle, the manufacturer no longer guarantees support and replacement parts availability.

The County's microwave radio transmitters provide vital interconnectivity between remote base station sites and the "prime sites" at major County facilities for the County's 800 MHz Public Safety two-way radio system upon which Fire & Rescue, Police, Sheriff, and the Adult Detention Center staff depend.

Service Impact

- **Reliability** - Radio communications in support of County public safety operations will continue.

Funding Sources

- **General fund** - \$1.0M

Project Milestones

- **Equipment replacement** is expected to be completed in FY18.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|---------------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|----------------|----------------|------|------|------|------|------|----------------|--------|
| Funding Sources (Revenue) | | | | | | | | | | | |
| General Funds | 1,000 | - | 1,000 | - | - | - | - | - | - | - | - |
| Total Revenue | \$1,000 | - | \$1,000 | - | - | - | - | - | - | - | - |
| Cost Categories (Expenditures) | | | | | | | | | | | |
| 550-Dev Deploy & Eval | 1,000 | - | - | 1,000 | - | - | - | - | - | 1,000 | - |
| Total Expenditure | \$1,000 | - | - | \$1,000 | - | - | - | - | - | \$1,000 | - |
| Operating Impacts | | | | | | | | | | | |
| | Operating Expenses | | | - | - | - | - | - | - | - | - |
| | Debt Service | | | - | - | - | - | - | - | - | - |
| | Revenue | | | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Public Safety Records/EMS System

Total Project Cost - \$10.7M

Project Description

This project replaces three critical systems that facilitate record keeping, data collection, data processing, and reporting to include local, state, and federal requirements. Records Management includes fire, Emergency Medical Services (EMS) and police incident reporting, summons and police incident history, and performs property tracking, resource reporting and planning as well as statistical analysis for decision making. Mobile Data provides immediate and uninterrupted access to CAD, Records Management and links to outside resources such as the Virginia Criminal Information Network field emergency service providers through a secure network. The EMS reporting system is designed for patient care reporting as required by the Virginia State Office of EMS and is an integral part of the EMS billing platform.

The existing systems exceed industry standards for replacement. The replacement cycle for this hardware and software meets industry standard if completed on schedule.

Service Impact

- **Safety** - Improved citizen and provider safety due to more rapid availability of information, including floor plans, GIS data, hazardous materials information, and situational awareness information.
- **Accuracy and Timeliness** - More accurate and timely reporting is critical in meeting local, state, and federal reporting requirements.

Funding Sources

- **General fund** - \$10.3M
- **ISF fund balance** - \$408K
- **Annual operating costs** will be funded by the general fund.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

Project Milestones

- **Needs analysis and RFP development** completed in FY11.
- **Candidate systems live test, demonstrations, and site visits** with current customers of candidate systems conducted in FY12.
- **Contractor negotiation and selection** completed in FY13.
- **RMS test and system acceptance** in FY18.
- **Post system acceptance enhancement tests and acceptance** in FY19.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|------|------|------|------|------|------|------|-------------|--------|
| General Funds | 10,264 | 10,264 | - | - | - | - | - | - | - | - | - |
| Internal Services Fund Balance | 408 | 408 | - | - | - | - | - | - | - | - | - |
| Other Revenue | 59 | 59 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$10,731 | \$10,731 | - | - | - | - | - | - | - | - | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|----------------|--------------|--------------|------|------|------|------|----------------|--------|
| 550-Dev Deploy & Eval | 3,561 | - | 1,775 | 961 | 825 | - | - | - | - | 1,786 | - |
| 599-Conversion | 7,170 | 7,170 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | \$10,731 | \$7,170 | \$1,775 | \$961 | \$825 | - | - | - | - | \$1,786 | - |

| <i>Operating Impacts</i> | | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Operating Expenses | | 1,255 | 1,446 | 1,500 | 1,557 | 1,612 | 1,666 | 9,035 |
| Debt Service | | - | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - | - |
| General Fund Requirement | | \$1,255 | \$1,446 | \$1,500 | \$1,557 | \$1,612 | \$1,666 | \$9,035 |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Qmatic Replacement

Total Project Cost - \$200K

Project Description

The Qmatic system is the queuing system used by all development services customer service counters, including Development Services, GIS, and Public Works Environmental Services. The system routes customers through a series of customer service counters based on the business they are doing with the County. The system includes servers, software on all counter and early assistance workstations, self-serve customer kiosks, and the equipment and software to run video monitors through the Development Services building, digital signs for each counter, and the audio announcement system to alert customers.

The current system was installed in 2006 and upgraded in 2012. The current version of Qmatic (Ensemble) has been discontinued by the vendor and will not be upgraded to support any browser beyond Internet Explorer 11 (IE11). Microsoft is ending support for the IE11 browser by January 2020, which means Qmatic Ensemble will no longer be viable. In order to move to a different Qmatic suite of software, all customized routing and functions for PWC would have to be repeated, essentially replacing the current software. In addition, the equipment is 10 years old and will also need to be replaced.

Service Impact

- **Streamline routing** of customers for various services.
- **Ensure customers receive all necessary services** in the order required by the development process.
- **Accountability for all agencies** on providing quick and efficient customer service.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

- **Improve services** by creating/adjusting queues and staffing levels based on system statistics.
- **Allow customers to relax/work in the lobby or other locations of the building** while waiting instead of standing in line.

Funding Sources

- **Development fees** - \$400K
- **Annual operating costs** will be funded by development fees.

Project Milestones

- **Design, production, implementation, and acceptance** will occur in FY18.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|------|--------------|------|------|------|------|------|--------------|--------|
| Development Fee | 200 | - | - | 200 | - | - | - | - | - | 200 | - |
| Total Revenue | \$200 | - | - | \$200 | - | - | - | - | - | \$200 | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| 520-Project Mgmt | 10 | - | - | 10 | - | - | - | - | - | 10 | - |
| 530-Requirements | 10 | - | - | 10 | - | - | - | - | - | 10 | - |
| 540-Plan & Analysis | 23 | - | - | 23 | - | - | - | - | - | 23 | - |
| 550-Dev Deploy & Eval | 157 | - | - | 157 | - | - | - | - | - | 157 | - |
| Total Expenditure | \$200 | - | - | \$200 | - | - | - | - | - | \$200 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | | - | 11 | 15 | 16 | 17 | 18 | 77 | |
| | Debt Service | | | - | - | - | - | - | - | - | |
| | Revenue | | | - | 11 | 15 | 16 | 17 | 18 | 77 | |
| | General Fund Requirement | | | - | - | - | - | - | - | - | |
| | Additional Positions (FTEs) | | | - | - | - | - | - | - | - | |

Amounts expressed in thousands, excludes FTEs

Sheriff Information Management System

Total Project Cost - \$200K

Project Description

The Sheriff's Office maintains a web-based system that logs, tracks, and maintains records for service of civil and criminal process. The application was custom developed for the Sheriff's Office. Process service calculations are submitted to the state for funding.

