

PROPOSED FY2022 BUDGET



**PRINCE
WILLIAM**
— COUNTY

Prince William County
BOARD OF COUNTY SUPERVISORS

ANN B. WHEELER – *Chair At-Large*

ANDREA O. BAILEY – *Potomac District*
Vice Chair

VICTOR S. ANGRY – *Neabsco District*

KENNY A. BODDYE – *Occoquan District*

PETE CANDLAND – *Gainesville District*

MARGARET A. FRANKLIN – *Woodbridge District*

JEANINE M. LAWSON – *Brentsville District*

YESLI I. VEGA – *Coles District*

Christopher E. Martino
County Executive



**PRINCE
WILLIAM
COUNTY**

**PROPOSED FY2022
BUDGET**

Information about the Proposed FY2022 Budget is available online at
www.pwcgov.org/budget

In addition, for information about the budget you may contact the Office of Management & Budget at
(703) 792-6720 from 8:00 a.m. to 5:00 p.m. Monday - Friday or visit the office at
James J. McCoart Building, 1 County Complex Court, Suite 225, Prince William, Virginia 22192

Copyrights

Animal Shelter rendering courtesy of Cole & Denny Architects, Rollins Ford Park concept drawing courtesy of
LSG Landscape Architecture, Aerial photographs by Roger Snyder
PC Map resources Copyright ©2014 Esri, Esri, HERE, DeLorme, Mapmyindia, © OpenStreetMap contributors
and the GIS user community Map design and layout ©2015 Prince William County, Virginia Government

DEPUTY COUNTY EXECUTIVE

Michelle A. Casciato

Rebecca Horner

Elijah T. Johnson

BUDGET DIRECTOR

David Sinclair

ASSISTANT FISCAL SERVICES DIRECTOR

Michael Hurlocker

MANAGEMENT & BUDGET STAFF

Matthew Corneliussen

Kimberly Downen

Valerie Grayson

Sherman Manley

Angelin Pharaphan

Catherine Phillips

Gilbert Pizano

Kaye Wallace



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Prince William County

Virginia

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

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, 2020. 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.

Table of Contents

Introduction	5
Organization Chart.....	5
Transmittal Letter.....	6
Budget Highlights	9
Budget Development Process	15
State Budget Requirements.....	15
Components of the PWC Budget.....	15
Policies & Practices for Budget Preparation.....	16
<i>Adopted Policies</i>	16
<i>County Practices</i>	18
<i>FY2022 Budget Development</i>	21
<i>Amending the Budget</i>	21
<i>Basis of Budgeting</i>	22
<i>Outcome Budgeting</i>	22
<i>Defining Short-Term Initiatives</i>	22
<i>Citizen Satisfaction</i>	23
<i>Fund Types</i>	23
Budget Summary	27
Budget Highlights	27
Five-Year Plan.....	28
School Transfer Overview	28
General Fund Revenue Summary	33
All Funds Expenditure Summary.....	35
Compensation	47
Attracting and Retaining Quality County Employees	47
Agency Page Information	51
Functional Areas	51
Agency Pages.....	52

Table of Contents

Community Development	57
Development Services	58
Economic Development.....	64
Library.....	71
Parks, Recreation & Tourism.....	79
Planning	87
Public Works	95
Transit Subsidy	107
Transportation	109
General Government	117
Board of County Supervisors.....	118
County Attorney.....	121
Elections.....	125
Executive Management.....	130
Facilities & Fleet Management.....	138
Finance.....	147
Human Resources	157
Human Rights	164
Information Technology.....	168
Management & Budget.....	178
Human Services	183
Area Agency on Aging.....	184
Community Services.....	191
Housing & Community Development.....	204
Public Health.....	209
Social Services.....	216
Virginia Cooperative Extension.....	228

Table of Contents

Public Safety	235
Adult Detention Center	236
Circuit Court Clerk	243
Circuit Court Judges	251
Commonwealth’s Attorney	254
Criminal Justice Services	260
Fire & Rescue	266
General District Court.....	278
Juvenile & Domestic Relations Court.....	282
Juvenile Court Service Unit.....	285
Magistrates.....	291
Police.....	293
Public Safety Communications.....	303
Sheriff’s Office	307
Non-Departmental	317
Community Partners	325
Funding Provided to Community Partners	329
Debt Service	349
Capital Improvement Program (CIP)	359
Summary	360
Community Development.....	374
Human Services	396
Public Safety	400
Technology Improvement	408
Transportation	411
Appendix	431
Glossary	431
Abbreviations.....	440

Table of Contents





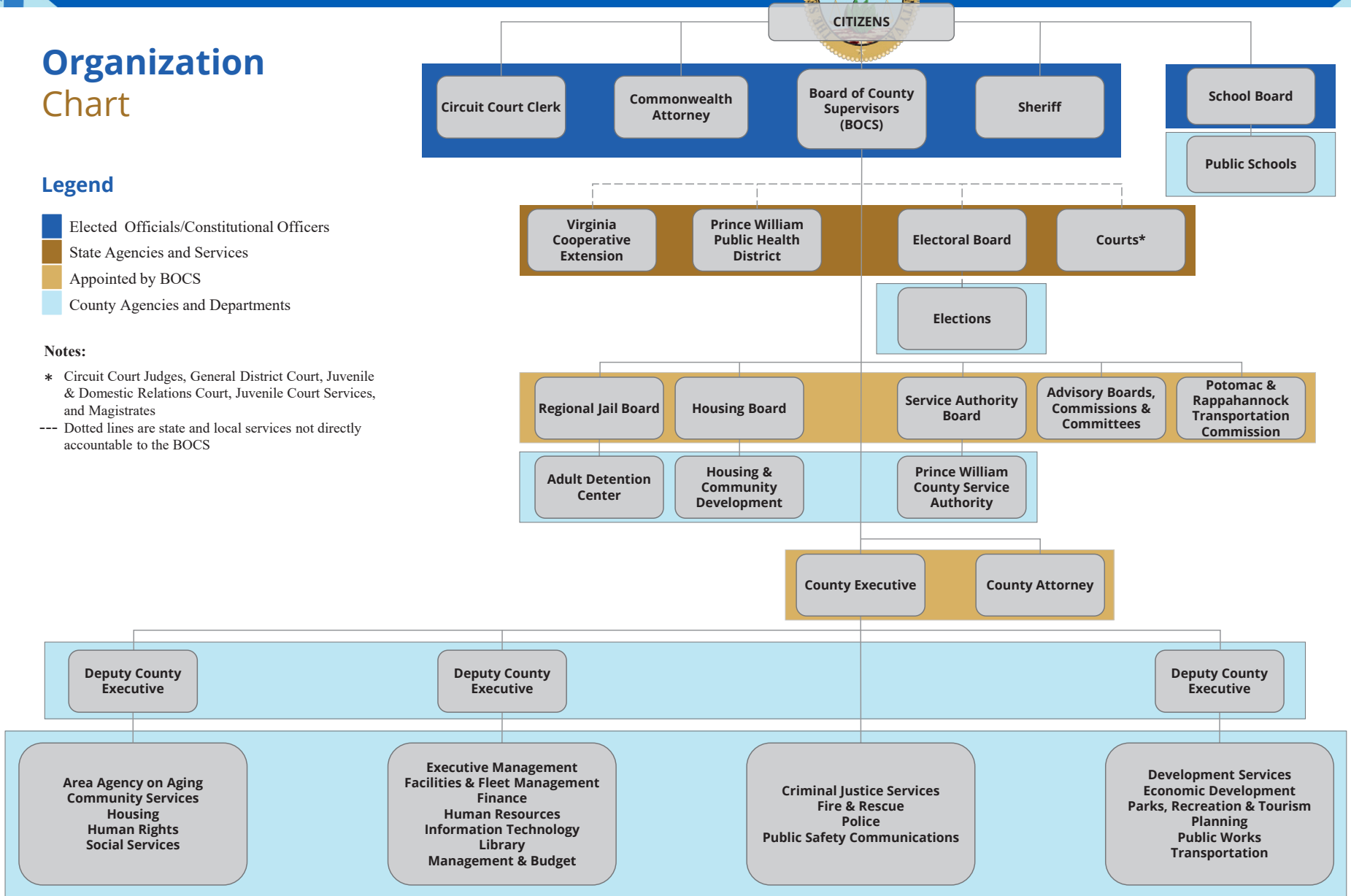
Organization Chart

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, and Magistrates
- Dotted lines are state and local services not directly accountable to the BOCS



Transmittal Letter



February 11, 2021

Chair Wheeler and Members of the Board:

I am pleased to present the Proposed FY2022 Budget, FY2022-2027 Capital Improvement Program (CIP), and accompanying Five-Year Plan. The Proposed FY2022 Budget meets state and local statutory requirements to prepare and present a balanced budget for your consideration consistent with Board directed policies. Throughout the FY22 budget process, my role will be to facilitate discussion, provide guidance, and seek solutions to accomplish the goals and priorities established by the Board of County Supervisors. Working together, the fiscal plan will continue Prince William County's tradition of serving the community first while sustaining strong financial management.

The Proposed FY2022 Budget advances the community's strategic priorities while addressing Board policy directives. During the past year, the Board directed staff to expand and sustain homeless services during the COVID-19 pandemic; develop an equity and inclusion program to analyze County services through an equity lens; develop a tax evader program to enforce personal property tax compliance in the interest of tax fairness; rename Route 1 while providing grant assistance to impacted businesses; and expand opportunities for the community to engage the Board in the interest of good governance and transparency. The proposed budget also includes a provision to address additional election precincts resulting from redistricting after 2020 Census data is received as mandated by the Code of Virginia.

The Proposed FY2022 Budget and Five-Year Plan are sustainable based on a resilient local and regional economy that is improving following economic uncertainty caused by the pandemic. Continued COVID-19 vaccine distribution remains vital to full economic recovery in the retail and tourism/hospitality sectors. Employment and wages are beginning to rebound following declines realized immediately following the onset of the pandemic. Prince William County's unemployment rate was 4.8% in December 2020, down from 6.4% in September 2020 and on par with Virginia's unemployment rate and well below the national unemployment rate. Residential real estate appreciated an average of 7.0% during calendar year 2020 spurred by low home inventory and low mortgage rates. While commercial real estate values declined 4.5% on average, the County's local sales tax revenue continues to increase at a sustainable rate of 3.0%.

Bond rating agencies acknowledge the Board's financial management by affirming the County's AAA ratings which lowers the County's cost of financing infrastructure projects to meet the needs of a growing, prosperous community. The Proposed Budget and Five-Year Plan provide a strong, stable, and sustainable fiscal plan for the next five years to facilitate accomplishment of the community's strategic goals and initiatives.

In accordance with the Strategic Plan's guiding principles, the proposed budget invests resources in vital service improvements within the five strategic goal areas described below.

Robust Economy – The County continues to seek opportunities to assist small business as they recover during the pandemic through small business relief micro-grants as well as capital investment and innovation grants for businesses that needed to make physical improvements and adhere to safety guidelines during the pandemic. The proposed budget continues implementing the County's marketing strategy and workforce availability study.

Transmittal Letter

An overall goal is increasing the County's brand awareness through digital advertising using web, mobile, and social media platforms as well as marketing campaigns resulting in project development leads.

Mobility – Transportation remains a top priority for residents and businesses in the County and Northern Virginia region. A multi-modal transportation network is critical to improving quality of life and economic success. Virginia Railway Express commuter rail operations are supported with a portion of the County's Northern Virginia Transportation Authority (NVTA) 30% local revenue and the entirety of the County's motor vehicle fuel tax revenue is dedicated to Potomac and Rappahannock Transportation Commission commuter and local bus service. The proposed budget maintains the Transportation Roadway Improvement Program, which constructs smaller scale projects such as sidewalks, trails, and safety improvements. The November 2019 Mobility bond referendum was approved by 73% of voters and the proposed CIP programs the construction of each project. County mobility priorities continue to be advanced through state and federal capital grant opportunities utilizing NVTA and grantor's tax revenue as a local match.

Safe & Secure Community – The Board's ongoing commitment to keeping the community safe are achieved by re-establishing police and sheriff staffing plans in the proposed budget and Five-Year Plan. A new staffing plan is also introduced for the Office of the Commonwealth's Attorney to address increases in felony, misdemeanor, and traffic cases and comply with reforms which will increase jury trials. The proposed budget also provides administrative local assistance for Circuit Court, General District Court, Juvenile & Domestic Relations Court judges, and Circuit Court Clerk.

The Proposed FY2022 Budget includes engine unit staffing (medic unit staffing was previously provided in FY2018) for the new Fire & Rescue Station 22 located on Balls Ford Road which opened in January 2021. Future capital improvements associated with a Safe and Secure Community include construction of Fire & Rescue Stations 27 and 28 to address Comprehensive Plan level of service standards and strategic goals related to response times and station workload, expanding the Public Safety Training Center for new public safety recruit and in-service training, and future capital improvements to address space needs at the Judicial Center.

Wellbeing – The pandemic caused increased demand for human services in the County as evidenced by a 200% increase in public benefits. In response, the Proposed FY2022 Budget includes a Social Services staffing plan to address Benefits Eligibility and Child Care new applications and renewals within required timeframes. The proposed budget also includes increased local funding to expand the Co-Responder program, a joint effort between Community Services and Police, to help and divert clients experiencing mental health crisis from hospitalization or incarceration. Local general fund support is also provided for expanded homeless services and reducing the waitlist for services of the developmentally disabled. The proposed budget expands funding to establish a Child Advocacy Center for the investigation, treatment, intervention, and prosecution of child abuse cases while minimizing child victim trauma. Community partner organizations are sustained with a 3% operating increase in FY22.

Capital initiatives supporting the Wellbeing strategic goal in the proposed CIP include future construction of a Homeless Navigation Center providing comprehensive case management services and a Juvenile Services Center which also includes a youth shelter.

Quality Education and Workforce Development – Support for K-12 education continues with the County/Schools revenue sharing agreement which provides 57.23% of general revenue to Prince William County Schools. In addition to the revenue sharing agreement, funding for the class size reduction grant is maintained as well as funding for school security. Debt service funding to support expanded student capacity at the 13th high school continues throughout the Five-Year Plan. County support for the Northern Virginia Community College is also maintained in the Proposed FY2022 Budget.

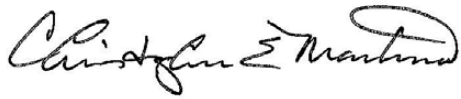
Compensation – County employees have continued to provide high-quality services to the community throughout the pandemic as they exemplify the vision and values of County government. The proposed budget and Five-Year Plan resume annual 3% pay for performance increases to remain competitive in the Northern Virginia labor market and retain our exceptional workforce.

Transmittal Letter

The Proposed FY2022 Budget invests in the community's strategic goals and addresses the needs of a growing and diverse community by building opportunities for all to grow and thrive, thus positioning Prince William County as a community of choice.

The Proposed FY2022 Budget is now in the hands of the Board and the community. County staff is ready to support you as these important decisions are considered in the coming months.

Sincerely,

A handwritten signature in black ink that reads "Christopher E. Martino". The signature is written in a cursive style with a large, stylized initial "C".

Christopher E. Martino
County Executive

Budget Highlights

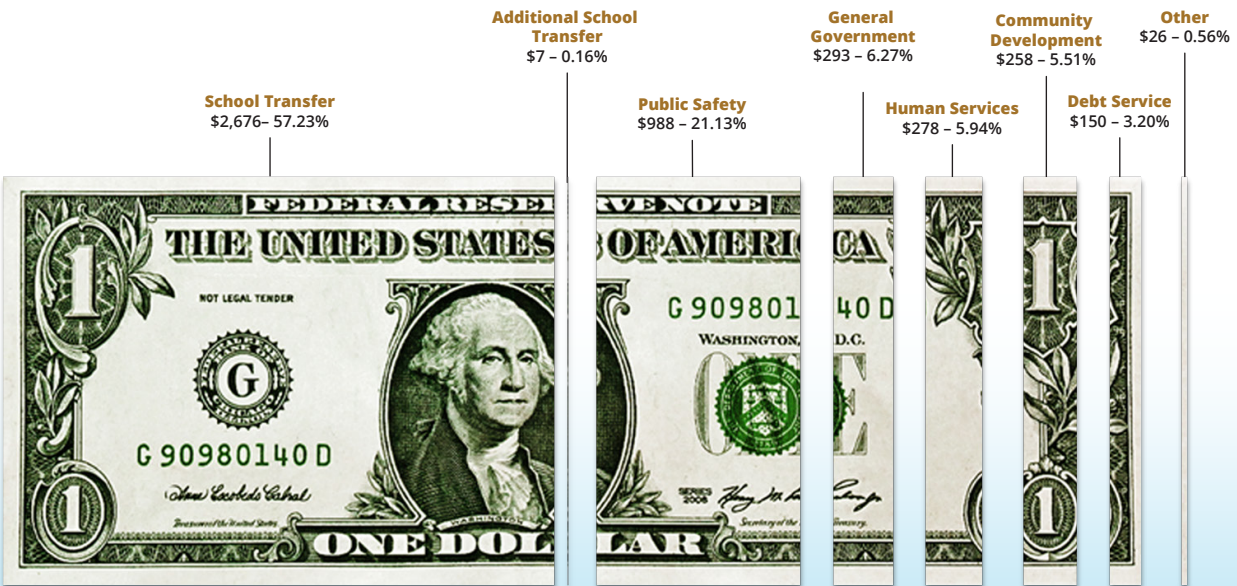
Proposed FY2022 Budget Highlights

The Proposed FY2022 Budget, including the [FY2022-2027 Capital Improvement Program \(CIP\)](#) implements policy guidance found in the [Strategic Plan](#), the County/School revenue agreement and the [Principles of Sound Financial Management](#). The \$1.35 billion general fund budget addresses the County's strategic priorities – robust economy, safe and secure community, mobility, wellbeing, and quality education and workforce development.

The Proposed FY2022 Budget is based on a \$1.125 real estate tax rate, generating general revenues of \$1,153,053,000. Additional agency revenues of \$192,890,881 and County resources of \$8,977,424 bring the Proposed FY2022 Budget funding total to \$1,354,921,305. The County's FY2021-2026 CIP is funded through multiple sources, including the Northern Virginia Transportation Authority, state and federal, debt, general fund cash to capital, solid waste fees, proffers, capital reserve, fire levy, and several local tax and fee sources.

Proposed FY2022 Average Residential Tax Bill - \$4,675

(By Dollar Amount with Functional Area)



Budget Highlights

Capital Improvements/Debt Service

The 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%, (3) total bonded debt will not exceed 3% of net assessed valuation of taxable real and personal property in the County. A newly proposed capital project in the Six-Year Plan is a Homeless Navigation Center in the eastern portion of the County to provide comprehensive services to individuals experiencing homelessness.

Community Partners

The Proposed FY2022 Budget includes a 3.0% increase in operating support to existing community partners, totaling \$89,768. The community partners section of the 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.


Budget Apps & Information



OFFICE OF MANAGEMENT AND BUDGET



Proposed FY2022 Budget



Questions & Answers




Budget Calendar & Information



FY22 Budget Advertisements



CIP Mapping Tool



Video

Budget Initiatives

FY2022 Budget Initiatives List

Functional Area	Agency	Description
Compensation	All Agencies	3% Pay for Performance
	All Agencies	Health Insurance and Retire Health Increase
Community Development	Development Services	Senior Code Enforcement Inspector (2.0 FTE)
	Library	Internet Access Hot-Spots
	Library	Eliminate Library Fines
	Planning	Route 1 Renaming
	Planning	Metropolitan Washington Council of Governments (COG) Membership Dues Increase
	Planning	Digital Governance for Planning Commission Meetings
	Public Works	Part A Permit Update (Landfill)
	Public Works	Replace Solid Waste Equipment and Vehicles
	Public Works	Landfill Traffic Control Building
	Public Works	Phase II Sequence 5 Landfill Cap
	Transit	Wheels-to-Wellness Transit Service
	Transportation	Reduce Cost Recovery for NVTVA 70% Projects
	Transportation	Maintenance of Orphan Roads
General Government	Elections	2020 Census Redistricting/Provision for Additional Voting Precincts
	Elections	Upgrade Elections Equipment to Windows 10
	Executive Management	Equity & Inclusion Program (2.0 FTE)
	Executive Management	Digital Governance
	Facilities & Fleet Management	Contractual Security at County Facilities
	Facilities & Fleet Management	Security Systems Maintenance (Security Systems Technician) (1.0 FTE)
	Facilities & Fleet Management	Animal Shelter Maintenance & Operations Specialist (1.0 FTE)
	Facilities & Fleet Management	Leases
	Finance	Principal Fiscal Analyst (Grants Reporting & Compliance) (1.0 FTE)
	Finance	Tax Evader Program (3.0 FTE)
	Human Resources	Virginia Department of Labor and Industry Training
	Information Technology	Increase Cell Tower Revenue and Expenditure Budget
Human Services	Area Agency on Aging	Increase for Birmingham Green
	Community Services	Development Disability Services (5.0 FTE)
	Community Services	Co-Responder Program Expansion (3.0 FTE)
	Public Health	Medical Reserve Corp (MRC) Coordinator Shift
	Social Services	Child Advocacy Center (CAC) Operating Budget (6.0 FTE)
	Social Services	Homeless Navigation Center Staffing (10.0 FTE)
	Social Services	Family Assessment and Planning Team (FAPT) Coordinator Shift (1.0 FTE)
	Social Services	Benefits, Employment & Child Care Staffing Plan (8.0 FTE)

Budget Initiatives

FY2022 Budget Initiatives List

Functional Area	Agency	Description
Public Safety	Adult Detention Center	Reduction of the remainder of Iron Building lease costs
	Circuit Court Clerk	Deputy Court Clerk (1.0 FTE)
	Circuit Court Judges	Administrative Specialist (1.0 FTE)
	Commonwealth's Attorney	Commonwealth's Attorney Staffing Plan (2.0 FTE)
	Criminal Justice Services	Laboratory Drug Testing & Technology
	Fire & Rescue	Station 22 Engine Staffing (14.0 FTE)
	Fire & Rescue	Fire Marshal's Office Suite Security
	Fire & Rescue	Burn Building Maintenance and forklift replacement at Public Safety Training Center
	Fire & Rescue	Emergency Operations (1.0 FTE)
	Fire & Rescue	PWCFRS Volunteer Companies Employee Subsidy
	Fire & Rescue	Gainesville Station - Asphalt Repair and Signage
	Fire & Rescue	Antioch Station - Front Entrance Pavement Repair
	Fire & Rescue	Evergreen Station - Bathrooms and Garage Repairs
	Fire & Rescue	Dale City Station - Kitchen Renovation and Alarm Replacement
	Fire & Rescue	Nokesville Station - Backup Firefighter Gear Purchase
	Fire & Rescue	Ocoquan-Woodbridge-Lorton Station - Security Cameras
	Fire & Rescue	Stonewall Jackson Station - Kitchen Renovation and Concrete Pod Repair
	Fire & Rescue	River Oaks - Engine 523R Replacement
	Fire & Rescue	Davis Ford - Engine 526B
	Fire & Rescue	Antioch - Engine 524B Replacement
	Fire & Rescue	Evergreen - Engine 515 Replacement
	Fire & Rescue	OWL - Ambulance 514 Replacement
	Fire & Rescue	OWL - Engine 512B Replacement
	Fire & Rescue	OWL - Engine 514B Replacement
	Fire & Rescue	Nokesville - Engine E505 Replacement
	Fire & Rescue	Gainesville - Truck PSA/Q4 Replacement
	Fire & Rescue	Systemwide Capital - F&R Medic 520 Replacement
	Fire & Rescue	Systemwide Capital - F&R Medic 504 Replacement
	Fire & Rescue	Systemwide Capital - F&R Medic 511 Replacement
	Fire & Rescue	Buckhall - Tanker 516 Replacement
	Fire & Rescue	Station 3 Rescue Budget Reduction
	Fire & Rescue	Fire & Rescue System Insurance Broker Services
Fire & Rescue	National Fire Protection Association (NFPA) Medical Physicals	
General District Court	Administrative Specialist (1.0 FTE)	

Budget Initiatives

FY2022 Budget Initiatives List

Functional Area	Agency	Description
Public Safety <i>(continued)</i>	Juvenile & Domestic Relations Court	Administrative Specialist (1.0 FTE)
	Juvenile Court Services Unit	Local Salary Supplement
	Police	FY22 Staffing Plan (8.0 FTE)
	Police	Body Worn Camera Operating Costs
	Public Safety Communications	Background Investigations
	Sheriff	Sheriff Staffing Plan (2.0 FTE)
Non-Departmental	Multiple Agencies	Community Partner 3% Increase
	Non-Departmental	Northern Virginia Community College & Hylton Performing Arts Contributions
	Non-Departmental	Contingency Increase
	Non-Departmental	CIP Technology Projects - Human Capital Management and Technology Infrastructure Modernization
	Non-Departmental	Workers' Compensation Premiums Increase
	Proffers	CIP Proffers - Transfer to Capital Projects for Stormwater
	Schools	Increase Transfer to Schools



Budget Development Process

State Budget Requirements

The Code of Virginia governs the budget process in Prince William County (PWC). Sections [15.2-516](#) and [15.2-2503](#) require the County Executive (CXO) 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 may adopt lower tax and levy rates, but cannot, without additional advertisement, adopt higher rates. The Code of Virginia also requires the BOCS to hold public hearings on the proposed budget and the proposed tax and levy rates to receive and consider public comment.

In accordance with state code Section [22.1-93](#), the Schools' budget must be adopted by May 15 of each year, or within 30 days of receiving state education funding estimates, whichever occurs later. This mandate impacts the County's schedule because the final budget includes the transfer to the Schools.

Components of the PWC Budget

The PWC budget has two major components – 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. There is a strong link between the capital and operating budgets. Recurring costs associated with the construction of capital projects (utilities, maintenance, staffing, debt service on debt financed projects) must be included in the County's operating budget.

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 (salary and benefits).

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 & Tourism, Planning, Public Works, Transit Subsidy, and Transportation
- **General Government** – BOCS, County Attorney, Elections, Executive Management, Facilities & Fleet Management, Finance, Human Resources, Human Rights, Information Technology, and Management & Budget (OMB)
- **Human Services** – Area Agency on Aging, Community Services, Housing & Community Development, Public Health, Social Services, and Virginia Cooperative Extension
- **Public Safety** – Adult Detention Center (ADC), Circuit Court Clerk, Circuit Court Judges, Commonwealth's Attorney, Criminal Justice Services, Fire & Rescue, General District Court, Juvenile & Domestic Relations Court, Juvenile Court Service Unit, Magistrates, Police, Public Safety Communications, and Sheriff
- **Community Partners** – Donations, interjurisdictional agreements, memberships, and grant funding pass-throughs

Budget Development Process

- **Non-Departmental** – Insurance, restricted use funds, pass-through collections, trust/fiduciary funds, contributions, and contingency
- **Debt Service/Capital Improvement Program (CIP)** – Principal and interest payments on outstanding debt; CIP is an overview of the six year capital infrastructure spending plan for the County.

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 (PSFM)

The County has a longstanding commitment to sound financial management. In 1988, this commitment was codified into the [PSFM](#) that are 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 PSFM 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.

Five-Year Plan

One of the financial principles is especially relevant to budget preparation, the requirement to prepare a balanced Five-Year Plan for the general fund. As required by the PSFM, the County must 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 adjustments) if it is not affordable throughout all 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. 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.

County/Schools Revenue Sharing Agreement

The PWC School system is the second largest school division in Virginia, with a September 30, 2020 enrollment of 89,076 students, almost 100 schools, and over 11,900 total full-time equivalent employees. The voters in PWC chose, via referendum in 1995, to move from an appointed to an elected School Board. There are eight members of the School Board, one elected from each of the seven magisterial districts and a chairman elected at-large; each member serves a four-year term. The operations of the School Board are independent of the BOCS and County administration, as prescribed by Virginia law.

Budget Development Process

The operation of public schools in PWC is the responsibility of the elected School Board. The School Board adopts policies to cover instruction, administration, personnel, students, and other areas, all of which are implemented by the appointed Superintendent of Schools. Funding is provided through a combination of federal, state, and local resources. The local share of the system’s operating costs is met through an appropriation and transfer from the general fund by the BOCS at budget adoption.

The BOCS and the School Board have been partners in protecting the fiscal health of the County, as evidenced by the revenue sharing agreement in place since 1988. The original agreement allocated 56.75% of the County’s general revenues to the Schools and 43.25% to the County government. This agreement was modified in 2004 to exclude recordation tax from the split, and again in 2013 with the adoption of the FY2014 Budget to allocate 57.23% of general revenues (excluding recordation tax) to the Schools and 42.77% to the County government.

The revenue sharing agreement has been the foundation for the County and Schools five-year operating and capital plans, allowing both organizations to program projected revenues with a high degree of certainty. Each organization’s Five-Year Plan is updated annually to reflect the most recent revenue assumptions.

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 PSFM.

The County adopted the [2017-2020 Strategic Plan](#) in January 2017. The 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 it, while the second Future Report addresses social and civic as well as physical goals. The 2017–2020 Strategic Plan does not anticipate that the goals of the Comprehensive Plan or the second Future Report will be achieved during this four-year period. That plan was the third iteration of six Strategic Plans that will build upon each other to achieve those long-term goals by 2030.



The [2017-2020 Strategic Plan](#) provides budget guidance by highlighting those areas critical to the continued success of the community. Agency budgetary resource requests should align with and support the County’s Strategic Plan. The vision set forth in the County’s adopted Strategic Plan states:

*Prince William County is a community of choice
with a strong, diverse economic base, where individuals and families
choose to live and businesses choose to locate.*



Budget Development Process

The adopted strategic goal areas are Robust Economy, Mobility, Wellbeing, Safe & Secure Community, and Quality Education & Workforce Development. Development of the new 2021-2024 Strategic Plan is underway with a draft scheduled to be presented to the BOCS and community in early April 2021. That plan will be the fourth iteration of six Strategic Plans that will build upon each other to achieve those long-term goals by 2030. Information on the development of the new Strategic Plan can be found [online](#).

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. Major implementation tools for the Comprehensive Plan are the annual capital budget and the six-year CIP.

Capital Improvement Program (CIP)

Each year in conjunction with the budget, the BOCS adopts a six-year [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 Debt Service/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. Projected debt service and operating costs are also programmed in the Five-Year Plan.

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 OMB once the prior year’s budget is adopted, and others are collaborative practices between OMB and County agencies. In order to build the FY2022 Budget, a series of adjustments are made to the FY2021 Budget to build a “base” for FY2022 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 positions, 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 FY2022 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.

Budget Development Process

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.

Agency Revenue Analysis

Agency revenue budgets are analyzed each year to identify trends based on prior year actuals. Identifying opportunities to increase agency revenue budgets decreases local tax support, thereby resulting in additional resources that can be strategically reinvested elsewhere during the budget process or used to lower tax rates as directed by the BOCS.

Replacement of Lost Revenue

BOCS policy does not automatically replace lost agency or grant revenue with local tax support. Agencies must specifically request and justify any increase in local tax support.

Off-Cycle Budget Changes

Recurring budget adjustments approved by the BOCS outside of the annual budget process must be reflected in the subsequent fiscal year budget. These adjustments may be due to state budget reconciliations whereby the County must adjust its budget to reflect actual allocations received from the Commonwealth. Other changes may include new programs or services approved by the BOCS during the fiscal year that need to be reflected on an ongoing basis in the new fiscal plan.

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 are greatly enhanced by organizing into four functional teams: Community Development, General Government, Wellbeing, and Safe & Secure Community (Emergency Response and Judicial Services). 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 CXO for consideration in the proposed budget.

Efficiencies

The County government has committed to identifying efficiencies 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.

FY2022 Budget Development Process Calendar

2020						2021					
July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Direct contact with BOCS members and public comments at BOCS meeting											
CITIZEN ENGAGEMENT							Proposed FY2022 CIP Presentation Feb 9th Proposed FY2022 Budget Presentation Feb 16th Attend Virtual Community Budget Meeting Feb 20th	Attend/View • Budget Work Sessions • Public Hearing	Attend/View • Public Hearing • Budget Recap • Markup • Budget Adoption		
								Participate on BOCS Budget Committees			
								Submit comments/questions to website			
Receive citizen comments											
Strategic Goal Work Sessions											
BOCS ACTIONS							Receive Proposed FY2022 CIP Presentation Feb 9th	Receive Budget Work Sessions	• Receive draft 21-24 Strategic Plan • Receive Schools Budget • Receive Budget Recap • Hold Public Hearings • Hold Budget Markup session • Adopt tax rates & FY2022 Budget		
							Receive Proposed FY2022 Budget Presentation Feb 16th	Hold Public Hearing on Budget			
COUNTY/DEPT/AGENCIES	Post FY2021 Budget online		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 revenue forecast		• Present Proposed FY2022 Budget and CIP to BOCS • Meet with BOCS Budget Committees • Respond to budget questions			
				Finalize FY21 "Scrub" in financial reporting system		Enter proposed budget into financial system to balance		Advertise tax rate and public hearing date	Rebalance budget in financial system & prepare budget adoption resolutions		
				Agency budget review		Address strategic/critical needs in light of budget guidance		Budget Work Sessions	Present budget recap to BOCS		
			Identify operating and capital needs								Finalize FY2022 Budget document

Budget Development Process

FY2022 Budget Development

Scrubbing FY2021 Adopted to Create a Starting Point

OMB, in cooperation with all County agencies, applies the BOCS policies and County practices to the FY2021 Budget to create a starting point for FY2022 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 five 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 CXO, 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.

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 economists and industry professionals, as well as 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 and expanded by the items that must be added, is compared to the revenue budget. If any capacity exists, the CXO can recommend additions, but only if the additions can be sustained for at least five years. If the expenditure budget exceeds the revenue budget or budget guidance, the CXO identifies reductions using guidance from established policies such as the Strategic Plan, Comprehensive Plan, and the Principles of Sound Financial Management.

Amending the Budget

The County budget can be amended through increases or decreases in agency appropriations or through transfers within or between agencies. Increases in agency appropriations require formal BOCS actions via resolution. When the total dollar value of the appropriation changes proposed at any one BOCS 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.

Budget Development Process

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;
- **OMB Director or designee approval** is required for (1) transfers over \$50,000, within a single fund and single department, or capital project, (2) transfers of any amount within a single fund and single department that involve salary, benefits, and/or internal service funds, and (3) any transfer required to implement the adopted purposes of the Non-Departmental budget;
- **CXO or designee approval** will be required for administrative budget transfers necessary to accomplish the intent of the BOCS including interdepartmental transfers of budgeted agency savings within a single fund;
- **BOCS approval** will be required for (1) transfers of any amount between funds or between capital projects, with the exception of internal service funds, (2) any increase to the budget, with the exception of trust and agency funds, (3) any increase to a capital project, and (4) 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-Generally Accepted Accounting Principles 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.

Outcome Budgeting

PWC budgets for outcomes, which are key measures that demonstrate how the community will benefit based on achieving the goal. 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.

Budget Development Process

Citizen Satisfaction

The County receives 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 2018, the survey showed that 94.6% of County residents were satisfied or very satisfied with the quality of life in PWC. Also, in 2018, 91% of County residents were satisfied or very satisfied with the value for their tax dollar.

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:

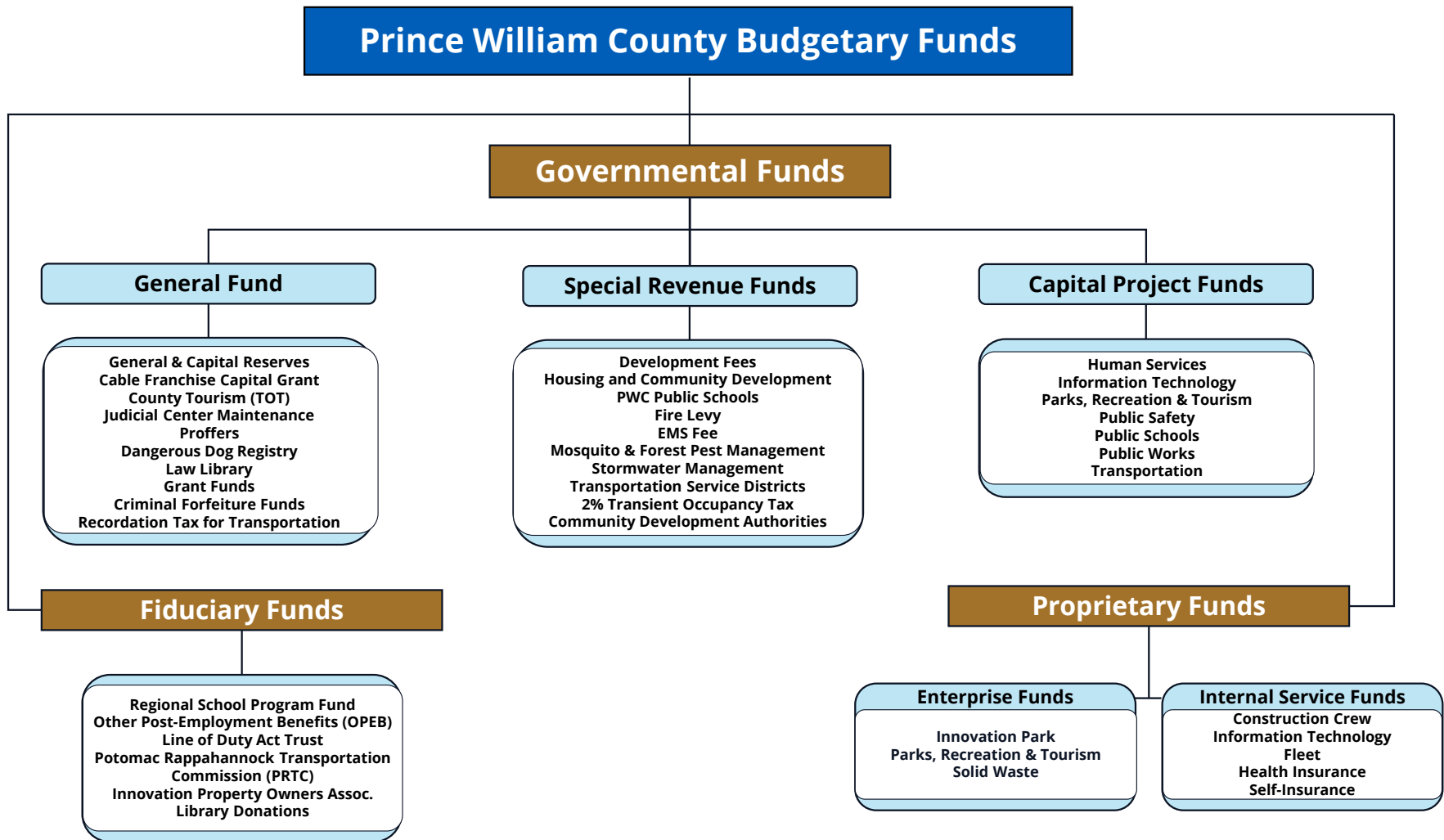
- **General Fund** – The general fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, state and federal distributions, license and permit fees, charges for services, and interest income. A significant part of the fund’s revenues is transferred to other funds to finance the operations of the Prince William County Schools and the Regional ADC. 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.
- **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 the fire levy and Emergency Medical Service (EMS) fee, stormwater management fees, transportation service districts, 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: PWC Parks, Recreation & Tourism, PWC 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.

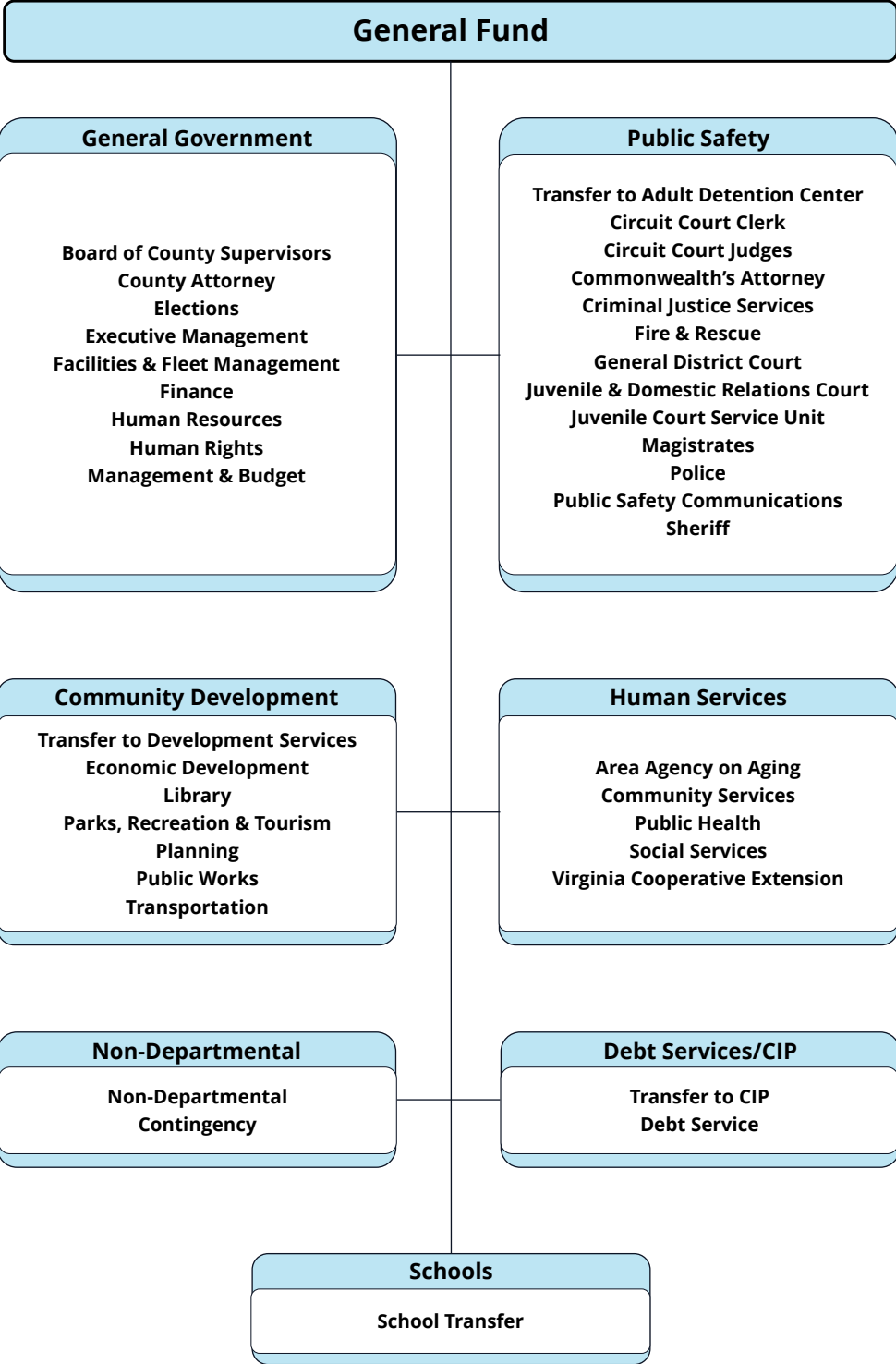
Fiduciary Funds (Trust and Agency Funds) – These funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. The County has established agency and expendable trust funds to account for library donations, other post-employment benefits such as police officer, uniformed fire & rescue, sheriff and jail officer, personnel supplemental retirement, special welfare, and certain other activities. Agency funds are custodial in nature (assets equal liabilities) and do not reflect daily government services provided to the community. 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

Fund Association

The following table shows which funds each Department/Agency is a part of:

	General Fund	Special Revenue Funds	Capital Projects Funds	Fiduciary Funds	Enterprise Funds	Internal Service Funds	Adult Detention Center Funds
Community Development							
Development Services		✓					
Economic Development	✓				✓		
Library	✓			✓			
Parks, Recreation & Tourism	✓		✓		✓		
Planning	✓	✓					
Public Works	✓	✓	✓		✓	✓	
Transportation	✓	✓	✓		✓		
General Government							
Board of County Supervisors	✓						
County Attorney	✓						
Elections	✓						
Executive Management	✓						
Facilities & Fleet Management	✓					✓	
Finance	✓						
Human Resources	✓						
Human Rights	✓						
Department of Information Technology			✓			✓	
Management & Budget	✓						
Human Services							
Area Agency on Aging	✓						
Community Services	✓						
Housing & Community Development		✓					
Public Health	✓						
Social Services	✓		✓				
Virginia Cooperative Extension	✓						
Public Safety							
Adult Detention Center							✓
Circuit Court Clerk	✓						
Circuit Court Judges	✓						
Commonwealth's Attorney	✓						
Criminal Justice Services	✓						
Fire & Rescue	✓	✓	✓				
General District Court	✓						
Juvenile & Domestic Relations Court	✓						
Juvenile Court Service Unit	✓						
Magistrates	✓						
Police	✓	✓	✓				
Public Safety Communications	✓						
Sheriff	✓						

Budget Summary

Budget Highlights

All Funds Expenditure Budget

The total all funds budget, including the Prince William County Schools (PWCS) budget proposed by the School Superintendent, increases by 0.97% from FY21 to FY22. The County government all funds budget increases 3.71%, and the Schools all funds budget decreases 1.79%. A significant portion of the PWCS all funds budget reduction is due to a \$38.1 million decrease in the Schools' construction fund and a \$26.0 million decrease in the regional school fund.

All Funds Expenditure				
Funding Area	FY21 Adopted	FY22 Proposed	Change	Change
County Government	\$1,703,169,974	\$1,766,419,194	\$63,249,220	3.71%
Schools	\$1,691,576,291	\$1,661,346,600	(\$30,229,691)	(1.79%)
Total County and Schools	\$3,394,746,265	\$3,427,765,794	\$33,019,529	0.97%

All Funds Expenditure Summary (Includes Operating Transfers)				
	FY21 Adopted Budget	FY22 Proposed Budget	Dollar Change	Percent Change
General Fund	\$1,285,248,700	\$1,354,881,032	\$69,632,332	5.42%
Special Revenue Fund	\$149,773,402	\$153,980,424	\$4,207,022	2.81%
Capital Projects Fund	\$38,507,916	\$20,568,675	(\$17,939,241)	(46.59%)
Enterprise Fund	\$40,084,371	\$41,296,139	\$1,211,767	3.02%
Internal Service Fund	\$135,641,408	\$140,471,311	\$4,829,903	3.56%
Trust and Agency Funds	\$500,000	\$500,000	\$0	0.00%
Adult Detention Center	\$53,414,177	\$54,721,614	\$1,307,437	2.45%
Schools *	\$1,691,576,291	\$1,661,346,600	(\$30,229,691)	(1.79%)
Total All Funds	\$3,394,746,265	\$3,427,765,794	\$33,019,529	0.97%

* Schools FY2022 proposed budget as presented by School Superintendent to Prince William County School Board on February 3, 2021.

General Fund Expenditure Budget

The total Prince William County (PWC) general fund budget increases by 5.42% from FY21 to FY22. This includes a 5.32% increase in the County government general fund budget and a 5.52% increase in the transfer to the Schools.

General Fund Expenditures				
	FY21 Adopted	FY22 Proposed	Dollar Change	Percent Change
County Government	\$659,906,219	\$694,988,800	\$35,082,581	5.32%
Transfer to Schools	\$625,342,481	\$659,892,232	\$34,549,751	5.52%
Total General Fund	\$1,285,248,700	\$1,354,881,032	\$69,764,871	5.42%

Budget Summary

Five-Year Plan

The Proposed FY2022 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.

FY2022-FY2026 Five-Year Plan					
	FY2022	FY2023	FY2024	FY2025	FY2026
Revenue and Resources					
General Revenue	\$1,153,053,000	\$1,234,578,000	\$1,282,224,000	\$1,330,749,000	\$1,379,722,000
Less Schools Share of General Revenue	(\$659,892,232)	(\$706,548,989)	(\$733,816,795)	(\$761,587,653)	(\$789,614,901)
County Share of General Revenue	\$493,160,768	\$528,029,011	\$548,407,205	\$569,161,347	\$590,107,099
County General Revenue	\$493,160,768	\$528,029,011	\$548,407,205	\$569,161,347	\$590,107,099
Agency Revenue	\$192,890,881	\$194,173,637	\$197,660,913	\$203,166,624	\$212,190,377
County Resources	\$8,977,424	\$3,214,132	\$3,222,104	\$2,902,105	\$2,422,758
Total County Revenue and Resources Available	\$695,029,074	\$725,416,780	\$749,290,221	\$775,230,076	\$804,720,235
Expenditures					
County Operating Expenditures	\$685,891,374	\$708,715,594	\$718,482,849	\$734,418,181	\$747,968,113
County CIP Expenditures	\$9,097,426	\$14,327,569	\$30,786,046	\$40,736,219	\$56,679,645
Total County Expenditure (Operating and CIP)	\$694,988,800	\$723,043,162	\$749,268,895	\$775,154,400	\$804,647,758
Available Capacity	\$40,274	\$2,373,617	\$21,326	\$75,676	\$72,477
Total General Fund Expenditures (Including County Transfer to Schools)	\$1,354,881,032	\$1,429,592,152	\$1,483,085,690	\$1,536,742,053	\$1,594,262,658

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 Board of County Supervisors (BOCS). The BOCS then reviews the proposed budget through work sessions with the School Board. The Proposed FY2022 Budget for PWCS includes a total local County transfer of \$664,029,239. Details of the County transfer are summarized in the table and narrative below.

Summary of School Transfer to PWCS			
	FY21 Adopted	FY22 Proposed	\$ Change
Schools Share of General Revenue (57.23%)	\$625,342,481	\$659,892,232	\$34,549,751
Federal government debt service reimbursement on Qualified School Construction Bonds & Virginia Public School Authority (VPSA) Debt	\$1,204,473	\$1,146,212	(\$58,261)
Class Size Reduction Grant	\$1,000,000	\$1,000,000	\$0
13th High School Debt Service Equivalent	\$851,331	\$832,650	(\$18,681)
Cable Grant - Schools Share (57.23%)	\$741,415	\$658,145	(\$83,270)
School Security Program (Transfer from Police Dept)	\$500,000	\$500,000	\$0
Total School Transfer	\$629,639,700	\$664,029,239	\$34,389,539

Budget Summary

County/Schools Revenue Agreement – The current County/Schools revenue sharing agreement was approved on December 8, 1998, via [BOCS Resolution 98-1032](#) and amended on April 23, 2013, through [BOCS Resolution 13-257](#). The Proposed FY2021 Budget adheres to current adopted policy whereby the Schools receive 57.23% of general revenues, excluding recordation tax revenue, and the County government receives 42.77%.

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 5.7% less than originally planned.