Service Impact

- **Process Service** - Accurate and timely service of court process is critical to effective State Court operation.

Funding Sources

- **ISF fund balance** - \$200K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Establish requirements** in FY12.
- **Contract** was executed in FY14.
- **Select modules implemented** in FY15.
- **Complete implementation, test, and accept additional modules** in FY18.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|-------------|--------|
| Internal Services Fund Balance | 200 | 200 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$200 | \$200 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| 550-Dev Deploy & Eval | 61 | - | - | 61 | - | - | - | - | - | - | 61 |
| 599-Conversion | 139 | 139 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | \$200 | \$139 | - | \$61 | - | - | - | - | - | \$61 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | 19 | 20 | 21 | 22 | 23 | 25 | 131 | | |
| | Debt Service | | - | - | - | - | - | - | - | | |
| | Revenue | | - | - | - | - | - | - | - | | |
| | General Fund Requirement | | \$19 | \$20 | \$21 | \$22 | \$23 | \$25 | \$131 | | |
| | Additional Positions (FTEs) | | - | - | - | - | - | - | - | | |

Amounts expressed in thousands, excludes FTEs

Social Services Electronic Document Management System

Total Project Cost - \$556K

Project Description

The Department of Social Services has a need for Electronic Document Management System that can store client documents in a manageable, retrievable, and searchable format. The project includes licenses, a new server for file storage, an automated scanning server, and set up and customization of the system to meet business needs.

Service Impact

- **Efficiencies** - Reduce and eliminate paper storage; improve efficiency and reduce errors.

Funding Sources

- **General fund** - \$400K
- **ISF fund balance** - \$156K

Project Milestones

- **Establish requirements** in FY15.
- **Develop and begin build of system** in FY17.
- **Implement, test and accept system** in FY18.

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|--------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|----------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|------|------|------|------|------|------|------|-------------|--------|
| General Funds | 400 | 400 | - | - | - | - | - | - | - | - | - |
| Internal Services Fund Balance | 156 | 156 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$556 | \$556 | - | - | - | - | - | - | - | - | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|--------------|------|------|------|------|------|--------------|--------|
| 550-Dev Deploy & Eval | 556 | - | 110 | 446 | - | - | - | - | - | 446 | - |
| Total Expenditure | \$556 | - | \$110 | \$446 | - | - | - | - | - | \$446 | - |

| <i>Operating Impacts</i> | | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|------|------|------|------|------|------|------|-------------|
| Operating Expenses | | - | - | - | - | - | - | - | - |
| Debt Service | | - | - | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs



Transportation
PROJECTS

Fuller / Fuller Heights Road Improvements

Total Project Cost - \$4.4M

Project Description

This project will widen Fuller Road, which is the entrance road serving the Quantico Marine Corps Base, the Town of Quantico, and communities adjacent to the military base. The improvements will convert the existing four-lane undivided road to a four-lane divided section. In addition, the project will relocate Fuller Road and Fuller Heights intersection to the east to maximize the spacing from the intersection of Route 1 (Jefferson Davis Highway) and Fuller Road.

Service Impact

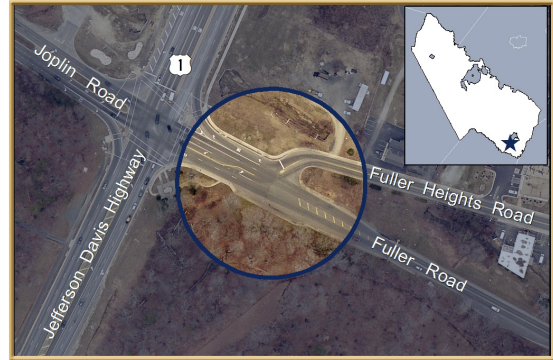
- **Relieve Congestion and Improve Safety** - Construction of this roadway will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

Funding Sources

- **Public lands federal funding** - \$3.7M
- **Developer contributions (proffers)** - \$768K

Project Milestones

- **Design began** in FY10 and was completed in FY12.
- **Construction** is scheduled to begin spring 2018 (FY18) with completion scheduled in summer 2019 (FY19).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|-----------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |



| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|----------------|----------------|------|------|------|------|----------------|--------|
| Federal Rev | 3,659 | 3,659 | - | - | - | - | - | - | - | - | - |
| Proffers | 768 | 768 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$4,426 | \$4,426 | - | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 634 | 634 | - | - | - | - | - | - | - | - | - |
| Construction | 3,307 | - | - | 1,653 | 1,653 | - | - | - | - | 3,307 | - |
| Right of Way/Land | 137 | - | 137 | - | - | - | - | - | - | - | - |
| Project Management | 348 | 348 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | \$4,426 | \$982 | \$137 | \$1,653 | \$1,653 | - | - | - | - | \$3,307 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| Operating Expenses | - | - | - | - | - | - | - | - | - | - | - |
| Debt Service | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| General Fund Requirement | - | - | - | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | - | - | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Minnieville Road (Spriggs to Route 234)

Total Project Cost - \$39.2M

Project Description

This project widens, realigns, and improves Minnieville Road from an existing two-lane roadway to a four-lane divided roadway with a raised median from Spriggs Road to Route 234 (Dumfries Road).

Service Impact

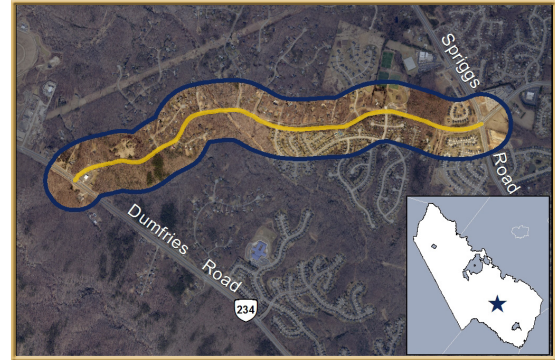
- **Connectivity** - Complete the four-lane widening of Minnieville Road from its northern terminus with Old Bridge Road to its southern terminus at Route 234 (Dumfries Road).