Class Size Reduction Grant – On April 21, 2015, the BOCS adopted [BOCS Resolution 15-292](#) creating a Class Size Reduction Grant of up to \$1.0 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 was 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 Proposed FY2021-2026 Five-Year Plan provides funding for the Class Size Reduction Grant in all years.

13th High School Debt Service Equivalent – In recognition of higher student enrollment than anticipated by PWCS, the BOCS approved [BOCS Resolution 17-18](#) on January 10, 2017 which transferred \$10,675,000 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 \$10,675,000 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 \$10,675,000.

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 and technology infrastructure improvements. Grant receipts are evaluated on an annual basis for potential, future adjustments.

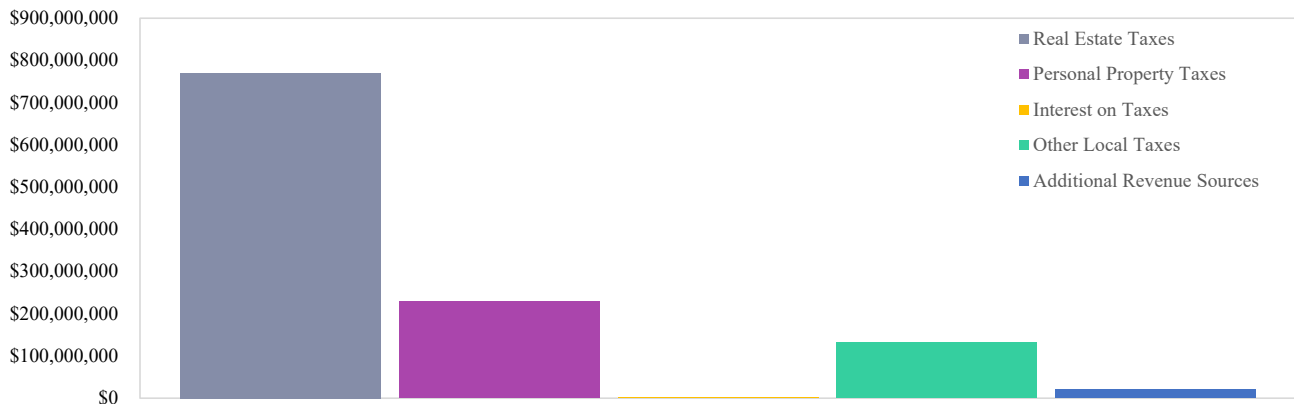
School Security Program – The budget continues to transfer \$500,000 to the Schools for enhancing security at elementary schools in the County. The program includes six staff members including five community security officers and one community safety officer supervisor. The personnel will be school employees and take advantage of state law that allows school system to hire retired law enforcement officers to serve as armed security. The funding will be transferred to the Schools from the Police Department budget.

Budget Summary

General Fund Revenue & Resource Summary				
	FY21 Adopted Budget	FY22 Proposed Budget	\$ Change FY21/FY22 Proposed	% Change FY21/FY22 Proposed
General Revenues				
All Real Estate Taxes				
Real Estate Taxes - Current Year	\$737,693,000	\$789,148,000	\$51,455,000	6.98%
Real Estate Tax Relief	(\$23,000,000)	(\$26,400,000)	(\$3,400,000)	14.78%
Real Estate Tax Exonerations	(\$15,400,000)	(\$16,170,000)	(\$770,000)	5.00%
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	\$21,454,000	\$21,668,000	\$214,000	1.00%
Real Estate Penalties Current Year	\$1,696,000	\$1,815,000	\$119,000	7.02%
Total All Real Estate Taxes	\$722,258,000	\$769,876,000	\$47,618,000	6.59%
All Personal Property Taxes				
Personal Property Taxes Current Year	\$218,800,000	\$226,818,000	\$8,018,000	3.53%
Personal Property Taxes Prior Year	\$120,000	\$500,000	\$380,000	316.67%
Personal Property Tax Deferrals	(\$1,000,000)	(\$1,000,000)	\$0	0.00%
Personal Property Penalties Current Year	\$2,520,000	\$2,620,000	\$100,000	3.97%
Total All Personal Property Taxes	\$220,440,000	\$228,938,000	\$8,498,000	3.86%
Interest on Taxes				
Interest on all Taxes	\$1,744,000	\$1,693,000	(\$51,000)	(2.92%)
Total Interest On Taxes	\$1,744,000	\$1,693,000	(\$51,000)	(2.92%)
Total General Property Taxes	\$944,442,000	\$1,000,507,000	\$56,065,000	5.94%
Other Local Taxes				
Cigarette Tax	(\$0)	\$3,000,000	\$3,000,000	-
Local Sales Tax	\$65,130,000	\$74,150,000	\$9,020,000	13.85%
Daily Equipment Rental Tax	\$519,000	\$529,000	\$10,000	1.93%
Consumers Utility Tax	\$14,700,000	\$13,540,000	(\$1,160,000)	(7.89%)
Bank Franchise Tax	\$2,300,000	\$1,800,000	(\$500,000)	(21.74%)
BPOL Tax	\$24,375,000	\$22,375,000	(\$2,000,000)	(8.21%)
Public Utility Gross Receipts Tax	\$1,515,000	\$1,424,000	(\$91,000)	(6.01%)
Motor Vehicle License	\$12,840,000	\$12,000,000	(\$840,000)	(6.54%)
Recordation Tax *	\$0	\$0	\$0	-
Deed of Conveyance Tax	\$2,130,000	\$2,450,000	\$320,000	15.02%
Transient Occupancy Tax	\$1,120,000	\$986,000	(\$134,000)	(11.96%)
Total Other Local Taxes	\$124,629,000	\$132,254,000	\$7,625,000	6.12%
Total Local Tax Sources	\$1,069,071,000	\$1,132,761,000	\$63,690,000	5.96%
Additional Revenue Sources				
Revenue from Money & Property	\$7,880,000	\$5,030,000	(\$2,850,000)	(36.17%)
Misc Revenue	\$5,000	\$5,000	\$0	0.00%
State Revenue	\$15,652,000	\$15,182,000	(\$470,000)	(3.00%)
Federal Revenue	\$75,000	\$75,000	\$0	0.00%
Total Additional Revenue Sources	\$23,612,000	\$20,292,000	(\$3,320,000)	(14.06%)
Total General Revenue	\$1,092,683,000	\$1,153,053,000	\$60,370,000	5.52%

* In the FY22 Proposed Budget, 'Recordation Tax' is included as Agency Revenue rather than General Revenue.

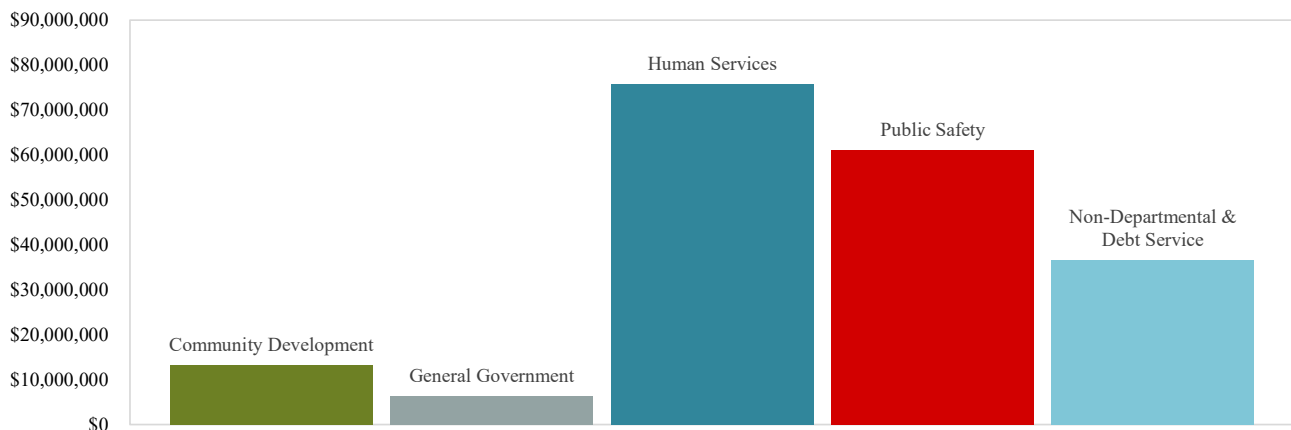
General Revenue by Area



Budget Summary

General Fund Revenue & Resource Summary				
	FY21 Adopted Budget	FY22 Proposed Budget	\$ Change FY21/FY22 Proposed	% Change FY21/FY22 Proposed
Agency Revenue				
Economic Development	\$226,939	\$226,939	\$0	0.00%
Library	\$2,087,450	\$1,770,035	(\$317,415)	(15.21%)
Parks, Recreation & Tourism	\$8,822,670	\$10,304,016	\$1,481,346	16.79%
Planning	\$500	\$500	\$0	0.00%
Public Works	\$1,129,453	\$218,100	(\$911,353)	(80.69%)
Transportation	\$272,959	\$672,959	\$400,000	146.54%
County Attorney	\$245,186	\$245,186	\$0	0.00%
Elections	\$92,202	\$92,202	\$0	0.00%
Finance	\$4,301,418	\$4,529,890	\$228,472	5.31%
Human Rights	\$47,650	\$17,650	(\$30,000)	(62.96%)
Facilities & Fleet Management	\$1,353,741	\$1,353,741	\$0	0.00%
Area Agency on Aging	\$2,402,296	\$2,402,296	\$0	0.00%
Public Health	\$556,028	\$556,028	\$0	0.00%
Social Services	\$44,030,163	\$45,527,277	\$1,497,114	3.40%
Virginia Cooperative Extension	\$541,673	\$541,673	\$0	0.00%
Community Services	\$26,459,679	\$26,773,867	\$314,188	1.19%
Non-Departmental	\$17,899,133	\$15,161,114	(\$2,738,019)	(15.3%)
Debt Service	\$14,033,285	\$21,441,936	\$7,408,651	52.79%
Circuit Court Clerk	\$3,791,427	\$3,791,427	(\$0)	0.00%
Commonwealth's Attorney	\$2,706,187	\$2,706,187	(\$0)	0.00%
Criminal Justice Services	\$1,380,933	\$1,380,933	\$0	0.00%
Fire & Rescue	\$30,926,397	\$30,954,849	\$28,452	0.09%
General District Court	\$2,392,930	\$2,392,930	\$0	0.00%
Juvenile & Domestic Relations Court	\$81,517	\$46,935	(\$34,582)	(42.42%)
Police	\$12,439,025	\$12,439,025	\$0	0.00%
Public Safety Communications	\$3,725,646	\$3,725,646	\$0	0.00%
Sheriff	\$3,617,540	\$3,617,540	\$0	0.00%
Total Agency Revenue	\$185,564,027	\$192,890,881	\$7,326,854	3.95%
Total General Fund Revenue	\$1,278,247,027	\$1,345,943,881	\$67,696,855	5.30%
County Resources				
Budgeted County Resources				
Indirect Cost Transfers:				
Transfer from FMO Development Services	\$229,935	\$246,397	\$16,462	7.16%
Transfer from Site Development Review & Inspection	\$703,665	\$365,986	(\$337,679)	(47.99%)
Transfer from Building Development	\$1,286,978	\$1,350,358	\$63,380	4.92%
Transfer from Mosquito & Forest Pest	\$255,135	\$262,607	\$7,472	2.93%
Transfer from Stormwater Management Fee	\$775,331	\$796,844	\$21,513	2.77%
Transfer from SW Operations	\$1,436,580	\$1,417,718	(\$18,862)	(1.31%)
Special Taxing District Debt Support (234 Bypass)	\$599,530	\$599,530	\$0	0.00%
Total Budgeted County Resources	\$5,287,154	\$5,039,440	(\$247,714)	(4.69%)
Total Budgeted Revenue & Resources	\$1,283,534,180	\$1,350,983,321	\$67,449,141	5.25%

Agency Revenue by Functional Area



Budget Summary

General Fund Revenue & Resource Summary				
	FY21 Adopted Budget	FY22 Proposed Budget	\$ Change FY21/FY22 Proposed	% Change FY21/FY22 Proposed
Other County Resources				
Recordation Tax Rev Committed for Transportation Projects	(\$5,790,000)	(\$6,300,000)	(\$510,000)	8.81%
Recordation Tax Rev Used for Transportation Debt Service/TRIP	\$5,765,246	\$6,300,091	\$534,845	9.28%
Recordation Tax Rev Used for Route 1 Renaming	\$0	\$3,600,000	\$3,600,000	-
Transient Occupancy Tax Revenue Committed for Tourism	(\$1,710,620)	(\$1,509,620)	\$201,000	(11.75%)
Transient Occupancy Tax Used for Tourism	\$1,783,355	\$1,556,441	(\$226,914)	(12.72%)
Use of Fire Programs for Training, Upgrades, and Maintenance	\$0	\$664,300	\$664,300	-
Use of Fire & Rescue Four For Life Fund Balance	\$0	\$410,627	\$410,627	-
Use of Fire Programs for PSTC Training Engine Replacement	\$714,300	\$0	(\$714,300)	(100.00%)
Use of Capital Reserve for COVID-19 Pandemic Contingency Response/Recovery	\$1,800,000	\$0	(\$1,800,000)	(100.00%)
Add Funds to Cable Franchise Fee Fund	(\$554,085)	(\$491,855)	\$62,230	(11.23%)
Add Funds to Golf Course Reserve	(\$80,000)	(\$80,000)	\$0	0.00%
Add Funds to Parks and Recreation Turf Field Reserve	(\$212,000)	(\$212,000)	\$0	0.00%
Total Other County Resources	\$1,716,196	\$3,937,984	\$2,221,788	129.46%
Total County Resources	\$7,003,350	\$8,977,424	\$1,974,074	28.19%
Total Revenue & Resources	\$1,285,250,376	\$1,354,921,305	\$69,670,929	5.42%

Calculation of County & Schools General Revenue Split				
	FY21 Adopted Budget	FY22 Proposed Budget	\$ Change FY21/FY22 Proposed	% Change FY21/FY22 Proposed
Revenue & Resources County/School Split				
Total General Revenues	\$1,092,683,000	\$1,153,053,000	\$60,370,000	5.52%
Total Split Between County & Schools	\$1,092,683,000	\$1,153,053,000	\$60,370,000	5.52%
General Fund Total Transferred to Schools (57.23%)	\$625,342,481	\$659,892,232	\$34,549,751	5.52%
County Share of County/School Split (42.77%)	\$467,340,519	\$493,160,768	\$25,820,249	5.52%
Other County Resources (Not Split)				
-Agency Revenue	\$185,564,027	\$192,890,881	\$7,326,854	3.95%
-Budgeted County Resources	\$5,287,154	\$5,039,440	(\$247,714)	(4.69%)
-Other County Resources	\$1,716,196	\$3,937,984	\$2,221,788	129.46%
County Share of General Fund Total	\$659,907,895	\$695,029,073	\$35,121,178	5.32%
Total County and Transfer to Schools	\$1,285,250,376	\$1,354,921,305	\$69,672,929	5.42%

Budget Summary

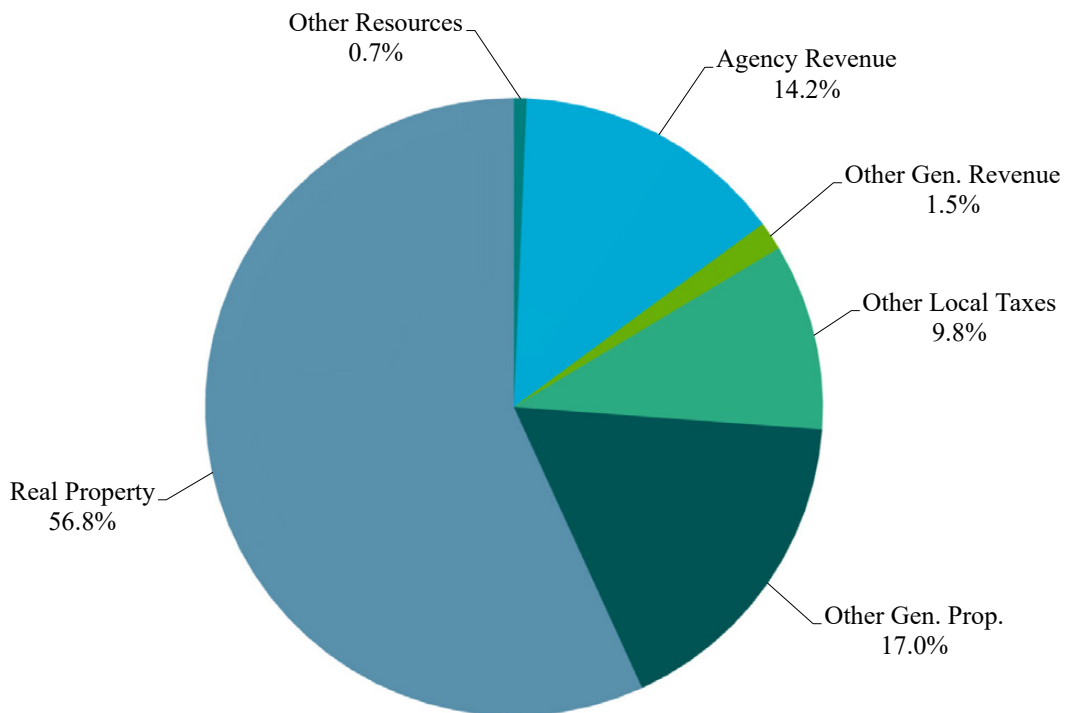
General Fund Revenue Summary

The general fund is the County's largest fund and includes all financial transactions and resources not required to be accounted for in another fund type. The following chart shows the proposed FY22 funding sources for the general fund.

The four largest sources provide 97.8% of revenue to the general fund:

- Real property tax – revenue from County real estate.
- Other general property tax – revenue from personal property tax.
- Agency revenue – revenue collected by individual County agencies, typically Federal and State grants.
- Other local taxes – revenue from sales tax, Business, Professional, Occupational License (BPOL) tax, public utility gross receipts tax, consumer utility tax and transient occupancy tax.

FY2022 Funding Sources General Fund



\$1,354,921,305

Budget Summary

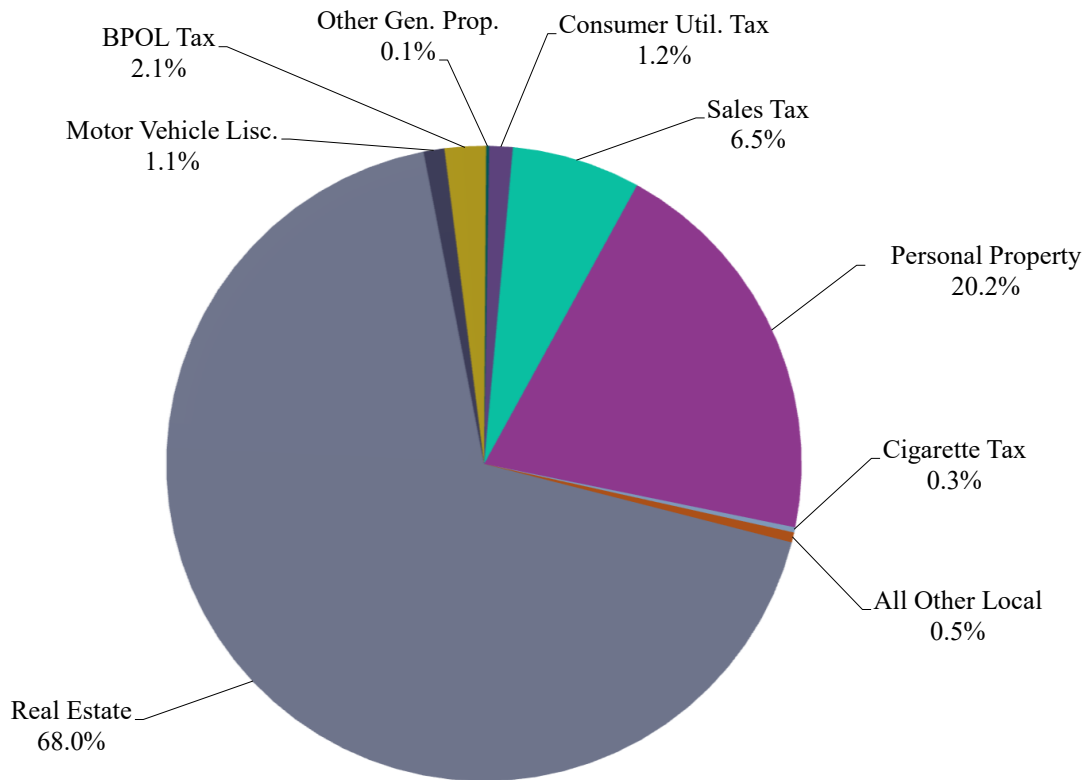
General Fund Local Tax Sources

Local tax sources make up a majority of funding in the County's general fund. The three largest sources provide 94.7% of total local tax dollars from real estate tax assessed on all taxable residential and commercial real estate (\$1.125 per \$100 of assessed value), personal property tax assessed on individual and business personal property, and sales tax levied on the retail sale or rent of most tangible property.

The smaller sources of tax dollars are levied on the following categories:

- BPOL Tax – levied on gross receipts of County businesses.
- Consumer Utility Tax – levied on the consumers of electricity and natural gas.
- Motor Vehicle License Fee – levied in conjunction with the personal property tax.
- Recordation Taxes – levied when a legal instrument regarding real property such as a deed is recorded with the clerk of the circuit court.
- All Other Local – miscellaneous tax sources such as TOT and additional taxes.
- Other General Property – interest earned on all taxes.

Detail of FY2022 Local Tax Sources



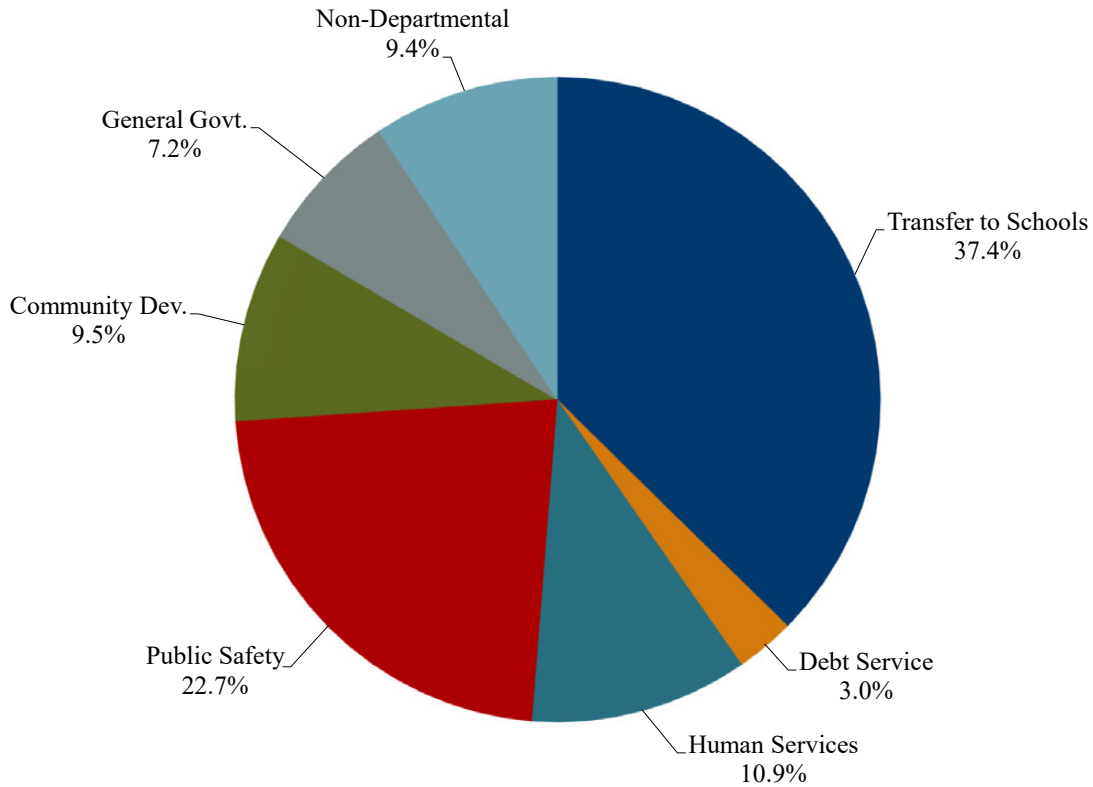
\$1,132,761,000

Budget Summary

All Funds Expenditure Summary - County Government

The chart 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 School Board.

FY2022 Total County Government Budget by Functional Categories



\$1,766,419,194

Budget Summary

Expenditure Summary							
	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Year Ending Actuals	FY21 Adopted Budget	FY22 Proposed Budget	\$ Change FY21 To FY22	% Change FY21 To FY22
SECTION ONE:							
GENERAL FUND EXPENDITURE SUMMARY							
Community Development							
Economic Development	\$3,028,562	\$2,871,584	\$3,404,564	\$4,040,707	\$4,177,747	\$137,040	3.39%
Library	\$17,045,820	\$17,060,524	\$17,610,726	\$19,261,485	\$19,431,587	\$170,102	0.88%
Parks, Recreation & Tourism	\$30,115,801	\$32,588,611	\$33,182,652	\$36,128,999	\$37,117,526	\$988,527	2.74%
Planning	\$3,902,451	\$3,939,705	\$4,608,838	\$4,039,680	\$7,712,949	\$3,673,268	90.93%
Public Works	\$33,084,462	\$36,590,999	\$33,176,297	\$4,772,837	\$3,883,605	(\$889,232)	(18.63%)
Transportation	\$2,635,707	\$2,855,533	\$2,618,689	\$2,913,243	\$3,418,477	\$505,234	17.34%
Subtotal	\$89,812,804	\$95,906,957	\$94,601,765	\$71,156,951	\$75,741,891	\$4,584,940	6.44%
General Government							
Board of County Supervisors	\$4,151,538	\$4,163,008	\$4,625,692	\$4,823,967	\$4,816,521	(\$7,446)	(0.15%)
County Attorney	\$3,812,215	\$3,890,159	\$4,068,253	\$4,069,261	\$4,161,774	\$92,513	2.27%
Elections	\$1,927,983	\$1,988,554	\$2,493,044	\$3,780,113	\$3,478,275	(\$301,838)	(7.98%)
Executive Management	\$3,926,203	\$4,353,292	\$4,390,030	\$3,982,946	\$4,449,926	\$466,980	11.72%
Finance	\$33,134,797	\$50,321,209	\$21,634,285	\$24,506,308	\$23,815,865	(\$690,444)	(2.82%)
Human Resources	\$3,493,912	\$3,452,188	\$3,523,915	\$3,781,607	\$3,969,437	\$187,830	4.97%
Human Rights	\$761,408	\$778,972	\$774,861	\$941,912	\$900,772	(\$41,140)	(4.37%)
Information Technology	\$0	\$44,000	\$0	\$0	\$0	-	-
Management & Budget	\$1,698,445	\$1,549,869	\$1,548,724	\$1,591,013	\$1,609,590	\$18,577	1.17%
Facilities & Fleet Management	\$0	\$0	\$0	\$29,500,788	\$32,083,044	\$2,582,256	8.75%
Subtotal	\$52,906,500	\$70,541,251	\$43,058,804	\$76,977,915	\$79,285,205	\$2,307,290	3.00%
Human Services							
Area Agency on Aging	\$5,646,271	\$5,995,562	\$6,478,830	\$7,528,375	\$7,829,629	\$301,254	4.00%
Public Health	\$3,286,949	\$3,252,878	\$3,317,249	\$3,786,134	\$3,764,420	(\$21,714)	(0.57%)
Social Services	\$52,668,614	\$57,772,667	\$61,807,438	\$72,222,872	\$76,652,405	\$4,429,533	6.13%
Virginia Cooperative Extension	\$800,012	\$925,960	\$1,065,262	\$1,018,636	\$1,045,842	\$27,206	2.67%
Community Services	\$45,546,054	\$45,250,540	\$46,922,007	\$52,890,465	\$55,563,898	\$2,673,434	5.05%
Subtotal	\$107,947,900	\$113,197,608	\$119,590,785	\$137,446,481	\$144,856,195	\$7,409,713	5.39%

Budget Summary

Expenditure Summary							
	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Year Ending Actuals	FY21 Adopted Budget	FY22 Proposed Budget	\$ Change FY21 To FY22	% Change FY21 To FY22
Public Safety							
Adult Detention Center	\$164,799	\$222,472	\$254,368	\$0	\$0	-	-
Circuit Court Judges	\$726,132	\$887,525	\$1,063,329	\$989,348	\$1,120,753	\$131,405	13.28%
Circuit Court Clerk	\$3,780,897	\$4,183,448	\$4,419,372	\$4,495,168	\$4,814,319	\$319,151	7.10%
Commonwealth's Attorney	\$6,344,450	\$6,152,894	\$6,604,740	\$6,653,538	\$7,070,962	\$417,425	6.27%
Criminal Justice Services	\$3,968,584	\$4,308,633	\$4,393,082	\$5,067,590	\$5,436,239	\$368,649	7.27%
Fire & Rescue	\$86,438,168	\$94,344,949	\$104,962,100	\$103,421,141	\$108,261,334	\$4,840,193	4.68%
General District Court	\$209,192	\$204,900	\$300,898	\$763,283	\$855,075	\$91,792	12.03%
Juvenile & Domestic Relations Court	\$93,804	\$89,334	\$217,745	\$249,643	\$338,026	\$88,383	35.40%
Juvenile Court Services Unit	\$889,778	\$883,921	\$933,034	\$1,079,621	\$1,476,153	\$396,532	36.73%
Law Library	\$82,229	\$0	\$30,583	\$0	\$0	\$0	-
Magistrates	\$112,647	\$110,463	\$116,373	\$113,899	\$113,899	\$0	0.00%
Police	\$102,980,917	\$110,751,286	\$112,778,831	\$113,373,446	\$116,159,611	\$2,786,165	2.46%
Public Safety Communications	\$10,336,004	\$10,770,016	\$11,544,079	\$13,006,696	\$13,101,874	\$95,177	0.73%
Sheriff	\$10,321,333	\$10,924,478	\$13,281,458	\$12,966,882	\$13,613,231	\$646,349	4.98%
Transfer to Adult Detention Center	\$27,750,277	\$32,112,225	\$31,565,839	\$33,660,913	\$36,001,175	\$2,340,262	6.95%
Subtotal	\$254,199,213	\$275,946,545	\$292,465,831	\$295,841,169	\$308,362,650	\$12,521,482	4.23%
Debt							
Debt Service	\$53,238,966	\$68,071,413	\$49,900,072	\$52,892,430	\$52,420,342	(\$472,088)	(0.89%)
Subtotal	\$53,238,966	\$68,071,413	\$49,900,072	\$52,892,430	\$52,420,342	(\$472,088)	(0.89%)
Transfers							
Transfer to General Fund & Capital Reserve	\$3,000,000	\$0	\$0	\$0	\$4,725,091	\$4,725,091	-
Transfer to Law Library program (Circuit Court Clerk)	\$10,229	\$10,229	\$32,229	\$32,229	\$32,229	\$0	0.00%
Transfer to Aging	\$30,000	\$0	\$0	\$0	-	\$0	-
Transfer to Building & Site Development	\$3,632,818	\$3,918,811	\$3,809,561	\$3,945,594	\$3,945,594	\$0	0.00%
Transfer to Housing	\$11,414	\$84,602	\$84,602	\$217,141	\$217,141	\$0	0.00%
Transfer to Transportation	\$0	\$1,575,000	\$1,575,000	\$0	\$1,575,000	\$1,575,000	-
Transfer to All Other Projects	\$0	\$0	\$10,850,000	\$0	\$0	\$0	-
Transfer to Innovation	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$0	0.00%
Transfer to Parks Enterprise Fund	\$740,463	\$762,622	\$439,053	\$757,422	\$757,422	\$0	0.00%
Class Size Reduction Grant	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$0	0.00%
Debt Service for 13th High School	\$907,375	\$888,694	\$870,013	\$851,331	\$832,650	(\$18,681)	(2.19%)
Subtotal	\$9,367,299	\$8,274,958	\$18,695,458	\$6,838,717	\$13,120,127	\$6,281,410	91.85%

Budget Summary

Expenditure Summary							
	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Year Ending Actuals	FY21 Adopted Budget	FY22 Proposed Budget	\$ Change FY21 To FY22	% Change FY21 To FY22
Non-Departmental							
Unclassified Administrative	\$20,116,182	\$68,069,657	\$20,008,643	\$7,785,860	\$11,585,900	\$3,800,040	48.81%
Contingency	\$1,745,000	\$448,429	\$0	\$3,100,206	\$750,000	(\$2,350,206)	(75.81%)
Countywide Insurance Programs	\$776,147	\$1,113,854	\$784,989	\$7,741,490	\$8,741,490	\$1,000,000	12.92%
Unemployment Insurance	\$89,412	\$65,133	\$106,882	\$125,000	\$125,000	\$0	0.00%
Subtotal	\$22,726,741	\$69,697,073	\$20,298,949	\$18,752,556	\$21,202,390	\$2,449,834	13.06%
Total Without School Transfer	\$590,199,423	\$701,635,805	\$638,611,665	\$659,906,219	\$694,988,800	\$35,082,581	5.32%
Transfer to Schools	\$555,425,820	\$584,445,349	\$608,924,218	\$625,342,481	\$659,892,232	\$34,549,751	5.52%
Total With School Transfer	\$1,145,625,243	\$1,286,081,153	\$1,247,535,883	\$1,285,248,700	\$1,354,881,032	\$69,632,332	5.42%

Please note that actual agency expenditures in the table above include the County's capital reserve which is a use of general fund balance. 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. Totals may not add due to rounding.

Budget Summary

Expenditure Summary							
	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Year Ending Actuals	FY21 Adopted Budget	FY22 Proposed Budget	\$ Change FY21 To FY22	% Change FY21 To FY22
SECTION TWO: NON GENERAL FUND EXPENDITURE SUMMARY							
Special Revenue Funds							
Animal Shelter Donations & License Plates	\$13,247	\$9,358	\$9,474	\$9,500	\$9,500	\$0	0.00%
Community Development Authority	\$2,850,429	\$2,915,581	\$2,926,412	\$3,012,000	\$3,012,000	\$0	0.00%
Site & Building Development (Development Services)	\$22,701,906	\$23,113,489	\$23,964,341	\$26,490,295	\$26,250,860	(\$239,436)	(0.90%)
Emergency Medical Service Fee	\$5,072,289	\$5,052,636	\$5,149,819	\$5,341,050	\$5,366,260	\$25,210	0.47%
Housing & Community Development	\$32,619,635	\$31,839,846	\$33,466,187	\$43,256,266	\$43,347,260	\$90,994	0.21%
Fire & Rescue Levy	\$54,430,684	\$69,090,704	\$51,102,223	\$58,821,073	\$63,960,954	\$5,139,882	8.74%
Mosquito & Forest Pest Management	\$1,472,725	\$1,546,708	\$1,592,212	\$1,697,311	\$1,756,057	\$58,746	3.46%
Stormwater Management	\$10,975,044	\$8,463,830	\$8,910,665	\$8,781,090	\$9,162,715	\$381,625	4.35%
Transportation/Service Districts	\$645,887	\$759,440	\$820,631	\$964,817	\$964,817	\$0	0.00%
Total Special Revenue Funds	\$130,781,847	\$142,791,594	\$133,150,926	\$149,773,402	\$153,980,424	\$4,207,022	2.81%
Capital Project Funds							
Capital Project Funds	\$132,602,645	\$152,469,019	\$116,064,790	\$38,507,916	\$20,568,675	(\$17,939,241)	(46.59%)
Total Capital Project Funds	\$132,602,645	\$152,469,019	\$116,064,790	\$38,507,916	\$20,568,675	(\$17,939,241)	(46.59%)
Enterprise Funds							
Innovation Business Park	\$4,153,286	\$495,721	\$265,854	\$195,000	\$195,000	\$0	0.00%
Parks, Recreation & Tourism	\$6,896,195	\$6,275,052	\$4,985,786	\$5,886,760	\$6,301,689	\$414,929	7.05%
Solid Waste	\$17,641,302	\$30,959,219	\$18,796,611	\$34,002,612	\$34,799,450	\$796,838	2.34%
Total Enterprise Funds	\$28,690,782	\$37,729,991	\$24,048,251	\$40,084,371	\$41,296,139	\$1,211,767	3.02%
Internal Service Funds							
Information Technology	\$29,626,192	\$32,410,840	\$40,182,552	\$40,340,857	\$37,885,839	(\$2,455,018)	(6.09%)
Public Works Construction Crew	\$2,016,298	\$3,189,378	\$3,386,728	\$2,109,675	\$2,099,720	(\$9,955)	(0.47%)
Fleet Management	\$7,793,067	\$7,927,511	\$9,524,089	\$9,471,876	\$9,778,753	\$306,876	3.24%
Medical Insurance	\$56,902,017	\$59,229,584	\$64,656,943	\$83,719,000	\$90,707,000	\$6,988,000	8.35%
Other Self Insurance	\$212,640	\$68,838	\$0	\$0	\$0	-	-
Casualty Pool/Worker's Compensation	\$8,651,908	\$4,800,491	\$7,524,930	\$0	\$0	-	-
Total Internal Service Funds	\$105,202,121	\$107,626,642	\$125,275,242	\$135,641,408	\$140,471,311	\$4,829,903	3.56%

Budget Summary

Expenditure Summary							
	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Year Ending Actuals	FY21 Adopted Budget	FY22 Proposed Budget	\$ Change FY21 To FY22	% Change FY21 To FY22
Trust and Agency Funds							
Agency Funds (Welfare, Housing & CSB)	\$458,431	\$518,207	\$495,808	\$0	\$0	-	-
Commonwealth Credit	\$427,207	\$466,533	\$422,933	\$500,000	\$500,000	\$0	0.00%
NVTA - 2% Transient Occupancy Tax	\$1,608,437	\$534,926	\$0	\$0	\$0	\$0	-
Library Trust	\$125,765	\$115,707	\$67,785	\$0	\$0	-	-
Innovation Owners Association	\$73,309	\$79,194	\$85,547	\$0	\$0	-	-
Police Donations/Animal Friendly License Plates	\$10,000	\$0	\$0	\$0	\$0	\$0	-
Historic Preservation Foundation	\$780	\$71,908	\$9,035	\$0	\$0	\$0	-
Other Post Employment Benefits (OPEB)	\$3,630,723	\$4,114,914	\$5,107,115	\$0	\$0	\$0	-
Police & Fire Supplemental Retirement	\$2,472,534	\$2,407,090	\$3,056,692	\$0	\$0	\$0	-
Length of Service Award Program (LOSAP)	\$503,874	\$551,852	\$567,026	\$0	\$0	\$0	-
Total Trust & Agency Funds	\$9,311,060	\$8,860,330	\$9,829,339	\$500,000	\$500,000	\$0	0.00%
Component Units							
Adult Detention Center	\$48,260,368	\$72,465,225	\$74,761,421	\$53,414,177	\$54,721,614	\$1,307,437	2.45%
Total Adult Detention Center Fund	\$48,260,368	\$72,465,225	\$74,761,421	\$53,414,177	\$54,721,614	\$1,307,437	2.45%
Schools							
Operating Fund	\$1,011,979,370	\$1,020,967,900	\$1,103,547,672	\$1,191,030,566	\$1,219,992,976	\$28,962,410	2.43%
School Debt Service Fund	\$100,896,943	\$105,584,145	\$105,389,160	\$109,437,539	\$113,846,004	\$4,408,465	4.03%
Construction Fund	\$105,116,967	\$144,145,245	\$165,248,134	\$175,371,451	\$137,245,065	(\$38,126,386)	(21.74%)
Food Service Fund	\$44,375,403	\$46,773,393	\$34,790,547	\$50,000,000	\$50,000,000	\$0	0.00%
Warehouse Fund	\$204,195	(\$88,504)	(\$262,433)	\$5,000,000	\$5,000,000	\$0	0.00%
Facilities Use Fund	\$1,397,454	\$1,319,007	\$957,075	\$1,794,638	\$1,824,640	\$30,002	1.67%
Self Insurance Fund	\$4,642,420	\$4,835,241	\$5,112,765	\$5,768,836	\$6,394,395	\$625,559	10.84%
Health Insurance Fund	\$66,444,770	\$85,155,561	\$91,764,536	\$108,095,019	\$107,490,970	(\$604,049)	(0.56%)
Regional School Fund	\$4,768,568	\$2,471,048	\$4,708,211	\$26,046,907	\$0	(\$26,046,907)	(100.00%)
Governor's School at Innovation Park	\$1,249,691	\$1,205,284	\$1,246,717	\$1,158,015	\$1,436,236	\$278,221	24.03%
School Age Child Care (SACC) Program Fund	\$620,019	\$684,110	\$140,374	\$550,000	\$550,000	\$0	0.00%
School Aquatic Center	\$0	\$1,368,609	\$439,501	\$1,455,279	\$1,401,806	(\$53,473)	(3.67%)
Imaging Center Fund	\$0	\$0	\$0	\$668,041	\$508,508	(\$159,533)	(23.88%)
Student Activity Fund	\$0	\$0	\$0	\$15,200,000	\$15,656,000	\$456,000	3.00%
Total Schools	\$1,341,695,801	\$1,414,421,039	\$1,513,082,258	\$1,691,576,291	\$1,661,346,600	(\$30,229,691)	(1.79%)
Grand Total All Funds	\$2,978,298,831	\$3,091,995,685	\$3,187,178,085	\$3,394,746,265	\$3,427,765,794	\$33,019,529	0.97%

Budget Summary

General Fund Expenditure Summary

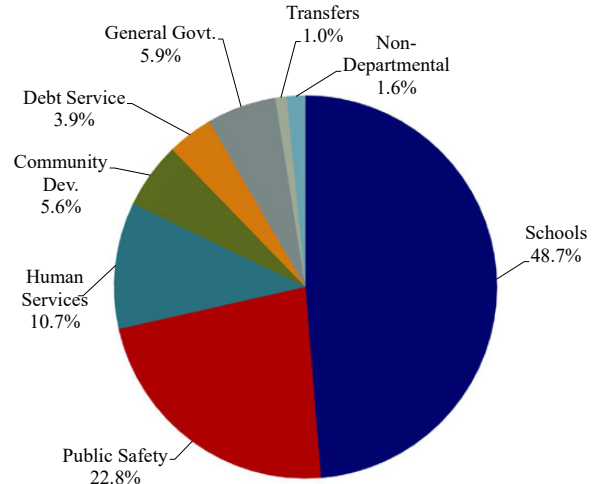
Functional Areas with School Transfer

The general fund is grouped into eight functional categories with four representing 88.1% of the total. Functional categories illustrate the types of services County revenue is buying for residents.

The largest category supports funding for the Schools (48.7%). The next three are Public Safety (22.8%), Human Services (10.7%) and General Government (5.9%).

FY2022 General Fund Budget by Functional Categories

Includes School Transfer Budget



\$1,354,881,032

General Fund Expenditure Summary

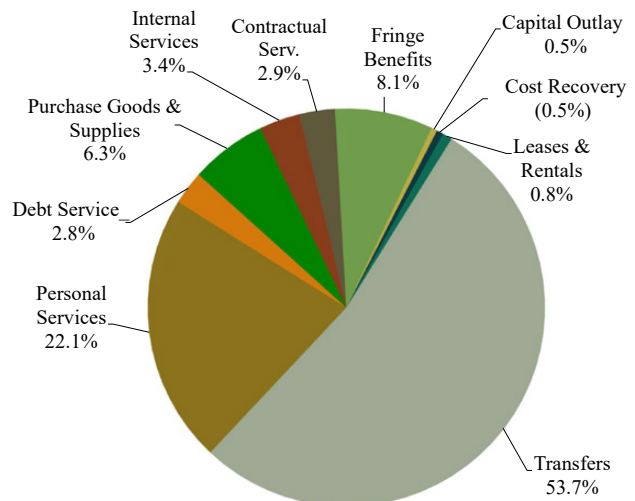
Expenditure Categories with School Transfer

The general fund is grouped into ten expenditure categories with three representing 83.9% of the total. The largest category is transfers (53.7%), which includes funding transfers to the Schools (\$659.9 million), Adult Detention Center (\$36.0 million), and general fund support to other funds within County government.

The next two largest categories (Personal Services and Fringe Benefits) support salaries and benefits for all full-time, part-time, and temporary County employees and total 30.2% of general fund expenditures.

FY2022 General Fund Budget by Category of Expenditure

Includes School Transfer Budget



\$1,354,881,032

Budget Summary

General Fund Expenditure Summary Functional Areas without School Transfer

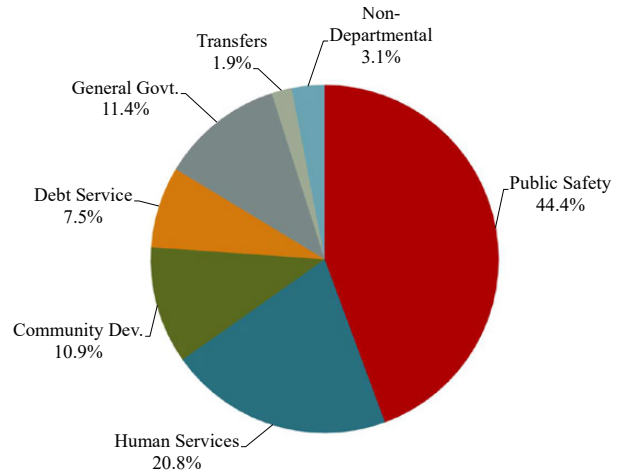
Excluding the PWCS transfer budget, the general fund is grouped into seven functional categories with two representing 65.2% of the total. Functional categories illustrate the types of services County revenue is buying for residents. The two largest categories support funding for Public Safety (44.4%) and Human Services (20.8%) agencies. The other categories that include departmental budgets are General Government (11.4%) and Community Development (10.9%) agencies.

The three remaining categories include:

- Debt Service – payments for financed public infrastructure.
- Non-Departmental – self-insurance programs and expenses unrelated to an individual department.
- Transfers – supplemental transfers to Schools, such as the Class Size Reduction Grant and supplemental 13th high school debt service, and support to development fee agencies.

FY2022 General Fund Budget by Functional Categories

Excludes School Transfer Budget



\$694,988,800

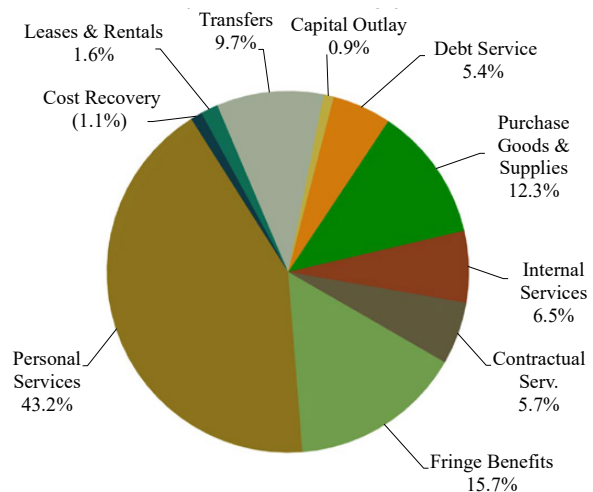
General Fund Expenditure Summary Expenditure Categories without School Transfer

The general fund is grouped into ten expenditure categories with three representing 71.2% of the total. The largest categories (Personal Services and Fringe Benefits) support salaries and benefits for County employees and total 58.9%. The third largest category is Purchase Goods & Supplies (12.3%) funding supply, equipment, and training expenses. Other categories include:

- Transfers – transfers out to other funds including Adult Detention Center and the Capital Projects Fund.
- Debt Service – payments for financed public infrastructure.
- Internal Services – goods and services provided by one County department to another, for example fleet management.
- Contractual Services – products/services contracted out.
- Leases and Rentals – lease and rental of goods and property.
- Capital Outlay – capital asset expenses, for example vehicles purchased.
- Cost Recovery – negative expenditure budget used to offset project management costs that are reimbursed from capital projects.