Funding Sources

- **Developer contributions (proffers)** - \$3.7M
- **Prince William Service Authority Reimbursement** - \$1.2M
- **Revenue sharing funds from the Commonwealth of Virginia** will help fund the project's construction - \$4.5M
- **30% NVTa funding** will be used to support construction activities and to match the revenue sharing funds for the right-of-way acquisition and construction phases of the project - \$20.0M
- **General fund support** - \$1.1M

Project Milestones

- **Design** began in September 2013 (FY14) and was completed in December 2016 (FY16).
- **Right-of-way acquisition** began in FY16.
- **Construction** is scheduled to begin in fall 2016 (FY18) and finish in October 2018 (FY19).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|-----------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |



| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|----------------|------|------|------|------|------|------|-------------|--------|
| General Funds | 1,110 | 1,110 | - | - | - | - | - | - | - | - | - |
| NVTa 30% | 19,950 | 19,950 | - | - | - | - | - | - | - | - | - |
| CIP State | 13,248 | 13,248 | - | - | - | - | - | - | - | - | - |
| Proffers | 3,725 | 3,725 | - | - | - | - | - | - | - | - | - |
| Service Authority Reimbursement | 1,182 | - | 1,182 | - | - | - | - | - | - | - | - |
| Total Revenue | \$39,215 | \$38,033 | \$1,182 | - | - | - | - | - | - | - | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|-----------------|-----------------|----------------|------|------|------|------|-----------------|--------|
| Design/Planning | 815 | - | 815 | - | - | - | - | - | - | - | - |
| Construction | 34,608 | - | 11,103 | 16,592 | 6,913 | - | - | - | - | 23,505 | - |
| Right of Way/Land | 61 | - | 61 | - | - | - | - | - | - | - | - |
| Conversion | 3,731 | 3,731 | - | - | - | - | - | - | - | - | - |
| Total Expenditure | \$39,215 | \$3,731 | \$11,978 | \$16,592 | \$6,913 | - | - | - | - | \$23,505 | - |

| <i>Operating Impacts</i> | | | | | | | | | | | |
|------------------------------------|---|---|---|---|---|---|---|---|---|---|---|
| Operating Expenses | - | - | - | - | - | - | - | - | - | - | - |
| Debt Service | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| General Fund Requirement | - | - | - | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | - | - | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Neabsco Mills Road (Route 1 to Dale Blvd)

Total Project Cost - \$26.9M

Project Description

The project will design and construct roadway improvements to widen Neabsco Mills Road from two-lanes to four-lanes from Route 1 to Dale Boulevard. The design of the project will include intersection improvements, bicycle/pedestrian facilities, curb and gutter, and a raised median. Currently, only funding for design has been approved and appropriated. The project plan is for state, federal and NVTAs 30% funding to be appropriated in FY17-18.

Service Impact

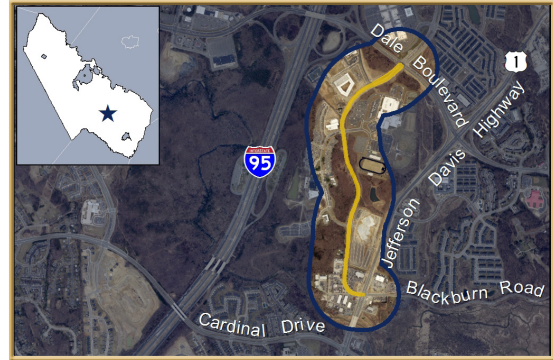
- **Relieve Congestion and Improve Safety** - Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Sources

- **Regional Surface Transportation Program (RSTP)** - \$1.6M
Note: Additional funding will need to be appropriated to move forward with right-of-way acquisition, utility relocation, and construction.
- **State and Federal Revenue** - \$19.3M (future planned appropriation)
- **NVTA 30%** - \$6.0M (future planned appropriation)

Project Milestones

- **Design** is scheduled to begin in April 2017 (FY17).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|-----------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

- **The Commonwealth Transportation Board (CTB) FY2018 SMART SCALE** prioritization process includes a combined Neabsco Mills Road Widening with Potomac Town Center Garage project. Final CTB recommendations on funding for SMART SCALE projects are scheduled to be made in summer 2017.
- **Right-of-way acquisition, utility relocation, and construction** completion dates will be determined during the design phase.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|----------------|-----------------|----------------|----------------|----------------|----------------|------|-----------------|--------|
| NVTA 30% | 6,000 | - | 1,000 | 5,000 | - | - | - | - | - | 5,000 | - |
| CIP State | 6,628 | 1,615 | - | 5,013 | - | - | - | - | - | 5,013 | - |
| CIP Federal | 14,287 | - | 3,547 | 961 | 1,300 | 1,800 | 1,983 | 4,695 | - | 10,739 | - |
| Total Revenue | \$26,915 | \$1,615 | \$4,547 | \$10,975 | \$1,300 | \$1,800 | \$1,983 | \$4,695 | - | \$20,753 | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|----------------|----------------|----------------|----------------|------|------|-----------------|--------|
| Design/Planning | 1,700 | - | 469 | 703 | 528 | - | - | - | - | 1,231 | - |
| Construction | 20,814 | - | - | 3,729 | 5,485 | 4,971 | 6,629 | - | - | 20,814 | - |
| Right of Way/Land | 4,300 | - | - | 1,075 | 2,150 | 1,075 | - | - | - | 4,300 | - |
| Total Expenditure | \$26,814 | - | \$469 | \$5,507 | \$8,163 | \$6,046 | \$6,629 | - | - | \$26,345 | - |

| <i>Operating Impacts</i> | | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|------|------|------|------|------|------|------|-------------|
| Operating Expenses | | - | - | - | - | - | - | - | - |
| Debt Service | | - | - | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Potomac Town Center Commuter Parking Garage

Total Project Cost - \$1.1M

Project Description

The Potomac Town Center commuter parking garage is a planned 1,400 space commuter parking structure in the vicinity of the existing Potomac Town Center at Stonebridge. The structure will include 1,400 spaces that will be a shared use with commuters using it during weekdays and the proposed Potomac Nationals Minor League Baseball team stadium using it on nights and weekends. The total project cost estimate will be defined after the concept design is developed.

Service Impact

- **Connectivity and Citizen Satisfaction** - This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County by providing commuters additional parking options for carpooling on the I-95 corridor.
- **Economic Development** - This project will increase the number of residents traveling in and around the retail businesses within the Potomac Town Center area.

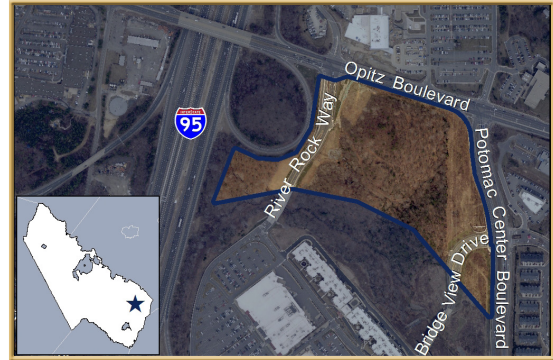
Funding Source

- **General fund (Woodbridge TRIP)** - \$140K
- **State funding allocated in the VDOT Six-Year Improvement Program** - \$1.0M

Note: Additional funding will need to be identified to move forward with full design and construction.

Project Milestones

- **Concept design and transportation impact analysis (TIA)** of the proposed garage will begin in FY17.
- **The Commonwealth Transportation Board (CTB) FY2018 SMART SCALE** prioritization process includes a combined Neabsco Mills Road Widening



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|-----------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|-------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

with Potomac Town Center Garage project. Final CTB recommendations on funding for SMART SCALE projects are scheduled to be made in summer 2017.

- **Final design** will begin when agreements between all parties are finalized, funding is identified, and final notice to proceed occurs.
- **Construction and completion dates** for the commuter garage will be determined during the design phase.

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|--------------|----------|----------|----------|----------|----------|----------|-------------|----------------|
| General Funds | 140 | - | 140 | - | - | - | - | - | - | - | - |
| State Rev | 1,000 | - | - | - | - | - | - | - | - | - | 1,000 |
| Total Revenue | \$1,140 | - | \$140 | - | - | - | - | - | - | - | \$1,000 |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|----------|----------|----------|----------|----------|----------|-------------|----------------|
| Design/Planning | 140 | - | 140 | - | - | - | - | - | - | - | - |
| Construction | 1,000 | - | - | - | - | - | - | - | - | - | 1,000 |
| Total Expenditure | \$1,140 | - | \$140 | - | - | - | - | - | - | - | \$1,000 |

| <i>Operating Impacts</i> | | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 |
|------------------------------------|--|----------|----------|----------|----------|----------|----------|----------|-------------|
| Operating Expenses | | - | - | - | - | - | - | - | - |
| Debt Service | | - | - | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - | - | - |
| General Fund Requirement | | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Route 1 (Featherstone to Marys Way)

Total Project Cost - \$95.8M

Project Description

The widening of Route 1 from Featherstone Road to Marys Way, spanning 1.3 miles, improves this section of Route 1 from a four-lane undivided highway to a six-lane divided highway. The project includes improvements at all intersections within the project limits including modification to signals, separation of intersections, pedestrian improvements at signalized intersections, and a multi-use trail and sidewalk.

Service Impact

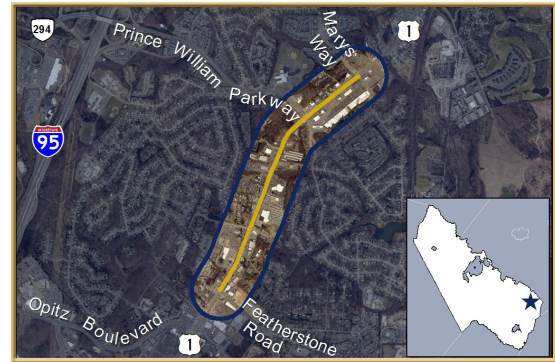
- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **Northern Virginia Transportation Authority (NVT A)** 70% funding - \$63.4M
- **Regional Surface Transportation Program (RSTP)** - \$21.5M
- **State funds** - \$10.9M

Project Milestones

- **Design** began in February 2015 (FY15) and is scheduled to be completed in October 2017 (FY18).
- **Right-of-way acquisition** began in fall 2015 (FY16).
- **Construction** is scheduled to begin in January 2018 (FY18) for completion in April 2021 (FY21).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|-----------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|-----------------|------|------|------|------|------|------|-------------|--------|
| NVT A 70% | 63,400 | 52,400 | 11,000 | - | - | - | - | - | - | - | - |
| CIP State | 10,937 | 10,937 | - | - | - | - | - | - | - | - | - |
| CIP Federal | 21,504 | 21,504 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$95,840 | \$84,840 | \$11,000 | - | - | - | - | - | - | - | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|-----------------|-----------------|-----------------|----------------|----------------|------|------|-----------------|--------|
| Design/Planning | 3,960 | 1,233 | 1,922 | 805 | - | - | - | - | - | 805 | - |
| Construction | 61,880 | - | - | 24,500 | 20,880 | 9,000 | 7,500 | - | - | 61,880 | - |
| Right of Way/Land | 30,000 | - | 16,200 | 13,800 | - | - | - | - | - | 13,800 | - |
| Total Expenditure | \$95,840 | \$1,233 | \$18,122 | \$39,105 | \$20,880 | \$9,000 | \$7,500 | - | - | \$76,485 | - |

| <i>Operating Impacts</i> | | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------------|--|------|------|------|------|------|------|
| Operating Expenses | | - | - | - | - | - | - |
| Debt Service | | - | - | - | - | - | - |
| Revenue | | - | - | - | - | - | - |
| General Fund Requirement | | - | - | - | - | - | - |
| Additional Positions (FTEs) | | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Route 28 (Pennsylvania Ave to Linton Hall)

Total Project Cost - \$26.7M

Project Description

The project widens Route 28 from Pennsylvania to Linton Hall Road. The project spans approximately 1.5 miles, which will widen this section of Route 28 from a four-lane undivided highway to a six-lane divided highway to include a multi-use trail and sidewalk. The funding will cover all phases of the project which includes the study phase, preliminary engineering, final design, right-of-way, and construction.

Service Impact

- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance Connectivity** - This project will connect to the Route 28 project that involves the relocation of Route 215 (Vint Hill Road) and widening of Route 28 from Linton Hall Road to Fitzwater Drive.

Funding Sources

- **NVTA 70% funding** - \$26.7M

Project Milestones

- **Design** began in November 2016 (FY17) and is scheduled to be completed by May 2018 (FY18).
- **Right-of-way acquisition** is scheduled to be completed by June 2018 (FY18).
- **Construction** is scheduled to begin in May 2018 (FY18) for completion in September 2020 (FY21).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|-----------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------------------------|-------------------|-----------------|----------------|-----------------|----------------|------|------|------|-----------------|--------|
| NVTA 70% | 26,700 | 16,700 | 10,000 | - | - | - | - | - | - | - | - |
| Total Revenue | \$26,700 | \$16,700 | \$10,000 | - | - | - | - | - | - | - | - |
| <i>Cost Categories (Expenditures)</i> | | | | | | | | | | | |
| Design/Planning | 2,000 | 8 | 782 | 1,210 | - | - | - | - | - | 1,210 | - |
| Construction | 20,200 | - | - | 1,616 | 9,696 | 8,888 | - | - | - | 20,200 | - |
| Right of Way/Land | 4,500 | - | - | 2,250 | 2,250 | - | - | - | - | 4,500 | - |
| Total Expenditure | \$26,700 | \$8 | \$782 | \$5,076 | \$11,946 | \$8,888 | - | - | - | \$25,910 | - |
| <i>Operating Impacts</i> | | | | | | | | | | | |
| | Operating Expenses | | | - | - | - | - | - | - | - | - |
| | Debt Service | | | - | - | - | - | - | - | - | - |
| | Revenue | | | - | - | - | - | - | - | - | - |
| | General Fund Requirement | | | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | | | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Route 28 Phase II (Infantry Ln to Fitzwater Dr)

Total Project Cost - \$33.6M

Project Description

This project involves widening the currently undivided two-lane roadway section of Route 28 from Infantry Lane (north of realigned Vint Hill Road) to Fitzwater Drive to a four-lane divided roadway. This is the second phase of the Route 28 widening project.