FY2022 General Fund Budget by Category of Expenditure

Excludes School Transfer Budget



\$694,988,800

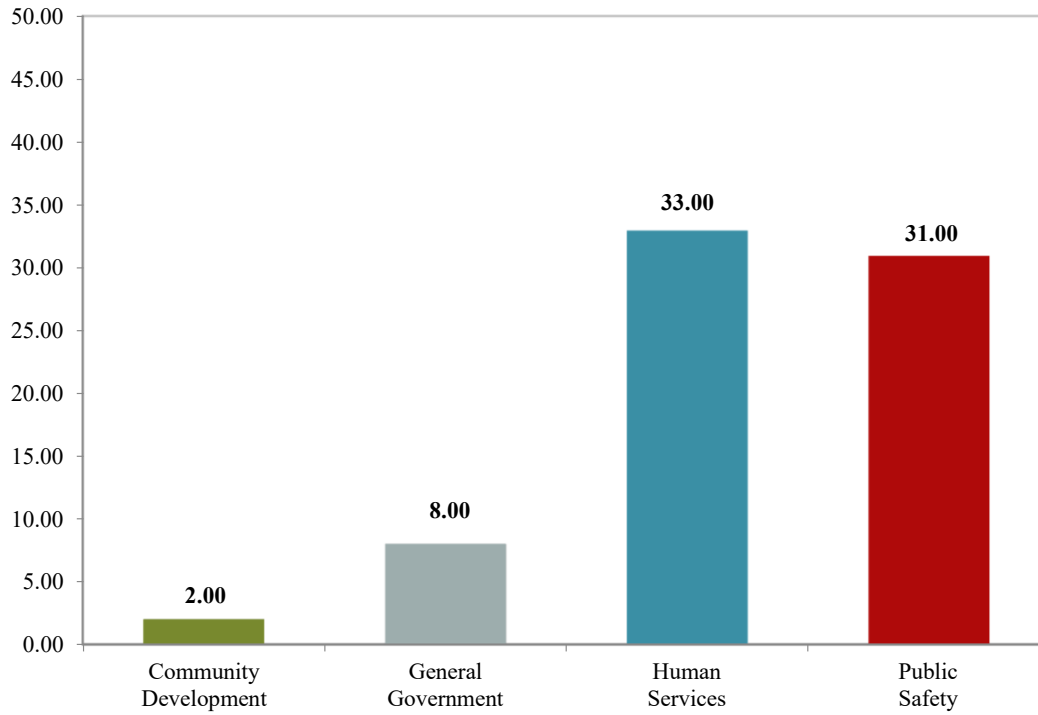
Budget Summary

Position Summary of Full-Time Equivalent Positions (FTE)					
Department/Agency	FY20 Adopted Total Positions	FY21 Adopted Total Positions	FY21 Off-Cycle Position Adjustments	FY22 Proposed Position Adjustments	FY22 Proposed Total Positions
<u>Community Development:</u>					
Development Services	117.00	118.00	0.00	2.00	120.00
Economic Development	17.00	20.00	0.00	0.00	20.00
Library	208.14	208.14	0.00	0.00	208.14
Parks, Recreation & Tourism	441.12	441.12	(0.18)	0.00	440.94
Planning	31.00	31.00	0.00	0.00	31.00
Public Works	360.73	206.00	(4.00)	0.00	202.00
Transportation	47.80	47.80	0.00	0.00	47.80
Subtotal	1,222.79	1,072.06	(4.18)	2.00	1,069.88
<u>General Government:</u>					
Board of County Supervisors	2.00	2.00	0.00	0.00	2.00
County Attorney	29.00	29.00	0.00	0.00	29.00
Elections	15.00	17.00	0.00	0.00	17.00
Executive Management	29.00	26.00	0.00	2.00	28.00
Facilities & Fleet Management	0.00	154.47	5.00	2.00	161.47
Finance	170.00	172.00	0.00	4.00	176.00
Human Resources	29.50	31.50	1.00	0.00	32.50
Human Rights	6.25	7.00	0.00	0.00	7.00
Information Technology	105.88	104.88	0.00	0.00	104.88
Management & Budget	12.00	12.00	0.00	0.00	12.00
Subtotal	398.63	555.85	6.00	8.00	569.85
<u>Human Services:</u>					
Area Agency on Aging	33.75	34.00	0.00	0.00	34.00
Community Services	348.76	382.76	1.00	8.00	391.76
Housing & Community Development	24.00	25.00	0.00	0.00	25.00
Public Health	3.60	3.60	0.00	0.00	3.60
Social Services	390.76	402.23	0.00	25.00	427.23
Virginia Cooperative Extension Service	5.11	7.71	0.00	0.00	7.71
Subtotal	805.98	855.30	1.00	33.00	889.30
<u>Public Safety:</u>					
Adult Detention Center	450.40	446.40	(5.00)	0.00	441.40
Circuit Court Clerk	49.00	49.00	2.00	1.00	52.00
Circuit Court Judges	12.00	12.00	0.00	1.00	13.00
Commonwealth's Attorney	50.00	50.00	0.00	2.00	52.00
Criminal Justice Services	44.60	47.60	3.00	0.00	50.60
Fire & Rescue	759.70	760.70	(1.00)	15.00	774.70
General District Court	3.00	3.00	0.00	1.00	4.00
Juvenile & Domestic Relations District Court	2.00	2.00	0.00	1.00	3.00
Juvenile Court Services Unit	6.00	6.00	0.00	0.00	6.00
Police	901.00	901.00	0.00	8.00	909.00
Public Safety Communications	118.00	121.00	(1.00)	0.00	120.00
Sheriff	106.50	107.50	0.00	2.00	109.50
Subtotal	2,502.20	2,506.20	(2.00)	31.00	2,535.20
Total FTE Positions	4,929.60	4,989.41	0.82	74.00	5,064.23

* The department does not include the Board Chair, seven supervisors, and three aides per Board member. All those positions serve at will.

Budget Summary

FY21 to FY22 Full-Time Equivalent Position Change



74.00 FTE Net Position Increase

Note: Detail concerning the position change is located in the Position Summary of Full-Time Equivalent Positions and in the agency budget pages in this document. Off-cycle adjustments are not included in the chart.

Budget Summary

Summary of New Positions Established or Eliminated in FY22			
Department	Classification Title	Effective Date	Total FTE Added
Development Services	Senior Code Enforcement Inspector	7/1/2021	2.00
Development Services Total			2.00
Executive Management	Administrative Assistant	7/1/2021	1.00
Executive Management	Analyst	7/1/2021	1.00
Executive Management Total			2.00
Finance	Financial Regulatory Specialist	7/1/2021	3.00
Finance	Principal Fiscal Analyst	7/1/2021	1.00
Finance Total			4.00
Facilities & Fleet Management	Maintenance & Operations Specialist	7/1/2021	1.00
Facilities & Fleet Management	Maintenance & Operations Supervisor	7/1/2020	1.00
Facilities & Fleet Management Total			2.00
Social Services	Administrative Coordinator	7/1/2021	2.00
Social Services	Administrative Specialist	7/1/2021	1.00
Social Services	Clinical Services Caseworker	7/1/2021	2.00
Social Services	Clinical Services Caseworker PATH-CS	7/1/2021	1.00
Social Services	Human Services Caseworker Associate	7/1/2021	5.00
Social Services	Human Services Manager	7/1/2021	3.00
Social Services	Human Services Specialist	7/1/2021	2.00
Social Services	Senior Human Services Caseworker	7/1/2021	5.00
Social Services	Senior Human Services Specialist	7/1/2021	4.00
Social Services Total			25.00
Community Services	Clinical Services Caseworker	7/1/2021	4.00
Community Services	Clinical Services Caseworker	10/1/2021	1.00
Community Services	Clinical Services Caseworker	1/1/2022	1.00
Community Services	Clinical Services Caseworker	4/1/2022	1.00
Community Services	Electronic Health Record Trainer	7/1/2021	1.00
Community Services Total			8.00
Circuit Court Judges	Administrative Specialist	7/1/2021	1.00
Circuit Court Judges Total			1.00
Circuit Court Clerk	Deputy Court Clerk	7/1/2021	1.00
Circuit Court Clerk Total			1.00
Commonwealth's Attorney	Assistant Commonwealth Attorney	7/1/2021	2.00
Commonwealth's Attorney Total			2.00
Fire & Rescue	Fire & Rescue Captain	7/1/2021	2.00
Fire & Rescue	Fire & Rescue Technician I	7/1/2021	9.00
Fire & Rescue	Fire & Rescue Technician II	7/1/2021	3.00
Fire & Rescue	Senior Emergency Management Specialist	7/1/2021	1.00
Fire & Rescue Total			15.00
General District Court	Administrative Specialist	7/1/2021	1.00
General District Court Total			1.00
Juvenile & Domestic Relations Court	Administrative Specialist	7/1/2021	1.00
Juvenile & Domestic Relations Court Total			1.00
Police	Animal Control Specialist	1/1/2022	2.00
Police	Master Police Officer	1/1/2022	5.00
Police	Police First Sergeant	7/1/2021	1.00
Police Total			8.00
Sheriff	Sheriff's Deputy	7/1/2021	2.00
Sheriff Total			2.00
Total New FTE Positions in FY22			74.00



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 the County's vision. To accomplish this, the County recognizes the importance of maintaining salaries that are competitive with other Northern Virginia jurisdictions. Success in implementing this strategy will be measured by the ability to attract quality applicants, retain quality employees, and maintain employee satisfaction.

To implement this compensation policy, PWC will make every effort, within the County's position classification structures, to maintain salaries comparable to salaries of similar positions in Fairfax, Loudoun, and Arlington counties, and the City of Alexandria. The County will annually benchmark position classifications at the midpoint and make adjustments when necessary to maintain market competitiveness.

General Overview

- A. **Budgeted Salary Lapse** – This account reduces agency expenditure authority to account for vacancies and is located within the Salaries and Benefits budget. The total required agency savings in budgeted salary lapse in FY22 is \$22.8 million.

Budget Initiatives

A. Budget Initiatives

1. Pay for Performance Adjustment

Expenditure	\$8,206,624
Revenue	\$0
General Fund Impact	\$8,206,624
FTE Positions	0.00

- a. **Pay for Performance Adjustment** – Funding is included to support a 3.0% pay for performance increase in FY22. Annual pay for performance adjustments of 3.0% are included in each remaining year of the Proposed Five-Year Plan (FY23-26).

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 \$136,266,546 in FY22-26.

- b. **Future Compensation Rollover** – Each year compensation actions are rolled over into the next budget year. This includes positions which were initially funded for a partial year and 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

Compensation

next fiscal year. This rollover captures the full cost of providing pay for performance increases 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 \$19,046,686 in FY22-26.

2. Health and Dental Insurance Adjustment

Expenditure	\$1,585,152
Revenue	\$0
General Fund Impact	\$1,585,152
FTE Positions	0.00

a. Health and Dental Insurance – This initiative funds County employer contributions for health insurance increases required to maintain the stability of the County’s self-insurance fund. The expenditure increase is due to an average 4.55% or 7.0% increase (depending on the health care provider) for the County’s employer health insurance contributions.

There is a 3.0% decrease for dental insurance in FY22. The Proposed Five-Year Plan contains 7.0% annual increases to health insurance rates and 10.0% annual increases to dental insurance rates in FY23-26. The total general fund cost for the County’s employer contribution for health and dental insurance is \$36,468,173 in FY22-26.

3. Pension and Retirement Benefits Adjustment

Expenditure	\$126,961
Revenue	\$0
General Fund Impact	\$126,961
FTE Positions	0.00

a. 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 5.0% cost increase of \$126,961 in the retiree health credit budget is projected to cover growth in this benefit due to additional retirees. The amount paid to each individual retiree has not increased.

b. Virginia Retirement System (VRS) – The certified VRS employer contribution rate for PWC is 14.86% and became effective July 1, 2020. VRS rates are evaluated and certified by the VRS Board of Trustees every two years, therefore there is no change in the County VRS rate for FY22.

The County is projecting a rate increase of 1.30% in FY23. Therefore, the contribution rate is projected to be 16.16% in FY23-26 at an annual general fund costs of \$4.0 million. The additional total general fund cost associated with projected VRS rate increases is \$15,901,436 in FY23-26.

Compensation

Summary of Compensation Adjustments in FY2022-2026 Five-Year Plan (Amounts are Cumulative)

	FY22	FY23	FY24	FY25	FY26	Total
Pay for Performance:						
Pay for Performance (3% Increase in FY22; 3% Annual Increase in FY23-26)	\$8,206,624	\$17,729,967	\$27,253,309	\$36,776,653	\$46,299,995	\$136,266,546
Compensation Rollover	\$0	\$1,904,669	\$3,809,337	\$5,714,006	\$7,618,674	\$19,046,686
Subtotal (Pay for Performance)	\$8,206,624	\$19,634,636	\$31,062,646	\$42,490,659	\$53,918,669	\$155,313,232
Pension and Retirement Benefits:						
Virginia Retirement System (VRS) (14.86% Rate in FY22; 16.16% Rate in FY23-26)	\$0	\$3,975,359	\$3,975,359	\$3,975,359	\$3,975,359	\$15,901,436
Retiree Health Credit (5% Annual Increase)	\$126,961	\$260,270	\$400,244	\$547,217	\$701,539	\$2,036,231
Subtotal (Pension and Retirement)	\$126,961	\$4,235,629	\$4,375,603	\$4,522,576	\$4,676,898	\$17,937,667
Health and Dental Insurance:						
Health Insurance (4.55% / 7.00% Increase in FY22; 7% Annual Increase in FY23-26)	\$1,621,138	\$4,162,582	\$6,881,928	\$9,791,628	\$12,905,006	\$35,362,282
Dental Insurance (3% Decrease in FY22; 10% Annual Increase in FY23-26)	(\$35,986)	\$80,367	\$208,356	\$349,144	\$504,010	\$1,105,891
Subtotal (Health and Dental)	\$1,585,152	\$4,242,949	\$7,090,284	\$10,140,772	\$13,409,016	\$36,468,173
Grand Total	\$9,918,737	\$28,113,214	\$42,528,533	\$57,154,007	\$72,004,583	\$209,719,072

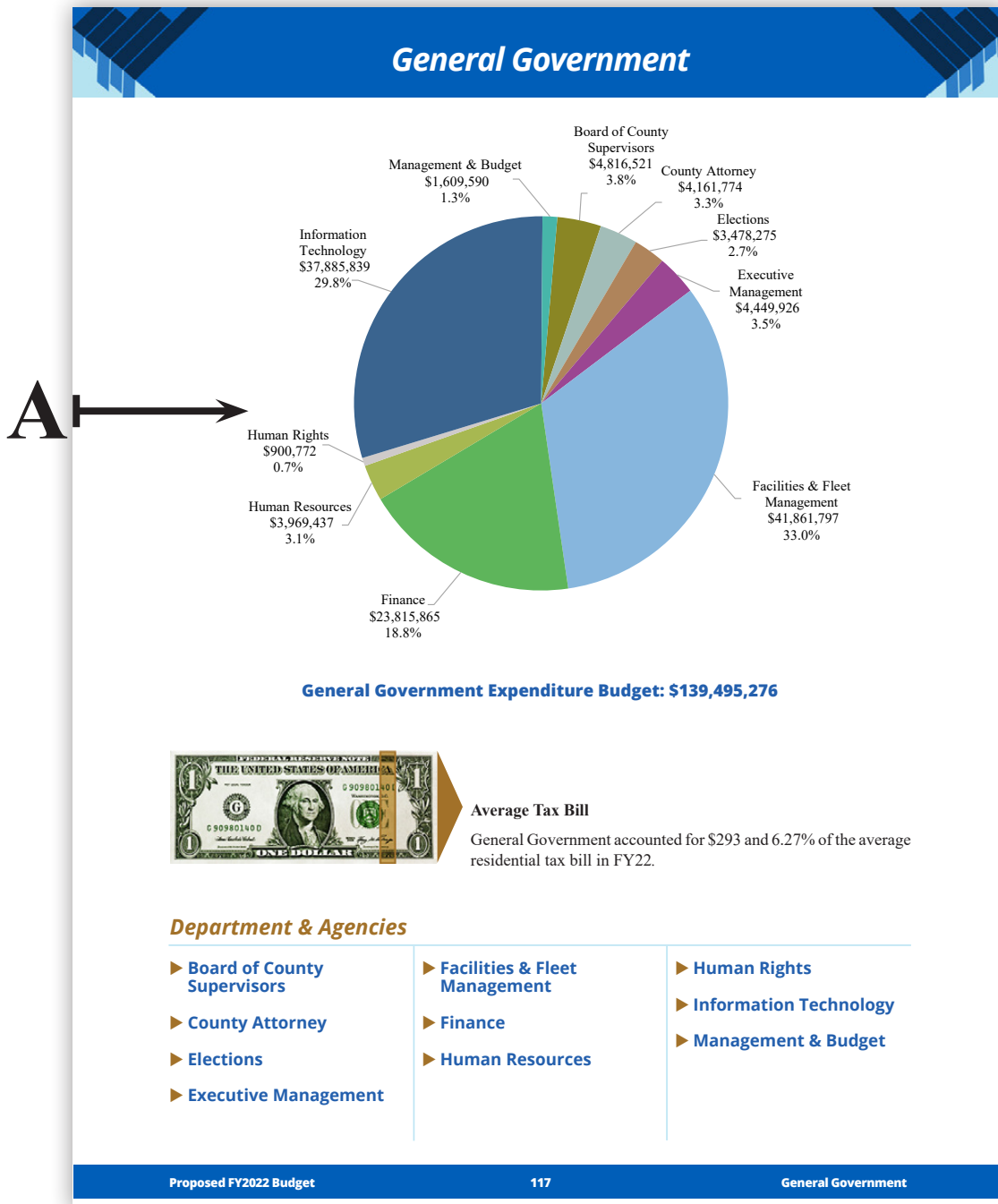


Agency Page Information

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 FY22 proposed expenditure budget broken out by agency and a list of all the agencies included in the functional area.



Agency Page Information

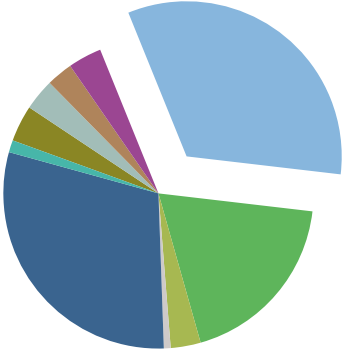
Agency Pages

- 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 FY22 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.

Facilities & Fleet Management

A → **Mission Statement**

The Prince William County Department of Facilities & Fleet Management is the infrastructure partner of County agencies. The Department strives to provide safe, sustainable, proactive, and effective infrastructure and services to County agencies, so the agencies can focus on serving the residents of the County.



General Government Expenditure Budget:
\$139,495,276

Expenditure Budget: \$
\$41,861,797

33.0% of General Government

Programs:

- Director’s Office: \$965,038
- Buildings & Grounds: \$13,358,351
- Facilities Construction Management: \$125,000
- Fleet Management: \$12,289,138
- Property Management: \$15,124,271

B ←

C → **Mandates**

Facilities & Fleet Management does not provide a federal mandated service; however, it does provide a state mandated service. The Board of County Supervisors has enacted additional local mandates for which Facilities & Fleet Management has responsibility.

State Code: [Title 42.1-76 Chapter 7](#) (Virginia Public Records Act)

County Code: [Chapter 5 Article VI](#) (Building Maintenance Code)

Proposed FY2022 Budget138General Government

Agency Page Information

D. Expenditure and Revenue Summary – The expenditure and revenue summaries provide historical and adopted expenditure and revenue information for each agency. For historical reference, actual expenditures and revenues are reported for FY18, FY19, and FY20. Adopted budget information is displayed for FY21. The last column calculates the change between the FY21 adopted and FY22 proposed budgets. Five 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; the total equals the total expenditure by classification.
2. **Expenditure by Classification** – These figures represent the amounts appropriated or expended in each expenditure classification; the total equals the total expenditure by program.
3. **Total Designated Funding Sources (revenues)** – Includes all sources of agency revenue that support the expenditures.
4. **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.
5. **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.

Facilities & Fleet Management

D
→

Expenditure and Revenue Summary

\$

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Director's Office	\$0	\$0	\$0	\$0	\$965,038	-
Buildings & Grounds	\$0	\$0	\$0	\$12,915,944	\$13,358,351	3.43%
Facilities Construction Management	\$0	\$0	\$0	\$125,000	\$125,000	0.00%
Fleet Management	\$0	\$0	\$0	\$11,972,270	\$12,289,138	2.65%
Property Management	\$0	\$0	\$0	\$13,959,449	\$15,124,271	8.34%
Total Expenditures	\$0	\$0	\$0	\$38,972,664	\$41,861,797	7.41%
Expenditure by Classification						
Salaries & Benefits	\$0	\$0	\$0	\$12,616,353	\$13,316,546	5.55%
Contractual Services	\$0	\$0	\$0	\$5,966,359	\$7,189,769	20.51%
Internal Services	\$0	\$0	\$0	\$692,234	\$705,259	1.88%
Purchase of Goods & Services	\$0	\$0	\$0	\$10,936,523	\$11,235,967	2.74%
Capital Outlay	\$0	\$0	\$0	\$3,159,151	\$2,864,501	(9.33)%
Leases & Rentals	\$0	\$0	\$0	\$8,185,801	\$9,087,607	11.02%
Reserves & Contingencies	\$0	\$0	\$0	(\$2,583,757)	(\$2,537,852)	(1.78)%
Total Expenditures	\$0	\$0	\$0	\$38,972,664	\$41,861,797	7.41%
Funding Sources						
Use of Money & Property	\$0	\$0	\$0	\$710,000	\$710,000	0.00%
Miscellaneous Revenue	\$0	\$0	\$0	\$22,000	\$22,000	0.00%
Non-Revenue Receipts	\$0	\$0	\$0	\$320,000	\$320,000	0.00%
Charges for Services	\$0	\$0	\$0	\$9,652,876	\$9,959,753	3.18%
Revenue from Commonwealth	\$0	\$0	\$0	\$71,424	\$71,424	0.00%
Transfers In	\$0	\$0	\$0	\$49,317	\$49,317	0.00%
Total Designated Funding Sources	\$0	\$0	\$0	\$10,825,617	\$11,132,494	2.83%
Use/(Contribution) of Fund Balance	\$0	\$0	\$0	\$23,041	\$0	
Net General Tax Support	\$0	\$0	\$0	\$28,124,006	\$30,729,303	9.26%
Net General Tax Support	0.00%	0.00%	0.00%	72.16%	73.41%	

The FY18-FY20 Actuals for each program are included in the Public Works department.

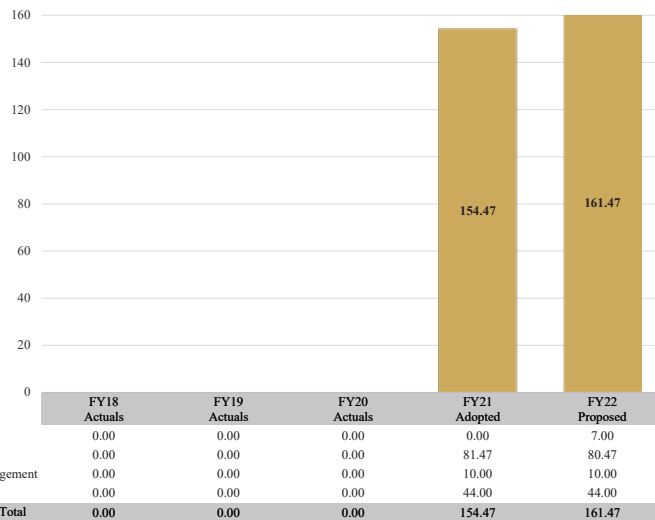
Proposed FY2022 Budget
139
General Government

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 FY18 actual, FY19 actual, FY20 actual, FY21 adopted, and FY22 proposed 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 FY22 budget changes for the agency as a whole.

Facilities & Fleet Management

E → Staff History by Program



* Note: Historical FTE information for each program appears in the Public Works department.

F → Future Outlook

COVID-19 Pandemic Lasting Effects – The effects of the COVID-19 pandemic will be permanently felt. The expectations of the public and County employees will be for Facilities & Fleet Management to maintain the measures that were implemented to make County facilities safe. These measures include increasing cleaning at all facilities to five days a week, providing disinfecting services throughout the day in the County’s main public buildings, contracting daytime security guards to work in the major public buildings, and constructing and maintaining barriers between customers and employees. The effects of COVID-19 will also be felt in how

G → General Overview

- A. **Property Management Lease Base Expense Adjustments** – The Proposed FY2022 Budget includes the following base budget lease expense adjustments:
 - Brentsville District Supervisor’s office lease located at 9400 Innovation Drive, Suite 130, Manassas was approved by the Board of County Supervisors (BOCS) on September 22, 2020 via [BOCS Resolution 20-655](#). The annual recurring lease cost is \$59,400.
 - Manassas (Wellington Road Area) Library is a new lease agreement with the City of Manassas, funded by a permanent \$165,000 increase to Facilities & Fleet Management, Property Management. The ongoing lease cost is funded by a permanent resource shift from the Library. There is no net impact to the overall budget.
- B. **Director’s Office Established** – When Facilities & Fleet Management was created in FY21, four programs (Buildings & Grounds, Facilities Construction Management, Fleet Management, and Property Management) were transferred from Public Works to create the new department. During FY21, the Director’s Office was formed to provide overall leadership and management oversight to these four programs. The Director’s Office includes seven FTEs. One vacant position was transferred from Public Safety Communications to

Agency Page Information

- H. **Budget Initiatives** – Budget adjustments for each program are grouped into three categories, including budget initiatives (additions, reductions, or 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 generally outcome measures, 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 FY18 actual, FY19 actual, FY20 actual, FY21 adopted, and FY22 proposed.
 4. **Workload Measures** – Performance measures, specifically workload measures, which demonstrate an aspect of work performed within the activity.

Facilities & Fleet Management

H



Budget Initiatives

A. Budget Initiatives

1. Leases – Property Management

Expenditure	\$520,746
Revenue	\$0
General Fund Impact	\$520,746
FTE Positions	0.00

a. **Description** – This initiative provides funding for annual rent escalations of existing leased space and for new leased space for the Woodbridge District Supervisor.

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

2. Contractual Security at County Facilities – Buildings & Grounds

Expenditure	\$564,160
-------------	-----------

I



Program Summary

Director's Office

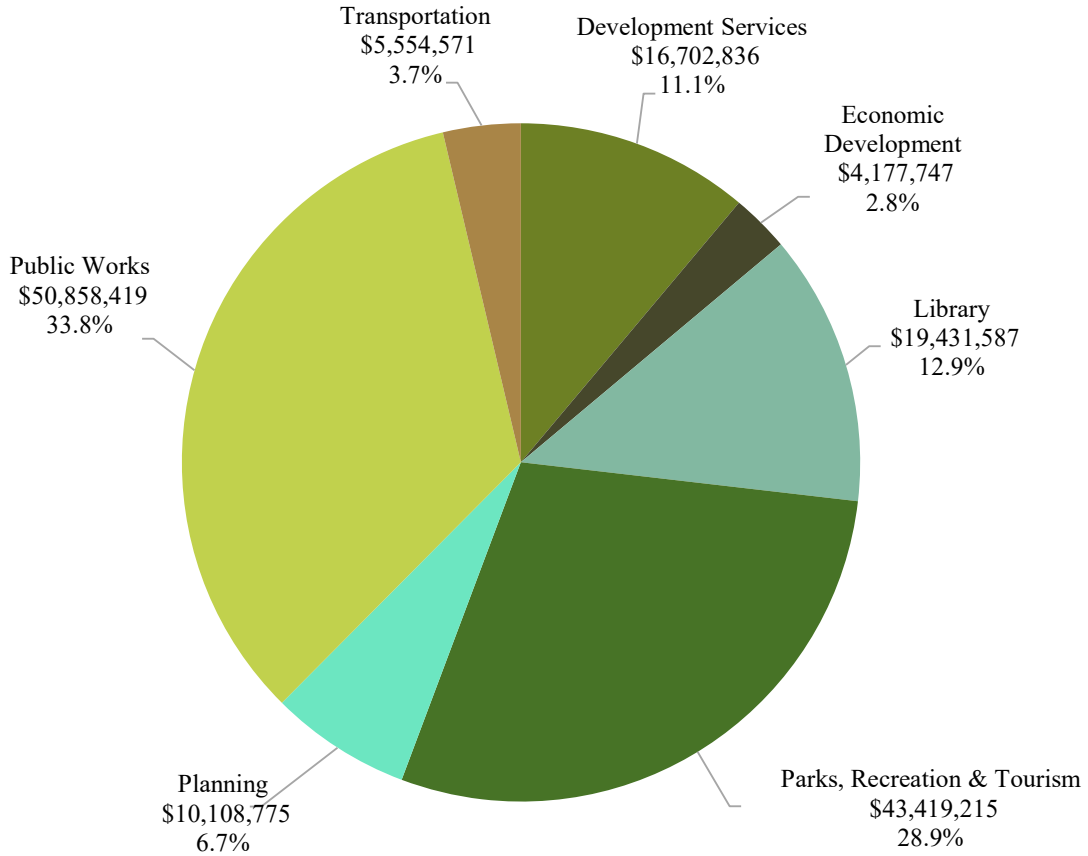
Provide overall leadership and management oversight for all Facilities & Fleet Management activities. Work as a catalyst between customers and divisions. Review all major policy issues, financial transactions, BOCS reports, County Executive-generated directives, and interface with executive management on complex issues within the department. Provide human resource management for the department.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Key department program measures met	-	-	-	-	50%
Days Away Restricted or Transferred	-	-	-	-	3.08

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Director's Office	\$0	\$0	\$0	\$0	\$965
Number of Employees Hired	-	-	-	-	21



Community Development



Community Development Expenditure Budget: \$161,878,286



Average Tax Bill

Community Development accounted for \$258 and 5.51% of the average residential tax bill in FY22.

Department & Agencies

- ▶ Development Services
- ▶ Economic Development
- ▶ Library

- ▶ Parks, Recreation & Tourism
- ▶ Planning

- ▶ Public Works
- ▶ Transit Subsidy
- ▶ Transportation

Development Services

Mission Statement

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



Expenditure Budget:
\$16,702,836



11.1% of Community Development

Program:

- Building Development: \$13,806,459
- Land Development: \$2,622,608
- Customer Liaison: \$273,769

Community Development Expenditure Budget:
\$161,878,286

Mandates

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

State Code: [36-105.A](#) (Enforcement of Code), [Title 15.2 Chapter 22](#) (Planning, Subdivision of Land and Zoning), [Article 6](#) (Land Subdivision and Development), [Article 7](#) (Zoning), [Article 7.2](#) (Zoning for Wireless Communications Infrastructure)

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

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

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

Development Services



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Building Development	\$11,548,496	\$11,488,244	\$12,086,746	\$13,378,433	\$13,806,459	3.20%
Land Development	\$2,469,502	\$2,533,744	\$2,630,565	\$2,826,425	\$2,622,608	(7.21%)
Customer Liaison	\$276,711	\$161,329	\$242,301	\$319,701	\$273,769	(14.37%)
Total Expenditures	\$14,294,709	\$14,183,317	\$14,959,612	\$16,524,559	\$16,702,836	1.08%

Expenditure by Classification

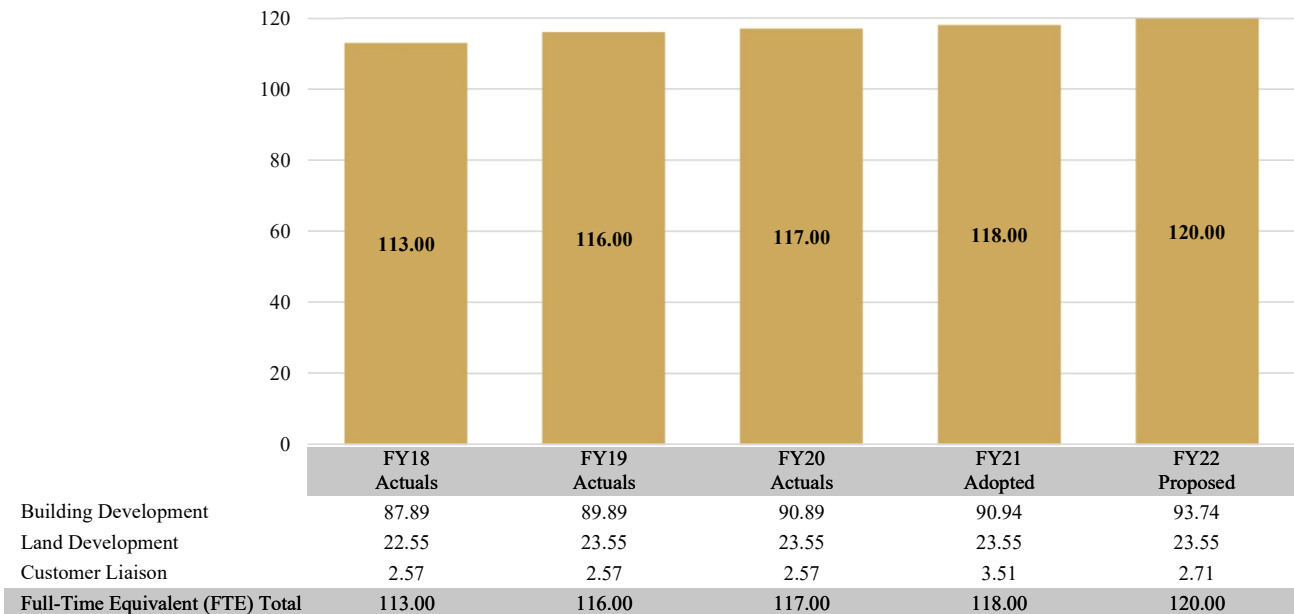
Salaries & Benefits	\$9,841,844	\$9,842,034	\$10,429,133	\$11,480,292	\$11,773,229	2.55%
Contractual Services	\$92,059	\$96,747	\$94,269	\$160,120	\$105,120	(34.35%)
Internal Services	\$2,124,961	\$2,185,068	\$2,174,657	\$2,116,168	\$2,132,962	0.79%
Purchase of Goods & Services	\$391,004	\$391,700	\$357,512	\$647,408	\$721,648	11.47%
Capital Outlay	\$135,023	\$188,699	\$80,663	\$345,000	\$209,540	(39.26%)
Leases & Rentals	\$15,615	\$15,135	\$14,820	\$19,154	\$19,154	0.00%
Transfers Out	\$1,694,204	\$1,463,935	\$1,808,558	\$1,756,417	\$1,741,183	(0.87%)
Total Expenditures	\$14,294,709	\$14,183,317	\$14,959,612	\$16,524,559	\$16,702,836	1.08%

Funding Sources

Permits & Fees	\$12,538,192	\$12,434,808	\$12,590,975	\$12,573,852	\$13,150,445	4.59%
Fines & Forfeitures	\$957	\$1,300	\$1,900	\$0	\$0	-
Use of Money & Property	\$0	\$0	\$0	\$4,790	\$4,790	0.00%
Miscellaneous Revenue	\$7	\$15	\$12,214	\$267,872	\$267,872	0.00%
Non-Revenue Receipts	\$5,012	\$11,094	\$9,550	\$0	\$0	-
Charges for Services	\$113,757	\$100,075	\$137,946	\$157,285	\$157,285	0.00%
Transfers In	\$555,412	\$235,412	\$485,412	\$485,412	\$485,412	0.00%
Total Designated Funding Sources	\$13,213,336	\$12,782,704	\$13,237,997	\$13,489,211	\$14,065,804	4.27%
(Contribution to)/Use of Fund Balance	(\$1,081,481)	(\$1,067,255)	(\$541,853)	\$635,847	\$237,531	(62.64%)
Net General Tax Support	\$2,162,854	\$2,467,868	\$2,263,468	\$2,399,501	\$2,399,501	0.00%
Net General Tax Support	15.13%	17.40%	15.13%	14.52%	14.37%	



Staff History by Program



Future Outlook

Building Code Enforcement (BCE) – The enhanced Fire Marshal Annual Fire Safety Inspection Program has been in place for over a year. The added level of service being provided is assisting business owners with identifying potentially life-threatening issues within their business. As a result, the BCE Program has experienced a significant increase in the number of Building Code cases through Fire Marshal’s Office referrals. Since timing is critical when dealing with these cases, additional staffing is needed to manage the workload and ensure safety issues are addressed.

COVID-19 Pandemic Response – In response to the pandemic, development agencies were forced to convert counter service operations to electronic services. While this was a long-term goal, the County (like many other local jurisdictions) was not prepared to make this change on a moment’s notice. Now that electronic services have been implemented, further modifications are necessary to streamline our processes. The department is currently partnering with George Mason University to address some of the needed changes.

Land Development Funding – The Land Development Program has been operating at a deficit level since the Great Recession. Although site development work has not increased at a substantial rate, the amount of regulatory change (federal and state) has dramatically increased staff workload. Progress is being made to address the site development budgetary imbalance between revenues and expenditures.

Virtual Development Customer Service Initiative – Improve customer service and access by expanding online services to include: ePlan submissions and review, virtual services, and EnerGov Project Decision Tree.

Development Services

General Overview

- A. **Decrease Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. The indirect cost transfer amount reimbursing the general fund for Development Services decreases by \$15,234 from \$1,416,000 in FY21 to \$1,400,766 in FY22.
- B. **Increase to the Building and Land Development Fee Schedules and Revenue Budgets** – The Proposed FY2022 Budget includes a 4.5% increase to the Building Development fee schedule and a 4.5% increase to the Land Development fee schedule. The Proposed FY2022 Budget includes a Site Development revenue budget increase of \$500,000 and an increase to the Building Development revenue budget of \$66,593. This action adjusts the Building and Land Development fee schedules to align development fees with activity costs and current revenue projections.
- C. **Removal of One-Time Costs from Development Services Budget** – A total of \$190,000 has been removed from Development Services FY21 budget for one-time costs associated with replacing the filing system to properly retain records in accordance with the Virginia Library of Records Retention Act.

Budget Initiatives

A. Budget Initiatives

1. Senior Code Enforcement Inspector – Building Development

Expenditure	\$264,693
Revenue	\$264,693
General Fund Impact	\$0
FTE Positions	2.00

a. **Description** – This initiative funds two Senior Code Enforcement Inspectors in Building Development. Inspectors provide technical and investigatory work in the enforcement of municipal policies and procedures and state codes including responding to inquiries and conducting site visits. Building Code Enforcement (BCE) works in collaboration with the Fire Marshal Office (FMO) to assist residential and small business owners with code compliance and permits. In FY20, the caseload per inspector increased by 61% from 184 to 297 due to a rise in referrals from the FMO, small business program, and investigation of abandoned permits to ensure final inspections if warranted. This initiative is funded using the Building Development fee revenue. There is no general fund impact.

b. **Service Level Impacts** – This budget addition will help to keep a manageable caseload per inspector and timely site visits. BCE plays a vital role in providing a safe community by bringing potential life safety issues to the attention of residents and business owners.

▪ Inspector caseload

<i>FY22 w/o Addition</i>		297
<i>FY22 w/ Addition</i>		75

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Inspections performed on day requested	99%	100%	100%	98%	98%
Commercial plans reviewed within 6 weeks, first review	100%	100%	100%	98%	98%
Tenant layout plans reviewed within 3 weeks, first review	100%	99%	98%	98%	98%
Code enforcement cases resolved or moved to court within 100 days	82%	72%	94%	80%	80%
Overall customer satisfaction (department wide)	92%	95%	86%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Building Plan Review	\$3,886	\$3,268	\$3,334	\$3,918	\$3,850
Plan submissions	9,575	9,321	9,025	9,500	9,500
Building Permitting Services	\$1,334	\$1,864	\$2,130	\$2,451	\$2,440
Permits issued	26,773	24,632	24,857	25,500	25,500
Building Construction Inspections	\$5,162	\$5,223	\$5,354	\$5,632	\$5,767
Inspections performed	74,219	66,507	69,937	75,000	70,500
Building Special Inspections	\$554	\$596	\$642	\$684	\$740
Field and test results, certifications and shop drawings reviewed	1,869	1,575	1,547	2,000	1,868
Building Code Enforcement	\$612	\$537	\$627	\$694	\$1,009
Enforcement cases	1,064	737	1,186	1,000	1,100

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Average days from first to final plan approval, non-residential	46	54	58	45	45
Average days from first to final plan approval, residential	67	67	65	55	55
Overall customer satisfaction (department wide)	92%	95%	86%	90%	90%

Development Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Site and Subdivision Plans	\$1,161	\$1,185	\$1,124	\$1,201	\$1,125
Plans reviewed	1,083	1,061	1,079	1,050	1,050
Bonds and Escrows	\$863	\$806	\$816	\$844	\$779
Bond and escrow cases administered	1,052	840	589	950	900
Lot escrow cases initiated and released	650	592	759	700	700
Customer Service/Zoning Permits	\$446	\$542	\$691	\$781	\$719
Permits processed	7,164	6,638	6,150	7,000	6,750

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Overall customer satisfaction (department wide)	92%	95%	86%	90%	90%

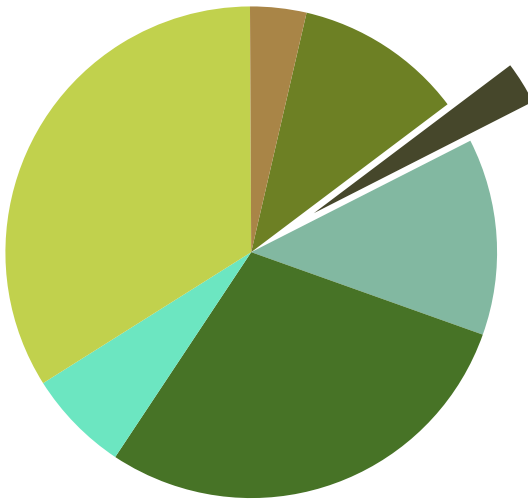
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Early Assistance Desk	\$277	\$161	\$242	\$320	\$274
Total customer transactions	45,639	43,201	30,126	44,800	40,000
Customer transactions processed per FTE*	22,820	21,601	15,063	22,400	20,000

*Workload measure was previously reported as a key measure FY18 - FY21 data remains unchanged.

Economic Development

Mission Statement

The mission of the Department of Economic Development is to serve as the first point of contact for startup, relocating, and existing businesses in order to create an abundance of high paying jobs in targeted industry sectors for residents and grow the commercial tax base. The Department of Economic Development offers a wide variety of programs and services to help diversify the County's business base, foster a collaborative business intelligence environment, and build capacity of local entrepreneurs. The Department works with County colleagues and private, nonprofit, institutional, and public partners to attract new business real estate investment that is viable, regionally competitive, and in line with broader County goals and objectives.



Expenditure Budget:
\$4,177,747



2.8% of Community Development

Program:

- Investment Attraction: \$1,839,394
- Existing Business & Entrepreneurship: \$768,492
- Marketing, Communications & Research: \$1,430,456
- Redevelopment & Revitalization: \$139,405

Community Development Expenditure Budget:
\$161,878,286

Mandates

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

Economic Development



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Investment Attraction	\$1,836,148	\$1,824,827	\$1,977,119	\$1,947,552	\$1,839,394	(5.55%)
Existing Business & Entrepreneurship	\$479,423	\$428,953	\$1,814,162	\$495,230	\$768,492	55.18%
Marketing, Communications & Research	\$712,991	\$678,554	\$741,696	\$1,409,512	\$1,430,456	1.49%
Redevelopment & Revitalization	\$0	\$0	\$0	\$188,413	\$139,405	(26.01%)
Total Expenditures	\$3,028,562	\$2,932,334	\$4,532,977	\$4,040,707	\$4,177,747	3.39%

Expenditure by Classification

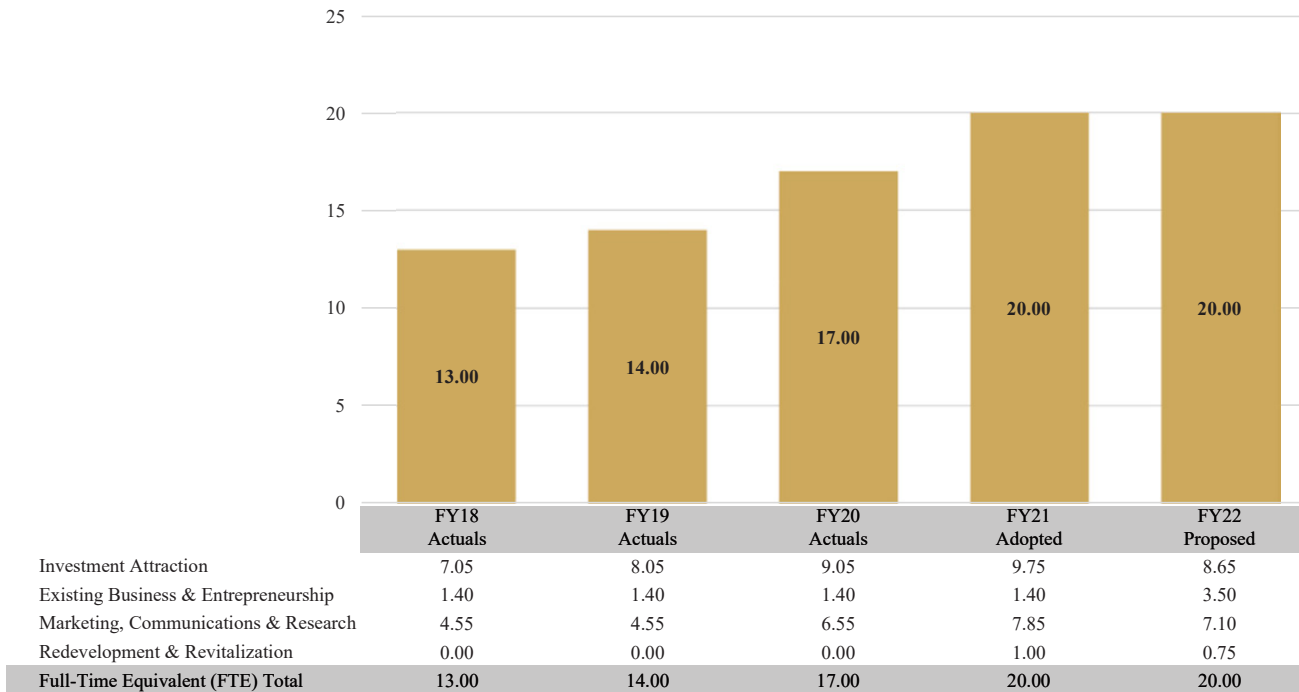
Salaries & Benefits	\$1,607,385	\$1,587,514	\$1,771,218	\$2,292,870	\$2,429,909	5.98%
Contractual Services	\$293,994	\$552,183	\$213,593	\$805,869	\$805,869	0.00%
Internal Services	\$85,788	\$82,197	\$214,376	\$63,208	\$63,208	0.00%
Purchase of Goods & Services	\$578,621	\$315,512	\$1,666,513	\$606,053	\$606,054	0.00%
Capital Outlay	\$0	\$0	\$0	\$1,000	\$1,000	0.00%
Leases & Rentals	\$275,275	\$288,568	\$267,277	\$271,707	\$271,707	0.00%
Payments to Other Local Agencies	\$187,500	\$106,360	\$400,000	\$0	\$0	-
Total Expenditures	\$3,028,562	\$2,932,334	\$4,532,977	\$4,040,707	\$4,177,747	3.39%

Funding Sources

Use of Money & Property	\$237,764	\$187,588	\$216,323	\$226,939	\$226,939	0.00%
Revenue from Other Localities	\$0	\$0	\$250,000	\$0	\$0	-
Miscellaneous Revenue	\$0	\$0	\$250,000	\$0	\$0	-
Revenue from Commonwealth	\$350,000	\$0	\$0	\$0	\$0	-
Transfers In	\$3,000,000	\$0	\$0	\$0	\$0	-
Total Designated Funding Sources	\$3,587,764	\$187,588	\$216,323	\$226,939	\$226,939	0.00%
Net General Tax Support	\$559,201	\$2,744,746	\$4,316,654	\$3,813,768	\$3,950,808	3.59%
Net General Tax Support	18.46%	93.60%	95.23%	94.38%	94.57%	



Staff History by Program



Future Outlook

Economic Recovery – Due to the Covid-19 pandemic, existing businesses of all sizes, and especially those in the retail, restaurant, and lodging industries, have continued to feel the impacts of operating in the new normal. Additionally, unemployment remains high as businesses have either laid off or furloughed workers. The Department of Economic Development (DED) deployed millions of dollars in grants funded by the Coronavirus Aid, Recovery, and Economic Security (CARES) Act to provide relief to small businesses, to assist businesses in making capital investments to improve resiliency, and to get job seekers back to work. DED will continue to focus on long-term economic recovery by providing support to existing businesses, encouraging new capital investment, and building capacity for entrepreneurial endeavors.

Existing Business Engagement & Expansions – Prince William County has a diverse and robust industry base that needs to be nurtured to create new jobs and capital investment. Through strategic engagement and outreach activities, DED will focus resources on growing and supporting targeted industry clusters by developing partnerships, expanding international trade opportunities, and providing marketing opportunities to promote existing businesses.

Economic Development

Small Business Capacity Building – The County’s economy is comprised of predominantly small- and mid-sized enterprises, with over 95% having 20 or fewer employees. DED will continue to build strategic partnerships to grow the ecosystem and expand the range of services offered to entrepreneurs and existing small businesses. Building capacity through various counseling, government contracting certifications, and exporting programs available for small businesses including veteran, minority, and women-owned businesses, will be key to their ability, survivability, and growth.

Accelerating Development in Eastern Prince William County – DED’s redevelopment and revitalization strategy will continue to focus on engaging the real estate development community to encourage new investment in integrated mixed-use developments on the eastern side of the County. Additionally, DED will identify prime land assemblage parcels by working with existing landowners that are interested in revitalizing their properties. Convening site selectors, brokers, media, and businesses for networking, informational events, and familiarization tours will raise the profile of the vast untapped opportunities in eastern PWC. DED will work with partner agencies to identify and evaluate strategic incentive programs to be considered for implementation.

New Business Investment – Attracting new business investment and jobs will focus on the following targeted sectors: Life Sciences, Information Communication Technology, Government Contracting and Specialized Logistics & Supply Chain. Business attraction efforts will be aided by enhanced marketing efforts, including a new web site, increased social media presence and a new marketing plan. The Department will work with partner agencies to develop policy proposals that address County challenges, such as: lack of mixed-use office product, shortage of land zoned for manufacturing, and lack of entrepreneurial density.

General Overview

- A. **Existing Business & Entrepreneurship Program** – During FY21, the department shifted existing resources to the Existing Business & Entrepreneurship program to focus on economic recovery and provide more support to existing businesses during the pandemic. The department also filled a Business Development Officer position that had been vacant since June 2019. These actions resulted in a program funding increase for FY22.

Economic Development

Program Summary

Investment Attraction

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Total amt. capital investment from new commercial real estate product developed	-	-	-	\$100M	\$75M
Total amt. of square footage from new commercial real estate product developed	-	-	-	300,000	300,000
New occupied space (sf) - leased, build-to-suit, owner occupied	-	-	-	100,000	100,000
Total amount of capital investment from new businesses	-	-	-	\$200M	\$500M
County at-place employment	128,354	130,941	130,941	134,000	134,000
Total number of companies moving to PWC	18	23	25	25	20
Total number of new jobs created	112	197	33	300	300

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Investment Attraction Marketing	\$1,832	\$1,813	\$1,977	\$1,948	\$1,839
# of active qualified prospects	-	-	-	75	75
Close rate on active qualified leads generated to companies' announcements	-	-	-	20	20
# of leads generated	191	169	75	300	300

Existing Business & Entrepreneurship

The Existing Business & Entrepreneurship program retains existing businesses, identifies and secures company expansion projects, and acts as a strategic advisor to company executives, assisting them to expand their operations in the County. Additionally, a main focus of the existing business program is to engage companies to promote their successes and provide opportunities for earned media. The small business and entrepreneurship initiative supports targeted and established firms to grow by offering key resources, customized assistance, and capacity building to essentially grow the County's own from within.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
# of existing business prospects which remained and/or expanded in PWC	13	12	NR	12	12
Total number of existing business jobs created and retained	-	-	NR	300	300

Economic Development

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Existing Business Outreach/Expansion	\$249	\$431	\$1,576	\$257	\$313
Total amount of capital investment from existing companies expanding	-	-	\$19M	\$50M	\$50M
Expanded occupied space (square feet) (leased, build-to-suit, owner occupied)	-	-	43,800	75,000	75,000
# of welcome emails sent to new businesses	-	-	30	1,000	250
# of existing business visits	-	55	46	50	25
# of times PWC companies were engaged in business engagement/expansion activity	-	4,108	4,105	3,500	2,000
Entrepreneurship Initiatives	\$231	\$0	\$238	\$238	\$456
# of small business workshop or webinar attendees	-	-	218	400	400
# of small business one-on-one meetings and data EM to client	-	-	226	250	250
Total number of small businesses started	-	-	-	20	20
Total # of jobs created/retained as a result of new small businesses started	-	-	-	400	200

Marketing, Communications & Research

The Marketing, Communications & Research program is responsible for raising the profile of PWC, generating new leads and interests, providing valuable content and data to targeted customers in order to implement the DED's marketing and communication strategy. Additionally, the program is responsible for providing economic intelligence to support the business attraction, expansion, and retention efforts of DED.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Total number of marketing qualified lead (outbound digital marketing)	-	-	-	20	40
Total number of sales qualified leads (inbound contacts response)	-	-	-	5	7
Media coverage return on investment	-	-	250,000	250,000	250,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Business Location and Expansion Research	\$433	\$376	\$423	\$532	\$644
Customized research for clients	-	-	250	-	250
Provision of economic intelligence data	-	-	12	-	12
Web Site Marketing and Outreach, Public Relations and Special Events	\$283	\$312	\$319	\$878	\$787
Media coverage return on investments	-	-	-	250,000	250,000
Number of E-Mail Subscribers	-	-	-	5,000	10,000
Website Traffic	-	-	25,000	25,000	25,000
Total Social Media Impressions	-	-	-	175,000	175,000

Economic Development

Redevelopment & Revitalization

The Redevelopment & Revitalization program is focused on catalyzing development in targeted areas in eastern PWC. Marketing and promoting targeted areas will be key to attract the ideal mix of product types and tenants to support investment in these sites. Utilizing federal and state resources and initiatives such as the new Federal Opportunity Zone, Hub Zones, and New Market Tax Credit programs and use of Public-Private Partnerships will help accelerate development and create viable opportunities. Focus will consist of creating product to attract the workforce of tomorrow in walkable, mixed-use dense communities to attract targeted industries such as Information Technology (IT) companies and government contractors, thus adding more well-paying jobs to the employment base.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Number of property owners engaged about redevelopment	-	-	-	20	15

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Redevelopment & Revitalization	\$0	\$0	\$0	\$188	\$139
# of contacts made due to outreach, trade show or events attended	-	-	-	25	25
Total amount of square footage from new commercial real estate product developed	-	-	-	20,000	-
# of firms introduced to OZ or redevelopment opportunities	-	-	-	5	20
# meetings/briefings private sector prospects interested in OZ/redevelopment opp	-	-	-	5	20

Mission Statement

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



Expenditure Budget:
\$19,431,587



12.9% of Community Development

Programs:

- Materials Services: \$3,781,088
- Financial Services: \$568,896
- Public Services: \$10,950,131
- Technology Services: \$2,318,534
- Administrative Services: \$1,812,938

Community Development Expenditure Budget:
\$161,878,286

Mandates

There is no state or federal mandate affecting the Prince William Public Libraries.



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Materials Services	\$3,886,405	\$3,965,095	\$3,841,451	\$3,745,591	\$3,781,088	0.95%
Financial Services	\$730,859	\$717,352	\$801,104	\$557,849	\$568,896	1.98%
Public Services	\$8,967,766	\$8,965,464	\$9,138,941	\$10,947,094	\$10,950,131	0.03%
Technology Services	\$1,941,214	\$1,993,395	\$2,202,753	\$2,259,271	\$2,318,534	2.62%
Administrative Services	\$1,519,577	\$1,419,218	\$1,626,477	\$1,751,681	\$1,812,938	3.50%
Total Expenditures	\$17,045,820	\$17,060,524	\$17,610,726	\$19,261,485	\$19,431,587	0.88%

Expenditure by Classification

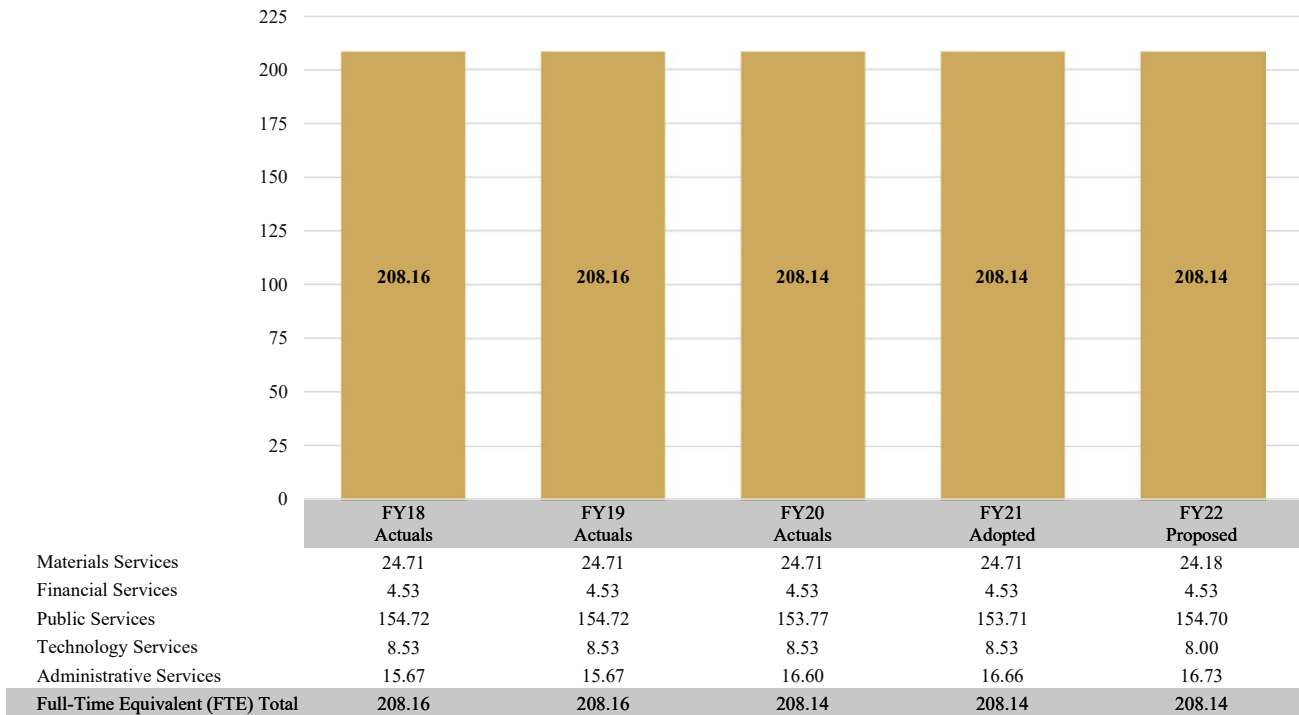
Salaries & Benefits	\$12,919,066	\$12,977,670	\$13,284,775	\$15,138,910	\$15,212,073	0.48%
Contractual Services	\$320,973	\$301,650	\$504,789	\$369,908	\$369,908	0.00%
Internal Services	\$1,150,429	\$1,168,319	\$1,170,757	\$1,073,965	\$1,073,965	0.00%
Purchase of Goods & Services	\$2,599,958	\$2,537,902	\$2,578,617	\$2,605,502	\$2,702,440	3.72%
Leases & Rentals	\$55,394	\$74,984	\$71,788	\$73,200	\$73,200	0.00%
Total Expenditures	\$17,045,820	\$17,060,524	\$17,610,726	\$19,261,485	\$19,431,587	0.88%

Funding Sources

Revenue from Other Localities	\$1,618,332	\$1,618,330	\$1,929,996	\$1,000,000	\$1,236,000	23.60%
Miscellaneous Revenue	\$57	\$16	\$635	\$0	\$0	-
Charges for Services	\$551,994	\$581,837	\$402,840	\$589,444	\$282,000	(52.16%)
Revenue from Commonwealth	\$560,770	\$562,619	\$587,140	\$498,006	\$252,035	(49.39%)
Total Designated Funding Sources	\$2,731,154	\$2,762,802	\$2,920,611	\$2,087,450	\$1,770,035	(15.21%)
Net General Tax Support	\$14,314,666	\$14,297,722	\$14,690,115	\$17,174,035	\$17,661,552	2.84%
Net General Tax Support	83.98%	83.81%	83.42%	89.16%	90.89%	



Staff History by Program



Future Outlook

21st Century Library – The public library is a vital community center, offering physical material while also providing digital access to information. A library is no longer a silent place, but increasingly provides a common ground for the entire community to come together for meeting, conversation, and lifelong learning. Programs, both for education and entertainment, are offered based on community interest. Buildings are full of materials for serious students as well as new readers. Prince William County’s (PWC) 21st Century Library is no longer just physical. It is also the digital commons for the community, providing materials and resources in digital formats to meet changing needs. Converting specific materials to digital formats will further enable the Library to be a 24/7 resource.

Libraries Post-COVID-19 – Libraries have already begun transitioning service delivery practices, not just in response to retractions and safety protocols necessitated by the global pandemic, but also in alignment with community expectations for changes in services. Curbside pick-up and the increased demand for contact-free services have escalated the need to evaluate and change traditional service delivery. Providing increased access to digital resources to match the demand is being addressed, although additional funding to match demand is still needed. Ongoing conversations with PWC Public Schools have deepened understanding and commitment to serving all families with educational needs. Actions have been taken to enhance digital library card access for those over 18. Citizens of all ages need programming to meet educational and entertainment needs, and libraries now are offering robust virtual programming. Additional equipment will be needed to sustain and broaden the expanded needs for virtual programming. Libraries must be reconfigured and staffed in a manner which allows them to respond to these changes appropriately, even while efforts are made to resume more normal activities.

Library Strategic Plan Implementation – The Library’s Five-Year Strategic Plan began in January 2019 and continues in FY22. The elements addressed in the Library’s Strategic Plan which will be the focus in FY22 are:

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

General Overview

- A. **Creation of Library Department** – To effectively provide services and resources as a single entity, the PWC Library Department and Library Advisory Board were created, effective September 1, 2020, via [BOCS Resolution 20-578](#).
- B. **Interjurisdictional Agreement with the City of Manassas** – The City of Manassas and PWC entered into a [new ten-year agreement](#) which continues the partnership to provide library services to the residents of the City of Manassas and PWC, effective July 1, 2020. As part of the new partnership agreement, the County secured lease space to establish a library within the City of Manassas boundaries. Furthermore, as part of the agreement, the City will contribute a total of \$1,236,000 to support the lease and library resources. The new library branch within the City of Manassas was created within existing PWPL resources and without additional staffing. A permanent budget shift was initiated to the Fleet & Facilities Management department for \$165,000 to cover the lease expense of the new City of Manassas Library branch.
- C. **Expenditure Shifts** – A total of \$413,800 in expenditures have been shifted between object codes within Library funding to better align the budget. This is a shift of existing resources with no net change to Library’s overall budget.
- D. **Public Services Program Consolidation** – The Public Services Program consolidated neighborhood and full-service library performance measures into a single representation to be more coherent. By combining duplicate activities and workload measures PWPL continues to provide resources as a single entity, programming that grows their user base, and reflects the evolving community.

Budget Initiatives

A. Budget Initiatives

1. Eliminate Library Fines – Library Financial Services

Expenditure	\$0
Revenue	(\$307,444)
General Fund Impact	\$307,444
FTE Positions	0.00

a. Description – In an effort to remove barriers for students and families impacted by the COVID pandemic and maintain equitable access to networks, resources, and learning environments, library fines are eliminated for PWPL patrons. This action was supported by the Library Advisory Board on October 10, 2020.

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

2. Internet Access Hot Spots – Technology Services

Expenditure	\$96,000
Revenue	\$0
General Fund Impact	\$96,000
FTE Positions	0.00

a. Description – PWPL obtained 200 mobile hotspots, originally purchased with grant funding in FY21 to help solve the digital divide during the COVID-19 pandemic. Mobile hotspots allow PWPL patrons to connect to the internet free of charge. This initiative continues Internet hot spot service when grant funding ends in FY22. Technology remains a critical need for students and families to continue their education and work from home.

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

Program Summary

Materials Services

The Materials Services program is responsible for the continuing development of print, audiovisual, electronic, and digital resources. This program selects, orders, and catalogs all materials, including those in digital form. This program also processes physical items in a variety of formats for the Library's collection. This program develops and maintains the Library's catalog of holdings, which serves to provides citizens with access to the Library's resources, as well as providing an inventory and management system for all materials owned by the Library. This program provides interlibrary loan service, which enables citizens to obtain books and other formats from public, academic, and special libraries throughout the country. In addition, the program creates and administers annual survey information per state library requirements and prepares statistical reports for the Library Director. This program also provides courier and mailroom services for the library system. The courier service delivers material requested by patrons to all 12 libraries 5 days a week, as well as providing support for off-site outreach events.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Materials availability survey title fill rate	78%	76%	82%	74%	78%
Subject/author fill rate	75%	74%	89%	76%	79%
Browser fill rate	84%	86%	95%	87%	87%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Library Materials Support	\$3,886	\$3,965	\$3,841	\$3,746	\$3,781
Items processed	103,331	102,840	122,289	100,000	98,000

Financial Services

The Financial Services program manages the financial, accounting, and budget development for the County Libraries in consultation with the Library Advisory Board. This program develops, manages, and implements the adopted budget and Capital Improvement Program projects, including performance measurement. In addition, the program monitors library revenues and state aid grants. The program is also responsible for monitoring and maintaining capital assets, non-capital assets, and internal control procedures. The program ensures the Library adheres to all County budget and financial policies and procedures.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Financial transactions processed on schedule	98%	98%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Financial Management Services	\$731	\$717	\$801	\$558	\$569
Financial transactions processed	23,012	20,958	12,170	21,000	16,000

Library

Public Services

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Residents with library cards	68%	53%	56%	55%	55%
Information requests completed within 24 hours	95%	95%	NR	95%	95%
Library services meet residents needs	96%	96%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Library Branches	\$8,968	\$8,965	\$9,139	\$10,947	\$10,950
Total materials circulated	3.9M	3.3M	2.5M	3.3M	2.9M
Information requests handled	6.9M	6.0M	7.1M	6.1M	6.1M
Attendees at Library programs/events	192,350	194,322	617,490	191,000	191,000
Library events and activities	539,000	546,300	430,400	525,000	525,000

Technology Services

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Customer on-site HW/SW problems resolved within 8 hours	99%	98%	97%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Technology Services	\$1,941	\$1,993	\$2,203	\$2,259	\$2,319
Support requests assigned to Technology Services	25,464	29,253	34,965	25,000	35,000

Library

Administrative Services

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

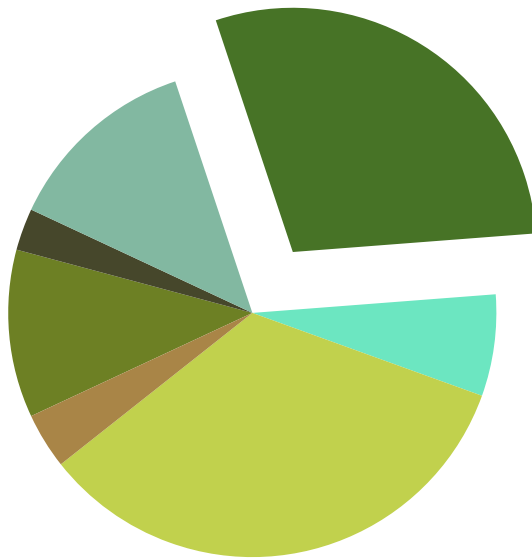
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Customer schedule actions for Graphics and Web Services completed as scheduled	99%	98%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Director's Office	\$351	\$362	\$409	\$439	\$442
Library services meet residents needs	96%	96%	96%	96%	96%
Human Resources	\$446	\$429	\$466	\$433	\$447
Library staff attending training	-	-	24%	21%	21%
FTE of volunteer hours contributed	16.4	14.4	9.9	-	-
Facilities Maintenance	\$109	\$116	\$122	\$142	\$148
Maintenance, repair and/or special project requests	933	695	451	700	700
Community Engagement	\$586	\$482	\$480	\$563	\$599
Total visits to all PWPL web pages	-	-	772,591	-	825,000
Total unique web page views	-	720,311	627,831	700,000	-
Social media engaged users	-	81,792	166,733	70,000	125,000
Web requests and print pieces produced	7,349	7,719	6,398	7,000	6,500
Literacy Volunteers of America-Prince William	\$27	\$28	\$29	\$31	\$32
Adults served	752	736	542	730	715
Tutors trained and supported	238	231	227	225	225
Literacy volunteer hours provided to students	16,778	16,842	13,640	15,800	15,500
Office of Programming and Outreach	\$0	\$3	\$121	\$143	\$144
Outreach events coordinated	-	59	40	50	60
Requests filled for outreach materials	-	77	50	70	80
Participation in partnership events	-	24	51	30	40
Total people reached in coordinated events	-	-	4,104	6,000	8,000

Parks, Recreation & Tourism

Mission Statement

Create recreational and cultural experiences for a more vibrant community.



Expenditure Budget:
\$43,419,215



28.9% of Community Development

Programs:

- Administration: \$4,391,207
- Operations: \$13,082,865
- Recreation: \$18,480,699
- Historic Preservation: \$1,009,941
- Security Rangers: \$1,261,037
- Marketing & Communications: \$1,075,555
- Planning & Projects Management: \$2,561,471
- Tourism: \$1,556,441

Community Development Expenditure Budget:
\$161,878,286

Mandates

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

Parks, Recreation & Tourism



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Administration	\$3,548,270	\$3,598,131	\$3,675,749	\$3,387,871	\$4,391,207	29.62%
Operations	\$13,066,700	\$14,759,036	\$11,951,920	\$13,846,003	\$13,082,865	(5.51%)
Recreation	\$17,422,520	\$17,079,666	\$15,507,011	\$17,395,575	\$18,480,699	6.24%
Historic Preservation	\$0	\$0	\$905,236	\$1,181,696	\$1,009,941	(14.53%)
Security Rangers	\$930,574	\$1,204,035	\$1,215,955	\$1,204,693	\$1,261,037	4.68%
Marketing & Communications	\$844,292	\$1,003,925	\$882,803	\$1,084,460	\$1,075,555	(0.82%)
Planning & Projects Management	\$0	\$26,818	\$2,913,829	\$2,379,050	\$2,561,471	7.67%
Tourism	\$1,199,639	\$1,192,051	\$1,124,971	\$1,536,412	\$1,556,441	1.30%
Total Expenditures	\$37,011,996	\$38,863,662	\$38,177,474	\$42,015,758	\$43,419,215	3.34%

Expenditure by Classification

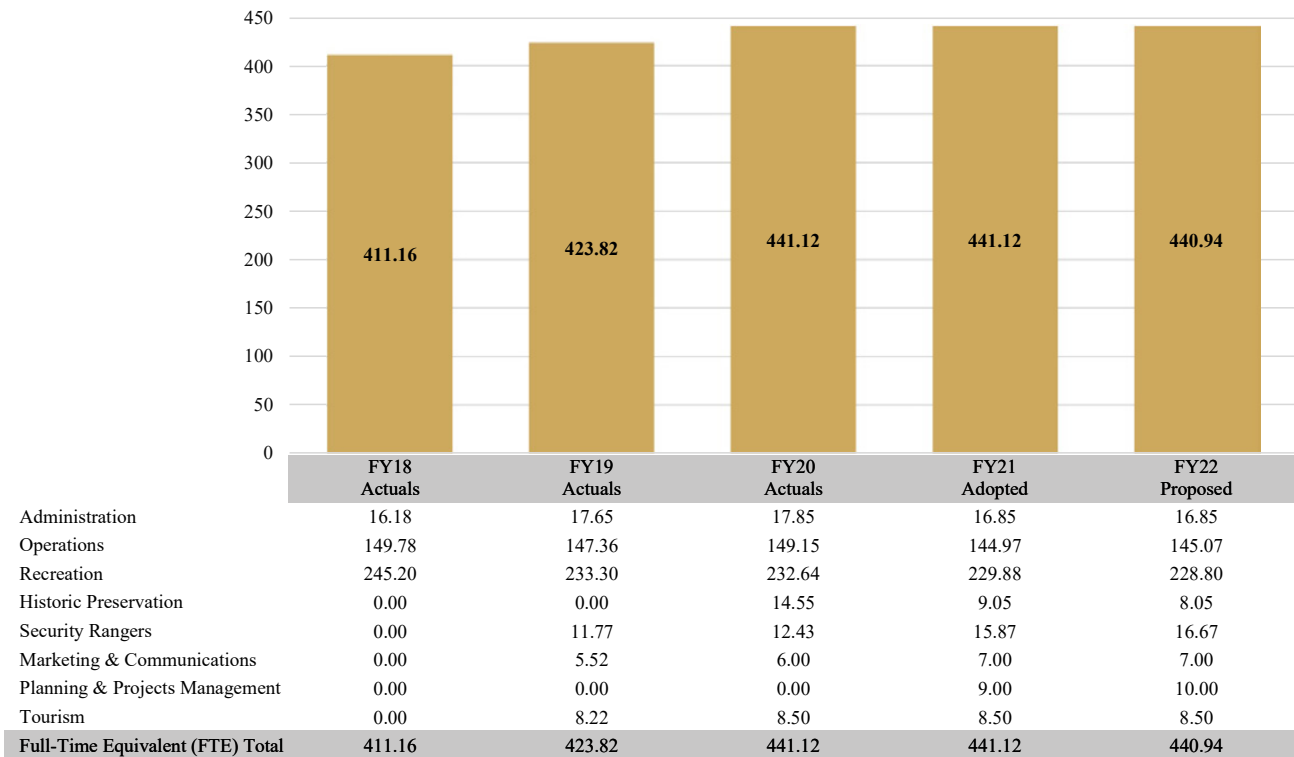
Salaries & Benefits	\$21,129,010	\$22,135,541	\$23,350,752	\$25,415,766	\$26,811,698	5.49%
Contractual Services	\$6,567,778	\$7,324,115	\$5,821,541	\$5,893,400	\$5,827,036	(1.13%)
Internal Services	\$1,452,341	\$1,560,390	\$2,918,085	\$2,049,933	\$2,049,933	0.00%
Purchase of Goods & Services	\$6,231,035	\$6,118,603	\$5,109,689	\$6,578,854	\$6,278,616	(4.56%)
Debt Maintenance	\$419,663	\$486,219	\$274,572	\$753,555	\$753,555	0.00%
Capital Outlay	\$1,569,715	\$1,003,035	\$885,573	\$1,307,113	\$1,270,102	(2.83%)
Leases & Rentals	\$136,298	\$605,531	\$47,305	\$171,137	\$332,986	94.57%
Reserves & Contingencies	(\$864,759)	(\$664,633)	(\$719,922)	(\$154,000)	(\$154,000)	0.00%
Depreciation Expense	\$370,915	\$294,863	\$249,879	\$0	\$0	-
Transfers Out	\$0	\$0	\$240,000	\$0	\$249,289	-
Total Expenditures	\$37,011,996	\$38,863,662	\$38,177,474	\$42,015,758	\$43,419,215	3.34%

Funding Sources

Use of Money & Property	\$2,075	\$0	\$17,342	\$24,600	\$24,600	0.00%
Revenue from Other Localities	\$0	\$0	\$4,644	\$0	\$0	-
Miscellaneous Revenue	\$57,072	\$50,882	\$69,590	\$3,000	\$3,000	0.00%
Non-Revenue Receipts	\$818	\$87,442	\$114,237	\$0	\$0	-
Other Local Taxes	\$0	\$0	\$0	\$0	\$1,479,000	-
General Property Taxes	\$0	\$0	\$90	\$0	\$0	-
Charges for Services	\$12,388,582	\$12,070,501	\$9,114,000	\$13,392,989	\$13,392,989	0.00%
Revenue from Commonwealth	\$14,500	\$4,500	\$4,500	\$0	\$0	-
Transfers In	\$26,265	\$26,790	\$1,403,189	\$246,943	\$249,289	0.95%
Total Designated Funding Sources	\$12,489,311	\$12,138,350	\$10,588,233	\$13,667,532	\$15,148,878	10.84%
(Contribution to)/Use of TOT Funds	\$1,174,357	\$1,177,045	\$1,106,421	\$1,505,792	\$46,821	
(Contribution to)/Use of Fund Balance	\$460,948	(\$2,400,769)	\$28,760	(\$640,574)	(\$122,595)	
Net General Tax Support	\$22,887,379	\$27,949,036	\$26,454,059	\$27,483,009	\$28,346,111	3.14%
Net General Tax Support	61.84%	71.92%	69.29%	65.41%	65.28%	



Staff History by Program



Future Outlook

Parks Infrastructure – In FY22 the newly accredited Department of Parks, Recreation, and Tourism (DPRT) will continue advancing high-profile capital projects for parks and trails as well as deferred maintenance improvements. Annual investment in the Capital Improvement Plan for the Building and Facilities Program will provide critical support to continue the momentum of making parks and facilities accessible and fully functional. The Department will launch the Master Planning process for Doves Landing Park and Silver Lake Park. Implementing the 2019 Bond Referendum projects will be important to maintain public confidence in the Department and necessary to deliver numerous underfunded, incomplete projects.

Outreach to Underserved Communities – More targeted outreach will be employed to reach underserved communities for recreation program opportunities. Resources for multi-lingual marketing materials would greatly help broaden the Department’s marketing reach. A countywide State of the Parks address will invite a greater level of public engagement in recreation planning. The Department will continue pursuing partnerships and grant opportunities to accelerate implementation of the newly adopted systemwide Master Plan.

Pandemic Impact on County Tourism – In light of reduced Transient Occupancy Tax Collections due to the coronavirus, the Office of Tourism (OT) will continue utilizing grants to promote Prince William County as a destination. A mobile visitor center model will be deployed to expand visitor services more strategically

Parks, Recreation & Tourism

throughout the County. The OT will collaborate with the Planning and Economic Development Departments to advance an agri-business expansion plan and incubate nightlife and place-making attractions within small area plans.

With additional resources, the Historic Preservation Division will increase programming to celebrate the stories of the County’s African American communities.

General Overview

- A. **Position Conversion** – During FY21, the department reduced a pooled, part-time Park Ranger position (5.55 FTE) by 1.18 FTE to create a full-time Park Ranger position with benefits. The conversion was made to cover the operational needs of the Park Ranger program and will result in a 0.18 FTE reduction in the DPRT’s total FTE.
- B. **Shift Transient Occupancy Tax Revenue Designated for Tourism (TOT) from Non-Departmental to DPRT** – The proposed budget includes a shift of TOT revenue from Non-Departmental to the Tourism program in DPRT. This shift consolidates all expenditures and revenue associated with TOT revenue in Parks, Recreation & Tourism. Transient Occupancy Tax revenue designated for tourism supports the Tourism program as well as provides support to Historic Preservation and Community Partners (Dumfries Weems-Botts Museum, Prince William Soccer, Inc. and Occoquan Mill House Museum) and Historic Preservation activities. There is no net impact from this shift.
- C. **One-Time Reduction in the Office of Tourism Expenditure Budget** – The proposed budget includes a one-time \$250,000 reduction in the OT expenditure budget for FY22. The reduction was made to cover a projected revenue shortfall due to impacts of the pandemic.

Program Summary

Administration

Provides oversight for all divisions and facilitates strategic planning.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Use of County parks & recreation (community survey)	80%	80%	80%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Executive Management/Administration	\$3,549	\$3,597	\$3,676	\$3,388	\$4,391
Accident rate per 100,000 miles driven	2.4	1.9	1.2	2.4	2.0

Parks, Recreation & Tourism

Operations/Grounds and Facilities Maintenance

Maintains all grounds and facilities and provides supporting services for DPRT capital and deferred maintenance projects.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Number of projects requiring Facilities & Grounds assistance	-	4	4	6	6

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Grounds & Landscape Maintenance	\$8,002	\$8,882	\$8,332	\$10,796	\$9,894
Park acres maintained	929	1,107	1,107	1,198	1,198
School acres maintained	268	269	270	270	270
Facility Maintenance	\$4,858	\$5,903	\$3,629	\$3,050	\$3,189
Work orders completed	1,989	2,201	2,397	2,100	2,100

FY18 and FY19 actuals differ from expenditure summary due to a reorganization.

Recreation

Develops, markets, and administers leisure and educational programs.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Satisfaction with quality of athletic fields (community survey)	84%	84%	84%	84%	84%
Satisfaction with quality of pools & water parks (community survey)	80%	80%	80%	80%	80%
Satisfaction with quality of indoor recreation facilities (community survey)	77%	77%	77%	80%	80%
Growth in non-golf recreation revenue	(2%)	0%	(35%)	3%	10%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Parks & Centers*	\$12,025	\$10,220	\$9,769	\$10,950	\$11,568
Participant visits	1.8M	1.9M	1.1M	1.9M	1.3M
Golf	\$4,326	\$4,180	\$3,220	\$2,966	\$2,966
Rounds of golf (18-hole equivalent)	92,928	78,557	67,936	70,000	70,000
Water Parks	\$2,478	\$2,119	\$2,024	\$2,921	\$3,336
Water park admissions	139,000	158,000	97,000	159,000	50,000
Community Sports	\$574	\$547	\$494	\$559	\$611
Sports youth participant visits	1.40M	1.17M	582,261	1.20M	1.20M
Sports adult participant visits	220,000	117,684	22,962	120,000	120,000
Sports tournament participants	37,000	33,571	14,644	34,000	34,000

*The FY18 expenditures for the Parks & Centers activity include the expenditures for Marketing & Communications and Security Rangers, as those activities rolled up into Parks & Centers until FY19.

Parks, Recreation & Tourism

Historic Preservation

Manages and programs County owned historic facilities and cultural landscapes. Works with community partners to assist in County wide cultural resource protection.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Customer satisfaction with visit to historic site	98%	95%	95%	97%	97%
Volunteer hours value	\$105,823	\$144,815	\$90,683	\$125,000	\$110,000
Revenue recovery rate	6.2%	4.0%	3.0%	5.0%	5.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Historic Preservation	\$0	\$0	\$905	\$1,182	\$1,010
Annual average hours of service per long term volunteer	43	78	80	50	50
Percentage of collections reviewed and updated	-	35%	25%	30%	30%
Programs at historic sites	846	693	1,192	800	900
FTE equivalent of volunteer hours contributed	3.01	2.92	1.82	3.00	3.00
Visitors to historic sites	130,353	149,198	137,056	130,000	140,000
Work orders for historic buildings and grounds	144	-	218	150	150
Construction, restoration and renovation projects	3	-	5	3	3

Security Rangers

Provides non-sworn Park Rangers to oversee safety and security for parks, park facilities, and school sites.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Total trail patrols	739	845	4,242	1,000	5,000
Total recreation center patrols	8,297	8,450	17,500	8,600	20,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Security Rangers*	\$0	\$0	\$1,216	\$1,205	\$1,261
Total park patrols	35,917	37,500	61,121	47,000	67,500

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

Parks, Recreation & Tourism

Marketing & Communications

Promotes public awareness and utilization of departmental programs and amenities with an emphasis on supporting revenue growth by driving participation in fee-for-service offerings.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Revenue growth not including golf, community pools and sports	-	-	(35%)	2%	10%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Marketing & Communications*	\$0	\$1,004	\$883	\$1,084	\$1,076
Completed work items	2,187	2,261	3,169	2,200	2,500
Annual website visitors	724,239	1.0M	534,317	700,000	650,000
Advertising media distribution	40.4M	95.8M	25.3M	30.0M	30.0M

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

Planning and Projects Management

Manages capital and maintenance projects and conducts long-range and master planning activities.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Satisfaction with quality of passive recreation opportunities (community survey)	84%	84%	84%	84%	84%
Trail miles	53	59	80	80	129
Park acreage	4,249	4,510	4,502	5,178	5,178

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Planning & Project Management	\$0	\$0	\$1,174	\$884	\$1,066
Land use plans reviewed	62	60	55	55	55
Total capital improvement projects	21	44	33	35	28
Cyclical Maintenance Plan (CMP)	\$0	\$27	\$1,740	\$1,495	\$1,495
Total CMP projects	54	33	55	35	20

Parks, Recreation & Tourism

Tourism

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Tourism jobs supported	-	6,662	6,782	6,700	4,747
Transient Occupancy Tax revenue collected	\$4.39M	\$4.36M	\$3.34M	\$4.64M	\$3.80M
Hotel occupancy rate	66%	68%	57%	68%	54%
Average daily room rate	\$88	\$89	\$83	\$89	\$72
PWC visitor expenditures	\$592M	\$619M	\$643M	\$620M	\$450M
PWC visitor generated local tax receipts	\$9.2M	\$9.4M	\$9.8M	\$9.7M	\$6.8M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Tourism	\$1,200	\$1,192	\$1,125	\$1,536	\$1,556
Visits to attractions/historic sites	7.4M	7.5M	5.5M	7.4M	-
Unique website visitors	123,006	152,635	274,381	-	-
Total impressions and advertising reach	-	\$15.0M	\$14.0M	\$15.0M	\$11.0M
Group actual hotel room nights	10,514	15,822	16,891	-	-
Public relations stories generated	73	158	148	135	115
Sports tourism program economic impact	-	\$1.8M	\$0.5M	\$2.0M	\$1.6M
Group hotel room nights generated	-	8,368	7,612	7,800	6,000

Mission Statement

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



Expenditure Budget:
\$10,108,775



6.7% of Community Development

Programs:

- Zoning Administration: \$1,181,527
- Long Range Planning: \$7,512,202
- Current Planning: \$1,214,299
- Community Development: \$200,747

Community Development Expenditure Budget:
\$161,878,286

Mandates

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

State Code: [62.1-44.15:74](#) (Chesapeake Bay Preservation Areas), [15.2-2223](#) (Comprehensive Plan), [15.2-2285](#) (Zoning Ordinance), [15.2-2308](#) (Board of Zoning Appeals), [15.2-4304](#) (Agriculture and Forestal Districts), [15.2-2210](#) (Local Planning Commissions), [15.2-2306](#) (Preservation of Historical Sites and Architectural Areas)

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



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Zoning Administration	\$1,016,401	\$1,068,457	\$1,032,929	\$1,152,613	\$1,181,527	2.51%
Long Range Planning	\$3,681,341	\$3,737,371	\$4,460,893	\$3,864,588	\$7,512,202	94.39%
Current Planning	\$1,088,030	\$1,087,863	\$1,149,568	\$1,239,400	\$1,214,299	(2.03%)
Community Development	\$201,758	\$176,103	\$128,392	\$175,093	\$200,747	14.65%
Total Expenditures	\$5,987,530	\$6,069,793	\$6,771,782	\$6,431,693	\$10,108,775	57.17%

Expenditure by Classification

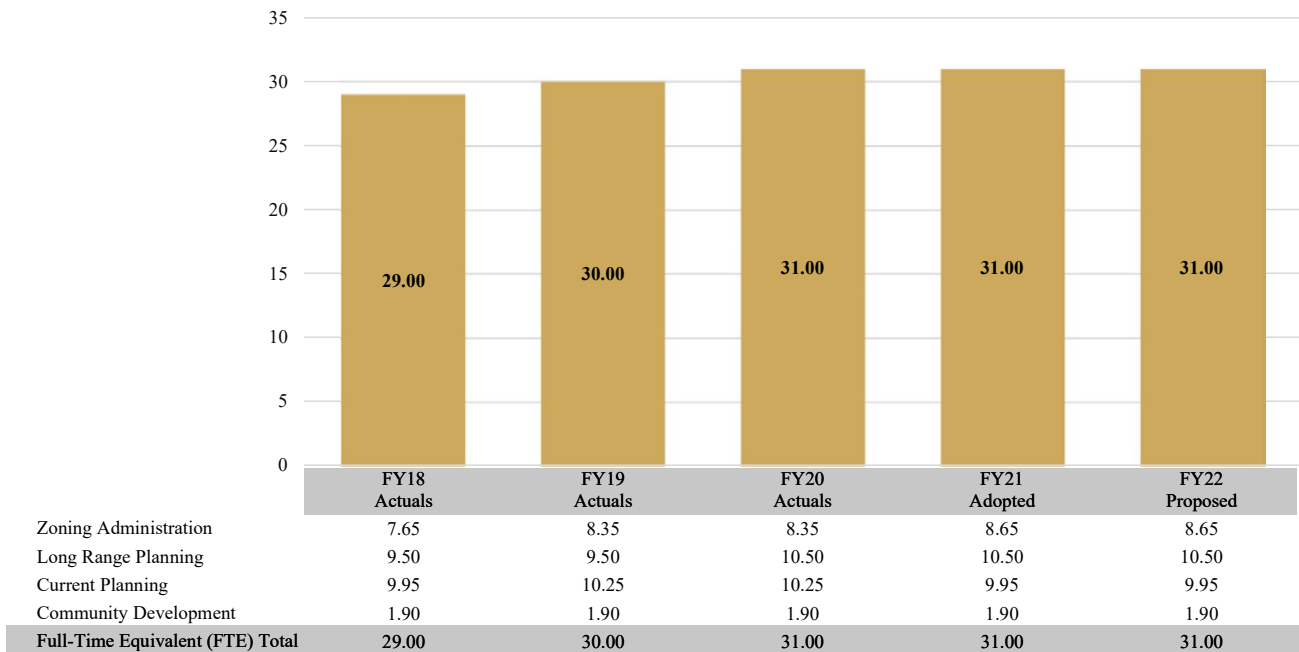
Salaries & Benefits	\$2,912,600	\$3,000,170	\$3,100,641	\$3,380,933	\$3,440,643	1.77%
Contractual Services	\$101,442	\$194,228	\$306,911	\$107,182	\$107,182	0.00%
Internal Services	\$2,279,092	\$2,119,781	\$2,580,629	\$2,101,629	\$2,101,629	0.00%
Purchase of Goods & Services	\$536,227	\$594,261	\$629,341	\$686,116	\$4,315,524	528.98%
Capital Outlay	\$7,525	\$6,914	\$8,576	\$0	\$0	-
Leases & Rentals	\$21,559	\$14,881	\$14,225	\$19,116	\$19,116	0.00%
Transfers Out	\$129,084	\$139,559	\$131,459	\$136,718	\$124,681	(8.80%)
Total Expenditures	\$5,987,530	\$6,069,793	\$6,771,782	\$6,431,693	\$10,108,775	57.17%

Funding Sources

Revenue from Federal Government	\$50,000	\$0	\$0	\$0	\$0	-
Permits & Fees	\$348,378	\$576,734	\$411,443	\$419,894	\$419,894	0.00%
Fines & Forfeitures	(\$0)	\$0	\$50	\$0	\$0	-
Miscellaneous Revenue	(\$0)	\$47	\$0	\$155	\$155	0.00%
Charges for Services	\$26,818	\$28,361	\$18,914	\$1,475	\$1,475	0.00%
Transfers In	\$237,066	\$240,066	\$237,066	\$550,000	\$550,000	0.00%
Designated Funding Sources	\$662,262	\$845,208	\$667,473	\$971,524	\$971,524	0.00%
(Contribution to)/Use of Fund Balance	\$210,599	\$122,735	\$288,904	\$208,164	\$3,811,977	1,731.24%
Net General Tax Support	\$5,114,668	\$5,101,851	\$5,815,406	\$5,252,005	\$5,325,274	1.40%
Net General Tax Support	85.42%	84.05%	85.88%	81.66%	52.68%	



Staff History by Program



Future Outlook

Land Use Tools – Prince William County (PWC) continues to update land use planning policies to effectively implement the County’s Comprehensive Plan goals, particularly with regard 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 including the tools that can result in its implementation (e.g. Zoning Ordinance). In particular, more focus should be placed on the link between the Comprehensive Plan and the Capital Improvement Program (CIP), and the goals of the PWC Strategic Plan.

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

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

Redevelopment Opportunities – The Community Development program will coordinate with agencies on opportunity zones, finalize the Triangle Small Area Plan, implement North Woodbridge and Dale City Small Area Plans, and begin the Yorkshire and Fairgrounds Small Area Plans, and continue to implement the strategies outlined in the Potomac Communities Design Guidelines and the Potomac Communities Initiative.

Resource Limitations – The Planning Office is operating at adequate staffing levels for the number of major projects which have been initiated. The workload associated with the number of pending rezoning, special use permits, zoning text amendments and updates to Long Range land use policies remains high, which will likely lead to longer processing timelines.

General Overview

A. Increase Indirect Cost Transfer to the General Fund – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. The indirect cost transfer amount reimbursing the general fund for Planning decreases by \$12,037 from \$38,888 in FY21 to \$26,851 in FY22.

Budget Initiatives

A. Budget Initiatives

1. Route 1 Renaming – Long Range Planning

Expenditure	\$3,600,000
Use of Recordation Tax Designated for Transportation Fund Balance	\$3,600,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative provides funding to rename Route 1 / Jefferson Davis Highway to Route 1 / Richmond Highway initiated by the Board of County Supervisors in [Resolution 20-627](#) on September 8, 2020. [Per State Code](#), the County will pay the costs of producing, placing, and maintaining signs related to the name change. Funding will also support the processes and policies to successfully implement the renaming while mitigating impacts to residents and small businesses of the County, as directed by the BOCS on July 14, 2020.

b. Service Level Impacts – Changing the name of Route 1 will be consistent with portions of the roadway to the north (City of Alexandria and Counties of Arlington and Fairfax). The County will strive to help mitigate the impact of this change on residents and businesses of the County.

2. Digital Governance for Planning Commission Meetings – Long Range Planning

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

a. Description – Following the COVID-19 pandemic, electronic public participation became routine. This initiative funds ongoing required recording and remote participation options for Planning Commission public hearings and work sessions, as well as uploading this information to the Planning website. The Department of Information Technology will provide these services.

b. Service Level Impacts – This initiative will provide better communication with the public.

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

Expenditure	\$4,409
Revenue	\$0
General Fund Impact	\$4,409
FTE Positions	0.00

a. Description – This initiative covers an increase in COG membership dues for FY22. The County’s membership increases \$4,409 from \$574,622 in FY21 to \$579,031 in FY22.

b. Service Level Impacts – This initiative allows the County to continue leveraging COG membership benefits. Some of these benefits include access to federal funding for County mobility projects, public safety emergency management interoperability, equipment for hazardous materials response, training and collaboration opportunities, Federal Transit Agency grant enhancing mobility for seniors, and procurement advantages.

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, appeals to the Board of County Supervisors (BOCS), non-conforming use requests (NCU) including certifications and recertifications, assists with preparing zoning text amendments, responds to zoning and proffer verification requests, collects and manages monetary proffers, and assists county agencies with tracking the implementation of non-monetary proffers and conditions.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
NCU's & NCU recertifications completed within 45 days	-	-	91%	85%	85%
Zoning verifications/interpretations/certifications completed within 30 days	69%	83%	89%	85%	85%
Zoning applications meeting 10-day quality control review	-	-	90%	-	95%

Planning

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Zoning Administration	\$1,016	\$1,068	\$1,033	\$1,153	\$1,182
Zoning verifications/interpretations/certifications issued	206	132	189	150	175
Zoning appeal/variance cases processed	6	3	6	5	5
Non-conforming use verifications	279	217	253	200	250
Records Center requests fulfilled	2,733	3,963	3,242	3,000	3,000
Records Center requests processed within 1 business day	99%	99%	99%	99%	99%
Zoning text amendments completed	9	5	1	7	7

Long Range Planning

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Adopted CIP projects implementing needs/goals identified in the Comp Plan	82%	89%	92%	85%	85%
Comp Plan strategies completed/implemented (adopted ZTA's, DCSM, studies)	7	6	9	8	8
Comp Plan strategies completed aimed to decrease congestion & travel time	3	1	3	3	3
Comp Plan strategies completed aimed to increase multi-modal transportation use	3	3	3	3	3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Comprehensive Plan Maintenance and Update	\$3,681	\$3,737	\$4,461	\$3,865	\$7,512
Comprehensive Plan Amendments initiated	0	2	3	2	3
Comprehensive Plan amendments completed	-	-	6	-	4
Major policy initiatives completed	5	8	7	5	5
Public facility reviews completed	3	7	4	6	4
BOCS approval updates added to GIS system within 14 days	88%	90%	91%	95%	95%
Cases reviewed for archaeological and historical impacts	86	95	93	110	100
Environmental/Cultural resource reviews completed	9	17	11	10	10
GIS map and data analysis requests completed	100	286	121	95	95

Planning

Current Planning

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Visual appearance of new developments in my community reflects well on our area	90%	90%	90%	90%	90%
Avg time (months) for active non-resid cases to be scheduled for public hearing	5.43	5.14	5.14	5.00	5.00
Process improvements aimed to decrease avg county review time for nonresidential	2	2	3	1	1

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Current Planning	\$1,088	\$1,088	\$1,150	\$1,239	\$1,214
Development review cases QC'd and reviewed (REZ, SUP, HOC2, & CPA)	71	84	66	70	70
Cases scheduled for Planning Commission public hearing	65	60	64	60	60
Development review cases meeting 10 business day quality control review goal	84%	90%	95%	90%	90%
Development review cases meeting 45 day first review comments goal	97%	98%	100%	97%	98%

Planning

Community Development

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Capital invest. in targeted redev. areas, small area plans & reg'l activity ctrs	\$2.9M	\$4.5M	\$15.3M	\$10.0M	\$12.0M
Stakeholder outreach/workshop/meetings held	-	24	4	6	4
Comp Plan strategies completed aimed to increase at-place employment	-	2	4	4	6
Comp Plan strategies completed aimed to increase business retention rate	-	1	4	4	6
Comp Plan strategies completed aimed to increase number of targeted jobs	-	1	1	4	2

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Community Development	\$202	\$176	\$128	\$175	\$201
Private industry new contact inquiries/assists	52	39	25	45	-
Land use policy and zoning text amendments prepared	4	8	4	5	3
Technical assistance grants/professional studies initiated	-	1	0	2	2
Liaison/ambassador/networking meetings attended	-	8	14	12	10

Public Works

Mission Statement

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



Expenditure Budget:
\$50,858,419



33.8% of Community Development

Programs:

- Director's Office: \$409,016
- Stormwater Infrastructure Management: \$3,956,841
- Site Development: \$3,851,207
- Watershed Improvement: \$5,042,693
- Sign Shop: \$261,005
- Small Project Construction: \$2,099,720
- Mosquito & Forest Pest Management: \$1,756,057
- Solid Waste: \$29,097,761
- Neighborhood Services: \$4,018,832
- Service Districts: \$365,287

Community Development Expenditure Budget:
\$161,878,286

Mandates

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

Federal Code: [33 U. S. C. Section 1251](#) (Clean Water Act)

State Code: [9VAC20-130](#) (Solid Waste Management Regulations), [33.2-328](#) (Street Name Signs), [28.2-1303](#) (Local Wetlands Board), [62.1-44.15:74](#) (Chesapeake Bay Preservation Areas), [Chapter 870](#) (Virginia Stormwater Management Regulation), [Chapter 3.1](#) (State Water Control Law)

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

Public Works



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Director's Office	\$1,396,542	\$1,582,998	\$1,699,705	\$485,698	\$409,016	(15.79%)
Historic Preservation	\$1,315,257	\$1,374,848	\$0	\$0	\$0	-
Stormwater Infrastructure Management	\$3,546,384	\$3,486,111	\$4,196,209	\$3,899,715	\$3,956,841	1.46%
Site Development	\$3,374,458	\$3,637,468	\$3,726,041	\$4,048,222	\$3,851,207	(4.87%)
Watershed Improvement	\$7,365,168	\$4,905,025	\$4,934,270	\$5,006,242	\$5,042,693	0.73%
Fleet Management - PW	\$9,263,362	\$11,973,810	\$11,378,417	\$0	\$0	-
Facilities Construction Management - PW	(\$30,906)	\$105,473	\$906,645	\$0	\$0	-
Sign Shop	\$244,324	\$265,403	\$304,102	\$217,651	\$261,005	19.92%
Small Project Construction	\$2,016,298	\$3,183,649	\$3,386,728	\$2,109,675	\$2,099,720	(0.47%)
Mosquito & Forest Pest Mgmt	\$1,472,725	\$1,546,708	\$1,592,212	\$1,697,311	\$1,756,057	3.46%
Solid Waste	\$15,397,112	\$26,295,132	\$17,556,951	\$29,322,612	\$29,097,761	(0.77%)
Buildings & Grounds - PW	\$11,588,120	\$12,140,167	\$11,789,771	\$0	\$0	-
Property Management	\$13,318,745	\$13,398,677	\$12,723,852	\$0	\$0	-
Neighborhood Services	\$3,771,062	\$3,813,251	\$3,919,053	\$4,108,667	\$4,018,832	(2.19%)
Service Districts	\$321,687	\$291,740	\$321,101	\$365,287	\$365,287	0.00%
Total Expenditures	\$74,360,337	\$88,000,461	\$78,435,057	\$51,261,079	\$50,858,419	(0.79%)

Expenditure by Classification

Salaries & Benefits	\$27,745,780	\$29,259,394	\$30,410,528	\$18,283,358	\$18,586,026	1.66%
Contractual Services	\$12,925,241	\$14,162,645	\$13,150,436	\$6,104,348	\$6,487,405	6.28%
Internal Services	\$3,907,809	\$3,745,202	\$4,450,125	\$2,633,458	\$2,608,458	(0.95%)
Purchase of Goods & Services	\$11,945,348	\$13,097,756	\$12,430,452	\$4,512,550	\$4,672,281	3.54%
Capital Outlay	\$1,902,712	\$4,394,195	\$2,251,850	\$2,394,013	\$1,959,861	(18.13%)
Leases & Rentals	\$7,357,523	\$7,405,620	\$7,802,962	\$183,597	\$183,597	0.00%
Reserves & Contingencies	(\$2,736,857)	(\$3,099,401)	(\$2,189,773)	(\$168,490)	(\$168,490)	0.00%
Amortization	\$656,594	\$2,614,265	\$2,786,571	\$2,085,793	\$2,085,793	0.00%
Depreciation Expense	\$1,492,152	\$1,485,477	\$1,294,760	\$2,158,713	\$2,158,713	0.00%
Transfers Out	\$9,164,036	\$14,935,308	\$6,047,146	\$13,073,739	\$12,284,776	(6.03%)
Total Expenditures	\$74,360,337	\$88,000,461	\$78,435,057	\$51,261,079	\$50,858,419	(0.79%)

Funding Sources

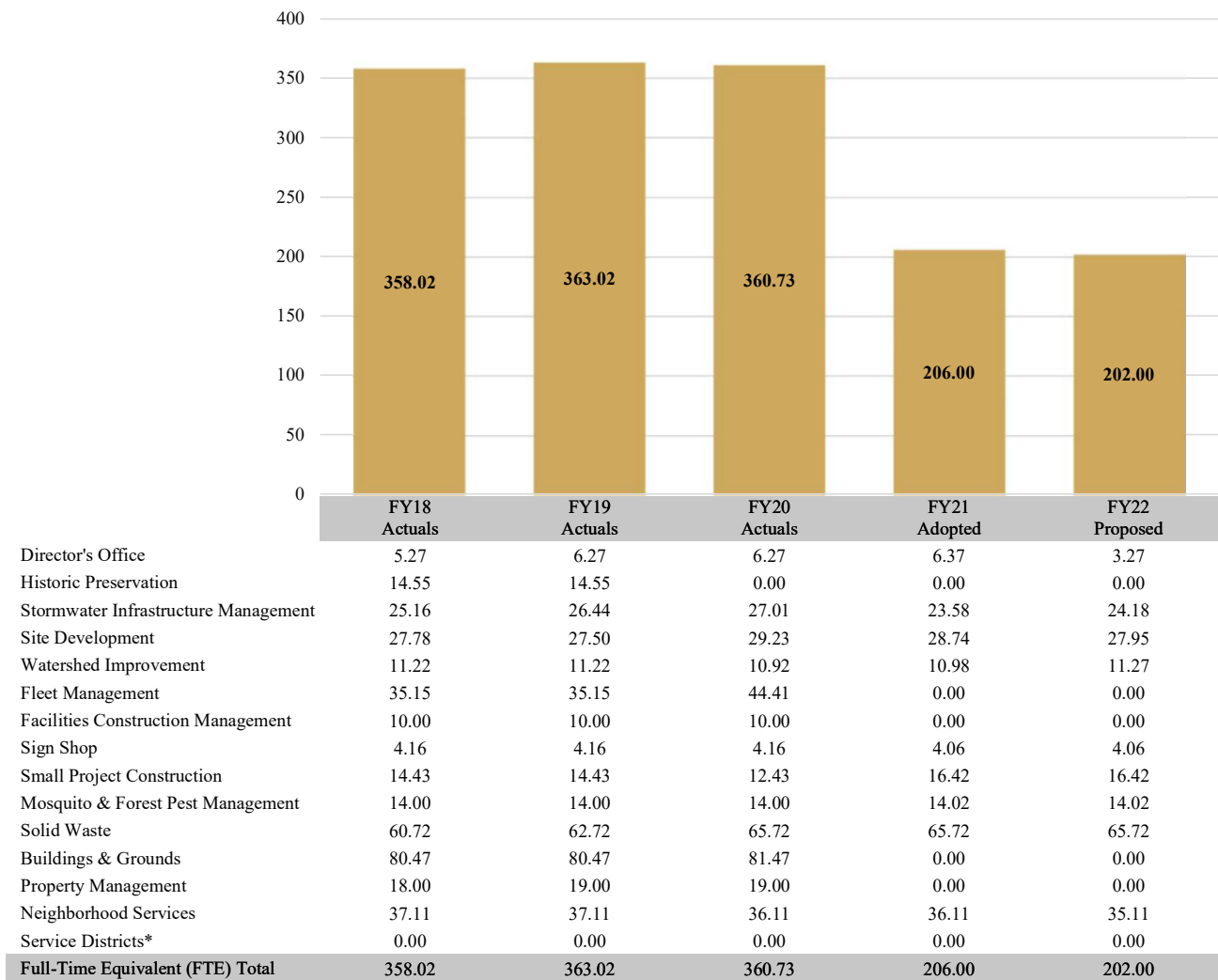
Permits & Fees	\$2,479,062	\$2,974,499	\$2,802,106	\$3,002,522	\$3,002,522	0.00%
Fines & Forfeitures	\$2,004	\$12,308	\$155	\$0	\$0	-
Use of Money & Property	\$1,306,429	\$1,571,051	\$1,402,337	\$1,526,000	\$1,526,000	0.00%
Miscellaneous Revenue	\$744,526	\$501,021	\$403,642	\$240,000	\$290,000	20.83%
Non-Revenue Receipts	\$277,087	\$308,498	\$327,775	\$0	\$0	-
General Property Taxes	\$1,772,646	\$1,840,171	\$1,903,249	\$1,870,287	\$1,870,287	0.00%
Charges for Services	\$38,073,282	\$41,105,372	\$41,860,466	\$29,845,061	\$30,870,061	3.43%
Revenue from Commonwealth	\$666,006	\$371,278	\$125,857	\$86,000	\$86,000	0.00%
Transfers In	\$1,827,770	\$1,010,234	\$857,626	\$3,060,020	\$2,194,667	(28.28%)
Total Designated Funding Sources	\$47,148,813	\$49,694,432	\$49,683,211	\$39,629,889	\$39,839,537	0.53%
Use/(Contribution) of Fund Balance	(\$2,175,022)	\$4,505,491	(\$2,288,464)	\$7,932,241	\$7,297,812	
Net General Tax Support	\$29,386,546	\$33,800,538	\$31,040,309	\$3,698,949	\$3,721,070	0.60%
Net General Tax Support	39.52%	38.41%	39.57%	7.22%	7.32%	

An FY19 expense misclassification of \$104,025 exists between Facilities Construction Management (FCM) and Solid Waste. The correct FY19 expense for FCM is \$1,448, and the expense for Solid Waste is \$26,399,221.