Service Impact

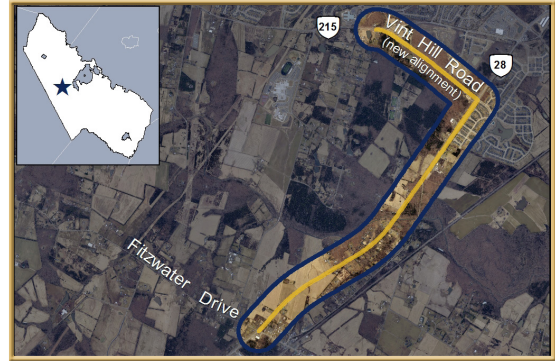
- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **NVTA 70% funding** - \$28.0M
- **Developer contributions (proffers)** - \$3.7M

Project Milestones

- **Design** was completed in summer 2015 (FY15).
- **Right-of-way acquisition and utility relocation** began in October 2015 (FY16).
- **Construction** is scheduled to begin in March 2017 (FY17) and to be completed in September 2019 (FY20).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|-----------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|------|------|------|------|------|------|------|-------------|--------|
| NVTA 70% | 28,000 | 28,000 | - | - | - | - | - | - | - | - | - |
| Proffers | 5,604 | 5,604 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$33,604 | \$33,604 | - | - | - | - | - | - | - | - | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|----------------|-----------------|-----------------|------|------|------|------|-----------------|--------|
| Construction | 33,604 | - | 1,120 | 19,602 | 12,882 | - | - | - | - | 32,484 | - |
| Total Expenditure | \$33,604 | - | \$1,120 | \$19,602 | \$12,882 | - | - | - | - | \$32,484 | - |

| <i>Operating Impacts</i> | | | | | | | | | | | |
|------------------------------------|---|---|---|---|---|---|---|---|---|---|---|
| Operating Expenses | - | - | - | - | - | - | - | - | - | - | - |
| Debt Service | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| General Fund Requirement | - | - | - | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | - | - | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Transportation & Roadway Improvement Program (TRIP)

Total Project Cost - \$2.1M

Project Description

TRIP consists of capital funding in magisterial districts for the construction of small-scale capital improvements to Prince William County's local roadways and other transportation facilities. Prior to FY14, the general fund provided \$1.5 million per year for TRIP projects, which was distributed equally between the seven magisterial districts. The FY18-23 CIP does not include additional general fund contributions to the TRIP program.

Service Impact

- **Traffic Flow** - Projects provide improved and safer traffic flow throughout the County.
- **Relieve Congestion and Improve Safety** - Project construction helps to alleviate congestion and improve safety in targeted areas within magisterial districts.
- **Enhance Pedestrian Safety** - Projects provide enhanced safety and connectivity for pedestrians within the County.

Funding Sources

- **General fund** - \$442K
- **Developer contributions (proffers)** - \$900K
- **Federal funding** - \$804K

| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|-----------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

Project Milestones

- **Current TRIP funded projects include the following:**
 - **Antietam Road Sidewalk (Woodfern Court to Old Bridge Road)** - Scheduled for completion July 2017 (FY18)
 - **Old Bridge Road Sidewalk (Dillingham Road to Antietam Road)** - Scheduled for completion December 2017 (FY18)

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|--------------|----------|----------|----------|----------|----------|----------|-------------|----------|
| General Funds | 442 | 300 | 142 | - | - | - | - | - | - | - | - |
| Federal Rev | 804 | 252 | 551 | - | - | - | - | - | - | - | - |
| Proffers | 900 | 900 | - | - | - | - | - | - | - | - | - |
| Total Revenue | \$2,145 | \$1,452 | \$693 | - | - | - | - | - | - | - | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|--------------|----------|----------|----------|----------|----------|--------------|----------|
| Design/Planning | 405 | 268 | 136 | - | - | - | - | - | - | - | - |
| Construction | 1,640 | 600 | 228 | 812 | - | - | - | - | - | 812 | - |
| Conversion | 99 | - | 99 | - | - | - | - | - | - | - | - |
| Total Expenditure | \$2,145 | \$868 | \$464 | \$812 | - | - | - | - | - | \$812 | - |

| <i>Operating Impacts</i> | | | | | | | | | | | |
|--------------------------|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | Operating Expenses | - | - | - | - | - | - | - | - | - | - |
| | Debt Service | - | - | - | - | - | - | - | - | - | - |
| | Revenue | - | - | - | - | - | - | - | - | - | - |
| | General Fund Requirement | - | - | - | - | - | - | - | - | - | - |
| | Additional Positions (FTEs) | - | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs

Vint Hill Road (Schaeffer Ln to Sudley Manor Dr)

Total Project Cost - \$15.6M

Project Description

This project widens Vint Hill Road from Schaeffer Lane to approximately 1,500 feet west of Sudley Manor Drive (approximately 1.2 miles). This project will also include sidewalk improvements along Kettle Run Road from Vint Hill Road to Patriot High School.

Service Impact

- **Relieve Congestion and Improve Safety** - Construction of this roadway will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

Funding Sources

- **Capital reserve transfer (recordation revenue)** - \$3.4M
- **Developer contributions (proffers)** - \$12.2M

Project Milestones

- **Design** began in November 2016 (FY17) and with completion scheduled for January 2018 (FY18).
- **Construction** is anticipated to begin September 2017 (FY18) with completion scheduled for August 2019 (FY20).



| Impact on Comprehensive Plan Chapters | | |
|---------------------------------------|--------------------|-----------------------|
| Cultural Resources | Libraries | Sewer |
| Economic Development | Parks & Open Space | Telecommunications |
| Environment | Police | Transportation |
| Fire & Rescue | Potable Water | |
| Land Use | Schools | |

| Impact on Strategic Plan Goals | | |
|--------------------------------|------------------------------------|-----------------|
| Robust Economy | Wellbeing | Mobility |
| Quality Education | Safe & Secure Community | |

| <i>Funding Sources (Revenue)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|----------------------------------|------------------|-------------------|----------------|----------------|----------------|------|------|------|------|----------------|--------|
| Capital Reserve | 3,400 | - | 3,400 | - | - | - | - | - | - | - | - |
| Proffers | 12,248 | 2,697 | - | 4,775 | 4,775 | - | - | - | - | 9,551 | - |
| Total Revenue | \$15,648 | \$2,697 | \$3,400 | \$4,775 | \$4,775 | - | - | - | - | \$9,551 | - |

| <i>Cost Categories (Expenditures)</i> | Project Estimate | Prior Yrs. Actual | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY18 - FY23 | Future |
|---------------------------------------|------------------|-------------------|--------------|----------------|----------------|------|------|------|------|-----------------|--------|
| Design/Planning | 1,420 | - | 994 | 426 | - | - | - | - | - | 426 | - |
| Construction | 11,640 | - | - | 7,275 | 4,365 | - | - | - | - | 11,640 | - |
| Right of Way/Land | 2,588 | - | - | 1,294 | 1,294 | - | - | - | - | 2,588 | - |
| Total Expenditure | \$15,648 | - | \$994 | \$8,995 | \$5,659 | - | - | - | - | \$14,654 | - |

| <i>Operating Impacts</i> | | | | | | | | | | | |
|------------------------------------|---|---|---|---|---|---|---|---|---|---|---|
| Operating Expenses | - | - | - | - | - | - | - | - | - | - | - |
| Debt Service | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| General Fund Requirement | - | - | - | - | - | - | - | - | - | - | - |
| Additional Positions (FTEs) | - | - | - | - | - | - | - | - | - | - | - |

Amounts expressed in thousands, excludes FTEs



Glossary

Account: Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as line item.