Public Works



Staff History by Program



Future Outlook

Construction Costs and Labor Shortages – A shortage of skilled labor is having direct effects on construction costs and hiring of qualified construction and maintenance personnel. High demand and increases in pay of truck drivers and equipment operators in the private sector have made it difficult to retain and hire qualified operators. Factors leading to the construction cost escalation include the following: loss of skilled labor, an increase in the number of public and private sector projects, reduced competition, and increases in salaries. The recent pandemic has made the procurement of some construction materials more difficult and has increased prices as well.

Solid Waste Issues – Recycling markets have continued to be depressed due to lack of markets and manufacturing facilities that use recyclable products. The prices to process recyclable material at local recycling facilities continue to be higher than refuse disposal costs and make it difficult for refuse haulers to economically provide recycling services and find markets for collected recyclables. A new program for glass recycling should be expanded.

Planning for the permitting and construction for the Phase IV landfill area, scheduled to open in FY30, is in progress. Additional land was purchased in FY21 and one additional parcel is under negotiation with the property owner. Costs to build access roads, new scale facilities, crew offices and a new heavy equipment shop will need to be funded to build and operate the Phase IV area. To avoid a large fee increase when future Phase IV costs are necessary, a review of the Solid Waste Fee and proposed increases in revenue should be considered as recommended in the recent audit of the solid waste system performed by RSM [Internal Audit June 11, 2020](#). Debt financing for future Phase IV infrastructure should also be considered and analyzed.

The opening of a new advanced compost system occurred in July 2020. Changes in Chapter 22 of the Prince William County (PWC) Code, to include new requirements for mandatory separation of yard waste, was approved by the Board of County Supervisors (BOCS) on December 15, 2020, via [Ordinance 20-55](#), to be implemented in FY21. This will increase recycling and extend the life of the landfill by 10 to 15 years.

Development and implementation of new alternative waste conversion technologies continues to be an opportunity to reduce waste disposed at the landfill. The long-term cost/benefit of these alternatives have been analyzed and future discussions are ongoing. The impacts of these proposed changes have been analyzed through development of various scenarios of the Solid Waste 15-year forecast projections.

Stormwater Management and Dam Safety – Environmental Services anticipates a marked increase in dredging (removal of silt and mud) from stormwater management ponds and facilities as the next phase of our County stormwater management program. With over 1,000 ponds and facilities in our inventory – and the number continues to grow – along with the high cost of dredge material disposal, this activity will have an impact on the stormwater management fee. Additionally, as County stormwater infrastructure (pipes and culverts and easements) continues to grow and age, more inspections, maintenance, and repairs will be needed, especially to prevent localized flooding. Localized flooding continues to be of concern as the intensity and number of significant rain events in the County is increasing. Lake Jackson Dam is an aging County-owned dam that is seeing an increase in expenses related to dam safety, maintenance, and operation costs to meet Dam Safety Regulations and Permit Certifications.

COVID-19 Pandemic Impacts – Work methods and protocols, schedules, and the way work is completed by both those whose work is performed in an office setting and those whose work is in the field have changed and will most likely not go back to the way work was done before COVID-19. Remote work, online shopping, and safer-at-home-stay practices have resulted in diminished in-person commerce. Less use of commercial properties and increasing vacancy rates have resulted in reduced and deferred maintenance, as well as tall grass/weeds. In addition, there are large sections of the workforce that are unemployed or underemployed. Deferred utility payments and prohibitions on evictions for lack of payment loom large, as well as a possible increase in foreclosures resulting in neighborhood deterioration.

General Overview

- A. Base Revenue Adjustments** – The Proposed FY2022 Budget includes the following base budget revenue adjustments:
- Solid Waste – Increase the Solid Waste revenue budget \$800,000 to accurately reflect historical revenue trends with no change to the solid waste fees. There is no impact to the general fund.
 - Watershed Improvement – Increase the Watershed Improvement revenue budget \$300,000 to accurately reflect historical revenue trends with no change to the stormwater management fee. There is no impact to the general fund.
- B. Budget Shift for Occoquan Monitoring Lab Membership Dues – Watershed Improvement** – This shift covers an increase of \$9,711, from \$271,289 to \$281,000, in the Community Partner Occoquan Monitoring Lab membership dues. The Occoquan Reservoir is a drinking water supply for the County, and Department of Environmental Quality (DEQ) mandates the continued annual support to the Occoquan Watershed Monitoring program to ensure the integrity of the reservoir as a drinking water supply. All member jurisdictions using or discharging effluent to the reservoir are required to pay a set percentage of the annual budgeted amount to run and operate the Occoquan Watershed Monitoring Program. The County’s membership increases approximately 3% annually; however, the budget has not been increased in several years. This increase is covered within the existing Watershed Improvement program budget. There is no net impact to the General Fund.
- C. Increase/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.
- The indirect cost transfer amount reimbursing the general fund for Solid Waste decreases by \$18,862 from \$1,436,580 in FY21 to \$1,417,718 in FY22.
 - The indirect cost transfer amount reimbursing the general fund for Mosquito & Forest Pest Management increases by \$7,472 from \$255,135 in FY21 to \$262,607 in FY22.
 - The indirect cost transfer amount reimbursing the general fund for Stormwater Infrastructure Management decreases by \$174,988 from \$1,174,710 in FY21 to \$999,722 in FY22.
- D. Removal of One-Time Costs in Solid Waste** –
- A total of \$1,607,400 in expenditures has been removed from the Public Works Solid Waste Program for FY21 one-time costs associated with the addition of equipment and vehicles. In FY21, Solid Waste replaced a Mack roll-off truck (\$210,000), a Cat D6T Dozer (\$510,000), an Al-Jon Compactor (\$580,000), and a 15-Passenger Chevy Van (\$45,000). A new Roll-Off Truck (\$210,000) and a replacement for a Litter Crew truck (\$52,400) were also purchased.
 - A total of \$4,680,000 in expenditures has been removed from the Public Works Solid Waste Program for FY21 one-time costs associated with the Landfill Liner Phase III Cell A capital project.
- E. Solid Waste Transfer to Litter Control Crew in Neighborhood Services** – Solid Waste has historically transferred funds from the Solid Waste operating fund to Litter Control in the general fund, funding the Litter Control expenses. To achieve more efficiency and accuracy, FY22 Litter Control revenue and expenses are budgeted directly in the Solid Waste Fund. When compared to the FY2021 Budget, the transfer out of Solid Waste and the transfer into Litter Crew decreases by \$865,353. There is no net impact to the general fund.
- F. Position Transfers from Public Works to Facilities & Fleet Management** – When Facilities & Fleet Management was created in FY21, four programs, including Buildings & Grounds, Facilities Construction Management, Fleet Management, and Property Management, were removed from Public Works to create the new department. During FY21, the Facilities & Fleet Management Director’s Office was formed to provide overall leadership and management oversight. Four FTEs were shifted from Public Works: the

Public Works

Deputy Director, Senior Business Services Administrator, Senior Business Services Analyst, and Risk & Wellness Specialist, forming the Facilities & Fleet Management Director's Office. These transfers shifted funds totaling \$584,568 from Public Works to Facilities & Fleet Management.

Budget Initiatives

A. Budget Initiatives

1. Phase II Sequence 5 Landfill Cap - A Capital Project – Solid Waste

Expenditure	\$4,950,000
Use of Fund Balance	\$4,950,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative funds the Phase II Sequence 5 Landfill Cap design, bidding, construction, and construction quality & assurance of the capital project in the Proposed FY2022-FY2027 Capital Improvement Program (CIP). The capping is a DEQ mandate for environmental health and is required by federal and state regulations to operate a sanitary landfill. The Solid Waste Enterprise fund balance supports this one-time expenditure, which is included in the Solid Waste 15-year forecast. There is no general fund impact.

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

2. Replace Solid Waste Equipment and Vehicles – Solid Waste

Expenditure	\$1,105,000
Use of Fund Balance	\$1,105,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative provides one-time funding for the replacement and purchase of solid waste equipment and vehicles. The equipment includes:

- \$550,000 to replace an Articulated Dump Truck (SW2683) acquired in 2006 with a useful life of 15 years. This truck is used to support the landfill cover program set by DEQ.
- \$200,000 to replace the Fuel Truck (SW2974) acquired in 2008 with a useful life of 10 years. This truck is used to support of landfill fueling program of County equipment.
- \$165,000 to replace Kenworth Roll-Off (SW2689) acquired in 2005 with a useful life of 10 years. This equipment is for the continued support of the resident disposal and recycling program set by DEQ compliance.
- \$150,000 to replace a tractor (SW2374) acquired in 1997 with a useful life of 15 years. This equipment is used to support the mowing of the landfill for DEQ compliance.
- \$40,000 to replace the John Deere Gator (SW2647) acquired in 2005 with a useful life of 15 years. This equipment is used to support the freon extraction program.

The Solid Waste Enterprise fund balance supports these one-time expenditures. There is no general fund impact.

b. Service Level Impacts –

- **Percent of regulations met per DEQ inspections**

FY22 w/o Addition | 70%
FY22 w/ Addition | 100%

- **Compaction rate of trash**

FY22 w/o Addition | 1,000 pounds per cubic yard
FY22 w/ Addition | 1,200 pounds per cubic yard

3. Part A Permit Update – Solid Waste

Expenditure	\$530,000
Use of Fund Balance	\$530,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative funds the Part A DEQ environmental mandated permit. Part A permit demonstrates that the landfill facility meets siting requirements mandated by federal and state regulations to operate a sanitary landfill. Solid Waste continually updates a 15-year forecast to determine when capping is required and permits are needed. The Solid Waste Enterprise fund balance funds this one-time expenditure. There is no general fund impact.

b. Service Level Impacts – Maintain compliance with mandated requirements.

4. Landfill Traffic Control Building – Solid Waste

Expenditure	\$80,000
Use of Fund Balance	\$80,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative provides one-time funding for the construction of a new traffic control building at the landfill. The design of the existing building is old, creating health issues resulting from exposure to the elements and car exhaust. On weekends, six thousand cars pass through the building, needing immediate service to avoid a hazardous backup on Route 234 which could potentially cause a hazard. Additionally, the design of the current building hampers visibility, resulting in traffic control errors. Temporary solutions such as shades and tinted windows are not effective, and an awning is not feasible due to the height of trucks. The Solid Waste Enterprise fund balance funds this one-time expenditure. There is no general fund impact.

b. Service Level Impacts –

- **Customer services wait time**

FY22 w/o Addition | 3 minutes
FY22 w/ Addition | 1 minute

- **Number of transaction errors made in traffic control building per year**

FY22 w/o Addition | 5%
FY22 w/ Addition | 2%

Public Works

Program Summary

Director's Office

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Key department program measures met	67%	64%	66%	62%	86%
Public Works Days Away Restricted or Transferred	7.58	5.01	3.33	5.79	4.67

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Leadership & Management	\$1,397	\$1,583	\$1,700	\$486	\$409
BOCS agenda items	53	33	23	50	17

Stormwater Infrastructure Management

Ensure that the County's stormwater infrastructure complies with state and federal environmental regulations, standards, and policies, including County standards, the Chesapeake Bay Total Maximum Daily Load (TMDL), and the County's Municipal Separate Storm Sewer System (MS4) permit regulations, along with Virginia Stormwater Management Program (VSMP) regulations. 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 to prevent flooding and protect local water quality and the Chesapeake Bay.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Drainage assistance requests responded to within five business days	100%	99%	100%	97%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Stormwater Management Infrastructure Inspection	\$810	\$759	\$813	\$905	\$959
County-maintained facilities inspected and/or re-inspected	969	1,036	1,243	900	900
Privately-maintained facilities inspected and/or re-inspected	256	241	342	200	200
Stormwater Management Infrastructure Maintenance	\$2,737	\$2,727	\$3,383	\$2,995	\$2,998
Major maintenance cases completed/closed	460	543	467	350	350

Public Works

Site Development

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Site development plan submissions reviewed within County standards	100%	99%	100%	100%	100%
Lot grading plan submissions reviewed within 10 business days	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Plan Review	\$1,780	\$1,876	\$2,004	\$2,062	\$1,920
Site development plan submissions reviewed	448	356	565	350	350
Lot grading lots reviewed	1,338	1,012	1,246	1,000	1,000
Site Inspections	\$1,595	\$1,761	\$1,722	\$1,987	\$1,931
VSMP & erosion & sediment control inspections	17,049	21,561	27,777	19,000	22,000

Watershed Improvement

Ensure that the water quality of local streams within each of the County's watersheds follows environmental regulations, standards, and policies, including the Chesapeake Bay TMDL and the County's MS4 permit. The program focus is to prevent downstream and localized flooding impacts, protect water quality from illicit pollution discharges into the storm drainage system, prevent discharge of pollutants from industrial activities, and prevent sediment release associated with stream erosion, as well as 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Industrial or high risk inspections conducted	130	81	26	50	50
Linear feet of stream restorations completed	1,380	3,100	3,143	3,000	3,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Watershed Monitoring	\$6,792	\$4,495	\$4,458	\$4,496	\$4,532
Linear feet of stream assessments completed	63,260	61,454	67,522	60,000	60,000
Dry weather outfalls monitored and inspected	853	1,092	761	800	700
Watershed Improvements	\$573	\$410	\$476	\$510	\$511
Pounds of phosphorus reduction achieved	112	211	248	200	200

Public Works

Sign Shop

Inspect, fabricate, install, and maintain all street name signs as mandated by Code of Virginia. 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Street signs completed within 10 days of request	92%	96%	92%	85%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Street Name Signs	\$176	\$211	\$260	\$187	\$230
Streets requiring street name signs	9,826	9,797	7,298	9,900	7,300
Street name signs fabricated for maintenance	1,592	1,060	1,318	1,000	1,000
Signs and Graphics	\$68	\$54	\$44	\$31	\$31
Signs and graphics fabricated for revenue	8,806	20,372	25,497	12,500	17,500

Small Project Construction

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Community improvement projects completed within 10% of estimated cost	100%	100%	100%	97%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Small Community Improvement Construction	\$2,016	\$3,184	\$3,387	\$2,110	\$2,100
Drainage infrastructure inspected (% of easement miles)	37%	56%	76%	45%	45%
Drainage infrastructure projects completed/closed	460	543	467	350	350
Responsive to project estimate requests within 30 days	-	100%	100%	90%	90%

Public Works

Mosquito & Forest Pest Management

Survey, reduce, and manage mosquitoes and certain forest pest populations. Program objectives include minimizing mosquito-transmitted disease such as West Nile Virus and Zika Virus 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, and Sudden Oak Death, and minimizing adverse environmental and human health impacts resulting from the treatment of these pests.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Mosquito traps processed within 48 hrs to detect West Nile & Zika virus	100%	100%	100%	98%	98%
High priority mosquito habitat applications	-	91%	92%	90%	90%
Citizen site visit requests responded to within 24 hours	92%	100%	100%	95%	95%
Gypsy moth surveys conducted to determine if spraying is needed	1,047	1,050	1,054	1,050	1,050

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Mosquito/Forest Pest Monitoring	\$855	\$849	\$905	\$949	\$995
Larval mosquito habitat inspections	5,752	5,587	7,059	5,500	5,500
Reduction and Response	\$618	\$697	\$687	\$749	\$761
Mosquito larvicide applications	1,374	1,528	1,489	1,500	1,500
Community engagement and outreach	48	40	25	40	40

Solid Waste

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Refuse recycled	35%	35%	35%	32%	35%
Tons of refuse processed	444,654	392,630	365,615	425,000	400,000

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Solid Waste Management & Administration	\$2,879	\$2,992	\$3,268	\$10,030	\$5,917
Non-residential accounts processed	4,356	4,576	4,414	4,600	4,600
Yard Waste Composting	\$2,437	\$2,931	\$2,555	\$3,648	\$3,617
Tons of County yard waste diverted from waste stream	24,688	26,053	24,885	28,000	28,000
Solid Waste Facilities Operation	\$9,341	\$19,854	\$11,072	\$12,532	\$11,464
Refuse trucks inspected	3,958	5,448	5,158	4,500	5,000
Pounds of Household Hazardous Waste and eWaste collected	1.3M	1.3M	0.9M	1.3M	1.3M
Citizens trips to Solid Waste facilities	585,903	609,720	662,435	620,000	630,000
Recyclable Materials Collected, Processed & Marketed	\$740	\$622	\$662	\$1,027	\$1,064
Tons of recyclables processed and marketed	1,637	1,747	1,928	2,000	2,000
Revenue generated from sale of recyclables	\$628,591	\$651,778	\$538,375	\$600,000	\$600,000
Landfill Closure	\$0	\$0	\$0	\$2,086	\$7,036

Neighborhood Services

Provide a safe, clean, and healthy community through education, community support, and Property Code Enforcement (PCE). Provide programs that teach residents and business owners how to properly maintain their properties, and work with neighborhood leaders to enforce property codes that go to the heart of the County's quality of life.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Founded PCE cases resolved or moved to court action within 100 calendar days	92%	95%	95%	92%	92%
First inspection of complaint within five business days	97%	99%	98%	97%	97%
Average time to resolve cases (calendar days)	46	36	38	40	38

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Litter Control	\$727	\$694	\$732	\$817	\$754
Illegal signs removed from State right-of-way	12,253	11,805	5,682	9,500	6,000
Lane miles cleaned	-	-	1,185	1,450	1,200
Tons of trash removed by County Litter Crew	125	164	75	-	-
Landscaping	\$503	\$509	\$605	\$717	\$717
Landscaping areas maintained	44	48	48	48	48
Acres of medians and rights-of-way maintained	230	234	234	234	234
Property Code Enforcement	\$2,541	\$2,610	\$2,583	\$2,575	\$2,548
Total cases resolved	4,179	4,079	3,219	4,200	4,200
Total inspections conducted	11,455	10,761	8,652	11,100	10,000

Transit Service in Prince William County

The Potomac and Rappahannock Transportation Commission (PRTC) is a multi-jurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties, and the Cities of Manassas, Manassas Park, and Fredericksburg. Located in Virginia about 25 miles southwest of Washington, D.C., PRTC provides commuter bus service along the busy I-95 and I-66 corridors to points north (OmniRide Express) and local bus services in the County and the Cities of Manassas and Manassas Park (OmniRide Local).

PRTC also offers OmniRide Ridesharing Services, a free ridesharing service. Operated by PRTC in partnership with the Northern Virginia Transportation Commission (NVTC), the Virginia Railway Express (VRE) provides commuter rail service along the Manassas and Fredericksburg lines, connecting to transit providers at stations in Virginia and the District of Columbia.

For more information, go to OmniRide.com and Vre.org.



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.

General Overview

- A. **Continuing Impact of COVID-19 Pandemic** – Both transit service and revenue continue to be significantly impacted by the pandemic. This disruption will have longer term impacts on future budgets that will need to address how the pandemic changes transit service delivery and the revenue that supports those services. PRTC and VRE have received a portion of the \$25.0 billion included in the Coronavirus Aid, Relief, and Economic Security (CARES) Act for public transit agencies that provides operating and capital grants to prepare and respond to the pandemic. Although CARES Act support is one-time funding, these funds continue to support both PRTC and VRE operations during the pandemic.
- B. **PWC Proposed FY2022 Budget Allocations to Transit Services** – The following funding allocations are proposed in FY22:
 - 1. **Motor Vehicle Fuel Tax Revenue** – The proposed budget continues allocation of the 2.1% motor vehicle fuels tax collected by the Department of Motor Vehicles (DMV) from wholesale fuel distributors and remitted monthly to PRTC. The tax will support the operating and capital expenditures in the Proposed PRTC FY2022 Budget. The designation of the motor vehicle fuels tax revenue to PRTC is consistent with prior practice.

Transit Subsidy

2. **Jurisdictional Subsidy to VRE** – The proposed budget includes \$5,930,777 of Northern Virginia Transportation Authority (NVTA) 30% funding to support FY22 operating and capital expenses at VRE. The amount is unchanged from the FY2021 Budget.
3. **Support for PRTC Wheels-to-Wellness** – The proposed budget includes \$150,000 of Transient Occupancy Tax (TOT) funds designated for transportation purposes to support the Wheels-to-Wellness program. The program is a medical transportation assistance program to help eligible residents access health services and is sponsored by PRTC through support from community partners including medical service providers and the County.
- C. **PRTC FY2022 Budget Proposal** – The Proposed PRTC FY2022 Budget is scheduled to be presented on February 11, 2021 which could not be completed in time for inclusion in the County Executive’s Proposed FY2020 Budget. After PRTC’s budget is proposed it will be transmitted to the Board of County Supervisors for consideration during the FY22 budget process. The Proposed PRTC FY2022 Budget will be a single year budget proposal due to continuing uncertainty surrounding the pandemic and its impact on motor vehicles tax revenue and PRTC ridership.
- D. **VRE FY2022 Budget Proposal** – The VRE Operations Board recommended the Proposed VRE FY2022 Budget on December 18, 2020 and forwarded it to NVTC and PRTC for adoption. On January 14, 2021, the PRTC Commissioners adopted the VRE FY2022 Budget and referred it to the local jurisdictions for inclusion in their budget and appropriations in accordance with the VRE Master Agreement.

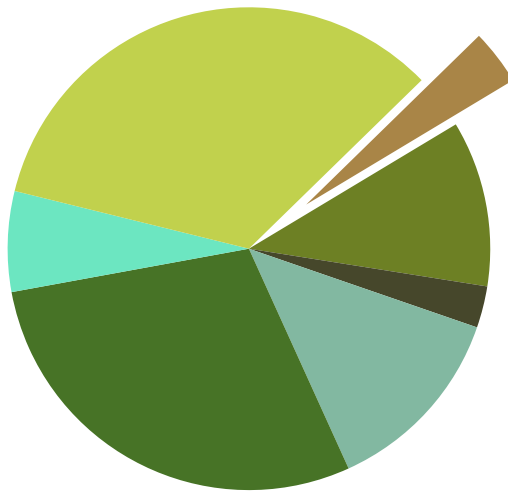
The adopted VRE budget is supplemented using \$24.9 million of CARES funding to achieve a balanced budget without requiring fare increases, service reductions, or increases in jurisdictional subsidy. As part of the adopted budget, the VRE Operations Board directed that all jurisdictional subsidy amounts remain at FY21 levels, therefore PWC’s subsidy amount remains \$5,930,777. The PWC subsidy amount is approximately 32% of VRE’s total jurisdictional subsidy revenue. Ridership revenue is forecasted to be half of normal revenue levels. The budget does not assume additional federal relief funds. The adopted VRE budget does not include a six-year outlook, due to ongoing uncertainties caused by the pandemic.

VRE has been allocated \$86.1 million in CARES Act funding. VRE has projected the use of CARES Act funds and will submit reimbursements throughout the current, next, and future fiscal years to support operations. There is no deadline for VRE to draw down the CARES Act funding allocation. Copies of the VRE FY2022 Budget may be viewed on the VRE [website](#).

Transportation

Mission Statement

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



Expenditure Budget:
\$5,554,571



3.7% of Community Development

Programs:

- Administration: \$142,438
- Capital: \$372,959
- Planning & Programming: \$5,039,175

Community Development Expenditure Budget:
\$161,878,286

Mandates

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

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

Transportation



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Administration	\$205,176	\$190,828	\$185,552	\$140,951	\$142,438	1.05%
Capital	\$16,882	\$90,429	\$10,420	\$222,959	\$372,959	67.28%
Planning & Programming	\$4,446,150	\$4,740,054	\$4,375,121	\$4,739,125	\$5,039,175	6.33%
Total Expenditures	\$4,668,208	\$5,021,311	\$4,571,093	\$5,103,035	\$5,554,571	8.85%

Expenditure by Classification

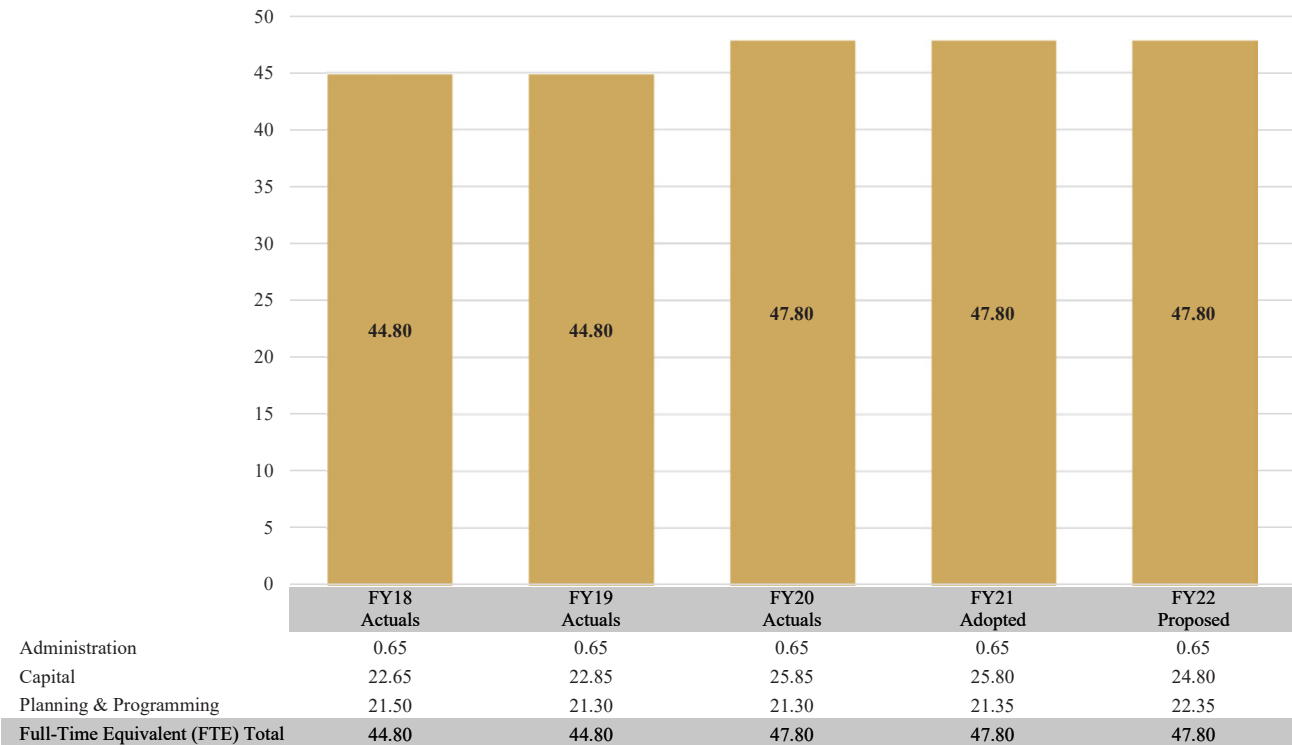
Salaries & Benefits	\$5,073,557	\$5,337,019	\$5,914,995	\$5,332,586	\$5,536,672	3.83%
Contractual Services	\$78,480	\$75,018	\$28,553	\$192,390	\$442,391	129.94%
Internal Services	\$234,491	\$267,721	\$310,083	\$265,650	\$265,650	0.00%
Purchase of Goods & Services	\$1,924,141	\$1,993,944	\$1,928,338	\$2,197,294	\$2,197,294	0.00%
Capital Outlay	\$0	\$138,206	\$26,888	\$116,094	\$116,094	0.00%
Leases & Rentals	\$7,062	\$8,247	\$7,928	\$46,272	\$46,272	0.00%
Reserves & Contingencies	(\$2,945,227)	(\$3,177,099)	(\$3,812,647)	(\$3,214,207)	(\$3,163,141)	(1.59%)
Transfers Out	\$295,705	\$378,255	\$166,956	\$166,956	\$113,339	(32.11%)
Total Expenditures	\$4,668,208	\$5,021,311	\$4,571,093	\$5,103,035	\$5,554,571	8.85%

Funding Sources

Permits & Fees	\$1,235,002	\$1,653,168	\$1,421,592	\$1,804,246	\$1,804,246	0.00%
Miscellaneous Revenue	\$0	\$24,900	\$0	\$0	\$0	-
Non-Revenue Receipts	\$1,637	\$3,221	\$8,913	\$0	\$0	-
Other Local Taxes	\$0	\$10,538	\$21,910	\$0	\$0	-
Charges for Services	\$9,326	\$20,435	\$20,097	\$12,483	\$12,483	0.00%
Transfers In	\$240,000	\$190,000	\$272,959	\$272,959	\$672,959	146.54%
Total Designated Funding Sources	\$1,485,966	\$1,902,262	\$1,745,470	\$2,089,688	\$2,489,688	19.14%
(Contribution to)/Use of Fund Balance	\$448,780	\$176,472	\$209,336	\$60,360	\$6,663	(88.96%)
Net General Tax Support	\$2,733,462	\$2,942,578	\$2,616,287	\$2,952,987	\$3,058,221	3.56%
Net General Tax Support	58.55%	58.60%	57.24%	57.87%	55.06%	



Staff History by Program



Future Outlook

Multi-Modal Transportation Network – Prince William County (PWC) is prioritizing increasing the accessibility of bicycle and pedestrian networks, and the use of mass transit, car/van pool and other alternatives instead of single occupancy vehicle commuting to support local and regional mobility. The PWC Department of Transportation (DOT) is working in tandem with regional partners to include the Northern Virginia Transportation Authority (NVTA), Northern Virginia Transportation Commission, Virginia Railway Express, Potomac and Rappahannock Transportation Commission, and more in order to accomplish this strategic goal.

Safety Improvement Projects – Local transportation safety funds are used to implement immediate, high need and small-scale safety improvements that have no other funding mechanism. These projects include pedestrian access improvements, installing/upgrading small sections of sidewalk and upgrading /installing ADA-accessible ramps, installing warning signs and object markers, upgrading crosswalks, improving lane markings and correcting other identified small deficiencies that create a safety concern. The funds currently available for these projects will be depleted within the next two years and the PWC DOT will have no funding mechanism to implement urgent small-scale safety improvements.

Cost Recovered Fringe Costs – The PWC DOT performs reimbursable work on six active NVTA 70% Regionally funded projects. NVTA is creating a policy to identify non-allowable expenses which in turn requires local or other funding to be used to cover those expenses. This funding covers expenses for DOT staff as well as other departments including Finance and the County Attorney’s Office. Without a dedicated funding source to support these non-allowable expenses, these departments will be unable to support the development and construction of a multi-modal transportation infrastructure as identified in the County’s Mobility Strategic Goal.

Transportation

Orphan Roads – The PWC DOT is focused on upgrading the County’s Orphan Roads for incorporation into the state system for maintenance. The County has identified approximately 160 roads that were given to the Board of County Supervisors (BOCS) or dedicated as public right-of-way. Additional recurring funding is needed to address the maintenance and construction of these roadways. DOT staff has identified 40 roads as priorities for state maintenance acceptance.

General Overview

- A. Costs Recovered from Capital Projects** – The Capital program includes road design, construction, project management, and right-of-way acquisition activities that recover expenditure costs from BOCS approved mobility projects. Staff provides management and oversight of large- and small-scale road projects, often funded by multiple revenue sources. There are generally 15+ capital transportation projects actively managed by the Capital program at any point in time. The cost recovered activities include \$3.4 million in expenditure costs and 24.80 FTEs recovered from projects in FY22, which represents the budgeted cost of administering the capital mobility program in the County.
- 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. The indirect cost transfer amount reimbursing the general fund for Transportation decreases by \$85,849, from \$144,139 in FY21 to \$58,290 in FY22.

Budget Initiatives

A. Budget Initiatives

1. Reduce Cost Recovery for NVTA 70% Projects – Capital

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

- a. Description** – NVTA currently reimburses the County for allowable cost recovery expenses incurred during the design and construction of transportation projects. NVTA is creating a policy that will identify non-allowable cost recovery expenses such as staff training and development, vacation and sick leave, indirect costs (office supplies and technology seat costs, etc.), and vehicle repair and maintenance. The County will be responsible to pay for the costs that are no longer reimbursable by NVTA. The issue of eligible versus ineligible transportation expenses by NVTA was identified by an [internal audit](#) as a moderate risk in December 2020. The annual cost to the County is estimated to be \$150,000 and is funded by recordation tax revenue designated for transportation purposes. There is no cost to the County’s general fund.
- b. Service Level Impacts** – This budget initiative directly supports the Mobility strategic goal by ensuring that PWC DOT has the resources needed to initiate and complete infrastructure projects while ensuring continued reimbursement by NVTA for eligible project expenses.

Transportation

2. Maintenance of Orphan Roads – Planning and Programming

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

- a. Description** – PWC DOT has identified over 160 roads that are currently not in the state system, and therefore not maintained by the Virginia Department of Transportation (VDOT). This budget initiative provides funding to upgrade the roads to VDOT standards so that the roads can be accepted into the state system for maintenance. PWC DOT has identified 40 roads that are considered priorities for VDOT acceptance. Annual funding is provided by recordation tax revenue designated for transportation purposes. There is no cost to the general fund.
- b. Service Level Impacts** – This budget initiative upgrades roads for acceptance into the state roadway system thereby eliminating potential maintenance.

Program Summary

Administration

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Trackers initially responded to on time	82%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Transportation Administration	\$143	\$153	\$160	\$106	\$107
Transportation BOCS agenda items	155	85	127	90	90
Innovation Park Management	\$62	\$37	\$25	\$35	\$35

Transportation

Capital

Manage and oversee the design and construction of improvements to County roadways through bond, local, regional, state, and federal funds. The program also acquires property for all road projects and provides assistance and support for other land acquisitions. Activities within this program charge costs to capital projects. The Alternative Delivery activity for the program will focus completing projects through alternative procurement methods, such as the Design-Build method as an alternative to the traditional Design-Bid-Build method.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Settlement to appraisal value	129%	111%	139%	145%	150%
Projects completed within 60 days of original contract completion date	90%	100%	100%	100%	100%
Projects awarded within 10% of Engineer's estimate	-	-	-	100%	100%
Major milestones met within 45 days of the approved schedule	-	-	-	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Right-of-Way Acquisition	\$0	\$0	(\$90)	\$0	\$0
Parcels acquired	108	43	74	70	80
Number of parcels settled before certificate of take	-	-	-	70	65
Number of parcels recorded	-	-	-	10	5
Road Design and Construction	\$17	\$73	\$100	\$223	\$373
Contracts and task orders awarded	-	-	-	20	20
Contracts and task orders completed	-	-	-	20	20
Contracts and task orders let	24	25	20	20	20
Alternative Delivery	-	\$17	\$0	\$0	\$0
Project development within 60 days of original schedule	-	-	100%	100%	-
Project delivery within 60 days of original contract date	-	-	100%	100%	-
Mega Project contracts and task orders awarded	-	-	-	4	10
Number of projects completed	-	-	-	0	0
Total number of major milestones met within 30 days of the approved schedule	-	-	-	-	4

Transportation

Planning & Programming

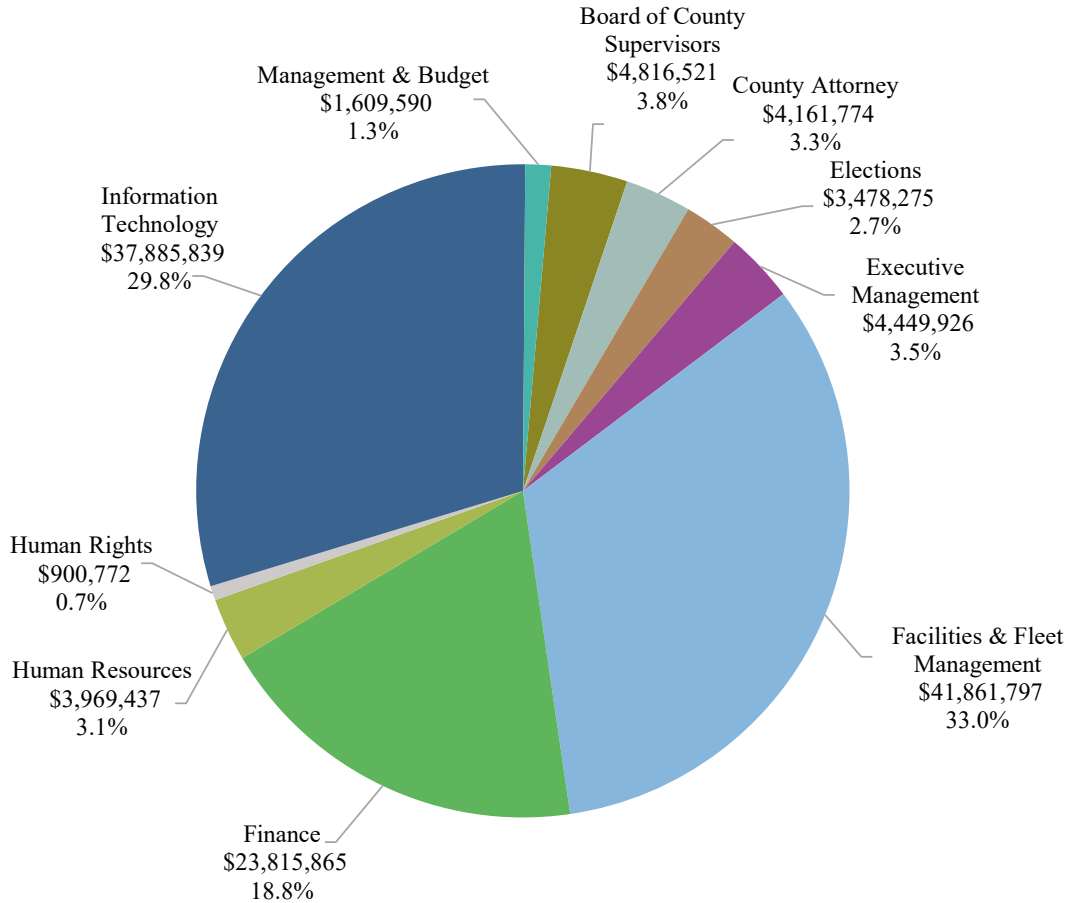
Provide plan review, inspection, traffic and safety engineering, street lighting, and regional planning transportation activities. This program also applies for transportation grants from public and private organizations as well as represents the County at the regional and state planning level.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Plans reviewed within established deadline	100%	100%	100%	100%	100%
Transportation network adequately supports the community (community survey)	82%	82%	82%	80%	80%
Street light outages reported to power companies within three working days	100%	100%	100%	100%	100%
Street light outages reported in 3 working days and repaired within standards	-	-	100%	100%	100%
Regional grant allocation of NoVA Transportation dollars to the County	16%	20%	16%	18%	18%
Number of dollars received from transportation partners	-	-	-	-	\$50.0M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Transportation Plan Review	\$848	\$909	\$798	\$933	\$901
Plans reviewed per FTE	102	111	88	150	100
Total plans reviewed	512	553	441	600	500
Inspections	\$1,123	\$1,220	\$1,134	\$1,222	\$1,200
Construction inspections	6,657	6,855	6,449	8,000	6,500
Number of street acceptances	-	-	25	50	25
Traffic Safety	\$349	\$344	\$344	\$374	\$615
Traffic safety requests received and reviewed	747	558	569	600	600
Street Lighting	\$1,896	\$2,001	\$1,876	\$1,952	\$1,955
County-funded street lights installed and upgraded	29	24	17	24	15
Regional Planning	\$231	\$266	\$223	\$259	\$368
Transportation planning grants received	21	13	9	8	8



General Government



General Government Expenditure Budget: \$139,495,276



Average Tax Bill

General Government accounted for \$293 and 6.27% of the average residential tax bill in FY22.

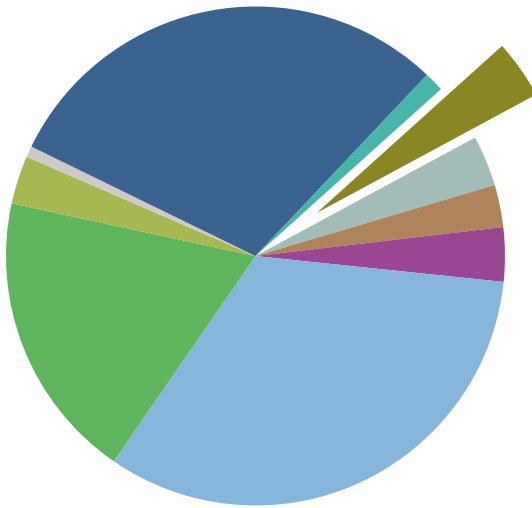
Department & Agencies

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> ▶ Board of County Supervisors ▶ County Attorney ▶ Elections ▶ Executive Management | <ul style="list-style-type: none"> ▶ Facilities & Fleet Management ▶ Finance ▶ Human Resources | <ul style="list-style-type: none"> ▶ 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:
\$139,495,276

Expenditure Budget:
\$4,816,521



3.8% of General Government

Programs:

- BOCS Administration: \$598,615
- Brentsville District: \$425,000
- Coles District: \$425,000
- Potomac District: \$425,000
- Gainesville District: \$425,000
- Neabsco District: \$425,000
- Occoquan District: \$425,000
- Woodbridge District: \$425,000
- BOCS-Chairman: \$425,000
- Audit Services: \$817,906

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 as defined in the Code of Virginia, Title 15.2, Subtitle I, [Chapter 5](#) (County Executive Form of Government). Seven members are elected from Magisterial Districts, while the Chair is elected at-large.

State Code: [15.2-502](#), (Powers vested in board of county supervisors; election and terms of members; vacancies)

Board of County Supervisors

Expenditure and Revenue Summary

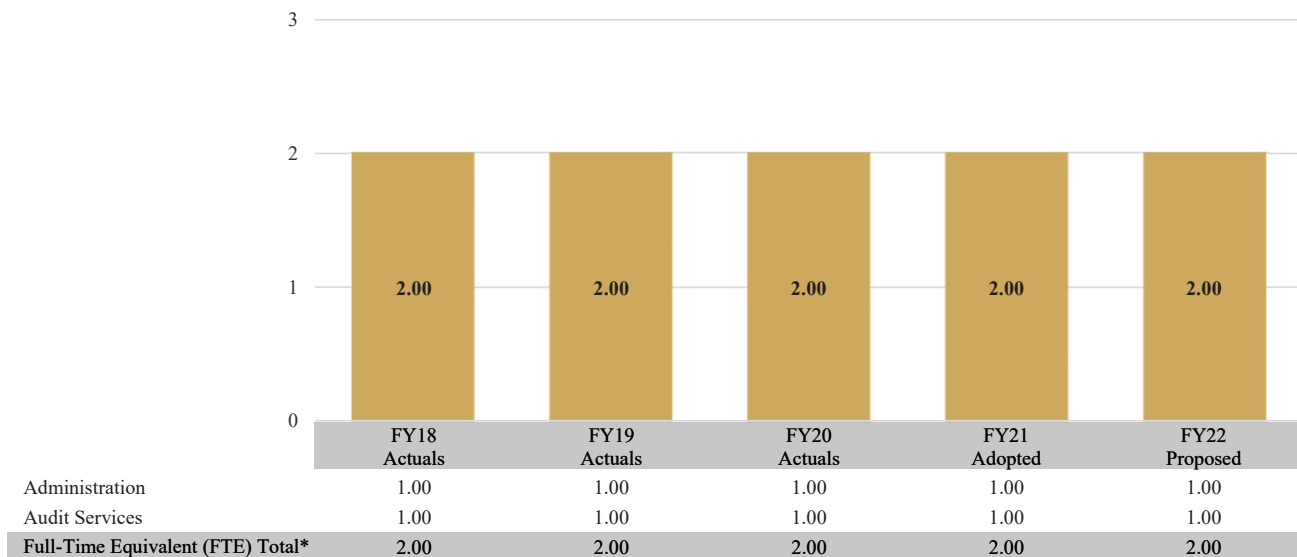


Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
BOCS Administration	\$569,295	\$580,989	\$708,372	\$609,355	\$598,615	(1.76%)
Brentsville District	\$378,366	\$386,063	\$358,398	\$425,000	\$425,000	0.00%
Coles District	\$351,146	\$353,544	\$384,814	\$425,000	\$425,000	0.00%
Potomac District	\$268,283	\$241,608	\$323,516	\$425,000	\$425,000	0.00%
Gainesville District	\$388,289	\$411,564	\$426,354	\$425,000	\$425,000	0.00%
Neabsco District	\$386,369	\$339,587	\$382,330	\$425,000	\$425,000	0.00%
Occoquan District	\$343,924	\$366,643	\$430,698	\$425,000	\$425,000	0.00%
Woodbridge District	\$390,372	\$422,437	\$423,642	\$425,000	\$425,000	0.00%
BOCS-Chairman	\$413,186	\$384,099	\$371,342	\$425,000	\$425,000	0.00%
Audit Services	\$662,306	\$676,472	\$816,226	\$814,611	\$817,906	0.40%
Total Expenditures	\$4,151,538	\$4,163,008	\$4,625,692	\$4,823,967	\$4,816,521	(0.15%)

Expenditure by Classification

Salaries & Benefits	\$2,645,099	\$2,700,402	\$2,940,441	\$3,056,169	\$3,088,167	1.05%
Contractual Services	\$754,301	\$740,842	\$943,836	\$816,403	\$816,403	0.00%
Internal Services	\$127,783	\$127,967	\$134,204	\$127,697	\$128,885	0.93%
Purchase of Goods & Services	\$591,115	\$566,904	\$574,835	\$795,513	\$754,881	(5.11%)
Capital Outlay	\$0	\$0	\$0	\$1,185	\$1,185	0.00%
Leases & Rentals	\$33,240	\$26,894	\$32,376	\$27,000	\$27,000	0.00%
Total Expenditures	\$4,151,538	\$4,163,008	\$4,625,692	\$4,823,967	\$4,816,521	(0.15%)
Net General Tax Support	\$4,151,538	\$4,163,008	\$4,625,692	\$4,823,967	\$4,816,521	(0.15%)
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



*Does not include the Board Chair and seven Supervisors. Additionally, all Board aides serve at will and are not included in the total.

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 designed by management to provide reasonable assurance that (1) County operations are effective, efficient, economical, and ethical; (2) financial statement records and reports are accurate, reliable, and complete; and (3) County personnel, programs, agencies, departments, and offices comply with all applicable laws and regulations. Audit Services also conducts independent internal investigations based on information provided by others, including callers to a voicemail hotline, at (703) 792-6884, for reporting fraud, waste, or abuse of County resources.