Accrual Basis of Accounting: Under the accrual basis of accounting, revenues are recognized when service is delivered and expenses are recognized when the benefit is received. All County proprietary funds use the accrual basis of accounting.

Activity: A specific and distinguishable line of work performed within a program; the most basic component of service delivery for each County agency and its budget.

Adopted (Budget): The initial budget for the fiscal year approved by the Board of County Supervisors as a result of the annual budget process. Adopted differs from appropriated in the budget document's financial summaries because appropriated includes all budget revisions subsequent to the initial adopted budget such as off-cycle budget adjustments, budget transfers and prior year budget carryovers.

Agency: A separate organizational unit of County government established to deliver services to citizens.

Appropriation: An amount of money in the budget, authorized by the Board of County Supervisors, for expenditure by departments for specific purposes. For example, general fund appropriations are for operating and general purposes while Capital Project Fund appropriations are for major improvements such as roads and public facilities.

Ascend: Financial management system used by the County to manage financial activity and prepare the annual budget beginning in FY17.

Assess: To place a value on property for tax purposes.

Assessed Valuation: The value of property within the boundaries of Prince William County for purposes of taxation.

Assets: Resources owned or held by Prince William County that have monetary value.

Assigned Fund Balance: Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.

Auditor of Public Accounts: A State agency that oversees accounting, financial reporting, and audit requirements for units of local government in the State of Virginia.

Balanced Budget: A budget that has its funding sources (revenues plus other resources) equal to its funding uses (expenditures plus other allocations). All local governments in Virginia must adopt a balanced budget as a requirement of State law.

Base Budget: The same level of agency funding as in the current year adopted budget with adjustments for: one-time costs; agency revenue reductions; current fiscal year merit pay roll-forward adjustments; current year personnel actions; FICA, VRS, and group life fringe benefit cost changes; full year funding for partial year funded positions approved for the current fiscal year; approved budget shifts; Board of County Supervisors actions approved during the current fiscal year; and any related outcome and service level target revisions.

Glossary

Base Budget Review: A process that evaluates departmental base budgets in order to determine whether or not an activity should continue to be funded at the current level.

Board Audit Committee (BAC): A Committee of the Board of County Supervisors (BOCS), supported by the internal audit function, established to assist the BOCS in its governance and oversight responsibilities. All members of the BOCS comprise the BAC, which consists of three regular voting members and five alternate members of the BAC. The internal audit function reports to the BOCS, through the BAC.

Bond Rating: The rating of bonds is a statement of a locality's economic, financial, and managerial condition. It represents the business community's assessment of the investment quality of a local government. Highly rated bonds attract more competition in the marketplace, thereby lowering interest costs paid by the County government and its taxpayers.

Bonds: Instruments used to borrow money for the debt financing of long-term capital improvements.

BPOL Tax: Business Professional and Occupational License Tax - a tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County. The tax base includes all phases of the business, profession, trade, or occupation, whether conducted in the County or not.

Budget: An itemized allotment of revenues and expenditures for a specific time period, tied to specific activities.

Budget Amendment: Any change to the adopted budget that may occur throughout the course of the fiscal year as needed for County government operations.

Budget Authority: Ability to enter into transactions that will result in the receipt or disbursement of County funds.

Budgeted Agency Savings: A negative account line added to agency budgets due to expected operational savings during the fiscal year similar to budgeted salary lapse.

Budget Transfers: Budget transfers shift previously budgeted funds from one item of expenditure to another. Transfers may occur throughout the course of the fiscal year as needed for County government operations.

Capital Expenditures: Expenditures incurred for the acquisition or construction of major capital assets (e.g. land, roads, buildings).

Capital Projects Fund: This fund is used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types). The Capital Projects Fund accounts for construction projects including improvements to schools, roads, and various other projects.

COG: Council of Governments - a regional organization of units of local government in the Washington, D.C. metropolitan area.

Committed Fund Balance: Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.

Glossary

Community Outcomes: Key outcomes with targets that demonstrate how the community or individual will benefit or change based on achieving the goal. Community outcomes are adopted by the Board of County Supervisors in the Strategic Plan, taken from the biennial community telephone survey results, or developed by agencies based on their mission and goals.

Community Partner: A nonprofit 501(c)(3) organization that provides specific services and has been in existence for at least three years, unless an ad hoc group is formed to address a specific issue and will disband at the end of the project (i.e. one-time funding); has an identifiable Executive Director; and has an identifiable Board of Directors. Community Partners receive County funding through the annual budget process.

Component Unit: An element of the Comprehensive Annual Financial Report (CAFR) that identifies affiliated organizations for which financial activity must be reported separately. For example, the Adult Detention Center and Schools are component units in the Prince William County CAFR.

Comprehensive Plan: State mandated plan that guides the coordinated, adjusted, and harmonious land development that best promotes the health, safety, and general welfare of County citizens. It contains long-range recommendations for land use, transportation systems, community services, historic resources, environmental resources, and other facilities, services, and resources.

Contingency: Contingency is an amount of funding maintained in the general fund to cover unanticipated expenditures and/or shortfalls in revenues collected. The Board of County Supervisors must authorize any use of the Contingency.

Co-op Budget: The State-administered budget for the Public Health District that is comprised of funding from the State, County, and cities of Manassas and Manassas Park, as well as fees for services, Federal funding, and private sector grants.

Cost Recovery: A cost recovery budget is charged back to user agencies. When a cost recovery budget is set up, a negative expenditure budget amount is established equal to the positive expenditure budget amount, resulting in a net expenditure budget of zero.

CSA: Comprehensive Services Act (for At-Risk Youth and Families) - the State law governing the funding and provision of services to youth and families who require foster care or special education services, or who are involved with the Juvenile and Domestic Relations Court.

CY: Calendar year (January 1st through December 31st).

Debt: An obligation resulting from the borrowing of money.

Debt Service: Payment of interest and principal amounts on loans to the County such as bonds.

Depreciation: The process of allocating the cost of a capital asset to the periods during which the asset is used.

DEQ: Department of Environmental Quality - a State agency.

Directives: Board of County Supervisors' requests, made during Supervisors Time at a Board of County Supervisors meeting, for County staff to provide information and/or take action.

DMV: Department of Motor Vehicles - a State agency.

Glossary

DOJ: Department of Justice - a Federal agency.

EDMS: Electronic Document Management System

Effectiveness: A measurable relationship of resources required to achieve intended results.

Efficiency: A measurable relationship of resources required to the goods and services produced, such as cost per unit of service.

EM: Electronic Monitoring - a system that uses technology and staff supervision to detain persons in their home in lieu of incarceration in a secure facility.

EMS: Emergency Medical Services.

Employee Benefits: Services and opportunities afforded employees because they work for Prince William County. These benefits include medical and dental insurance, health insurance credit program, flexible benefit account program, Virginia Retirement System, 401(a) money purchase plan, 457 deferred compensation plan, supplemental police and fire retirement plan, group life insurance, optional life insurance, long term care insurance, employee assistance program, holiday leave, sick and annual leave, well days, sick leave bank, other leave, credit union, direct deposit, employee advisory committee, and grievance procedure.

Encumbrances: Obligations incurred in the form of purchase orders, contracts, and similar items that will become payable when goods are delivered or services rendered.

Enterprise Funds: These funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the Board of County Supervisors is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the Board of County Supervisors has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The following are Enterprise Funds: Prince William County Parks and Recreation (which provides recreational services), the Prince William County Landfill (which provides solid waste disposal services), and Innovation Park which is County owned land being marketed for re-sale to targeted industries.

Exemption: A grant of immunity from a specific program, policy, or action.

Expenditure: An amount of money disbursed for the purchase of goods and services.

FAMIS: Family Access to Medical Insurance Security - the State's health insurance program for uninsured and underinsured citizens.

FAPT: Family Assessment and Planning Team - a group of community representatives, including human services professionals and parents, who develop service plans for at-risk youth and families.

Farm-outs: Inmates incarcerated at other local and regional jails because of a lack of bed space at the Adult Detention Center.

Feasibility: Capability of accomplishment or completion.

Glossary

Fiscal Year (FY): The time frame to which the budget applies. Prince William County's fiscal year begins on July 1 and ends on June 30.

Five-Year Plan: The County's projected expenditures and revenues for the next five fiscal years beginning with the adopted budget fiscal year. The Board of County Supervisors adopts the Five-Year Plan each year in concert with the adopted budget. The first year of each Five-Year Plan is synonymous with the adopted budget.

FOIA: Freedom of Information Act - a State law.

FTE: Full-Time Equivalent positions.

Fund: A financial entity to account for money or other resources, such as taxes, charges and fees, established for conducting specified operations for attaining certain objectives, frequently under specific limitations.

Fund Balance: The difference between assets and liabilities in a governmental fund.

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance, and Unassigned Fund Balance.

Fund Balance Reserve: The sum total of reservations placed against a fund balance for encumbrances, future year designations and other purposes including grants and special projects, non-current receivables, inventory, and debt service reserves.

General Debt: Principal and interest payments on outstanding debt repaid from the general fund.

General Fund: This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, licenses, permits, charges for services, and interest income. A significant part of the general fund's revenues is transferred to other funds to finance the operations of the County Public Schools and the Regional Adult Detention Center.

General Obligation Bond: A municipal bond secured by the taxing and borrowing power of the municipality issuing it.

Goal: General statements of public policy purpose and intent.

Governmental Fund Types: Most of the County's governmental functions are accounted for in Governmental Funds. These funds measure changes in financial position, rather than net income. Governmental fund types include the General Fund, Special Revenue Funds, and the Capital Projects Fund.

Grant: A payment by one entity to another entity, or a foundation to a non-profit organization intended to support a specified function such as health care, housing, street repair, or construction. Governmental units, foundations, nonprofit organizations, and individuals can all award grants and/or be awarded grants.

HIPAA: Health Insurance Portability and Accountability Act - a Federal law.

Host Agency: A department or agency that manages the relationship between a community partner organization and the County to include proposed donation levels and budget, performance measures, and financial reporting; also, a department that supports, through internal services, any of the business application activities in the Department of Information Technology.

Glossary

HPC: Homeless Prevention Center - a County owned, contractor-operated, homeless shelter.

I-66: Interstate highway 66 - runs across the western end of the County.

I-95: Interstate highway 95 - runs across the eastern end of the County.

I-Net: Institutional Network - a new state-of-the-art communications network for County government, police, fire, library, and school facilities.

Internal Service Funds: These funds are used to account for goods or services provided by one department or agency to other departments or agencies of the County, or to other governments, on an allocated cost recovery basis. Internal Service Funds have been established for information technology, vehicle maintenance, road construction, and self-insurance.

LEOS: Law Enforcement Officers' Supplement - a supplementary retirement system.

Liabilities: Obligations incurred in past or current transactions requiring present or future settlement.

License and Permit Fees: Fees paid by citizens or businesses in exchange for legal permission to engage in specific activities. Examples include building permits and swimming pool licenses.

Line Item: Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as object or object level 3.

Local Match: County cash or in-kind resources required to be expended simultaneously with State, Federal, other locality, or private sector funding, usually according to a minimum percentage or ratio.

LODA: Line of Duty Act - The Virginia Retirement System Line of Duty Act is established by Section 9.1-400 of the Virginia Code. LODA provides benefits to public safety first responders and their survivors who lose their life or become disabled in the line of duty.

Mandate: A State or Federal action that places a requirement on local governments.

Memorandum of Understanding (MOU): A written agreement between the County and the community partner specifying the amount and type of County donations provided and the services and outcomes accounted for by the community partner.

Mission Statement: A brief description of the purpose and functions of an agency.

Modified Accrual: Under the modified accrual basis of accounting, revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received and the liability is incurred. All County governmental and fiduciary funds use the modified accrual basis of accounting.

Non-departmental: Budgeted funds not directly associated with, or controlled by, a specific County department.

Non-spendable Fund Balance: Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

Glossary

NVFS: Northern Virginia Family Service - a community-based non-profit human services agency.

NVRC: Northern Virginia Regional Commission (formerly Northern Virginia Planning District Commission) - a regional organization comprised of units of local government in the Northern Virginia area.

NVTA: Northern Virginia Transportation Authority.

NVTC: Northern Virginia Transportation Commission - a multi-jurisdictional agency representing Arlington, Fairfax, and Loudoun Counties and the Cities of Alexandria, Fairfax, and Falls Church. NVTC provides a policy forum and allocates up to \$200 million in state, regional, and federal transit assistance each year among its member jurisdictions. NVTC also appoints one principal and two alternate members to the Board of Directors of the Washington Metropolitan Area Transit Authority.