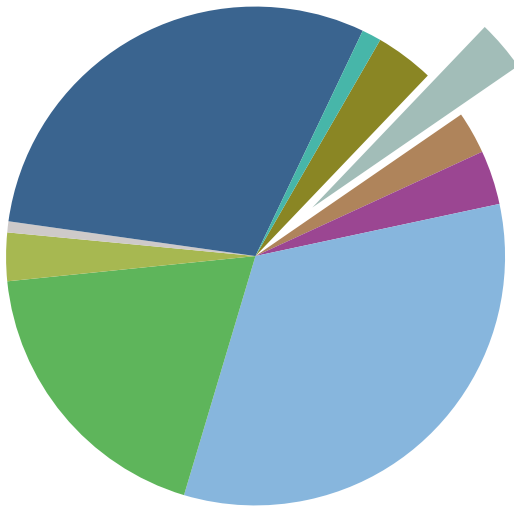
Audit Services works for the Board of County Supervisors (BOCS) and the Board Audit Committee (BAC). The BAC is a committee the BOCS established to assist with governance and oversight responsibilities. All members of the BOCS comprise the BAC, which consists of three regular voting members and five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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Planned audits completed	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Internal Audit Administration	\$662	\$676	\$816	\$815	\$818
Internal audits completed	6	7	11	10	11

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.



General Government Expenditure Budget:
\$139,495,276

Expenditure Budget:
\$4,161,774



3.3% of General Government

Programs:

- County Attorney: \$4,161,774

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](#) (Creation of office of county, city or town attorney authorized), [15.2-529](#) (Appointment of county attorney), [15.2-633](#) (Office of the county attorney), [63.2-1949](#) (Authority of city, county, or attorney)

County Code: [Chapter 2](#) (Administration), [Chapter 5](#) (Home Improvement Contractor License), [Chapter 5.6](#) (Cable Television), [Chapter 9.2](#) (Fire Prevention and Protection), [Chapter 10.1](#) (Human Rights), [Chapter 16](#) (Miscellaneous Offenses), [Chapter 20](#) (Unclaimed Money and Property), [Chapter 22](#) (Refuse), [Chapter 32](#) (Zoning)



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
County Attorney	\$3,812,215	\$3,890,159	\$4,068,253	\$4,069,261	\$4,161,774	2.27%
Total Expenditures	\$3,812,215	\$3,890,159	\$4,068,253	\$4,069,261	\$4,161,774	2.27%

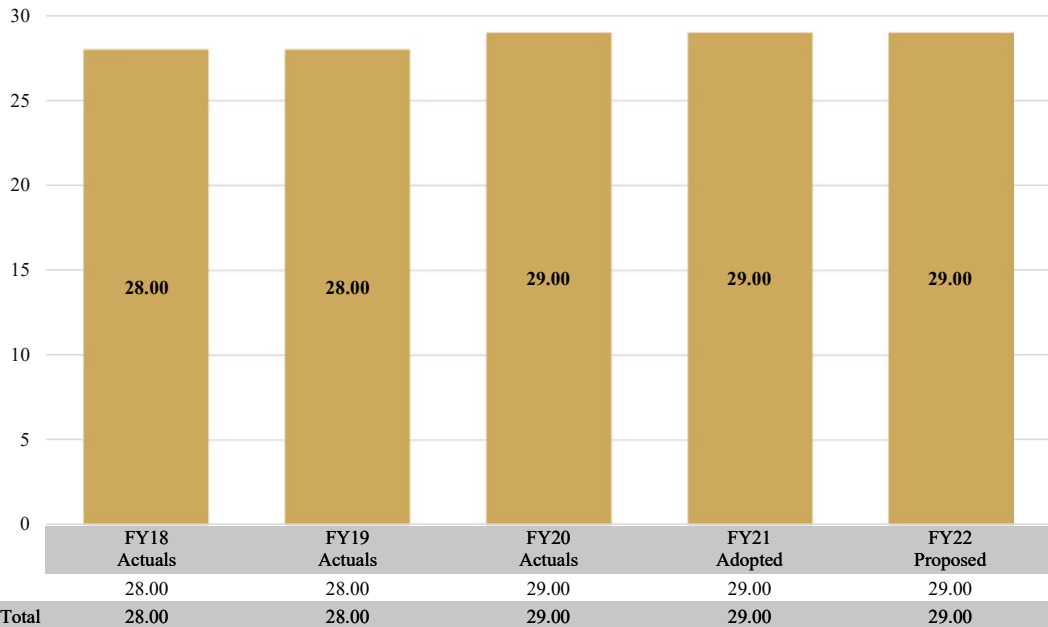
Expenditure by Classification

Salaries & Benefits	\$3,644,407	\$3,745,910	\$3,920,417	\$3,969,765	\$4,062,278	2.33%
Contractual Services	\$38,608	\$34,436	\$85,023	\$56,014	\$56,014	0.00%
Internal Services	\$103,377	\$104,600	\$105,762	\$88,280	\$88,280	0.00%
Purchase of Goods & Services	\$124,078	\$102,914	\$105,296	\$126,154	\$126,154	0.00%
Capital Outlay	\$0	\$0	\$0	\$1,128	\$1,128	0.00%
Leases & Rentals	\$4,826	\$5,381	\$4,795	\$4,845	\$4,845	0.00%
Reserves & Contingencies	(\$103,082)	(\$103,082)	(\$153,040)	(\$176,925)	(\$176,925)	0.00%
Total Expenditures	\$3,812,215	\$3,890,159	\$4,068,253	\$4,069,261	\$4,161,774	2.27%

Funding Sources

Miscellaneous Revenue	\$170,000	\$0	\$0	\$15,000	\$15,000	0.00%
Charges for Services	\$39,000	\$209,000	\$170,000	\$180,186	\$180,186	0.00%
Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Total Designated Funding Sources	\$259,000	\$259,000	\$220,000	\$245,186	\$245,186	0.00%
Net General Tax Support	\$3,553,215	\$3,631,159	\$3,848,253	\$3,824,075	\$3,916,588	2.42%
Net General Tax Support	93.21%	93.34%	94.59%	93.97%	94.11%	

Staff History by Program



Future Outlook

Overview – Significant future legal matters will continue to need consideration with the issues related to COVID-19, civil protest, police reform, equity and inclusion, the Virginia Values Act, collective bargaining, civilian police oversight, both sovereign and qualified immunity, along with other Board of County Supervisors (BOCS) priorities. Increases in workload due to these matters will require serious discussion about additional staff members at each level of the Office – attorneys, paralegals, and administrative support staffing. This Office assisted in the development and implementation of the numerous pandemic policies, including employment issues, public safety issues, public meeting issues and programs funded by the CARES Act. As those new policies continue to evolve, there will be areas such as policy matters, retention, and possible liability or discipline issues that will take staff time to address.

Significant future non-pandemic legal issues relate to land use matters, telecommunications / cable franchise negotiations, and technology issues. 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 volume and complexity.

Child Protective Services (CPS) and Human Services – 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. Mental health, Health Insurance Portability and Accountability Act (HIPAA) compliance, co-responder and Housing issues will continue to grow. COVID-19 has magnified this area of work.

Federal Regulations – Federal regulations and laws will require additional legal resources to support the County, in the area of CARES Act fund assessment and implementation, Internal Revenue Service (IRS) audits, etc.

Property 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 Virginia statute and Constitutional amendment on lost profits continue to impact these cases.

Support for the Department of Economic Development – This area of work will continue to increase as prospects and companies look to relocate to the County. These matters are often expected to be a top priority, no matter what other demands are being handled by the Office.

County Attorney

Program Summary

County Attorney

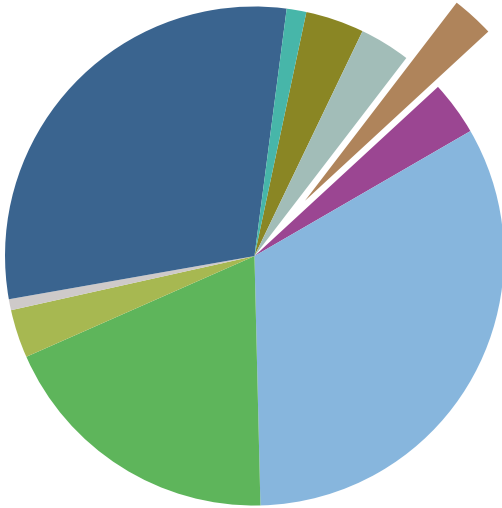
Provides legal assistance, advice to, and litigation representation for the BOCS, the County Executive, departments, agencies, and employees of PWC in the performance of their duties.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 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)	3.7	3.8	3.8	3.8	3.8
Founded property code cases resolved or moved to court action within 100 days	91%	93%	93%	95%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Legal Services	\$2,595	\$2,670	\$2,718	\$2,704	\$2,795
Average days to close BOCS trackers	42	32	80	30	30
Requests for legal advice/assistance responded to	2,480	2,620	2,244	2,700	2,500
FOIA requests/subpoenas responded to	201	218	268	225	225
Staff time spent rendering legal opinion/advice relating to legal services	86%	86%	85%	86%	85%
Collections	\$462	\$456	\$424	\$465	\$501
Delinquent Real Estate taxes collected prior to litigation	36%	34%	34%	34%	34%
Delinquent Personal Property taxes collected prior to litigation	32%	20%	20%	30%	30%
Staff time spent rendering legal opinion/advice relating to collections	83%	82%	80%	83%	80%
Protective Services	\$691	\$713	\$766	\$757	\$720
Cases involving child abuse or neglect opened	163	223	200	200	200
Cases involving child abuse or neglect closed	238	240	235	240	240
Staff time spent rendering legal opinion/advice relating to protective services	63%	64%	64%	64%	64%
Transportation	\$65	\$52	\$161	\$143	\$146
Property acquisitions closed	106	103	100	110	105
Transportation contracts reviewed	6	5	4	10	5
Staff time spent rendering legal opinion/advice relating to transportation	77%	75%	80%	75%	75%

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, conduct all elections at the highest level of professional standards, ensuring transparency and building public confidence in the integrity of the results. The Office of Elections operates as a communication and information resource for citizens. The major stakeholders of Prince William County; the Electoral Board, Officers of Election, candidates, partnering county agencies and the voting public see the benefit of a consistent and transparent electoral process every election.



General Government Expenditure Budget:
\$139,495,276

Expenditure Budget:
\$3,478,275



2.7% of General Government

Programs:

- Conduct & Certify Elections:
\$3,478,275

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. Reasonable expenses include, but are not limited to, costs for: (i) an adequately trained registrar's staff, including training in the use of computers and other technology to the extent provided to other local employees with similar job responsibilities, and reasonable costs for the general registrar to attend the annual training offered by the State Board; (ii) adequate training for officers of election; (iii) conducting elections as required by this title; and (iv) voter education.

State Code: [24.2-106](#) (Appointment and terms; vacancies; chairman and secretary; certain prohibitions; training) through [24.2-123](#) (Requirements for registration and voting; prohibition on use of power of attorney)

Elections



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Conduct & Certify Elections	\$1,927,983	\$1,988,554	\$2,493,030	\$3,780,113	\$3,478,275	(7.98%)
Total Expenditures	\$1,927,983	\$1,988,554	\$2,493,030	\$3,780,113	\$3,478,275	(7.98%)

Expenditure by Classification

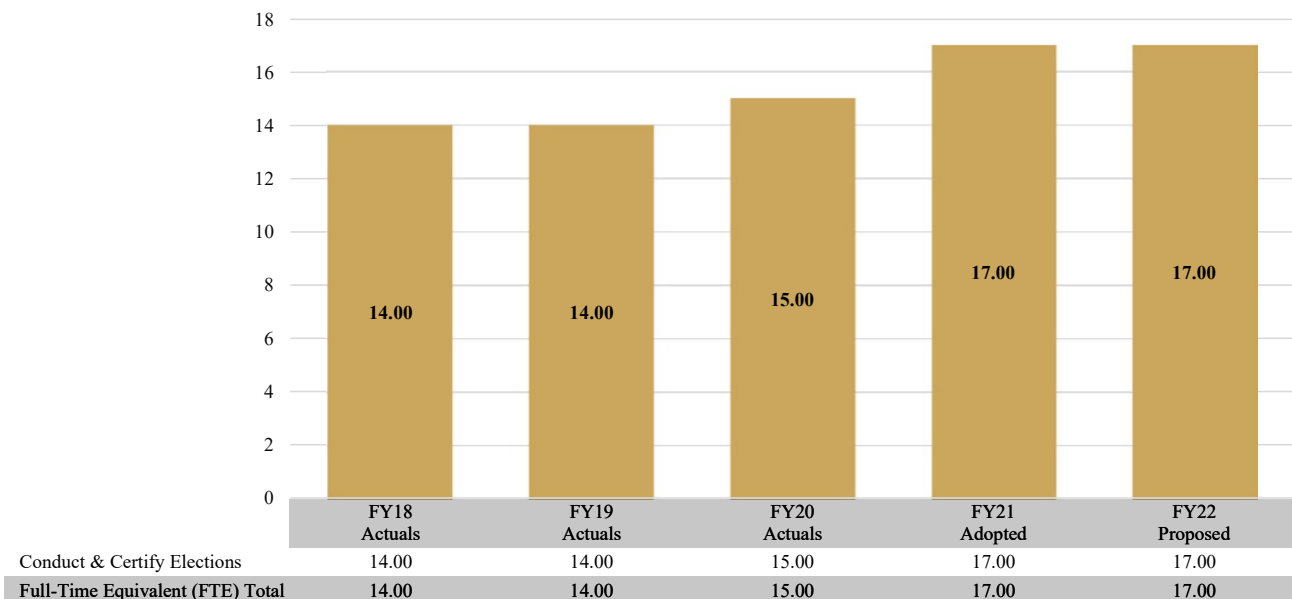
Salaries & Benefits	\$1,292,316	\$1,340,964	\$1,416,791	\$2,877,146	\$2,004,858	(30.32%)
Contractual Services	\$417,059	\$356,024	\$434,373	\$632,323	\$753,173	19.11%
Internal Services	\$86,783	\$89,336	\$99,132	\$83,703	\$108,703	29.87%
Purchase of Goods & Services	\$129,985	\$174,026	\$261,010	\$178,767	\$283,367	58.51%
Capital Outlay	\$0	\$22,150	\$266,631	\$0	\$320,000	-
Leases & Rentals	\$1,840	\$6,054	\$15,093	\$8,174	\$8,174	0.00%
Total Expenditures	\$1,927,983	\$1,988,554	\$2,493,030	\$3,780,113	\$3,478,275	(7.98%)

Funding Sources

Miscellaneous Revenue	\$12,745	\$115	\$277,986	\$0	\$0	-
Revenue from Commonwealth	\$87,762	\$88,003	\$0	\$92,202	\$92,202	0.00%
Total Designated Funding Sources	\$100,507	\$88,118	\$277,986	\$92,202	\$92,202	0.00%
Net General Tax Support	\$1,827,476	\$1,900,436	\$2,215,044	\$3,687,911	\$3,386,073	(8.18%)
Net General Tax Support	94.79%	95.57%	88.85%	97.56%	97.35%	



Staff History by Program



Future Outlook

Early Voting – All future elections moving forward are mandated to have No Excuse Absentee/Early Voting for a period of forty-five days, prior to every election conducted [24.2-701.1](#). Since Prince William County (PWC) has already been operating absentee voting centers, Early Voting will be, for the most part, business as usual. Elections’ main concern is being able to accommodate high early voter turnouts; provide staffing, adequate facilities, and the appropriate number of vote centers. The vote center locations will be strategically placed across the County for equitable voter access and will operate with the same hourly and daily schedule.

Vote by Mail Infrastructure – The Office of Elections is mandated to mail a ballot to any registered voter who requests a mail ballot, see [24.2-706](#). Voters can request mail ballots online or via paper requests. Voters can request mail ballots for an entire calendar year [24.2-703.1](#). Vote by Mail procedures include processing mail requests, printing ballots, storage for incoming and outgoing mail ballots with quality controls in place. The Vote by Mail infrastructure includes secure space requirements for both public processes and non-public processes, adequate outgoing and incoming postage including the mailing of the annual application requirement. “Official Ballot Drop Boxes” must be stored and deployed to multiple locations throughout the County during the forty-five days voting period and on Election Day.

Technology Refresh/Update – The Office of Elections will need to plan for cyber security updates to voting equipment. In addition, the Virginia Department of Elections will be replacing the centralized voter database in the near future. This replacement will likely incur additional technology expenses that are not known or defined at this time.

2020 Census and Redistricting – The U.S. Census attempts to count every person living in the United States and is mandated to take place every 10 years by the U.S. Constitution ([Article 1, Section 2](#)). Population counts determine the distribution of billions of dollars in federal funding to states, cities, and counties. Redistricting is the process of redrawing lines for local election districts and precincts and establishing polling places. The Virginia Redistricting Commission is responsible for redistricting the state for congressional, state senate and house election districts. The Board of County Supervisors is responsible for reapportioning the county’s local election (magisterial) districts and precincts to account for population shifts and achieve equal representation for the constituents of all representatives.

General Overview

A. Removal of One-Time Costs from Elections Budget – A total of \$1,103,711 has been removed from Elections FY22 budget for one-time costs associated with the 2020 Presidential election.

Budget Initiatives

A. Budget Initiatives

1. 2020 Census Redistricting/Provision for Additional Voting Precincts – Conduct and Certify Elections

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

Elections

- a. **Description** – Redistricting is the process of redrawing lines for local election districts and precincts and establishing polling places. The Code of Virginia requires localities to reapportion or redistrict their population every 10 years following the U.S. Census. The Virginia Redistricting Commission is responsible for redistricting the state for congressional, state senate and house election districts. The Board of County Supervisors is responsible for reapportioning the county’s local election (magisterial) districts and precincts. Currently, there are 94 voting precincts in PWC. This initiative includes a \$600,000 provision in the proposed budget for the creation of new election precincts after Census data is received, analyzed, and election districts and precincts are redrawn during FY22.
- b. **Service Level Impacts** – The budget provision supports the state mandate [24.2-307](#) which requires, at the time any precinct is established, it shall have no more than 5,000 registered voters.

2. Technology Refresh – Conduct and Certify Elections

Expenditure	\$152,600
Revenue	\$0
General Fund Impact	\$152,600
FTE Positions	0.00

- a. **Description** – This initiative supports upgrading technology software, application licensing, and systems security of voting equipment. This addition supports on-going costs to refresh and maintain 94 voter check-in laptops and 397 Hart Intercivic machines. The computers currently operate on Windows 7 which is no longer supported by Microsoft. Upgrading voting equipment to Windows 10 ensures reliability, maximizes system performance, and addresses security risks.
- b. **Service Level Impacts** – Existing service levels are maintained.

Elections

Program Summary

Conduct and Certify Elections

The Office of Elections is comprised of the Electoral Board, the General Registrar/Director of Elections, and Elections Assistants. The Electoral Board appoints the General Registrar/Director of Elections who serves the Board and appoints Assistant Registrars. The Office of Elections conducts all elections in PWC and is a state mandated office whose purpose is to register voters and provide ballots when requested by voters during early voting periods and provide Election Day administration. In addition, the office receives and processes voter registration applications, provides election related data to all citizens and candidates, accepts, and certifies local candidate filings, trains Officers of Elections to conduct each election and certifies the results for each election.

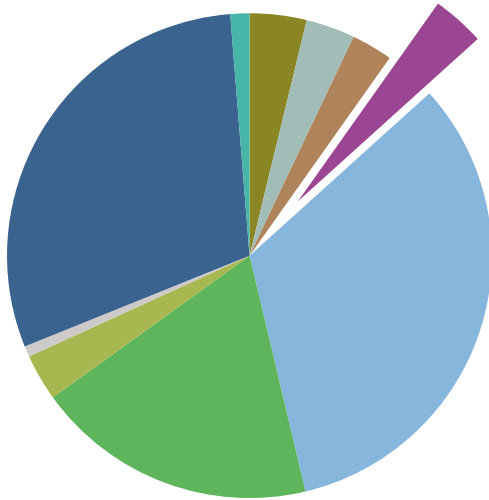
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Experience of voting in PWC is pleasant (community survey)	96%	96%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Register Voters & Conduct & Certify Elections	\$1,928	\$1,989	\$2,493	\$3,780	\$3,478
Transactions involving voting records (non-mail)	321,960	357,028	229,584	380,000	300,000
Transactions involving mail requests (election specific)	-	-	-	-	78,587
Transactions involving mail requests (ongoing annual applications)	-	-	-	-	42,609
Registered county voters	279,549	283,803	292,701	291,555	303,000
Election voter turnout	151,023	238,221	150,465	259,192	155,000
Percentage of registered voters who cast early votes	-	-	-	-	50%

Executive Management

Mission Statement

The Office of Executive Management accomplishes the goals, initiatives and policies set forth by the Board of County Supervisors by overseeing and managing a talented and diverse workforce. This includes providing motivation, direction, opportunities, and leadership to county employees to ensure that Prince William County is a high performing organization that is agile, effective, and customer focused. Executive Management is committed to the implementation of its vision that the organization is a place where elected leaders, staff, individuals, families, and businesses work together to make Prince William County a community of choice.



General Government Expenditure Budget:
\$139,495,276

Expenditure Budget:
\$4,449,926



3.5% of General Government

Programs:

- Management & Policy Development: \$1,951,204
- Administrative Support to the Board: \$563,197
- Communications: \$1,243,326
- Legislative Affairs & Intergovernmental Relations: \$380,253
- Equity & Inclusion: \$311,947

Mandates

The County is organized as a county executive form of government in accordance with the Code of Virginia.

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](#) (County Executive Form of Government)

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

Executive Management



Expenditure and Revenue Summary

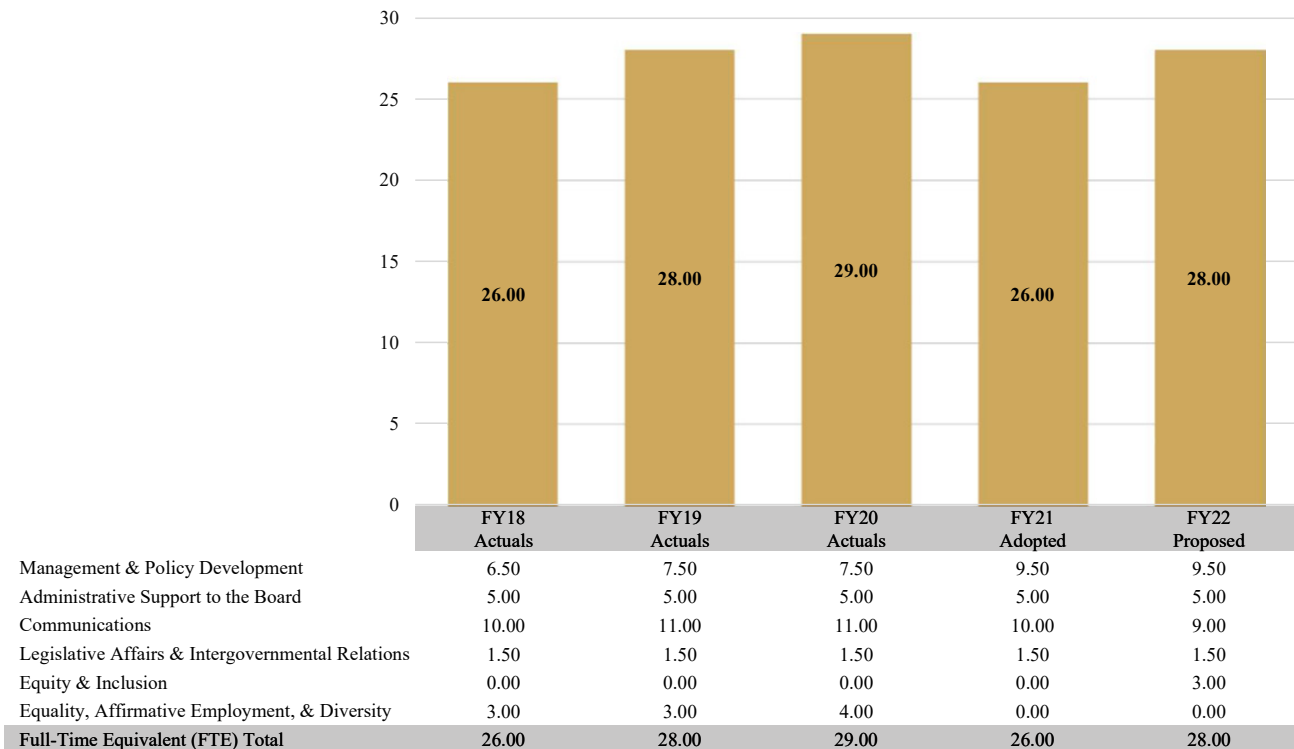
Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Management & Policy Development	\$1,435,268	\$1,628,467	\$1,667,977	\$1,908,641	\$1,951,204	2.23%
Administrative Support to the Board	\$508,849	\$512,484	\$428,015	\$460,110	\$563,197	22.40%
Communications	\$1,171,694	\$1,402,011	\$1,507,353	\$1,238,612	\$1,243,326	0.38%
Legislative Affairs & Intergovernmental Relations	\$406,870	\$395,339	\$326,668	\$375,582	\$380,253	1.24%
Equity & Inclusion	\$0	\$0	\$0	\$0	\$311,947	-
Equality, Affirmative Employment, & Diversity	\$403,523	\$414,990	\$460,016	\$0	\$0	-
Total Expenditures	\$3,926,203	\$4,353,292	\$4,390,030	\$3,982,946	\$4,449,926	11.72%

Expenditure by Classification

Salaries & Benefits	\$3,444,773	\$3,771,367	\$3,694,400	\$3,380,348	\$3,678,168	8.81%
Contractual Services	\$235,892	\$257,947	\$312,590	\$306,488	\$441,488	44.05%
Internal Services	\$127,287	\$143,790	\$219,593	\$112,928	\$137,087	21.39%
Purchase of Goods & Services	\$110,672	\$163,619	\$153,519	\$167,402	\$177,403	5.97%
Leases & Rentals	\$7,579	\$16,568	\$9,929	\$15,780	\$15,780	0.00%
Total Expenditures	\$3,926,203	\$4,353,292	\$4,390,030	\$3,982,946	\$4,449,926	11.72%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$3,926,203	\$4,353,292	\$4,390,030	\$3,982,946	\$4,449,926	11.72%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Staff History by Program



Executive Management

Future Outlook

Executive Management – The Office of Executive Management (OEM) is responsible for enhancing the effectiveness and efficiency of government. To assure greater effectiveness and efficiency within county government, the core objectives of OEM are to make certain Prince William County (PWC) government develops and maintains a high performing workforce and properly aligns programs, services, and policies through professional administration of government.

OEM continues to develop an enterprise approach to better integrate and unify the efforts of the departments and agencies to achieve cross-cutting goals, missions, and functions. The next step is integrating human capital management (HCM) more effectively in departments and agencies. The new HCM system is being implemented now, with a planned go-live date of January 2022. The existing Workforce Initiative to recruit, develop, and retain dedicated public servants will be reinforced as internal agencies commit to managing and developing as subject matter experts serving individual agencies. This alignment work will continue as the new HCM system comes online and the County is able to improve its workforce business intelligence.

Communications – The Communications Office is committed to increasing the information provided to PWC residents and employees. The Communications team will utilize a mass notification system to inform residents via the County website, email, text message, social media platforms, and blogs. The level of community engagement will also increase and provide more translation services to better communicate with citizens.

Prince William Forward Initiative – The COVID-19 pandemic has revealed new opportunities to reengineer existing business processes while continuing to deliver excellent service. Managing the surge capacity for increased service demands while ensuring the safety of the community and the public workforce will continue as the County redesigns systems for resiliency and response. The County is determined to maximize the lessons learned during the COVID-19 pandemic and capitalize on the possibilities to accelerate digital government, including enhancing telework capabilities while reimagining the use of existing office space, while at the same time remaining committed to the development and engagement of the workforce.

COVID-19 Pandemic – The COVID-19 pandemic presents tremendous challenges for PWC, and indeed the entire world, with long-term consequences that cannot be fully predicted. Beginning with the declaration of emergency in March 2020, the OEM has facilitated a constantly evolving and multi-faceted response to the pandemic, emphasizing community-level response for those individuals, families, and businesses most impacted by the pandemic, as well as ensuring the health and safety of county employees. This includes focusing on enhancing programs and services for the county's most vulnerable populations to ensure resources are available to address basic needs; supporting businesses and the non-profit community through various grant programs to provide relief for those economically impacted by the pandemic; and putting training, tools, and materials in place to keep employees healthy. The OEM is committed to the health, safety, and well-being of the community to include residents, businesses, and employees throughout the duration of the pandemic and beyond. To that end, the office will continue to be vigilant about caring for the community while providing them with the most current information, including sharing updated preventative measures and reopening strategies, and supporting employees' overall wellbeing as they adjust to the changing workplace, all while ensuring the community continues to receive quality services.

Executive Management

General Overview

- A. **Digital Governance Upgrade** – Following the COVID-19 pandemic, electronic public participation and translation services became routine elements in each BOCS meeting. As a result, [BOCS Resolution 20-258](#) adopted on September 22, 2020, authorized the creation of a digital governance upgrade to improve accessibility and broaden public participation opportunities. The digital governance upgrade will provide public participation and translation services, including closed captioning for County residents to participate in Board meetings, provide digital conversion of older County records, develop an online portal for Boards, Committees, and Commissions, and automate the Board agenda production and distribution process. Beginning in FY22, this project increases ongoing operating costs \$60,000 in the Communications program and \$75,000 in the Administrative Support program to the Board.
- B. **Position Shift of Administrative Support Assistant III from Executive Management (Management & Policy Development) to Human Resources (Employee Relations)** – During FY21, an Administrative Support Assistant III position, 1.00 FTE, with a salary and benefits budget of \$71,180 was transferred from the Office of Executive Management (Management & Policy Development) to Human Resources (Employee Relations) to staff the newly formed Employee Relations program, which will administer County personnel policies and conduct personnel-related investigations.
- C. **Position Shifts to OEM (Management & Policy)** – Consistent with the mission of OEM, there has been increased focus on engaging employees to retain a talented and diverse workforce to accomplish the goals, initiatives, and policies set forth by the BOCS.
- **Position Shift of Deputy Director of Communications from OEM (Communications) to OEM (Management & Policy)** – In FY21, 1.00 FTE was transferred within OEM from the Communications program to the Management & Policy program to serve as the employee engagement, employee communications, and change management lead for the organization. As the Assistant to the County Executive, this position will also develop organizational development strategies and initiatives and work towards ensuring organizational alignment in terms of programs, policies, procedures, and culture. This position will work closely with executive leadership to ensure progress of BOCS and leadership priorities, goals, and initiatives, and will be responsible for any special projects as assigned by executive leadership. The total salaries and benefits of this position is \$165,913. There is no cost to the general fund.
 - **Position Shift of EEO/Human Rights Investigator from Fire & Rescue to OEM (Management & Policy)** – In FY21, 1.00 FTE, a vacant position, was transferred from the Department of Fire & Rescue to the OEM Management & Policy program to help support the employee engagement efforts. The total salaries and benefits of this position is \$126,293. There is no cost to the general fund.
- D. **Creation of Racial and Social Justice Commission** – [BOCS Resolution 20-725](#) approved on October 20, 2020, authorized the creation of a Racial and Social Justice Commission with the mission to examine the state of racial and social justice for people of color in the County. This resulted in the creation of the Equity & Inclusion program, including the activities Equity & Inclusion Office and Racial & Social Justice Commission. The creation of the Director of Equity and Inclusion was achieved by shifting 1.00 FTE totaling \$126,812 within the OEM from the Management & Policy Development program to the newly formed Equity & Inclusion program. This program will develop a framework for becoming a more inclusive and equitable PWC. This includes the development of equitable lenses or tools to assess the County’s programs, planning, and processes for service delivery to the community.

Executive Management

Budget Initiatives

A. Budget Initiatives

1. Equity & Inclusion Organization – Equity & Inclusion

Expenditure	\$177,635
Revenue	\$0
General Fund Impact	\$177,635
FTE Positions	2.00

- a. Description** – This initiative provides funding for 2.00 FTEs, an Administrative Assistant and an Analyst, to perform data mapping and analysis regarding the provision of government services. The Equity & Inclusion program is developing a framework to becoming a more inclusive and equitable PWC, as approved by [BOCS Resolution 20-725](#) approved on October 20, 2020. The resolution authorized the creation of a Racial and Social Justice Commission with the mission to examine the state of racial and social justice for people of color in the County. The approved resolution further directed the County Executive to propose permanent staffing support for the Racial and Social Justice Commission in the Proposed FY2022 Budget.
- b. Service Level Impacts** – Supports the County’s goal of treating all residents equally and reducing any disparities by proactively giving all County residents opportunities to participate fully in the benefits, programs, and services the County offers.

Program Summary

Management & Policy Development

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Outcomes trending positively towards four year strategic goal target	64%	60%	NA	100%	100%
Growth in commercial tax base (in square feet)	391,306	1.1M	1.1M	1.5M	1.9M
Overall quality of PWC services meets residents' expectations (community survey)	91%	91%	91%	>91%	>91%
County services & facilities are a fair value for the tax dollar (comm. survey)	94%	94%	94%	>85%	>85%
County employees are courteous and helpful (community survey)	94%	94%	94%	>90%	>90%
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes

Executive Management

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Effective & Efficient Delivery of County Government Services	\$495	\$616	\$620	\$901	\$909
Countywide workload measures	621	566	606	600	600
Workforce development projects completed	10	12	12	12	12
Strategic Planning	\$327	\$351	\$356	\$346	\$341
Community measures of success trending positively	32	33	NA	56	56
Work sessions with the BOCS	11	7	2	5	5
Taxable commercial square feet	47.5M	50.7M	50.7M	52.2M	54.1M
Policy Development	\$332	\$359	\$364	\$371	\$366
Ordinances & resolutions passed	671	795	824	750	775
BOCS Response	\$281	\$302	\$328	\$290	\$334
Trackers responded to within 15 days*	85%	90%	40%	90%	-

*In CY2020, the Board of County Supervisors changed the tracker methodology to include larger policy changes that take more time to complete. A new measure will be developed for the FY23 budget cycle.

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
BOCS agenda dispatch packages available to the public 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)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Administrative Support to the Board and Executive	\$509	\$512	\$428	\$460	\$563
Ordinances processed	82	46	62	75	75
Resolutions processed	589	749	762	600	700

Communications

Support PWC 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
News quality analysis rating	95%	95%	81%	95%	95%
Social media reach	2.4M	3.7M	3.7M	3.0M	3.0M
Online, graphic, print & video pieces produced	515	616	610	550	550

Executive Management

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Information Dissemination	\$740	\$932	\$1,048	\$775	\$848
Internal communication messages	722	454	505	450	450
Events supported	32	39	33	30	30
Articles produced	139	141	124	150	150
Video views online	163,400	381,340	198,452	200,000	200,000
Total web page sessions	3.8M	4.3M	6.5M	-	-
Media Production	\$432	\$470	\$460	\$464	\$395
Graphic arts pieces produced	167	267	265	170	170
Videos produced (including BOCS meetings)	192	208	210	205	205

Legislative Affairs & Intergovernmental Relations

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Bills analyzed each session that impact PWC	-	-	-	-	100%
State legislative program outcomes success rate	50%	50%	50%	50%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Legislative Affairs & Intergovernmental Relations	\$407	\$395	\$327	\$376	\$380
General Assembly meetings attended	-	-	-	-	500
3rd party organizations, study commissions and committee meetings	-	-	-	-	125
Meetings/communication efforts with PWC delegation (state and federal)	-	-	-	-	100
BOCS reports	-	-	-	-	15
Virginia House & Senate bills analyzed	3,722	2,362	2,830	2,300	-
Hours of active representation	2,400	-	1,218	2,400	-
General Assembly committee meetings attended	2,000	-	278	2,000	-
Agenda development/planning meetings with outside groups/allies	80	70	128	85	-

Executive Management

Equity & Inclusion

The County aspires to ensure all its residents are treated fairly, to reduce disparities, and to proactively give all residents opportunities to participate fully in the benefits, programs, and services that the County offers. This program will develop a framework for becoming a more inclusive and equitable PWC. This includes the development of equitable lenses or tools to assess the County's programs, planning, and processes.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
County Programs Assessed for Equity	-	-	-	-	100%

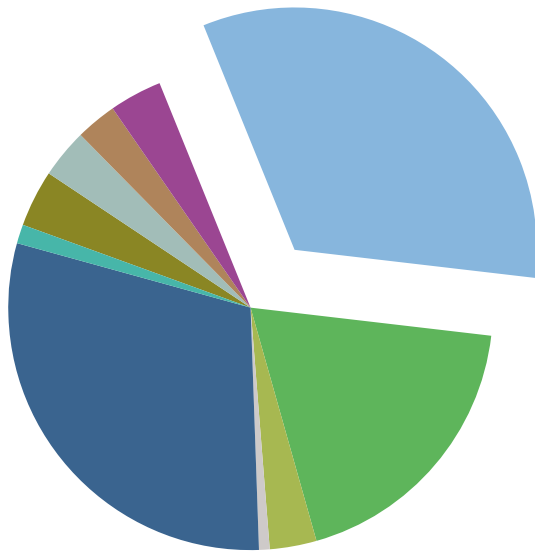
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Equity & Inclusion Office	\$0	\$0	\$0	\$0	\$312
Racial & Social Justice Commission	\$0	\$0	\$0	\$0	\$0

Note: Measures will be developed for the FY23 budget cycle.

Facilities & Fleet Management

Mission Statement

The Prince William County Department of Facilities & Fleet Management is the infrastructure partner of County agencies. The Department strives to provide safe, sustainable, proactive, and effective infrastructure and services to County agencies, so the agencies can focus on serving the residents of the County.



Expenditure Budget:
\$41,861,797



33.0% of General Government

Programs:

- Director's Office: \$965,038
- Buildings & Grounds: \$13,358,351
- Facilities Construction Management: \$125,000
- Fleet Management: \$12,289,138
- Property Management: \$15,124,271

General Government Expenditure Budget:
\$139,495,276

Mandates

Facilities & Fleet Management does not provide a federal mandated service; however, it does provide a state mandated service. The Board of County Supervisors has enacted additional local mandates for which Facilities & Fleet Management has responsibility.

State Code: [Title 42.1-76 Chapter 7](#) (Virginia Public Records Act)

County Code: [Chapter 5 Article VI](#) (Building Maintenance Code)

Facilities & Fleet Management



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Director's Office	\$0	\$0	\$0	\$0	\$965,038	-
Buildings & Grounds	\$0	\$0	\$0	\$12,915,944	\$13,358,351	3.43%
Facilities Construction Management	\$0	\$0	\$0	\$125,000	\$125,000	0.00%
Fleet Management	\$0	\$0	\$0	\$11,972,270	\$12,289,138	2.65%
Property Management	\$0	\$0	\$0	\$13,959,449	\$15,124,271	8.34%
Total Expenditures	\$0	\$0	\$0	\$38,972,664	\$41,861,797	7.41%

Expenditure by Classification

Salaries & Benefits	\$0	\$0	\$0	\$12,616,353	\$13,316,546	5.55%
Contractual Services	\$0	\$0	\$0	\$5,966,359	\$7,189,769	20.51%
Internal Services	\$0	\$0	\$0	\$692,234	\$705,259	1.88%
Purchase of Goods & Services	\$0	\$0	\$0	\$10,936,523	\$11,235,967	2.74%
Capital Outlay	\$0	\$0	\$0	\$3,159,151	\$2,864,501	(9.33%)
Leases & Rentals	\$0	\$0	\$0	\$8,185,801	\$9,087,607	11.02%
Reserves & Contingencies	\$0	\$0	\$0	(\$2,583,757)	(\$2,537,852)	(1.78%)
Total Expenditures	\$0	\$0	\$0	\$38,972,664	\$41,861,797	7.41%

Funding Sources

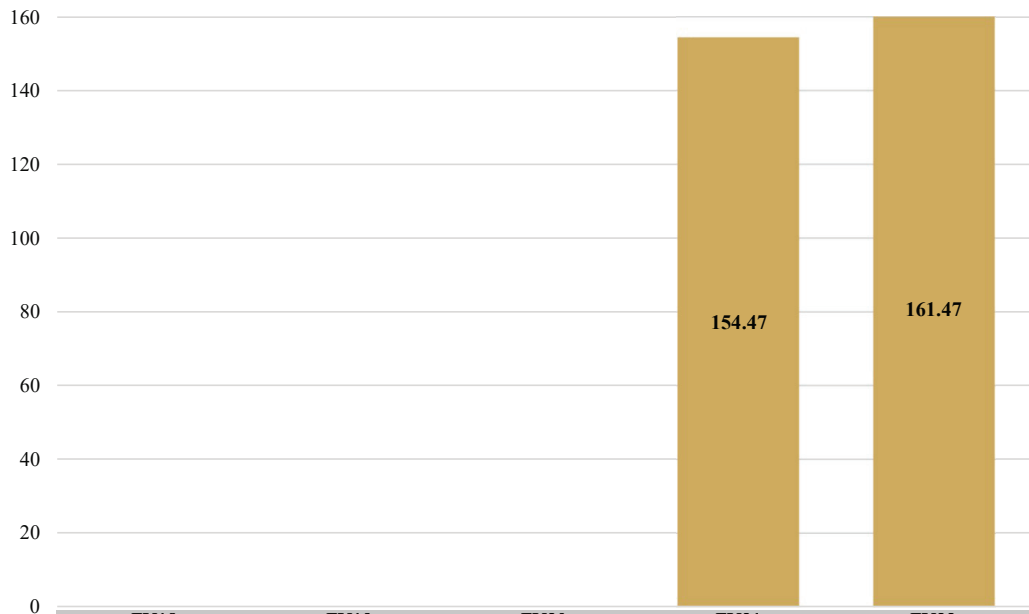
Use of Money & Property	\$0	\$0	\$0	\$710,000	\$710,000	0.00%
Miscellaneous Revenue	\$0	\$0	\$0	\$22,000	\$22,000	0.00%
Non-Revenue Receipts	\$0	\$0	\$0	\$320,000	\$320,000	0.00%
Charges for Services	\$0	\$0	\$0	\$9,652,876	\$9,959,753	3.18%
Revenue from Commonwealth	\$0	\$0	\$0	\$71,424	\$71,424	0.00%
Transfers In	\$0	\$0	\$0	\$49,317	\$49,317	0.00%
Total Designated Funding Sources	\$0	\$0	\$0	\$10,825,617	\$11,132,494	2.83%
Use/(Contribution) of Fund Balance	\$0	\$0	\$0	\$23,041	\$0	
Net General Tax Support	\$0	\$0	\$0	\$28,124,006	\$30,729,303	9.26%
Net General Tax Support	0.00%	0.00%	0.00%	72.16%	73.41%	

The FY18-FY20 Actuals for each program are included in the Public Works department.

Facilities & Fleet Management



Staff History by Program



	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Director's Office	0.00	0.00	0.00	0.00	7.00
Buildings & Grounds	0.00	0.00	0.00	81.47	80.47
Facilities Construction Management	0.00	0.00	0.00	10.00	10.00
Fleet Management	0.00	0.00	0.00	44.00	44.00
Property Management	0.00	0.00	0.00	19.00	20.00
Full-Time Equivalent (FTE) Total	0.00	0.00	0.00	154.47	161.47

* Note: Historical FTE information for each program appears in the Public Works department.

Future Outlook

COVID-19 Pandemic Lasting Effects – The effects of the COVID-19 pandemic will be permanently felt. The expectations of the public and County employees will be for Facilities & Fleet Management to maintain the measures that were implemented to make County facilities safe. These measures include increasing cleaning at all facilities to five days a week, providing disinfecting services throughout the day in the County’s main public buildings, contracting daytime security guards to work in the major public buildings, and constructing and maintaining barriers between customers and employees. The effects of COVID-19 will also be felt in how the County uses space. During the pandemic, a significant number of employees began teleworking, which has left large swaths of office space vacant. Permanent policies and procedures will be implemented that shift more employees to telework. This will lead to a reduction in the growth of space needs. Furthermore, COVID-19 will affect the future designs of facilities. During the design process, social distancing will be a consideration that will need to be addressed. While COVID-19 may go away, its effects on how Facilities & Fleet Management will manage, maintain, and construct County facilities will forever be changed.

Facilities & Fleet Management

Acquiring Talented Employees – A considerable number of employees are reaching the age or years in service in which they can retire. The loss of these experienced employees represents a serious drain of talent and considerable institutional knowledge of technical and professional skills. This trend is also occurring simultaneously in the private sector. The result is that the department will be competing with industry for a limited number of people, especially in the trades. Facilities & Fleet Management will need to develop strategies and partnerships to effectively recruit and retain talented employees to work with the County.

General Overview

- A. Property Management Lease Base Expense Adjustments** – The Proposed FY2022 Budget includes the following base budget lease expense adjustments:
- Brentsville District Supervisor’s office lease located at 9400 Innovation Drive, Suite 130, Manassas was approved by the Board of County Supervisors (BOCS) on September 22, 2020 via [BOCS Resolution 20-655](#). The annual recurring lease cost is \$59,400.
 - Manassas (Wellington Road Area) Library is a new lease agreement with the City of Manassas, funded by a permanent \$165,000 increase to Facilities & Fleet Management, Property Management. The ongoing lease cost is funded by a permanent resource shift from the Library. There is no net impact to the overall budget.
- B. Director’s Office Established** – When Facilities & Fleet Management was created in FY21, four programs (Buildings & Grounds, Facilities Construction Management, Fleet Management, and Property Management) were transferred from Public Works to create the new department. During FY21, the Director’s Office was formed to provide overall leadership and management oversight to these four programs. The Director’s Office includes seven FTEs. One vacant position was transferred from Public Safety Communications to the Director’s Office to create the Director position. This position was reclassified to the Director position, resulting in a salary and benefits expense of \$166,060. Four other positions were shifted from Public Works to create the Deputy Director, Senior Business Services Administrator, Senior Business Services Analyst, and Risk & Wellness Specialist positions, shifting \$584,568. Two positions were shifted from within the Facilities & Fleet Management Buildings & Grounds program to the Director’s Office, creating the Business Services Administrator and the Administrative Specialist, totaling \$151,510. Overhead expenses of \$61,300 were shifted out of the Property Management and Buildings & Grounds programs and into the Director’s Office, and a \$1,600 adjustment for technology composed the remainder of the overhead budget for the Director’s Office. These shifts of existing personnel and overhead expenses occurred within the County’s overall general fund budget. No additional FTEs were created.
- C. Restoration of FY2021 Budget One-Time Cost Reductions In FY2022** –
- \$400,000 is reinstated in Property Management for the restoration of space project funding which was taken as a one-time reduction in the FY2021 Budget. The funding is restored in FY22 as the County embarks on reconfiguring space for hoteling initiatives and expands telework opportunities as lessons learned during the pandemic. This will decrease the need for future leased space.
 - \$200,000 is reinstated in Fleet Management for the restoration of the fuel budget which was taken as a one-time reduction in the FY2021 Budget due to the declining fuel prices resulting from the COVID-19 pandemic.

Facilities & Fleet Management

Budget Initiatives

A. Budget Initiatives

1. Leases – Property Management

Expenditure	\$520,746
Revenue	\$0
General Fund Impact	\$520,746
FTE Positions	0.00

a. Description – This initiative provides funding for annual rent escalations of existing leased space and for new leased space for the Woodbridge District Supervisor.

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

2. Contractual Security at County Facilities – Buildings & Grounds

Expenditure	\$564,160
Revenue	\$0
General Fund Impact	\$564,160
FTE Positions	0.00

a. Description – This initiative provides contractual, daytime security at major County facilities (Development Services, Ferlazzo, McCoart, Sudley North) during standard working hours (eight hours/day, five days/week) for the safety of visitors and employees. Contracted personnel will also provide security at the homeless shelter in the Ferlazzo Building on a 24 hour basis to assist shelter personnel and enforce COVID-19 protocol requirements.

b. Service Level Impacts –

▪ **Security alarms & access devices work orders completed within 10 working days**

FY22 w/o Addition | 75%

FY22 w/ Addition | 85%

▪ **Security alarms and access devices work orders**

FY22 w/o Addition | 1,600

FY22 w/ Addition | 1,700

3. Maintenance & Operations Supervisor (Security Systems Technician) – Buildings & Grounds

Expenditure	\$100,402
Revenue	\$0
General Fund Impact	\$100,402
FTE Positions	1.00

a. Description – This initiative funds one Maintenance & Operations Supervisor (Security Systems Technician). The security team manages over 1,000 annual video and access control requests, 37 buildings with access controls, 1,300 card readers with 5,300 users, 54 buildings with burglar and panic alarms, and 873 video cameras. Therefore, demands on the security team to install, monitor, repair, and maintain equipment have increased. The proposed position is needed to maintain and respond to technical security issues and maintain safety for visiting citizens and employees working in County facilities.

Facilities & Fleet Management

b. Service Level Impacts –

▪ Security monitoring and access controls response time

FY22 w/o Addition | 15-20 days

FY22 w/ Addition | 10 days

4. Animal Shelter Maintenance & Operations Specialist – Buildings & Grounds

Expenditure	\$313,763
Revenue	\$0
General Fund Impact	\$313,763
FTE Positions	1.00

a. Description – This initiative funds the additional operating costs generated by the opening of the new animal shelter. The Maintenance & Operations Specialist (1.00 FTE) costs \$68,918 and includes one-time costs of \$37,388 for a vehicle and office equipment. The remaining ongoing costs provide custodial services, security, repairs and maintenance, and operating supplies. The new animal shelter will have 26,000 square feet of space, or three times that of the current facility.

b. Service Level Impacts – Funding sustains service levels at the expanded animal shelter facility as planned in the County’s adopted Capital Improvement Program (CIP).