Obligation: A future expenditure requirement incurred by voluntary agreement or legal action.

Off-Cycle: A term that characterizes budget adjustments approved by the Board of County Supervisors outside of the annual budget process.

OmniLink: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniLink provides local bus service to the communities of Dale City, Dumfries (including Quantico), Manassas/Manassas Park, and Woodbridge/Lake Ridge.

OmniRide: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide provides commuter bus service from eastern Prince William County and the Manassas area to points in Northern Virginia and the District of Columbia.

Ordinance: A law or regulation enacted by the Board of County Supervisors.

Outcome Trends: Multi-year trend information for community and program outcome measures.

Output: Unit of goods or services produced by an agency activity.

Performance Audit: An independent review of a program, activity, function, operation or the management system or procedures of a government to assess whether the government is achieving economy, efficiency, and effectiveness in the employment of available resources. The examination is objective and systematic, generally using structured and professionally adopted methodologies.

Performance Measures: Quantitative characterization of an agency's success in achieving their stated mission.

Performance: Computer software previously used to prepare the annual budget and manage County government financial activity. This software was replaced by the Ascend financial management system in FY17.

Personal Property: Personal effects, moveable property, goods, and chattel.

Policy: A definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.

Proffers: Contributions of land, capital improvements, and funding collected from developers to address the demand for community services created by new development.

Glossary

Program: One or more related agency activities that work together for a particular purpose and function for which the County is responsible.

Program Outcomes: Key measures that demonstrate how the community or individual will benefit or change based on achieving the goal, but are more specific to each individual agency and program than community outcomes.

Property Tax Rate: The rate of taxes levied against real or personal property expressed as dollars per \$100 of equalized assessed valuation of the property taxed.

Proprietary Fund Types: Proprietary Funds account for County activities that are similar to private sector businesses. These funds measure net income, financial position, and changes in financial position. Proprietary fund types include enterprise and internal service funds.

PRTC: Potomac and Rappahannock Transportation Commission - a multi-jurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties and the Cities of Manassas, Manassas Park, and Fredericksburg. PRTC provides commuter bus services (OmniRide) and local bus services in Prince William County and the Cities of Manassas and Manassas Park (OmniLink).

PSFM: Principles of Sound Financial Management - guidelines approved by the Board of County Supervisors to foster the County government's financial strength and stability and the achievement of the organization's financial goals.

Real Property: Land, buildings, and all other permanent improvements on the land.

Resolution: The official position or will of a legislative body.

Resources: The actual assets of a governmental unit, such as cash, taxes, receivables, land, buildings, estimated revenues applying to the current fiscal year, and bonds authorized and un-issued.

Resource Shift: The transfer of an expenditure budget from one purpose to another. A resource shift is a common and preferred technique for funding budget increases without the allocation of increased outside revenue or County tax support.

Restricted Fund Balance: Includes amounts that are restricted to specific purposes as follows:

- a. Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or
- b. Imposed by law through constitutional provisions or enabling legislation.

Retained Earnings: See Total Net Assets.

Revenue: Income generated by taxes, notes, bonds, investment income, land rental, user charges, and Federal and State grants.

Revenue Bonds: A bond issued by a municipality for a specific project that is supported by the revenue from that project.

Risk Management: The practice of identifying potential risks in advance, analyzing them, and taking precautionary steps to reduce and/or curb the risk, and in turn reduce the County's exposure to financial loss.

Glossary

Salary Lapse: A budgeted reduction in estimated salary and fringe benefit expenditures due to estimated position vacancy savings anticipated for the fiscal year.

Seat Management: Personal computer support services including customer service assistance, desktop and laptop desk side services, software refreshment, and equipment disposal.

Self-Insurance Pool: A cash reserve used to provide stable and cost-effective loss funding on a self-insured basis rather than using a private insurance company.

Service Levels: Quantified measures of the goods and services (outputs) produced by agency activities, the relationship of resources required to outputs produced (efficiency), and the degree of excellence characterizing the outputs (service quality).

Service Quality: The measurable degree of excellence with which goods and services are produced, including customer satisfaction.

SNAP: Supplemental Nutrition Assistance Program – a Federal nutrition assistance program.

Special Revenue Funds: These funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. These funds are used to account for volunteer fire and rescue levies, school operations, the Regional Adult Detention Center, and the Office of Housing and Community Development.

Statute: A law enacted by a legislative body.

Strategic Plan: A four-year plan adopted by the Board of County Supervisors which establishes a County government mission statement, a limited number of high priority strategic goals, measurable community outcomes which indicate success in accomplishing these goals, and specific strategies and objectives required to achieve the goals.

Supplemental Budget: Changes to the base budget recommended by the County Executive as part of the Proposed Budget. Supplemental budget increases and decreases approved by the Board of County Supervisors are shown as Budget Adjustments in the agency detail section of the (Adopted) Budget document.

TANF: Temporary Assistance to Needy Families - a Federal and State public assistance program.

Tax Base: The part of the economy against which a tax is levied.

Taxes: Mandatory charge levied by a governmental unit for the purpose of financing services performed for the common benefit.

TIP: Technology Improvement Plan - that portion of the Capital Improvement Program that is dedicated to the upgrade, replacement, or addition of technology systems that support the various programs and activities throughout County agencies. Project examples include, but are not limited to, upgrades to email, the replacement of the previous financial reporting system (Performance), and disaster recovery.

Total Net Assets: The difference between assets and liabilities in a proprietary fund. This term has replaced Retained Earnings.

Glossary

Tracker: Board of County Supervisors, County Executive or Deputy County Executive's request for action by County staff. Progress on the item is tracked by the County Executive's Office until its successful completion.

Transfer: A shift of resources from one program or activity to another.

Trust and Agency Funds: These funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. The County has established Agency and Expendable Trust Funds to account for library donations, special welfare, and certain other activities. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. Expendable Trust Funds are accounted for in essentially the same manner as Governmental Funds.

Unassigned Fund Balance: The total fund balance in the general fund in excess of nonspendable, restricted, committed, and assigned fund balance.

User Fees: User fees are charges for services, such as the use of public property and parking, paid by those actually benefiting from the service.

VDOT: Virginia Department of Transportation - a State agency.

VRE: Virginia Railway Express - a transportation partnership of the Northern Virginia and Potomac and Rappahannock Transportation Commissions, the Counties of Fairfax, Prince William, Stafford, Spotsylvania, Arlington and the Cities of Manassas, Manassas Park, Fredericksburg, and Alexandria. VRE provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City, and downtown Washington D.C.

Watershed: A region or area bounded peripherally by water parting and draining ultimately to a particular watercourse or body of water.

WIC: Women, Infants, and Children - a Federal health and nutrition program.

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