Program Summary

Director’s Office

Provide overall leadership and management oversight for all Facilities & Fleet Management activities. Work as a catalyst between customers and divisions. Review all major policy issues, financial transactions, BOCS reports, County Executive-generated directives, and interface with executive management on complex issues within the department. Provide human resource management for the department.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Key department program measures met	-	-	-	-	50%
Days Away Restricted or Transferred	-	-	-	-	3.08

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Director's Office	\$0	\$0	\$0	\$0	\$965
Number of Employees Hired	-	-	-	-	21

Facilities & Fleet Management

Buildings & Grounds

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Security alarms & access devices work orders completed w/in 10 working days	-	-	-	75%	75%
Printing jobs completed within 10 working days	-	95%	83%	92%	90%
Cost per square foot for custodial services	\$2.36	\$2.38	\$2.54	\$2.33	\$2.50
Routine maintenance work requests completed within 10 working days	72%	74%	68%	75%	75%
Cost per square foot for building maintenance program service	\$3.68	\$3.83	\$2.38	\$4.00	\$3.00
Routine grounds maintenance requests completed within 10 working days	76%	83%	73%	85%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Building Maintenance	\$0	\$0	\$0	\$5,163	\$5,215
Work orders	4,289	5,224	4,224	5,000	4,500
Grounds Maintenance	\$0	\$0	\$0	\$1,929	\$1,889
Grounds work requests received	-	928	803	900	900
Grounds work requests	713	639	756	-	-
Custodial Services	\$0	\$0	\$0	\$3,750	\$3,509
Square footage maintained by custodial services (internal & contracted)	1.2M	1.2M	1.2M	1.2M	1.2M
Graphics Arts & Print Shop	\$0	\$0	\$0	\$146	\$255
Copies produced in-house	3.8M	4.0M	2.5M	4.0M	3.0M
Printing jobs completed (internal)	-	-	1,436	1,838	1,600
Printing jobs completed (contractors)	-	-	116	159	150
Printing jobs completed	1,749	1,997	1,552	-	-
Mail Room and Courier Service	\$0	\$0	\$0	\$531	\$396
Total pieces of mail handled	1.3M	1.2M	1.1M	1.3M	1.2M
Security	\$0	\$0	\$0	\$1,396	\$2,094
Citizen meeting agreements supported by paid guard service	-	75	51	60	25
Security alarms and access devices work orders	889	1,397	1,651	1,400	1,600

Facilities & Fleet Management

Facilities Construction Management (FCM)

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
FCM customers satisfied with overall project management	98%	88%	90%	90%	90%
CIP construction change order different from original contracted amount	3%	3%	9%	<6%	<10%
Architectural/Engineering design contract modifications	-	-	-	<25%	<25%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
County Facility Construction	\$0	\$0	\$0	\$125	\$125
Total CIP projects	8	7	8	7	6
Total non-CIP projects	2	2	4	1	1

Fleet Management

Provide County vehicle maintenance and County vehicle replacement. Provide fuel, repairs, vehicle acquisition, equipment disposal, and maintenance services to the County's vehicles and equipment in an efficient, environmentally responsible, 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Cost per mile - light duty public safety vehicles	\$0.24	\$0.28	\$0.28	\$0.25	\$0.28
Cost per mile - light duty non-public safety vehicles	\$0.26	\$0.35	\$0.28	\$0.27	\$0.30
Work orders that are scheduled maintenance	60%	56%	54%	65%	60%
Availability of public safety light duty vehicles	87%	97%	94%	95%	95%
Public Safety vehicles due or overdue for replacement	10%	11%	10%	10%	10%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
County Vehicle Maintenance	\$0	\$0	\$0	\$9,492	\$9,809
Vehicles maintained that are under 10,000 lbs. gross vehicle weight	1,274	1,372	1,365	1,492	1,375
Heavy equipment maintained that are over 10,000 lbs. gross vehicle weight	256	256	324	270	330
Fleet work orders	7,009	7,866	8,935	8,165	9,000
County Vehicle Replacement	\$0	\$0	\$0	\$2,480	\$2,480
Vehicles purchased (general fund)	90	108	84	115	80

Facilities & Fleet Management

Property Management

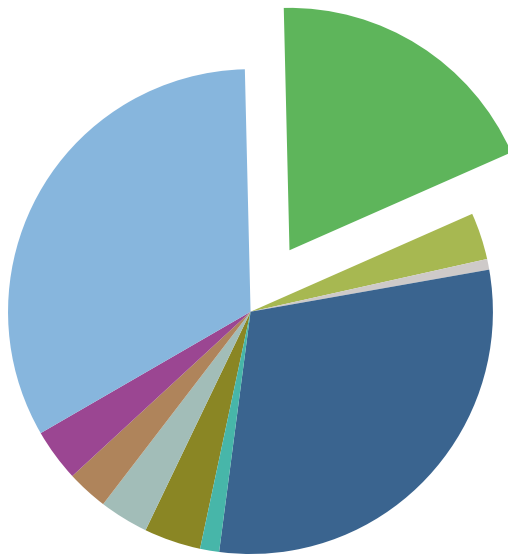
Provide a wide array of internal county services, including space planning, agency moves, furniture purchasing, and management of surplus furniture items. Manage the County's leased spaces. Make utility payments and monitor energy consumption at both owned and leased properties. Manage the County's Records Center in accordance with the mandated Library of Virginia retention standards. Manage the County's Building & Facilities Capital Program.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Customers satisfied with overall project management	98%	100%	99%	98%	98%
Average cost per square foot of leased space	\$20.15	\$20.30	\$20.82	\$22.00	\$22.00
Cost avoidance realized by redeploying surplus items	\$266,213	\$139,718	\$114,070	\$150,000	\$100,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Property Management	\$0	\$0	\$0	\$2,100	\$2,527
Property management projects completed	290	222	363	250	275
Energy Management	\$0	\$0	\$0	\$3,639	\$3,632
Annual facility electrical usage - KWH per square foot	19.08	18.83	15.39	19.00	19.00
Real Estate	\$0	\$0	\$0	\$7,943	\$8,681
Commercial square feet leased & maintained	348,532	342,060	350,799	345,371	367,371
Records Management	\$0	\$0	\$0	\$277	\$285
Boxes delivered/picked up	6,491	5,089	4,773	5,350	5,000
Records checked in/checked out	7,493	7,476	5,822	7,500	7,000

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 at all levels, and a team of employees committed to maintaining fiscal integrity and financial solvency of the County government.



General Government Expenditure Budget:
\$139,495,276

Expenditure Budget:
\$23,815,865



18.8% of General Government

Programs:

- Financial Reporting & Control: \$5,106,322
- Payroll & Disbursements Services: \$1,302,632
- Risk and Wellness Services: \$1,727,003
- Real Estate Assessment: \$4,199,937
- Procurement Services: \$1,423,712
- Tax Administration: \$7,452,360
- Treasury Management: \$1,233,932
- Director's Office: \$635,390
- Financial Systems Services: \$734,576

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 laws and 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](#) (Department of finance; director; general duties), [15.2-716.1](#) (Board of Equalization)

County Code: [Chapter 2](#) (Government Services), [Chapter 2.5](#) (Alarm Systems), [Chapter 3](#) (Amusements), [Chapter 4](#) (Dog License), [Chapter 9.2-5](#) (Planning, budgeting, accountability and purchasing), [Chapter 11.1](#) (Licenses), [Chapter 13](#) (Motor Vehicles and Traffic), [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)



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Financial Reporting & Control	\$4,644,879	\$4,685,293	\$4,712,417	\$4,828,381	\$5,106,322	5.76%
Payroll & Disbursement Services	\$1,026,200	\$974,035	\$1,047,098	\$1,225,978	\$1,302,632	6.25%
Risk & Wellness Services	\$1,479,651	\$1,542,840	\$1,565,497	\$1,772,796	\$1,727,003	(2.58)%
Real Estate Assessment	\$3,388,008	\$3,567,778	\$3,719,629	\$4,114,301	\$4,199,937	2.08%
Procurement Services	\$1,163,496	\$1,146,896	\$1,338,009	\$1,344,742	\$1,423,712	5.87%
Tax Administration	\$5,753,321	\$5,978,591	\$6,256,229	\$6,837,209	\$7,452,360	9.00%
Treasury Management	\$1,002,026	\$1,104,273	\$911,147	\$1,158,719	\$1,233,932	6.49%
Director's Office	\$1,464,779	\$743,501	\$792,807	\$725,805	\$635,390	(12.46)%
Financial Systems Services	\$0	\$659,927	\$705,033	\$698,377	\$734,576	5.18%
Total Expenditures	\$19,922,360	\$20,403,134	\$21,047,866	\$22,706,308	\$23,815,865	4.89%

Expenditure by Classification

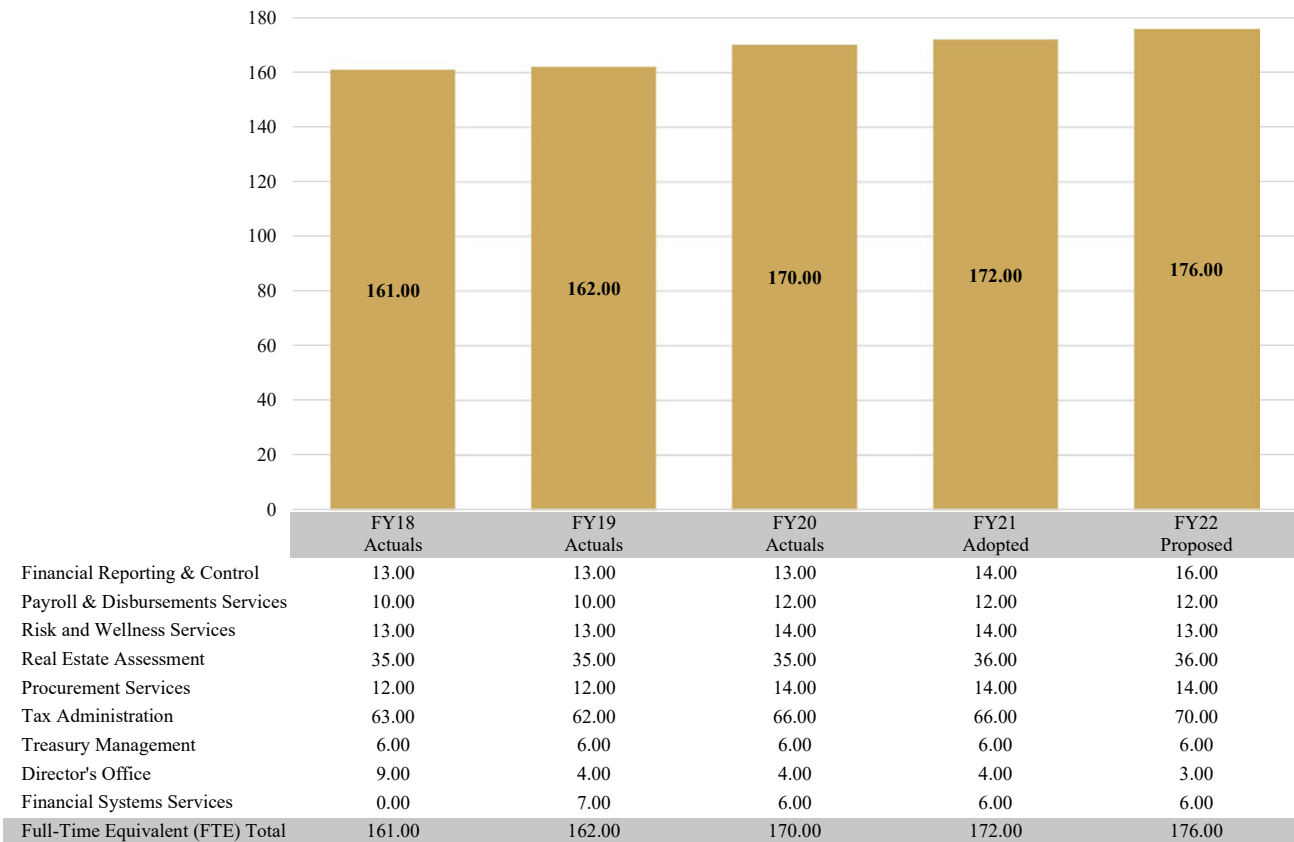
Salaries & Benefits	\$13,887,233	\$14,215,699	\$15,591,403	\$16,213,656	\$17,294,450	6.67%
Contractual Services	\$2,023,638	\$2,037,825	\$1,599,092	\$2,265,621	\$2,267,621	0.09%
Internal Services	\$3,317,916	\$3,265,559	\$3,384,558	\$3,184,685	\$3,208,647	0.75%
Purchase of Goods & Services	\$1,114,532	\$1,301,739	\$1,113,425	\$1,502,245	\$1,505,045	0.19%
Debt Maintenance	\$0	\$0	\$224	\$0	\$0	-
Capital Outlay	\$9,400	\$0	\$0	\$16,625	\$16,625	0.00%
Leases & Rentals	\$21,964	\$34,082	\$45,414	\$46,784	\$46,784	0.00%
Reserves & Contingencies	(\$452,322)	(\$451,771)	(\$687,791)	(\$523,307)	(\$523,307)	0.00%
Amortization	\$0	\$0	\$1,542	\$0	\$0	-
Total Expenditures	\$19,922,360	\$20,403,134	\$21,047,866	\$22,706,308	\$23,815,865	4.89%

Funding Sources

Permits & Fees	\$150	\$120	\$80	\$250	\$250	0.00%
Fines & Forfeitures	\$38,189	\$55,004	\$56,909	\$12,000	\$12,000	0.00%
Use of Money & Property	\$74,141	\$62,103	\$2,608	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$183,949	\$217,802	\$234,961	\$270,191	\$186,578	(30.95)%
General Property Taxes	\$2,771,267	\$2,753,556	\$2,831,796	\$2,813,886	\$3,042,358	8.12%
Charges for Services	\$228,800	\$228,800	\$348,800	\$225,181	\$308,794	37.13%
Revenue from Commonwealth	\$696,613	\$698,900	\$718,492	\$736,099	\$736,099	0.00%
Transfers In	\$237,281	\$236,611	\$236,611	\$236,611	\$236,611	0.00%
Total Designated Funding Sources	\$4,230,389	\$4,252,895	\$4,430,257	\$4,301,418	\$4,529,890	5.31%
Net General Tax Support	\$15,691,970	\$16,150,239	\$16,617,610	\$18,404,890	\$19,285,975	4.79%
Net General Tax Support	78.77%	79.16%	78.95%	81.06%	80.98%	



Staff History by Program



Future Outlook

Technology – The County began the migration and upgrade of its financial management system from a third-party hosted, off-premises solution to a cloud-based solution. Simultaneously, the County began replacing its human resource information system to integrate with the financial management system to better support a complex workforce and effectively manage the County’s human capital. Migration to the cloud will allow the County to take advantage of enhanced functionality, promote efficiencies by streamlining current processes, and increase ease of financial reporting and financial data collection. Other technology initiatives include the continued implementation of a Customer Relationship Management solution to enhance customer service for County taxpayers as well as improvements to existing systems, including a major upgrade to the tax assessment, billing, and collection system, replacement of the call center phone system to a cloud based platform, outsourcing of the dog licensing function, lifting the real estate assessment system to the cloud, and implementation of a new risk management claims system. All of these initiatives require an investment of County funds and implementation time frames that span multiple years. Looking towards the future, there is an obligation to citizens and small businesses to explore the transparency and informative nature of Artificial Intelligence (AI) and cloud-based virtual assistants to provide help obtaining business licenses and with taxpayer accounts; notify taxpayers of upcoming tax due dates; and offer responses to frequently asked questions. AI and cloud-based virtual assistants offer taxpayer and residents the convenience of conducting business with the Finance Department remotely, especially during a need to “social distance.”

Governmental Accounting Standards Board (GASB) Pronouncements – [GASB No. 87](#), effective FY2022, alters the accounting treatment and financial reporting requirements for how governmental entities report leases. This particular pronouncement is anticipated to have a significant ongoing impact on the County and will require resources to implement and maintain the new GASB standard, including the implementation of a lease tracking software.

Data Centers – The data center industry is becoming an increasingly larger segment of the County’s tax base and resulting revenues. As such, this is a sector the County should monitor and seek to fully understand, given the complexities and rapid refreshment cycle of the property housed within data centers. Staffing levels in Taxpayer Services remain constrained given the rapid growth in population and transactions over the last 20 years, resulting in dramatically increased workload measures such as a 61% increase in the number of tax items processed per FTE. Independent validation of stressed staffing levels was evidenced in an internal audit performed by RSM [Internal Audit April 29, 2015](#), wherein comparisons with several comparable localities indicated severe understaffing by every measure (population, tax bills, revenue) undertaken. Despite the addition of 5.00 FTEs in Taxpayer Services in FY2020, it is management’s considered opinion that productivity improvements alone will not be sufficient to maintain the current high collection rates and the effort needed to keep pace with the rapidly growing data center industry from a tax compliance perspective.

Grants – As the County continues to respond to the current COVID-19 crisis and the financial impact on the budget, the County has continued to make a concerted effort to identify other funding sources to respond to the community’s needs. As a result, there has been a significant increase in the number of grants awarded to the County and thus, has increased the level of effort by staff to develop, support, and report on these new and/or expanded existing grants, even after streamlining the grants management process.

General Overview

A. **Position Shifts Between Finance Programs** – An Administrative Specialist position with salary & benefits totaling \$100,463 was shifted from the Director’s Office to Tax Administration. A Risk & Wellness Specialist position with salary & benefits totaling \$91,837 was shifted from Risk & Wellness Services to a Principal Fiscal Analyst in Financial Reporting & Control. A reorganization of Risk & Wellness Services allowed this FTE shift based on need in Financial Reporting & Control. These shifts had no general fund impact.

Budget Initiatives

A. Budget Initiatives

1. Tax Evader Program – Tax Administration

Expenditure	\$228,472
Revenue	\$228,472
General Fund Impact	\$0
FTE Positions	3.00

- a. **Description** – This initiative funds three new positions, all Financial Regulatory Specialists, and related office supplies. This staffing will fully support the Tax Evader program and website which will generate revenue to support these expenses. The County’s Tax Evader program is a mechanism to enforce compliance of personal property tax laws in Prince William County (PWC). The Tax Evader program provides PWC residents an effective channel to anonymously communicate with Tax Administration in reporting vehicle owners that may be evading personal property taxes and are not in compliance with State and County law. The Out-of-State Plates Tax refers to the \$100 tax, plus an additional \$250 penalty ([Code of Virginia § 46.2-662](#)), for a total of \$350 assessed annually. This tax and penalty will be included on the vehicle’s tax bill. The Out-of-State Plates Tax and penalty is in addition to the county’s local vehicle tax. The tax does not apply to certain residents, such as active-duty military or active-duty military spouses who co-own a vehicle. The Out-of-State Plates Tax and penalty also does not apply to non-resident students enrolled as full-time students in an accredited institution of learning in Virginia. Full-time college students are also subject to the vehicle tax based on the domicile of the owner. There is no general fund impact.
- b. **Service Level Impacts** – Additional personal property tax revenue is collected and anticipated to increase in future years after the program is fully established.

2. Principal Fiscal Analyst (Grants Reporting & Compliance) – Financial Reporting & Control

Expenditure	\$101,694
Revenue	\$0
General Fund Impact	\$101,694
FTE Positions	1.00

- a. **Description** – This initiative funds a Principal Fiscal Analyst (1.00 FTE) and related technology and supply costs. Since the onset of the COVID-19 pandemic, the County has received eight new federal grants totaling over \$8 million, 17 new federal pass-thru grants from the Commonwealth totaling over \$106 million including CARES Act funding, and nine non-federal fund grants totaling over \$2 million. Each of these grants requires grant tracking, monitoring, and reporting requirements to ensure compliance. The \$114 million in new federal funding also has Single Audit requirements, significantly increasing the workload for Financial Reporting & Control (FRC). Currently FRC has one dedicated grant accountant position.
- b. **Service Level Impacts** – This initiative ensures federal and state compliance requirements associated with each grant award. The position addresses risk as penalties may be incurred such as County reimbursement for expenses not in compliance with grant requirements.

Program Summary

Financial Reporting & Control

Financial Reporting & Control maintains the County's books and records in accordance with generally accepted accounting principles and complies with the Auditor of Public Accounts' Uniform Guidance for locality financial reporting. The division oversees the accounting of the County's day-to-day financial activity, supporting departments and agencies regarding accounting treatment and process determinations, compiles the County's Comprehensive Annual Financial Report as well as other reports, and manages the annual audit of the County's financial statements as required by the Code of Virginia and the Board of County Supervisors.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Receive certificate of achievement for excellence in financial reporting	Yes	Yes	NA	Yes	Yes
Compliance with relevant Principles of Sound Financial Management	100%	100%	100%	100%	100%
Audit adjustments	1	1	1	<5	<3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Maintain the County's Financial Records	\$4,644	\$4,685	\$4,712	\$4,828	\$5,106
Financial transactions	611,285	621,212	609,396	653,250	620,000
Capital asset transactions	850	955	719	1,000	841

Payroll & Disbursement Services

Payroll & Disbursement Services makes all payments to employees and vendors and prepares and transmits all related tax reporting to federal and state agencies.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Accounts Payable customer satisfaction survey results (Scale 1-10)	8	9	9	9	9
Payroll customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Vendors utilizing direct deposit for payments	43%	45%	47%	45%	47%
Employees utilizing direct deposit for payroll	99%	99%	99%	-	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Pay Bills	\$397	\$392	\$396	\$393	\$395
Vendor transactions	132,997	124,852	126,190	120,000	130,000
Payroll Processing	\$630	\$582	\$651	\$833	\$908
Payroll payments	134,808	137,464	136,507	138,000	137,000

Risk & Wellness Services

Risk & Wellness Services administers the County's occupational safety and health, environmental safety and health, employee wellness, and insurance programs including the Prince William Self Insurance Group Workers' Compensation and Casualty Pool. Oversight ranges from policy development, financial management, data collection, and insurance premium negotiations to payment and employee communication and training.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Countywide workers' compensation incidents per 100 employees	7.20	6.02	5.36	7.00	6.81
Days away, restricted or transferred (DART) Rate Countywide per 100 employees	4.80	4.46	4.26	4.80	4.50
Countywide number of preventable collisions per 1,000,000 miles driven	12.10	10.90	7.00	12.00	11.00

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Risk Management	\$1,178	\$1,153	\$1,228	\$1,387	\$1,322
Incidents reported	1,836	1,818	1,913	<1,800	<1,865
Safety inspections made	75	67	51	65	48
Number of training sessions offered	-	235	108	230	130
Environmental Management	\$302	\$390	\$337	\$386	\$405
Environmental audits	9	13	12	12	12
Environmental inspections	29	48	43	46	46

Real Estate Assessment

Real Estate Assessment annually assesses all real property in PWC, maintains property ownership records, and administers the County's tax relief programs. To perform these duties, the Real Estate Assessment Office gathers and maintains data on every property in the County. The Real Estate Assessment 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Overall accuracy in annual assessment	94%	94%	95%	93%	93%
Appealed real estate assessments upheld by the Board of Equalization	74%	80%	89%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Mass Appraisal of Real Property	\$2,818	\$2,853	\$2,954	\$3,245	\$3,312
Sales transferring ownership of property	12,983	15,013	13,757	13,000	13,000
Sales verified to establish the assessments	8,324	7,366	7,674	7,400	7,400
Parcels per appraiser	6,409	6,181	6,033	6,000	6,000
Customer Service	\$571	\$715	\$766	\$869	\$888
Total inquiries	14,233	14,345	14,461	14,300	14,400
Internet user sessions on Real Property Assessment site	466,180	477,170	540,320	477,000	540,000
Tax relief applications processed	5,832	5,685	5,389	5,700	5,400

Procurement Services

Procurement Services promotes excellence and efficiency by maximizing fair and open competition, while obtaining quality goods and services that support the mission of the County, in compliance with applicable laws and regulations.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
External customers' procurement process satisfaction	94%	93%	NA	94%	94%
Internal customers' procurement process satisfaction	93%	85%	NA	90%	90%
IFB savings low bid vs average all bids	15%	18%	10%	17%	10%
P-card transaction savings over previous year	22%	30%	-8%	22%	10%
IFB award vs cost estimation	10%	15%	2%	11%	-
Solicitations and awards without protest	99%	99%	97%	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Procure Goods and Services	\$1,163	\$1,147	\$1,338	\$1,345	\$1,424
Solicitations issued annually	92	102	64	92	80
Purchase card spend per Purchase Card Program FTE (calendar year)	-	\$7.9M	\$4.4M	\$4.1M	\$4.4M
Purchase card spend (fiscal year)	-	-	-	-	\$8.1M
Purchase order spend per Contract Specialist FTE (fiscal year)	-	\$39.2M	\$40.7M	\$31.6M	\$41.0M
Purchase order spend (fiscal year)	-	\$313.7M	\$407.2M	\$316.0M	\$320.0M
Purchase card spend (calendar year)	-	\$7.9M	\$8.7M	\$8.2M	-

Tax Administration

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

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Cumulative delinquent tax as a percent of total tax levy	1.1%	1.1%	1.0%	1.0%	1.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Bill Tax Items	\$3,318	\$3,468	\$3,620	\$4,017	\$4,191
All tax items processed	703,898	712,717	719,453	728,500	736,500
Increase in tax items processed per FTE over FY01	55%	60%	61%	-	-
Collect County Revenue	\$2,434	\$2,510	\$2,636	\$2,820	\$3,261
Delinquency notices sent	159,516	161,941	95,823	160,000	100,000
Real property taxes levied	\$682.4M	\$714.2M	\$729.2M	\$714.2M	\$744.2M
Real property taxes collected	\$681.1M	\$712.9M	\$726.9M	\$712.9M	\$741.9M

Treasury Management

Treasury Management is a critical component of the County's financial management infrastructure, managing the County's cash flow, investments, and debt portfolio. Treasury Management administers the County's banking contracts, performs economic and revenue analyses and forecasts, and provides recommendations on issues involving financial, investment, and debt policies.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
First year accuracy of the five-year revenue forecast	101%	101%	101%	99-102%	99-102%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Financial Analysis	\$437	\$476	\$219	\$273	\$297
Financial planning documents prepared	168	530	268	300	300
Finance issues reviewed or analyzed	151	97	80	100	100
Debt Management	\$304	\$350	\$258	\$325	\$320
Bond sales executed	1	0	2	1	1
Value of outstanding debt	\$1.15B	\$1.06 B	\$1.09B	\$1.24B	\$1.26B
Cash Management/Investments/Banking	\$261	\$278	\$434	\$561	\$617
Assets under management	\$1.19B	\$1.35B	\$1.15B	\$1.40B	\$1.25B
Investment transactions	1,705	1,340	1,725	-	-

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 and wellness, treasury management, payroll and disbursements, financial reporting and control, and financial systems administration, to ensure compliance with statutory and administrative requirements of the Director of Finance position as defined by state and County codes.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Compliance with Principles of Sound Financial Management	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Leadership, Coordination and Oversight*	\$1,465	\$744	\$793	\$726	\$635
Trackers responded to	1	10	8	8	12
Revenue forecasts generated	38	24	83	40	40
BOCS agenda items processed	-	361	318	250	350

*FY18 includes expenditures for the Financial Systems Services program.

Financial Systems Services

Financial Systems Services provides organizational support and coordination for the financial management, budget, tax administration, human resources/payroll, and corresponding systems. The program provides guidance for implementing processes and procedures for efficient and effective systems.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Achieve project milestones outlined per project	90%	91%	91%	94%	94%
Work tickets completed as a percent of those created	-	97%	98%	97%	97%

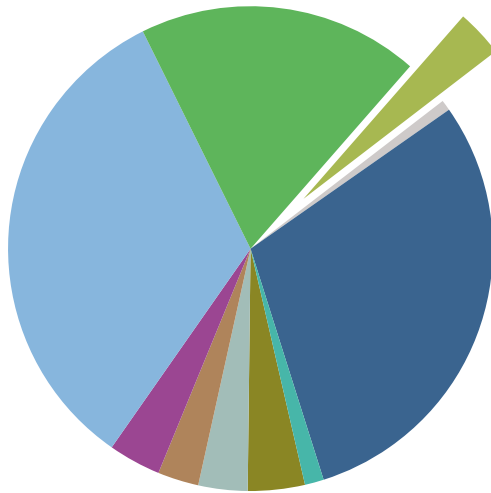
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Maintain the County's Financial Systems*	\$0	\$660	\$705	\$698	\$735
Number of active vendor users	18,473	16,492	17,832	19,420	18,723
Number of active system users	4,150	6,537	6,423	4,530	6,744

*FY18 expenditures included in the Director's Office program.

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:
\$139,495,276

Expenditure Budget:
\$3,969,437



3.1% of General Government

Programs:

- Benefits & Retirement Management: \$620,821
- Shared Services: \$972,769
- Talent Management: \$1,350,963
- Learning & Development: \$846,751
- Employee Relations: \$178,134

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](#) (Establishment of grievance procedure, personnel system and uniform pay plan for employees), [51.1](#) (Pensions, Benefits, and Retirement)

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

Human Resources

Expenditure and Revenue Summary



Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Classification & Compensation	\$762,149	\$491,444	(\$18,831)	\$0	\$0	-
Benefits & Retirement Management	\$752,287	\$912,328	\$755,256	\$815,058	\$620,821	(23.83%)
Shared Services	\$569,874	\$625,139	\$726,176	\$769,978	\$972,769	26.34%
Talent Management	\$656,257	\$750,758	\$1,282,121	\$1,307,789	\$1,350,963	3.30%
Learning & Development	\$753,346	\$672,519	\$779,193	\$888,782	\$846,751	(4.73%)
Employee Relations	\$0	\$0	\$0	\$0	\$178,134	-
Total Expenditures	\$3,493,912	\$3,452,188	\$3,523,915	\$3,781,607	\$3,969,437	4.97%

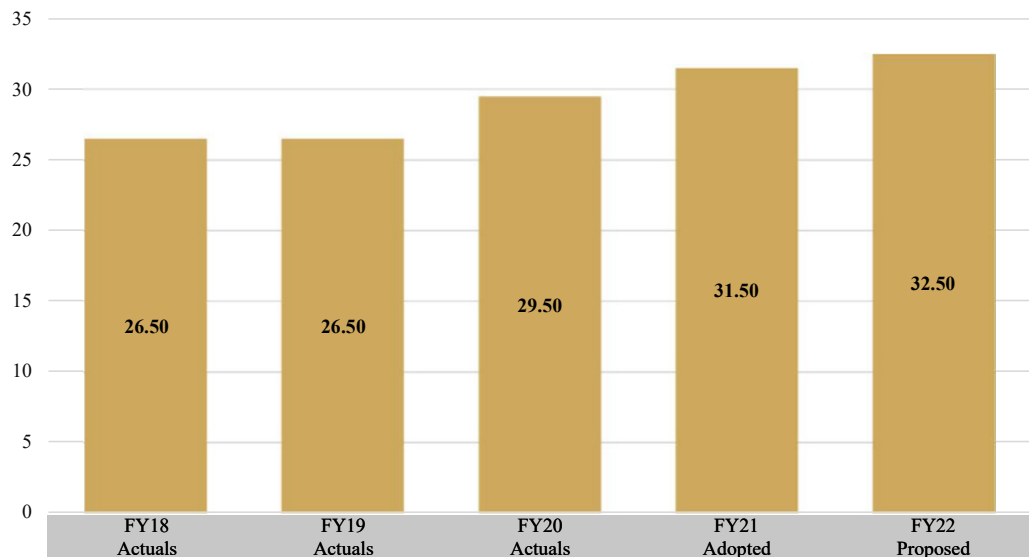
Expenditure by Classification

Salaries & Benefits	\$2,782,204	\$3,083,036	\$3,060,230	\$3,519,261	\$3,686,091	4.74%
Contractual Services	\$438,730	\$165,638	\$242,320	\$235,083	\$235,083	0.00%
Internal Services	\$584,812	\$584,001	\$591,579	\$577,998	\$577,998	0.00%
Purchase of Goods & Services	\$96,119	\$96,165	\$109,471	\$125,759	\$146,759	16.70%
Capital Outlay	\$5,460	\$0	\$0	\$0	\$0	-
Leases & Rentals	\$13,804	\$9,479	\$10,155	\$12,962	\$12,962	0.00%
Reserves & Contingencies	(\$427,217)	(\$486,131)	(\$489,840)	(\$689,456)	(\$689,456)	0.00%
Total Expenditures	\$3,493,912	\$3,452,188	\$3,523,915	\$3,781,607	\$3,969,437	4.97%

Funding Sources

Miscellaneous Revenue	\$0	\$25	\$0	\$0	\$0	-
Total Designated Funding Sources	\$0	\$25	\$0	\$0	\$0	-
Net General Tax Support	\$3,493,912	\$3,452,163	\$3,523,915	\$3,781,607	\$3,969,437	4.97%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Classification & Compensation	4.20	4.20	0.00	0.00	0.00
Benefits & Retirement Management	6.70	6.70	8.00	8.25	5.75
Shared Services	5.20	6.20	7.50	7.75	9.25
Talent Management	6.20	5.20	9.50	9.75	10.75
Learning & Development	4.20	4.20	4.50	5.75	4.75
Employee Relations	0.00	0.00	0.00	0.00	2.00
Full-Time Equivalent (FTE) Total	26.50	26.50	29.50	31.50	32.50

Future Outlook

The world of work is undergoing dramatic changes. Today's open talent economy requires employers and employees to come to terms with a new environment, in which flexibility and adaptability are prioritized over structured environments and standardized roles and responsibilities. Especially in light of this past year's COVID-19 pandemic, the workforce has had to challenge its ability to adapt to the new mindset of remote working while continuing to meet the needs of employees and expectations of leadership.

Traditional government service delivery is challenged everyday by community expectations shaped by the e-commerce marketplace. The County is challenging all of its personnel norms to create that flexible environment for more than 30 different lines of service requiring diverse skill sets and a variety of service settings. Police officers, community service therapists, human rights investigators and building inspectors interact directly with the community in their homes, neighborhoods, streets and businesses. County facilities run the gamut from parks and recreation centers, libraries and historical sites to courtrooms and secure detention facilities. All community-facing front line services are supported by essential back office employees including custodians, maintenance workers, talent management recruiters and accountants. As the agency responsible for sourcing the talent to achieve the County's strategic goals, Human Resources is undergoing a functional revolution to recruit and retain exceptional employees.

In 2020, a new personnel classification system was implemented to provide flexibility and adaptability required by the current and future work environment – providing both job and salary equity.

Over the next five years, Human Resources will:

- **Redesign professional development opportunities** – Provide maximum movement and promotion through the new classification system. By focusing on competencies, employees have more opportunities to work in different service areas, thereby improving employee satisfaction and engagement.
- **Implement a human capital management system** – Manage the full employee life cycle from onboarding to post-retirement. Technological upgrades are underway to support the reduction in manual transactions, maximize automated workflow and provide business analytics unavailable today. Decision-making and succession planning will be greatly enhanced with easy access to data.
- **Evaluate health and retirement benefits** – Maintain regional competitiveness. Changes in the state retirement plan for general government employees have placed the County in a less favorable position to retain employees with less than five years of service. This is particularly true for those employees in high demand positions for which there are few qualified applicants. Health insurance benefits are also an integral part of total compensation. Overall, healthcare costs are steadily increasing with the introduction of new prescription drugs, medical technology advances, and rising hospital costs. Continuous commitment to controlling costs is critical.
- **Plan for transition in key leadership roles** – Ensure the transfer of historical knowledge and skills. Within the next five years, hundreds of baby boomers will be eligible for full retirement benefits. Four generations of an increasingly diverse workforce will work together requiring strategies that respect generational diversity as groups of employees move into, through, and ultimately out of the workplace.
- **Collective Bargaining** – With the potential of collective bargaining being brought into the County Government, it is estimated that the Human Resources Department would need at least ten (10) additional employees to adequately support the County in this area, if approved by the Board of Supervisors.

Human Resources

General Overview

- A. **Creation of the Employee Relations Program** – During FY21, the Employee Relations Program was created. The objective of this program is to respond to employee grievances, conduct personnel-related investigations, and manage and update PWC personnel policies.
- B. **Position Shift of Administrative Support Assistant III from Executive Management (Management & Policy Development) to Human Resources (Employee Relations)** – During FY21, an Administrative Support Assistant III position, 1.00 FTE, with a salary and benefits budget of \$71,180 was transferred from the Office of Executive Management (Management & Policy Development) to Human Resources (Employee Relations) to staff the newly formed Employee Relations program, which will administer County personnel policies and conduct personnel-related investigations.

Budget Initiatives

A. Budget Initiatives

1. Virginia Department of Labor and Industry Training – Learning & Development

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

- a. **Description** – On July 15, 2020, the Virginia Safety and Health Codes Board adopted [§16VAC25-220](#), Emergency Temporary Standard, Infectious Disease Prevention: SARS-CoV-2 Virus That Causes COVID-19. This initiative purchases additional PWC University online training user licenses for part-time employees and volunteers as required by the Virginia Safety and Health Codes Board.
- b. **Service Level Impacts** – Annual employee training as required by the Virginia Department of Labor and Industry COVID-19 workplace safety regulations to prevent the spread of COVID-19 in the workplace.

Program Summary

Benefits & Retirement Management

Designs, recommends, administers, and manages highly competitive, sustainable, cost-effective, high-quality benefit programs to attract and retain employees, promote productivity, job satisfaction, and work-life balance.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Participants enrolled in County healthcare	-	7,795	9,468	8,295	9,800
Individuals supported by retirement programs	-	8,539	9,150	8,700	9,300
Employees satisfied with benefit program services	80%	80%	80%	80%	80%
Inquiries answered within 24 hours	98%	98%	98%	-	-

Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Benefits & Retirement Management	\$755	\$912	\$755	\$815	\$621
Employees provided benefits orientation and training	2,644	2,482	1,900	2,000	500
Employees enrolled in County healthcare	3,338	3,338	3,500	-	-
Individual retirement consultations/hours spent	351/527	290/377	300/400	-	-

Shared Services

Manages 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Personnel actions processed electronically	90.0%	97.0%	98.0%	95.0%	100.0%
Personnel Action Forms (PAFs) processed within pay period form is received	98.0%	97.0%	98.0%	97.0%	98.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Shared Services	\$571	\$625	\$726	\$770	\$973
Personnel documents scanned into the Electronic Data Management System (EDMS)	39,194	17,447	15,908	18,000	17,500

Talent Management

Partners with department hiring managers to provide “one-stop” resources to attract and retain highly engaged “top talent.” Services include guidance and training on talent acquisition and retention, classification and compensation, performance management, employee relations and personnel policies. The team also strives to optimize community support and participation volunteer programs.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
County turnover rate without retirement	8%	8%	9%	9%	9%
County turnover rate with retirement	11%	11%	11%	11%	12%
Average days to fill position (from advertisement to acceptance)	-	-	80	80	80
Department satisfaction with talent management services	-	-	-	80%	80%
Classifications within competitive range (+5/-5%) compared to the labor market	95%	NR	95%	-	-
Vacant position classifications completed within 28 days	95%	100%	95%	-	-

Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Talent Management	\$656	\$751	\$1,282	\$1,308	\$1,351
Applications received annually	-	76,314	73,000	70,000	70,000
Positions advertised/approved for hire or promotion	896	682	850	825	850
Requests to change vacant position classifications	-	96	50	40	60
Review of all County budget requests for new positions	-	131	50	40	35
Responses to salary surveys completed	-	124	200	150	160
Consultations related to performance management	-	-	750	750	800
Training sessions conducted	-	-	50	50	60

Learning & Development (L&D)

Supports leaders at all levels by offering professional development opportunities through e-learning, live online and in-person training classes as well as self-paced e-learning courses. Leadership, management, and supervisory skills training programs are conducted regularly, using a cohort model enabling a richer learning experience. Academic scholarships are offered annually through a competitive process. L&D staff occasionally advise on organizational change management efforts and provide large and small group facilitation.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Employee satisfaction effectiveness of training (on a 5 point scale)	4.5	4.8	-	-	4.8
Percentage of graduates applying what they learned	-	90%	-	96%	-
Percentage of graduates promoted	-	30%	-	40%	-
eLearning licenses used	93%	90%	100%	-	-
County employees taking training	99%	97%	99%	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Learning and Development	\$749	\$673	\$779	\$889	\$847
Instructor-led training sessions delivered countywide	1,230	850	585	1,500	1,700
Employees completing at least one e-learning class	-	-	-	-	4,200
Supervisors attending at least one developmental program	-	25%	-	55%	-
Employees attending at least one instructor-led training session	-	2,254	-	2,300	-
Number of elearning assets deployed through PWCUCU	-	-	-	25,000	-
Attendance at instructor-led sessions delivered countywide	12,837	10,943	7,225	13,000	-
Attendance at instructor-led T&D programs	5,911	3,135	1,852	-	-
Instructor-led sessions offered and scheduled by T&D staff	834	730	479	-	-

Human Resources

Employee Relations

Conducts personnel-related investigations, manages, and administers County personnel policies, FOIA requests, subpoenas, and grievances. Administers the Performance Management Program.

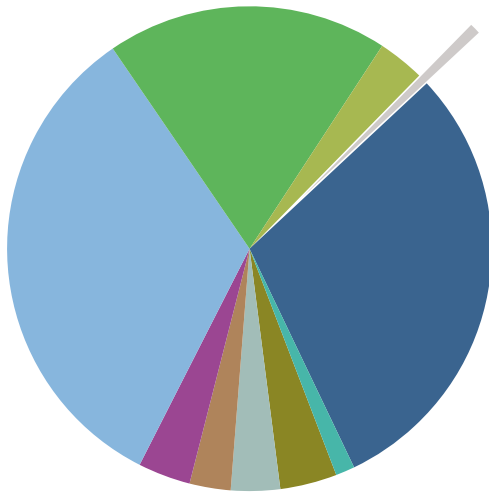
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Personnel investigation mediations	-	-	-	-	130
Average days to resolve personnel investigations	-	-	-	-	30
Personnel investigations resolved within 30 days (%)	-	-	-	-	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Performance Management and Policy Administration	\$0	\$0	\$0	\$0	\$178
Progressive discipline actions processed	-	-	-	-	170
Performance Improvement Plans reviewed	-	-	-	-	150
Percentage of grievances resolved prior to 3rd Action	-	-	-	-	75%
FOIAs processed	-	-	-	-	100
Subpoenas processed	-	-	-	-	75
Personnel policies originated	-	-	-	-	2
Personnel policies reviewed	-	-	-	-	20
Personnel policies updated	-	-	-	-	15

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 and internally to eradicate employment discrimination, improve diversity in the workplace, and create an environment where all employees are valued, respected, and free to develop and perform to their fullest potential.



General Government Expenditure Budget:
\$139,495,276

Expenditure Budget:
\$900,772



0.7% of General Government

Programs:

- Human Rights Commission: \$900,772

Mandates

The County operates under a mandate to safeguard and protect citizens from unlawful discrimination. The Board of County Supervisors has enacted additional local mandates for which the Human Rights Office has responsibility.

County Code: [Chapter 10.1](#) (Human Rights Ordinance), [Personnel Policy 3.1](#) (EEO/Diversity Complaint)

Human Rights



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Human Rights Commission	\$761,408	\$778,972	\$774,861	\$941,912	\$900,772	(4.37%)
Total Expenditures	\$761,408	\$778,972	\$774,861	\$941,912	\$900,772	(4.37%)

Expenditure by Classification

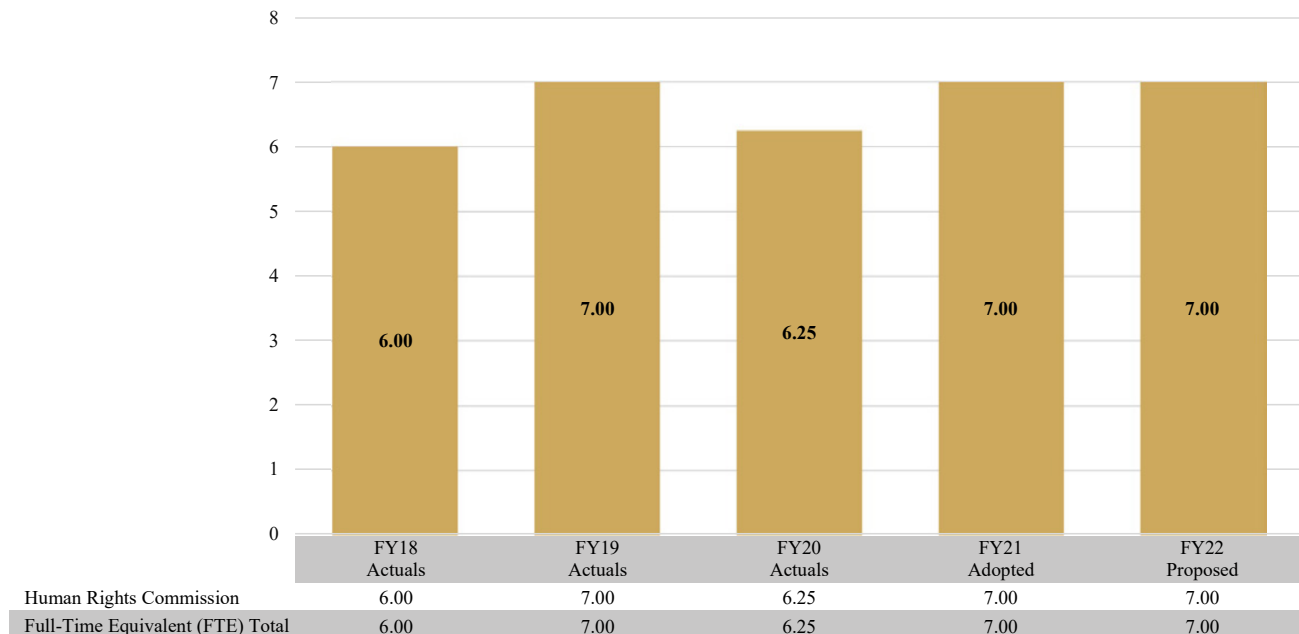
Salaries & Benefits	\$697,494	\$686,757	\$677,239	\$818,210	\$807,068	(1.36%)
Contractual Services	\$2,942	\$38,303	\$4,891	\$22,586	\$22,586	0.00%
Internal Services	\$27,654	\$26,293	\$25,655	\$24,742	\$24,743	0.01%
Purchase of Goods & Services	\$31,087	\$27,619	\$67,076	\$72,276	\$42,276	(41.51%)
Leases & Rentals	\$2,232	\$0	\$0	\$4,099	\$4,099	0.00%
Total Expenditures	\$761,408	\$778,972	\$774,861	\$941,912	\$900,772	(4.37%)

Funding Sources

Revenue from Federal Government	\$67,027	\$28,677	\$43,411	\$17,650	\$17,650	0.00%
Revenue from Commonwealth	\$18,772	\$9,478	\$16,869	\$0	\$0	-
Transfers In	\$30,000	\$30,000	\$30,000	\$30,000	\$0	(100.00%)
Total Designated Funding Sources	\$115,799	\$68,155	\$90,280	\$47,650	\$17,650	(62.96%)
Net General Tax Support	\$645,609	\$710,817	\$684,581	\$894,262	\$883,122	(1.25%)
Net General Tax Support	84.79%	91.25%	88.35%	94.94%	98.04%	



Staff History by Program



Future Outlook

Increase Public Awareness and Public Service – Identify and define process and substance improvements that increase the effectiveness and efficiency of the intake, mediation, and investigation processes. Develop outreach and educational programs and activities about civil and human rights issues that are both relevant and effective.

Broaden the Use of Technology for Managing and Delivering Services – Implement a digitized case management system. Increase the use of technology to input and capture statistical data about complaints, inquiries, allegations, and referrals. Identify, define, and suggest possible enhancements to the Human Rights Commission's (HRC) webpage that could make it more effective and user-friendly. Provide and expand support and capabilities for a remote workforce.

Develop Outreach and Education Strategies – Sponsor, support, and participate in community outreach activities, events, and forums. Develop training programs for staff and appointed boards, committees, and commissions.

Expand Internal and External Areas of Work – Expand anti-discrimination enforcement through investigations, education, and compliance activities internally and externally. Establish partnerships with individuals, non-profits, businesses, and other government agencies, internal or external to Prince William County.

General Overview

- A. **Estimated Revenue Support for Fair Housing Testing** – The Proposed FY2022 Budget includes a \$30,000 decrease in the Human Rights Commission revenue and expenditure budget. Fair Housing Testing funds previously received from the Office of Housing and Community Development will not be received in FY22. As subrecipients, the County previously received Community Development Block Grant funds from the Housing Department to conduct Fair Housing Testing. The County has been informed these funds need to be pooled for another regional initiative, an analysis of impediments to fair housing. The County will renew its request for these funds next year.

Human Rights

Program Summary

Human Rights Commission

Enforce the Human Rights Ordinance through investigation of complaints; provide outreach and education to the public on civil rights laws; staff the HRC and respond to public information requests in a timely manner. Ensure compliance with federal and state laws, regulations, executive orders, ordinances, and internally, affirmative employment practices and procedures for County employees and applicants who seek employment, by providing proactive prevention, investigations, proficient resolution, and strategic enforcement to achieve a non-discriminatory, non-retaliatory, and harassment free work environment, which will provide an inclusive workplace with equal employment opportunity for all.

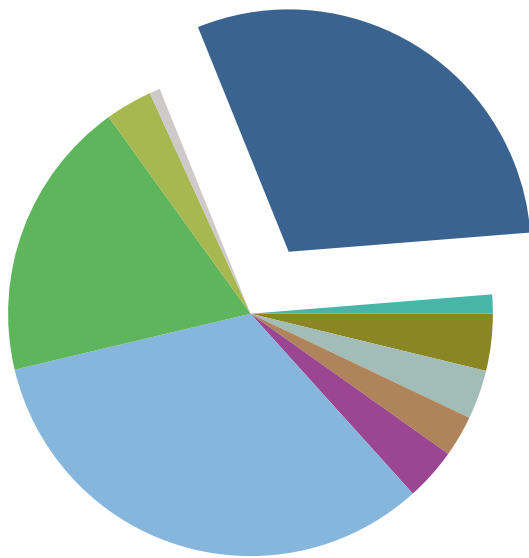
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Cases closed within 12 months of filing with HRC (External)	-	-	84%	70%	70%
EEO cases closed within 90 days of filing (Internal)	-	-	-	-	95%
Cases resolved through alternative resolution (without adjudication)	-	-	14%	20%	15%
Residents contacted seeking services	-	-	10%	10%	5%
Completed investigations appealed to the HRC	-	-	9%	10%	10%
Appeals upheld by the HRC	-	-	100%	100%	100%
Favorable customer survey responses	72%	72%	72%	-	-
Enforcement compliance rate	100%	100%	100%	-	-
Cases resolved through mediation and conciliation processes	20%	20%	14%	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Charge Management	\$462	\$546	\$452	\$593	\$632
Complaints filed (External)	-	-	51	60	50
EEO complaints filed (Internal)	-	-	-	-	20
Cases resolved through alternative resolution	-	-	6	12	10
Cases appealed	-	-	3	6	5
Cases worked	137	130	110	-	-
Inquiries processed	576	580	440	-	-
Outreach/Education	\$60	\$56	\$162	\$197	\$142
Number of resident contacts	-	-	3,000	2,000	2,000
Requests for public information	75	80	80	-	-
Customers seeking services as a result of outreach efforts	1,574	1,600	1,200	-	-
Persons attending training or benefiting from civil rights enforcement	650	685	525	-	-
Staff Support to the HRC	\$133	\$153	\$123	\$152	\$127
Staff time supporting the Human Rights Commission	20%	20%	20%	20%	20%
Long-Term Care Ombudsman*	\$106	\$24	\$38	\$0	\$0

*As of FY21, the Ombudsman activity is a separate program under Area Agency on Aging.

Mission Statement

The mission of the Department of Information Technology is to direct the strategy, delivery, and management of Prince William County government technology with an unwavering commitment to information technology excellence, efficiency, and value for our government, and the residents, businesses, and visitors of Prince William County.



General Government Expenditure Budget:
\$139,495,276

Expenditure Budget:
\$37,885,839



29.8% of General Government

Programs:

- Leadership, Management & Security: \$2,206,282
- Communications & Infrastructure: \$14,296,533
- Geographical Information Systems: \$2,635,499
- Business Applications Support: \$12,698,988
- Customer Services & Business Group: \$6,048,536

Mandates

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

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

State Code: [2.2-3803](#) (Administration of systems including personal information; Internet privacy policy; exceptions), [Chapter 15.1](#) (Wireless Communications Infrastructure)

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

Information Technology



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Leadership, Management & Security	\$2,357,411	\$2,424,975	\$2,379,558	\$5,825,247	\$2,206,282	(62.13%)
Communications & Infrastructure	\$7,432,289	\$8,613,579	\$12,468,798	\$12,052,307	\$14,296,533	18.62%
Geographic Information System	\$2,260,172	\$2,620,039	\$2,132,335	\$2,626,058	\$2,635,499	0.36%
Business Applications Support	\$9,952,746	\$11,102,517	\$11,880,632	\$12,115,055	\$12,698,988	4.82%
Customer Services & Business Group	\$7,623,574	\$7,820,413	\$11,321,228	\$7,722,189	\$6,048,536	(21.67%)
Total Expenditures	\$29,626,192	\$32,581,524	\$40,182,552	\$40,340,857	\$37,885,839	(6.09%)

Expenditure by Classification

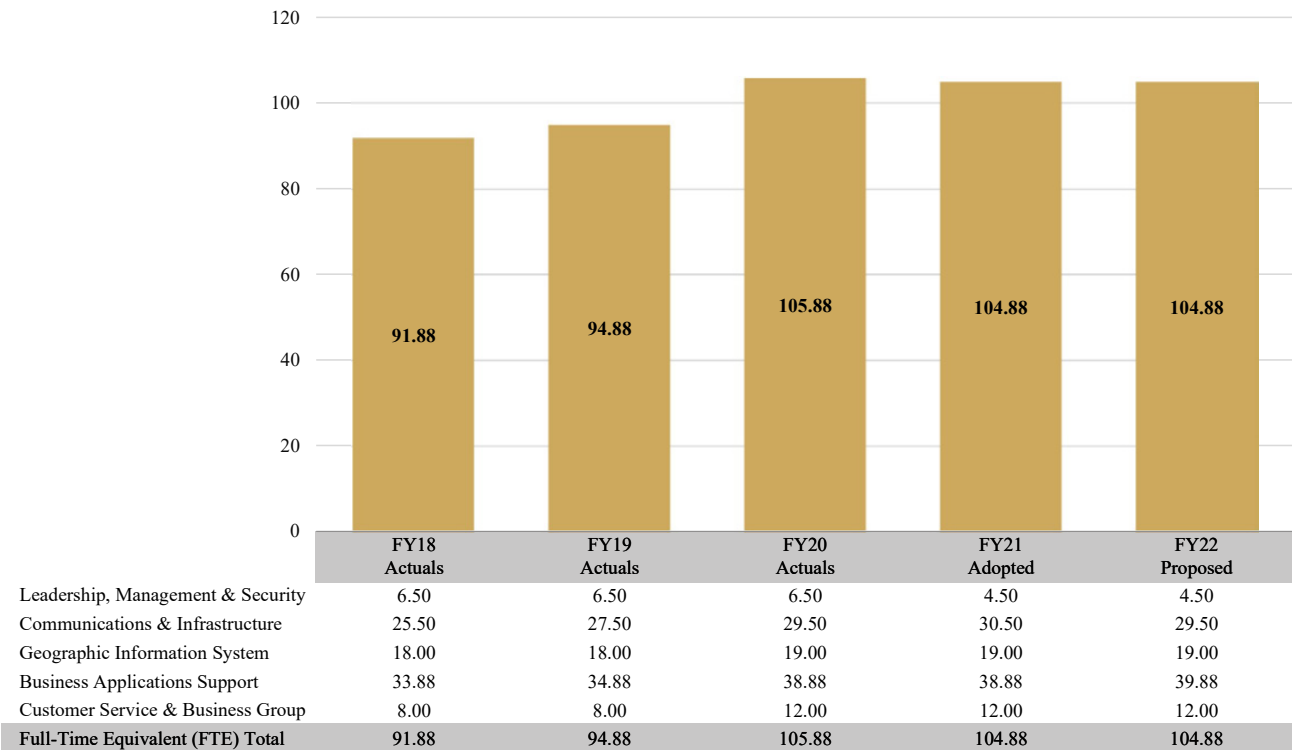
Salaries & Benefits	\$10,608,215	\$9,668,166	\$10,865,603	\$12,019,096	\$12,300,393	2.34%
Contractual Services	\$11,661,267	\$15,626,851	\$16,056,350	\$18,029,397	\$19,106,397	5.97%
Internal Services	\$86,454	\$101,774	\$114,920	\$23,702	\$23,702	0.00%
Purchase of Goods & Services	\$6,078,272	\$5,747,997	\$3,559,090	\$4,364,106	\$4,450,792	1.99%
Capital Outlay	\$0	\$126,684	\$0	\$1,754,052	\$1,754,052	0.00%
Leases & Rentals	\$49,308	\$12,394	\$622,227	\$250,503	\$250,503	0.00%
Reserves & Contingencies	\$0	\$0	(\$284,609)	\$0	\$0	-
Depreciation Expense	\$1,142,675	\$1,253,657	\$1,248,970	\$0	\$0	-
Transfers Out	\$0	\$44,000	\$8,000,000	\$3,900,000	\$0	(100.00%)
Total Expenditures	\$29,626,192	\$32,581,524	\$40,182,552	\$40,340,857	\$37,885,839	(6.09%)

Funding Sources

Use of Money & Property	\$172,666	\$184,948	\$202,896	\$183,826	\$180,000	(2.08%)
Miscellaneous Revenue	\$1,605,899	\$98,029	\$0	\$0	\$0	-
Charges for Services	\$30,732,030	\$31,336,118	\$31,881,038	\$34,420,904	\$37,304,568	8.38%
Transfers In	\$467,146	\$523,374	\$401,271	\$401,271	\$401,271	0.00%
Total Designated Funding Sources	\$32,977,741	\$32,142,469	\$32,485,205	\$35,006,001	\$37,885,839	8.23%
(Contribution to)/Use of Fund Balance	(\$3,417,424)	\$316,952	\$7,697,347	\$5,334,856	\$0	(100.00%)
Net General Tax Support	\$65,875	\$122,103	\$0	\$0	\$0	-
Net General Tax Support	0.22%	0.37%	0.00%	0.00%	0.00%	



Staff History by Program



Future Outlook

Cloud First – Cloud services and solutions have transformed the information technology (IT) industry and are now being applied to Prince William County (PWC) enterprise. The advent of better IT platforms, high-speed infrastructure, Agile development, and a mobile-ready and work-anywhere environment powers the workforce regardless of where they are located. The 21st Century cloud services and technologies continue to grow as better ways are found to serve the County residents, visitors, and businesses. With a complete infrastructure modernization in place, several major Cloud services projects well underway, and ever-evolving and force-multiplying emergency response capabilities, the County is rapidly changing into a national model of municipal technology innovation.

Human Capital Management (HCM) – The County’s greatest asset is the workforce that supports the organization, and the technologies that foster continuous innovation. As the County continues its mission to modernize and consolidate technology platforms and applications to transform recruiting, hiring, payroll, benefits administration, performance, career development, compensation, and retirement of employees, the Department of Information Technology (DoIT) also fulfills a commitment to be a technology enabler to help the county innovate for its most important resource, human capital.

Mobile Devices – Now more than ever, an IT department that has a focus on working anywhere and everywhere with strong mobile device management, is an IT department dedicated to service its workforce as DoIT continues to ensure that the County (residents, businesses, and visitors alike) is well served by technology. In FY2022, after years of technology investments in mobility, the County can now benefit from enhanced security models and a new technology infrastructure.

Information Technology

Cyber Security – Security efforts remain critical as County technology investments require constant security protection. Local governments face a challenging task of protecting its technology infrastructure and data. Investments in security education, policy, and data protection reflect the County’s vigilance to enable and secure the workforce. In FY2022, additional security operations functions come online to enhance existing security service portfolio.

Innovative Technologies – Innovations from the technology industry include fiber, enhanced 5G wireless technology, and municipal strategies for the Internet of Things. In FY2022, DoIT will seek to marry investments in communications technology with an insatiable desire to ensure that everyone in the community has the same opportunity to access broadband in addition to cable television. A Technology Inclusion Initiative will spawn from DoIT to address access, education, and affordability of technology for county residents, businesses, and visitors.

General Overview

- A. **Removal of One-Time Costs for Technology Infrastructure Capital Project** – \$3.9 million has been removed from DoIT’s FY22 budget for one-time capital costs associated with updating and modernizing the County’s technology infrastructure in FY21. The costs focused on updating four key components of the network infrastructure and completed funding for the Technology Infrastructure capital project.
- B. **Countywide Technology Infrastructure** – In FY21 \$1.4 million of operating costs (cloud leases, subscriptions, license agreements) related to the Technology Infrastructure upgrade was funded on a one-time basis from the DoIT internal services fund balance. Beginning in FY22 the full-year, ongoing operating cost of \$3,000,000 will be funded by the general fund as planned in the adopted Capital Improvement Program (CIP) and previous five-year budget plans. Please refer to the Technology Infrastructure capital project in the proposed CIP for further information on the project.

Technology Infrastructure Modernization	FY21 Adopted	FY22 Proposed
DoIT ISF Fund Balance	\$1,434,855	\$0
General Fund	\$1,000,000	\$3,000,000
Grand Total	\$2,434,855	\$3,000,000

- C. **Human Capital Management (HCM) Operating Costs** – A total of \$1,200,000 was funded by the general fund in FY21 for ongoing operating costs related to the HCM project. The project modernizes the County’s current Human Resources Information System to improve human resources functions, payroll, and benefit administration. Ongoing, full-year operating costs for the HCM project increase \$510,000 for a total of \$1,710,000 in FY22. Beginning in FY23, total HCM annual operating costs will decrease to \$710,000 when financial applications are fully converted to cloud services and efficiencies are gained from a fully functional, integrated Enterprise Resource Planning system hosted in the cloud. Please refer to the HCM capital project in the Proposed CIP for further details on the project.

Budget Initiatives

A. Budget Initiatives

1. Increase Cell Tower Revenue and Expenditure Budget – Communications & Infrastructure

Expenditure	\$40,000
Revenue	\$40,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – Revenue collected through the general property rental of the County’s cell towers has exceed budgeted revenue over the past several years. This initiative increases the revenue budget and proportionately increases the expenditure budget. The increased expenditure is needed to cover increases in the costs to repairs and maintenance.
- b. **Service Level Impacts** – Repairs and maintenance are necessary to preserve the useful life of the County’s cell towers.

Information Technology

Program Summary

Leadership, Management & Security

The Leadership, Management & Security Program provides leadership to all DoIT divisions for the successful deployment of IT solutions throughout the County Enterprise. The program also provides guidance and support for Cyber Security and IT strategic planning initiatives.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Number of IT Compliance Reviews Performed	-	-	-	-	95%
Customer satisfaction level for all DoIT services	95%	96%	96%	95%	-
TIP projects reviewed and scored quarterly (%)	-	100%	100%	90%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Executive Management IT	\$685	(\$17)	\$535	\$4,398	\$774
Policies Reviewed and or Updated	-	-	-	-	100%
IT policies reviewed	-	100%	100%	100%	-
Cyber Security & IT Policy Group	\$1,520	\$2,376	\$1,844	\$1,428	\$1,432
Number of security vulnerability scans performed annually	-	-	-	-	52
Percent of critical security incidents resolved within Service Level Agreements	-	-	-	-	100%
Percentage of staff who completed Annual Cyber Awareness Training	-	-	-	-	95%
Secure mobile endpoints*	-	6,000	5,666	6,000	-
Workforce completing Annual Cyber Awareness Course	-	98%	98%	98%	-
Disaster Recovery Group	\$151	\$66	\$1	\$0	\$0
Disaster recovery exercises meeting system restoration time objectives (count)**	-	1	4	2	-

*This number represents the number of devices (laptops, tablets and cellphones) that are safely and securely connecting to the County's infrastructure.

**This number reflects how many exercises occurred during the fiscal year.

Information Technology

Communications & Infrastructure Division (CID)

CID is the centralized provider responsible for building and supporting the PWC Government's IT Infrastructure. CID designs, develops, operates, and maintains the IT infrastructure throughout its lifecycle.

The County's IT Infrastructure includes desktop and notebook computers with their software and security suites, computer servers, storage, virtualization, wide-area and local area data networks, voice networks, optical fiber backbones, telephone systems, smartphones, mobility services, public and private cloud services, email, collaboration, and cybersecurity operations.

CID also provides public safety radio communications infrastructure, broadcast facilities for county meetings, and a host of other critical County infrastructure services.

The work performed in CID is foundational and supports the strategic enablement of countywide applications and operations for all agencies.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Communications and infrastructure network availability	99%	99%	99%	100%	99%
Customer satisfaction level with CID services	95%	97%	97%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Radio Communications	\$1,605	\$1,437	\$1,529	\$2,521	\$2,547
Percent time public safety radio infrastructure is available and operational	-	-	-	-	100%
Radio communications completed work requests	1,147	202	800	500	-
Public safety radio repairs completed within 8 business hours	96%	99%	95%	95%	-
Network Communications	\$3,700	\$4,605	\$4,353	\$5,925	\$5,615
Percent time all network services is available and operational	-	-	-	-	98%
The number of telephone endpoints upgraded to Voice over IP	-	-	-	-	2,400
Network communications completed work requests	3,453	1,372	2,200	2,000	-
Voice and data service calls completed within 8 business hours	93%	90%	95%	92%	-
County buildings/public facilities with Wi-Fi hotspots	-	87%	94%	94%	-
Technology Hosting Centers	\$1,077	\$1,551	\$1,305	\$2,678	\$3,269
Percent time private cloud services are available and operational	-	-	-	-	98%
Percent time public cloud services are available and operational	-	-	-	-	98%
Technology hosting center completed work requests	2,146	1,587	1,620	2,000	-
Messaging AD Services	\$0	\$0	\$103	\$0	\$1,935
Percent time messaging, collaboration, and directory services are available	-	-	-	-	98%
Capital Replacement Plan	\$1,051	\$1,020	\$4,974	\$929	\$929

Information Technology

Geographic Information System Division (GIS)

The GIS Division manages and maintains the County's geospatial information system and serves as the official resource for geographic data about the County's population, demographic data, and geospatial services to the public and County agencies.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Response to new requests for service occurring within one business day	-	-	-	-	100%
New GIS Service requests completed on time	-	-	-	-	100%
Number of new public geographic datasets made available through open data	-	-	-	-	2
Customer satisfaction level for GIS services	99%	95%	100%	95%	-
Property address projects completed on time	99%	100%	98%	95%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
GIS Data Services	\$1,294	\$970	\$757	\$1,018	\$1,035
Average number of business days to complete cadastral update after recordation	-	-	-	-	15
Accuracy of GIS data for NG911 that meets NENA accuracy standards of 98.9%	-	-	-	-	100%
Cadastral data projects completed	327	303	285	325	-
Cadastral data projects updated within 15 business days	85%	83%	89%	85%	-
GIS Technical Solutions	\$845	\$786	\$733	\$862	\$882
Percent projects completed on time	-	-	-	-	100%
Demographic data requests completed on time	86%	100%	90%	100%	100%
County Mapper hits	203,810	175,485	20	190,000	-
GIS improvements	20	12	12	20	-
Demographic website hits	13,001	11,662	7,860	11,000	-
GIS Updates	\$124	\$513	\$103	\$206	\$206
Percentage of GIS base datasets compliant with refresh cycle	-	-	-	-	100%
Number of GIS update project purchased	1	1	2	1	-
GIS Customer and Addressing	\$0	\$350	\$539	\$540	\$513
Percent of validations completed for permitting within 1 business day	-	-	-	-	100%
Average business days to complete development plan review for address assignment	-	-	-	-	<6
Property address projects completed	416	440	463	400	-
Number of addresses assigned	2,614	1,781	1,726	2,000	-
Number of address validations processed	2,620	2,351	2,302	2,000	-

Information Technology

Business Applications Support Division (BASD)

BASD delivers applications and business solutions to optimize County business processes, government operations, and maintenance of critical government systems. BASD provides application services for all County departments in support of strategic business objectives through dedicated program areas for all Development Services, Public Safety, Human Services, and General Government agencies. Services include application development and operations, business intelligence, database administration, web operations, business process improvement, application specific training, and special projects.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Percentage of time spent improving applications	-	-	-	-	5%
Annual average time to initiate support for applications operational issues	-	-	-	-	2 hours
Customer satisfaction with BASD services	98%	97%	97%	98%	-
Incident requests completed within 2 business days	88%	91%	85%	92%	-
New solutions delivered from cloud platforms	-	66%	2%	70%	-
New applications mobile-enabled	-	-	-	75%	-
Customer contact regarding change requests within 3 business days	92%	100%	86%	100%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Public Safety Applications Support (PSAS)	\$3,575	\$3,694	\$5,588	\$3,842	\$3,552
Annual Average calculation of performance enhancement	-	-	-	-	5%
System improvements	120	149	105	150	-
Community Development Applications Support (CDAS)	\$2,051	\$2,218	\$1,962	\$2,136	\$2,151
Percent of new Community Development online services	-	-	-	-	5%
Percent of new Parks, Recreation, & Tourism online services	-	-	-	-	5%
CDAS work requests completed	601	912	939	950	-
Parks, Recreation, & Tourism work requests completed	4,047	2,963	3,874	3,122	-
General Government Applications Support (GGAS)	\$2,835	\$3,093	\$2,847	\$4,373	\$5,239
Percent annual increase in financial interactions handled through technology services	-	-	-	-	5%
GGAS work requests completed	2,600	2,751	2,026	2,400	-
Human Services Applications Support (HSAS)	\$437	\$633	\$503	\$602	\$604
Percent annual time toward application improvements versus operational support	-	-	-	-	5%
HSAS work requests completed	60	62	219	120	-
Web Solutions and Services	\$1,055	\$1,465	\$981	\$1,161	\$1,153
Percent annual increase in County website services	-	-	-	-	5%
Web solutions work requests completed	376	443	546	500	-
Databases maintained	-	242	649	300	-

Information Technology

Customer Service & Business Group Division

Provide business related services to the department and the County enterprise, such as, project management oversight of the Technology Improvement Plan (TIP); change management administration; quality control reviews and monitoring of IT projects; independent verification and validation; and customer advocacy.

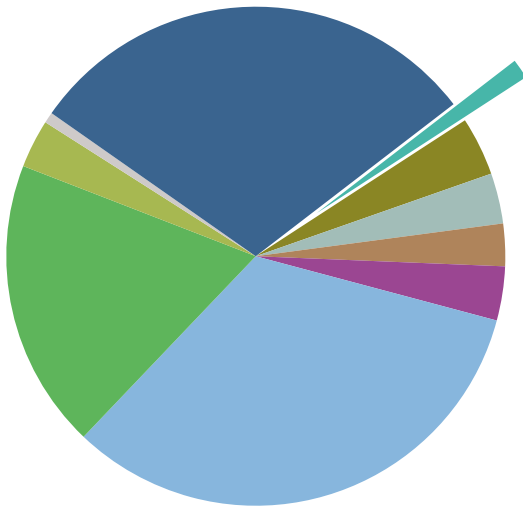
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Customer satisfaction level with seat management services	98%	95%	98%	95%	95%
New technology projects managed using PMI standards	-	50%	70%	95%	70%
Customer satisfaction with project management oversight	-	95%	97%	95%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
IT Business Group	\$619	\$520	\$841	\$1,010	\$1,259
Procurements and reimbursements processed	3,047	4,378	5,151	5,000	5,000
Payments processed	7,852	7,335	5,937	5,000	5,000
Human Resource transactions processed	2,031	4,009	3,069	4,000	4,000
DoIT ISF inventory maintenance tickets	3,805	5,531	3,781	6,000	6,000
Physical inventory of department assets	1	1	1	1	1
Customer and Technology Advocate	\$7,002	\$7,196	\$10,431	\$6,578	\$4,655
Percent of technology incidents resolved within Service Level Agreements	-	-	-	-	95%
Work tickets processed	34,082	51,871	67,102	55,000	-
Project Management/Independent Validation and Verification Group	\$2	\$104	\$48	\$134	\$134
Percent of projects completed within budget	-	-	-	-	70%
Percent of projects completed on time	-	-	-	-	62%
Business Value - Classification of Projects by Type	-	-	-	-	71%
Projects upon which independent validation and verification is performed	0%	30%	30%	30%	-

Management & Budget

Mission Statement

The Office of Management & Budget shapes the future by partnering with the community, elected leadership, and government agencies to recommend the best use of public resources in pursuit of the community's strategic vision.



Expenditure Budget:
\$1,609,590



1.3% of General Government

Programs:

- Management & Budget: \$1,609,590

General Government Expenditure Budget:
\$139,495,276

Mandates

The County operates under a state mandate to develop, conduct public hearings, and adopt an annual budget, to including 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](#) (Duties of county executive), [15.2-539](#) (Submission of budget by executive; hearings; notice; adoption), [15.2-2503](#) (Time for preparation and approval of budget; contents), [15.2-2506](#) (Publication and notice; public hearing; adjournment; moneys not to be paid out until appropriated), [15.2-2507](#) (Amendment of budget), [22.1-93](#) (Approval of annual budget for school purposes), [58.1-3007](#) (Notice prior to increase of local tax levy; hearing), [58.1-3321](#) (Effect on rate when assessment results in tax increase; public hearings)

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

Management & Budget



Expenditure and Revenue Summary

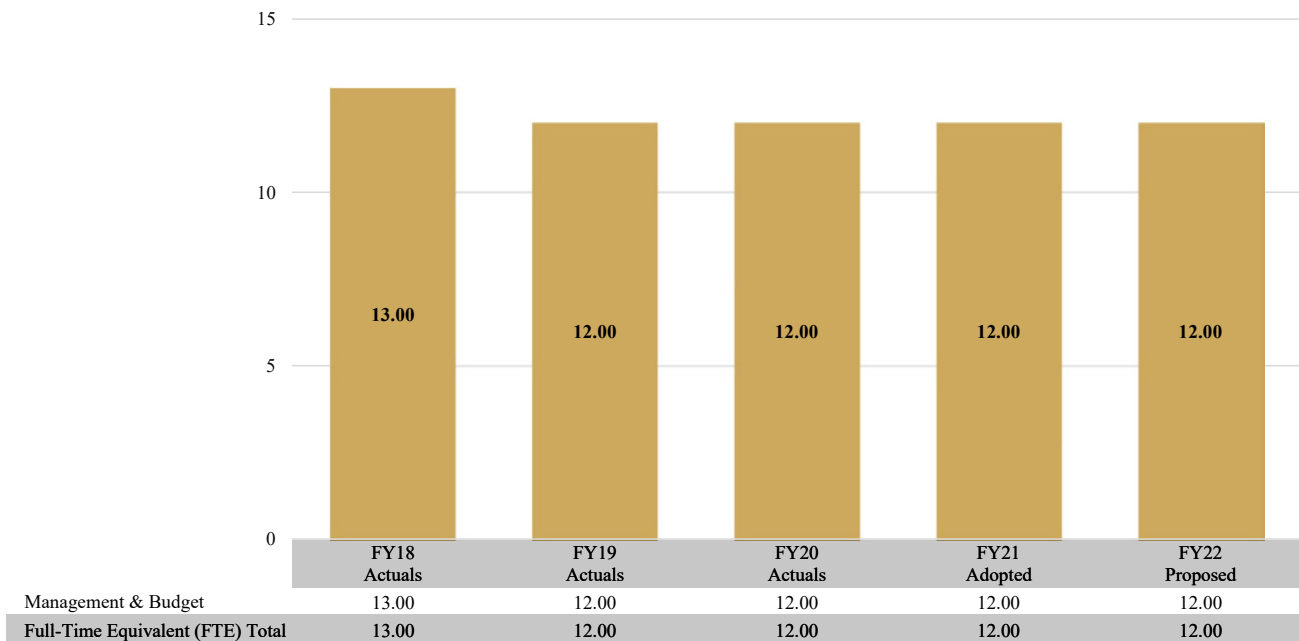
Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Management & Budget	\$1,698,445	\$1,549,869	\$1,548,724	\$1,591,013	\$1,609,590	1.17%
Total Expenditures	\$1,698,445	\$1,549,869	\$1,548,724	\$1,591,013	\$1,609,590	1.17%

Expenditure by Classification

Salaries & Benefits	\$1,523,924	\$1,469,774	\$1,482,041	\$1,453,078	\$1,471,655	1.28%
Contractual Services	\$96,753	\$144	\$0	\$9,200	\$9,200	0.00%
Internal Services	\$50,446	\$47,282	\$47,235	\$40,757	\$40,757	0.00%
Purchase of Goods & Services	\$24,920	\$30,886	\$17,291	\$82,600	\$82,600	0.00%
Leases & Rentals	\$2,401	\$1,782	\$2,158	\$5,378	\$5,378	0.00%
Total Expenditures	\$1,698,445	\$1,549,869	\$1,548,724	\$1,591,013	\$1,609,590	1.17%
Net General Tax Support	\$1,698,445	\$1,549,869	\$1,548,724	\$1,591,013	\$1,609,590	1.17%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Staff History by Program



Management & Budget

Future Outlook

Continued Reliance on Real Estate Tax and Personal Property Tax – Real estate and personal property tax revenue continues to be the primary revenue sources for County operations, providing nearly 88% of local tax revenue in FY21. The County will strive to diversify revenue sources to ensure stability as identified in Policy 3.01 of the adopted [Principles of Sound Financial Management \(PSFM\)](#). Opportunities exist to recalibrate existing revenue sources as well as identify new resources to achieve the outcomes identified in the community's [Strategic Plan](#). New legislation from the Commonwealth allows counties the same taxation authority as cities and towns. As such, meals, cigarette, and admissions taxes provide future opportunities for the County to diversify local tax revenue.

Balancing COVID-19 Pandemic Impact – The COVID-19 pandemic has impacted the community's health and safety as well as exacerbated future, economic uncertainty. There is an ever-changing, delicate balance that must be struck between providing vital services to the community and the need to maintain financial vigilance amid economic uncertainty.

2021-2024 Strategic Plan Implementation – The FY2022 Budget will begin implementing the goals, strategies and outcomes contained in the community's new 2021–2024 Strategic Plan. The Strategic Plan is one of the most important policy documents that guides the County's financial investment in community services during the annual budget process. A strategic plan with definite objectives and monitoring tools ensures accountability and reinforces the reciprocal partnership a government has to residents.

Reduced Year-end Operating Surplus – The budget includes a reduction (approximately \$24.1 million) to agency operating budgets in order to maintain a structurally balanced budget recommended by bond rating agencies. In other words, agencies receive less than 100% of the funding required to provide 100% service to the community.

The County has a responsibility to the community to end the year with an operating surplus sufficient to meet fund balance obligations prescribed by the PSFM. Implementing the programmed savings built into the budget has effectively reduced the year-end operating surplus.

Achieving the required year-end financial requirements will be challenging during years where a revenue shortfall is projected. Year-end savings must be enough to recoup any revenue shortfall as well as meet adopted fund balance requirements. The County has demonstrated strong financial management in its established policies, such as monthly and quarterly monitoring, but increased vigilance is required. In addition to the impact on PSFM requirements, reduced year-end savings limits funds available for one-time capital investments. Declining year-end savings as a percentage of the budget is generally perceived by bond rating agencies as a budgetary weakness when evaluating the County's credit worthiness at the AAA-rated standard.

Management & Budget

Program Summary

Management & Budget

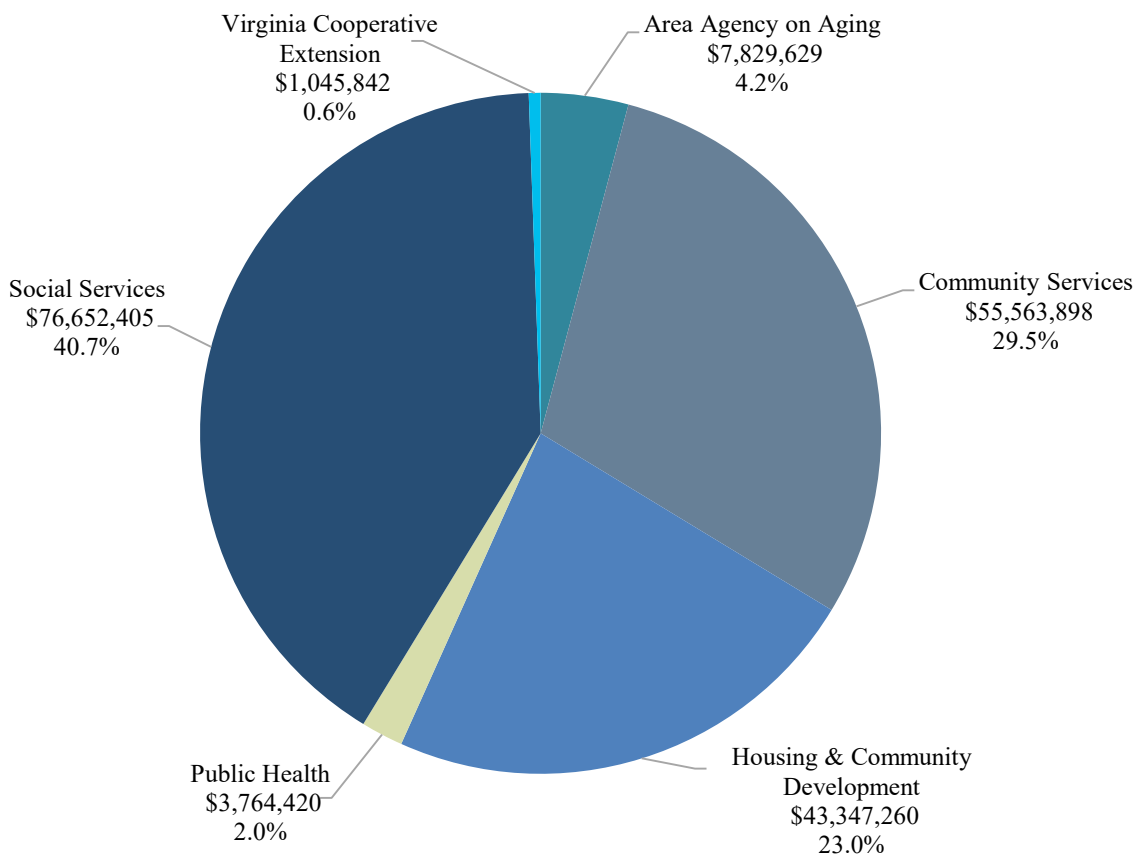
Implement the County's strategic vision and policy guidance through collaborative budget development (both operational and capital), structured implementation, and focus on service improvements through performance management. Transparency and accountability to County residents are emphasized through continuous public engagement.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Criteria rated proficient/outstanding in GFOA Program	100%	100%	100%	100%	100%
Countywide variance in actual and projected expenditures	7%	2%	5%	3%	3%
County services & facilities are a fair value for the tax dollar (comm. survey)	94%	94%	94%	>90%	>90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Budget Development and Implementation	\$1,698	\$1,550	\$1,549	\$1,591	\$1,610
Budget questions answered within 2 business days	99%	99%	99%	99%	99%
Number of budget questions received	111	255	93	-	150
Number of CIP projects	86	75	93	75	80
Outcomes trending positively towards four year goal target	64%	60%	NA	100%	100%



Human Services



Human Services Expenditure Budget: \$188,203,455



Average Tax Bill

Human Services accounted for \$278 and 5.94% of the average residential tax bill in FY22.

Department & Agencies

- ▶ Area Agency on Aging
- ▶ Community Services

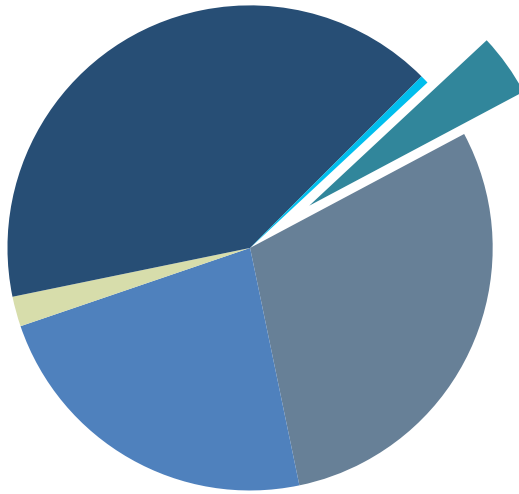
- ▶ Housing & Community Development
- ▶ Public Health

- ▶ 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:
\$188,203,455

Expenditure Budget:
\$7,829,629



4.2% of Human Services

Programs:

- Home & Community Based Services: \$1,658,947
- Supportive Services: \$1,248,924
- Senior Centers: \$1,786,047
- Fiscal & Administration: \$3,103,138
- Long-Term Care Ombudsman: \$32,574

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Home & Community Based Services	\$1,435,021	\$1,414,347	\$1,432,483	\$1,629,819	\$1,658,947	1.79%
Supportive Services	\$926,382	\$1,008,552	\$979,943	\$1,017,604	\$1,248,924	22.73%
Senior Centers	\$1,137,874	\$1,166,006	\$1,343,099	\$1,811,936	\$1,786,047	(1.43%)
Fiscal & Administration	\$2,146,994	\$2,406,658	\$2,756,382	\$2,947,086	\$3,103,138	5.30%
Long-Term Care Ombudsman	\$0	\$0	\$0	\$121,930	\$32,574	(73.28%)
Total Expenditures	\$5,646,271	\$5,995,562	\$6,511,907	\$7,528,375	\$7,829,629	4.00%

Expenditure by Classification

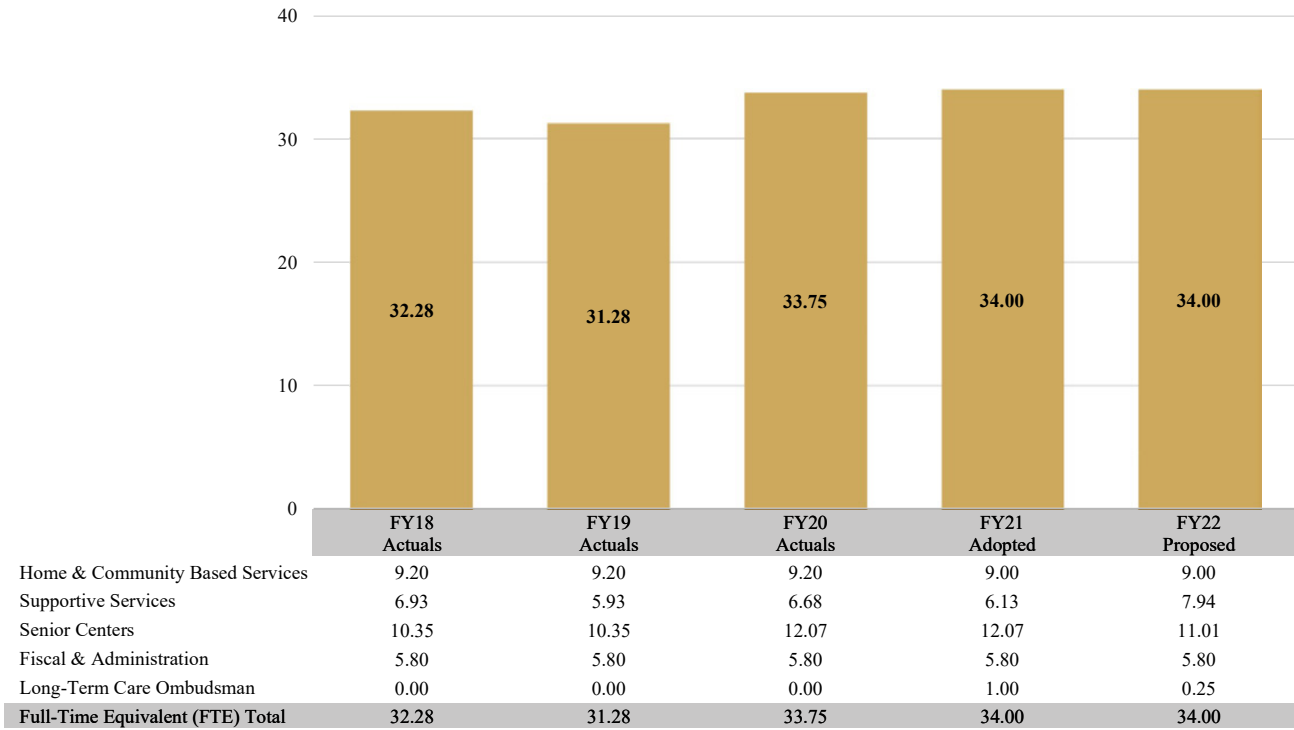
Salaries & Benefits	\$2,241,917	\$2,383,785	\$2,811,136	\$2,888,274	\$3,099,826	7.32%
Contractual Services	\$2,321,913	\$2,470,311	\$2,785,823	\$3,091,819	\$3,174,559	2.68%
Internal Services	\$177,170	\$178,302	\$191,200	\$155,776	\$155,776	0.00%
Purchase of Goods & Services	\$895,841	\$954,053	\$679,319	\$1,381,506	\$1,388,468	0.50%
Leases & Rentals	\$9,429	\$9,110	\$8,894	\$11,000	\$11,000	0.00%
Amortization	\$0	\$0	\$35,534	\$0	\$0	-
Total Expenditures	\$5,646,271	\$5,995,562	\$6,511,907	\$7,528,375	\$7,829,629	4.00%

Funding Sources

Revenue from Federal Government	\$827,780	\$896,489	\$939,854	\$1,332,690	\$1,332,690	0.00%
Use of Money & Property	\$2,302	\$2,225	\$1,425	\$2,250	\$2,250	0.00%
Revenue from Other Localities	\$412,956	\$412,956	\$461,460	\$371,825	\$371,825	0.00%
Miscellaneous Revenue	\$97,116	\$143,847	\$152,756	\$88,942	\$88,942	0.00%
Charges for Services	\$135,595	\$139,237	\$106,991	\$145,700	\$145,700	0.00%
Revenue from Commonwealth	\$398,800	\$449,466	\$533,650	\$460,889	\$460,889	0.00%
Transfers In	\$30,000	\$0	\$0	\$0	\$0	-
Total Designated Funding Sources	\$1,904,548	\$2,044,220	\$2,196,136	\$2,402,296	\$2,402,296	0.00%
Net General Tax Support	\$3,741,723	\$3,951,342	\$4,315,771	\$5,126,079	\$5,427,333	5.88%
Net General Tax Support	66.27%	65.90%	66.28%	68.09%	69.32%	



Staff History by Program



Future Outlook

No Wrong Door – As the Commonwealth of Virginia continues to expand the No Wrong Door network in the community, a person’s access to long-term services and supports will improve. The No Wrong Door study conducted by the County has identified key areas across all human services departments on which the County must focus to continue to improve access for all to human services. A coordinated point of entry to human services will be critical to service delivery as the population continues to grow and people are living in the community with more complex social and health issues.

Growth of the Elderly Population – Currently, approximately 12% of the population in the Prince William area is age 60 and older. By the year 2030, it is projected that approximately 20% of the population will be age 60 and older. With an increasing focus on healthy living, the population is living longer every year. With this, the ability to live in the community with chronic conditions will be the biggest challenge as the model for long term services and supports shifts from an institutional model to more personal choice. 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 that will most likely bring an increase in reports of elder abuse and financial exploitation.

Changing Social and Recreational Needs – Prince William will have to determine how best to serve the social and recreational needs of a changing population of older adults, to include a virtual element. It is important that the senior centers continue to be a focal point in the community for the older adult population by serving meals and offering socialization and recreation in an environment specific for older adults. The new generation of

Area Agency on Aging

older adults is seeking more diverse programming, including classes which are catered specifically on reducing isolation and improving overall well-being. Healthier, more engaged older adults within the community can mean less resources required in other sectors of local government. As the County's Senior Centers age, this issue must be considered.

General Overview

- A. **Position Shift within Aging of Human Services Case Manager** – The Human Services Case Manager now resides 75% in the Supportive Services program, Medicare Counseling activity, shifting the supporting budget from the Long-Term Care Ombudsman program. This is not a change in duties, but solely a change in the budget, to more accurately reflect the responsibilities of the Human Services Case Manager. This shifts salary and benefit cost totaling \$90,236 from the Long-Term Care Ombudsman program to the Supportive Services program. There is no net impact to Aging's FTEs and budget.

Budget Initiatives

A. Budget Initiatives

1. Increase for Birmingham Green – Fiscal & Administration

Expenditure	\$82,740
Revenue	\$0
General Fund Impact	\$82,740
FTE Positions	0.00

- a. **Description** – This initiative funds the increase associated with the intergovernmental cost-sharing agreement for Birmingham Green, a residential long-term care facility for the frail elderly and disabled adults in Northern Virginia. Growth in the elder population, causing an increase in PWC's utilization at Birmingham Green.
- b. **Service Level Impacts** – Existing service levels are maintained.

Area Agency on Aging

Program Summary

Home & Community Based (H&CB) Services

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Clients reporting that H&CB services helped them stay in their community	98%	98%	100%	98%	98%
Family care-givers who are better able to meet work or other family obligations	92%	90%	100%	90%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Home Services	\$813	\$749	\$788	\$862	\$891
Home services clients served	162	158	219	160	190
Average days on waitlist for home services	38	4	9	15	10
Community Based Services	\$622	\$666	\$644	\$768	\$768
Community based clients served	52	40	35	45	35
Average days on waitlist for community based services	115	123	105	115	110

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 service options within the Prince William Area.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Clients reporting that supportive services helped them stay in their homes	100%	100%	100%	99%	99%
Clients reporting that services helped navigate the aging & disability network	97%	94%	100%	95%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Information and Care Coordination	\$907	\$928	\$890	\$996	\$1,139
People receiving services	456	595	767	550	600
Information requests addressed	3,617	3,597	1,689	3,600	2,000
People served in supportive services	1,910	1,681	1,126	1,700	1,200
Medicare Counseling	\$19	\$80	\$90	\$22	\$110
People counseled for Medicare health insurance	1,215	1,114	891	1,200	1,000

Area Agency on Aging

Senior Centers

The Senior Centers program operates the Manassas Senior Center and the Woodbridge Senior Center, and the virtual 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Participants reporting that senior centers helped them stay in the community	100%	100%	93%	100%	97%
Meals on Wheels recipients stating that meals helped them stay in the community	99%	100%	100%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Senior Centers	\$1,138	\$1,166	\$1,343	\$1,812	\$1,786
Senior center participants	1,225	1,411	1,068	1,450	1,000
Meals served (congregate and Meals on Wheels)	57,949	57,526	53,369	58,000	58,000

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
People served by community partners and contractual agreements	1,652	1,484	1,248	1,550	800
County provides appropriate facilities & services for seniors & caregivers	89%	87%	87%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Area Plan on Aging	\$640	\$697	\$772	\$738	\$811
FTE value of volunteer hours contributed	10.00	9.00	6.00	9.00	6.00
Birmingham Green	\$1,468	\$1,680	\$1,954	\$2,179	\$2,262
Bed days of County residents at Birmingham Green	29,152	29,525	27,679	30,000	27,000
Bluebird Tour Program	\$39	\$30	\$30	\$30	\$30
Tour participants	1,084	936	672	950	600

Area Agency on Aging

Long-Term Care Ombudsman

The Virginia Long-Term Care (LTC) Ombudsman advocates to help resolve problems, protect rights, and promote a better quality of care for residents within the long-term care and assisted living facilities in the Prince William Area.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Ombudsman cases at LTC facilities per number of beds	-	-	-	-	0.40%
Number of cases surveyed from LTC facilities	-	13	8	15	-

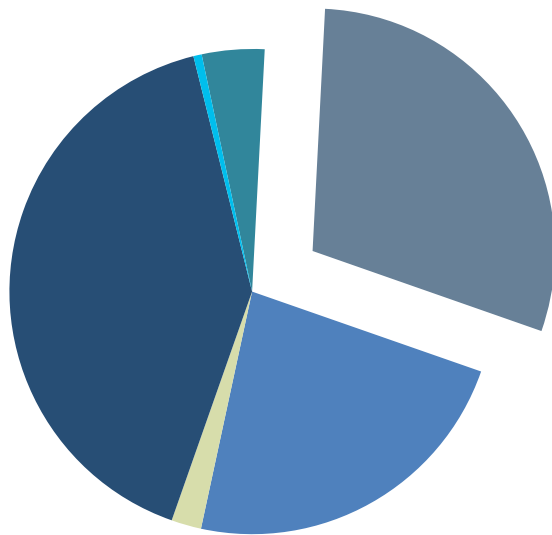
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Long-Term Care Ombudsman*	\$0	\$0	\$0	\$122	\$33
Inquiries processed from LTC facilities	266	341	277	341	300

*As of FY21, the Ombudsman activity from Human Rights became a separate program in Aging.

Community Services

Mission Statement

Community Services is committed to improving the wellbeing of residents of Prince William County, the City of Manassas and the City of Manassas Park who are affected by, or are at-risk of, developmental delays and disabilities, mental illness, and/or substance use disorders through the provision and coordination of community-based resources that respect and promote the dignity, rights, and full participation of individuals and their families.



Human Services Expenditure Budget:
\$188,203,455

Expenditure Budget:
\$55,563,898



29.5% of Human Services

Programs:

- Administrative Services: \$5,333,072
- Drug Offender Recovery Services: \$1,744,930
- Early Intervention: \$5,040,807
- Emergency Services: \$6,451,319
- Medical Services: \$3,644,805
- MH Day Support & Employment Services: \$2,046,073
- MH Residential Services: \$9,377,227
- DD Day Support/Employment Services: \$3,500,602
- ID/DD Day Residential Services: \$773,149
- Youth Substance Abuse and Mental Health Services: \$4,594,073
- DD Case Management: \$5,868,124
- Mental Health Outpatient: \$3,802,078
- SA Adult Outpatient: \$3,387,640

Mandates

The County is mandated to establish a Community Services Board, which serves as the single point of entry into publicly funded mental health, developmental and substance abuse services. Mandated Community Services Board services include (1) emergency services, (2) same-day mental health screening services, (3) outpatient primary care screening and monitoring services for physical health indicators and health risks and follow-up services for individuals identified as being in need of assistance with overcoming barriers to accessing primary health services, including developing linkages to primary health care providers, and (4) case management services subject to the availability of funds appropriated.

In addition, subject to the availability of funds appropriated for them, core services may include a comprehensive system of inpatient, outpatient, day support, residential, prevention, early intervention, and other appropriate mental health, developmental, and substance abuse services necessary to provide individualized services and support to persons with mental illness, developmental disabilities, or substance abuse. Community services boards may establish crisis stabilization units that provide residential crisis stabilization services.

State Code: [37.2-500](#) (Purpose; community services board; services to be provided), [37.2-504](#) (Community services boards; local government departments; powers and duties)

Community Services



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Administrative Services	\$4,375,208	\$4,443,166	\$5,194,974	\$4,783,354	\$5,333,072	10.31%
Drug Offender Recovery Services	\$1,546,771	\$1,604,252	\$1,560,733	\$1,786,862	\$1,744,930	(2.40%)
Early Intervention	\$4,384,345	\$4,359,341	\$4,330,743	\$4,942,516	\$5,040,807	1.95%
Emergency Services	\$4,872,337	\$5,111,206	\$5,442,672	\$5,917,108	\$6,451,319	8.28%
Medical Services	\$2,627,369	\$2,569,187	\$2,842,060	\$3,569,283	\$3,644,805	2.07%
MH Day Support & Employment Services	\$1,858,630	\$1,882,998	\$1,841,267	\$2,103,196	\$2,046,073	(2.79%)
MH Residential Services	\$6,907,175	\$7,397,512	\$8,259,217	\$9,297,574	\$9,377,227	0.85%
DD Day Support/Employment Services	\$3,042,834	\$2,506,578	\$2,381,179	\$3,200,579	\$3,500,602	8.57%
ID/DD Day Residential Services	\$750,207	\$789,688	\$941,043	\$773,554	\$773,149	(0.05%)
Youth Substance Abuse and Mental Health Services	\$5,694,385	\$3,499,778	\$3,641,111	\$4,373,505	\$4,594,073	4.80%
DD Case Management	\$3,368,301	\$4,521,262	\$4,707,320	\$5,360,441	\$5,868,124	8.65%
Mental Health Outpatient	\$3,746,459	\$4,014,287	\$3,335,577	\$3,706,155	\$3,802,078	2.52%
SA Adult Outpatient	\$1,799,015	\$2,198,396	\$2,449,020	\$3,076,336	\$3,387,640	9.19%
Public Safety Resilience Program	\$577,931	\$357,798	\$0	\$0	\$0	-
Total Expenditures	\$45,550,964	\$45,255,451	\$46,926,917	\$52,890,465	\$55,563,898	5.05%

Expenditure by Classification

Salaries & Benefits	\$31,009,654	\$33,113,136	\$35,039,751	\$38,228,832	\$40,683,701	6.42%
Contractual Services	\$7,993,593	\$7,844,733	\$7,800,673	\$9,698,178	\$9,998,178	3.09%
Internal Services	\$2,071,117	\$2,172,670	\$2,159,612	\$1,925,118	\$1,972,771	2.48%
Purchase of Goods & Services	\$1,775,109	\$1,835,063	\$1,718,214	\$2,751,365	\$2,567,316	(6.69%)
Debt Maintenance	\$24,258	\$24,258	\$48,516	\$24,258	\$24,258	0.00%
Capital Outlay	\$0	\$84,388	\$0	\$80,000	\$134,960	68.70%
Leases & Rentals	\$172,323	\$176,292	\$155,241	\$177,206	\$177,206	0.00%
Depreciation Expense	\$4,911	\$4,911	\$4,911	\$0	\$0	-
Payments to Other Local Agencies	\$0	\$0	\$0	\$5,508	\$5,508	0.00%
Transfers Out	\$2,500,000	\$0	\$0	\$0	\$0	-
Total Expenditures	\$45,550,964	\$45,255,451	\$46,926,917	\$52,890,465	\$55,563,898	5.05%

Funding Sources

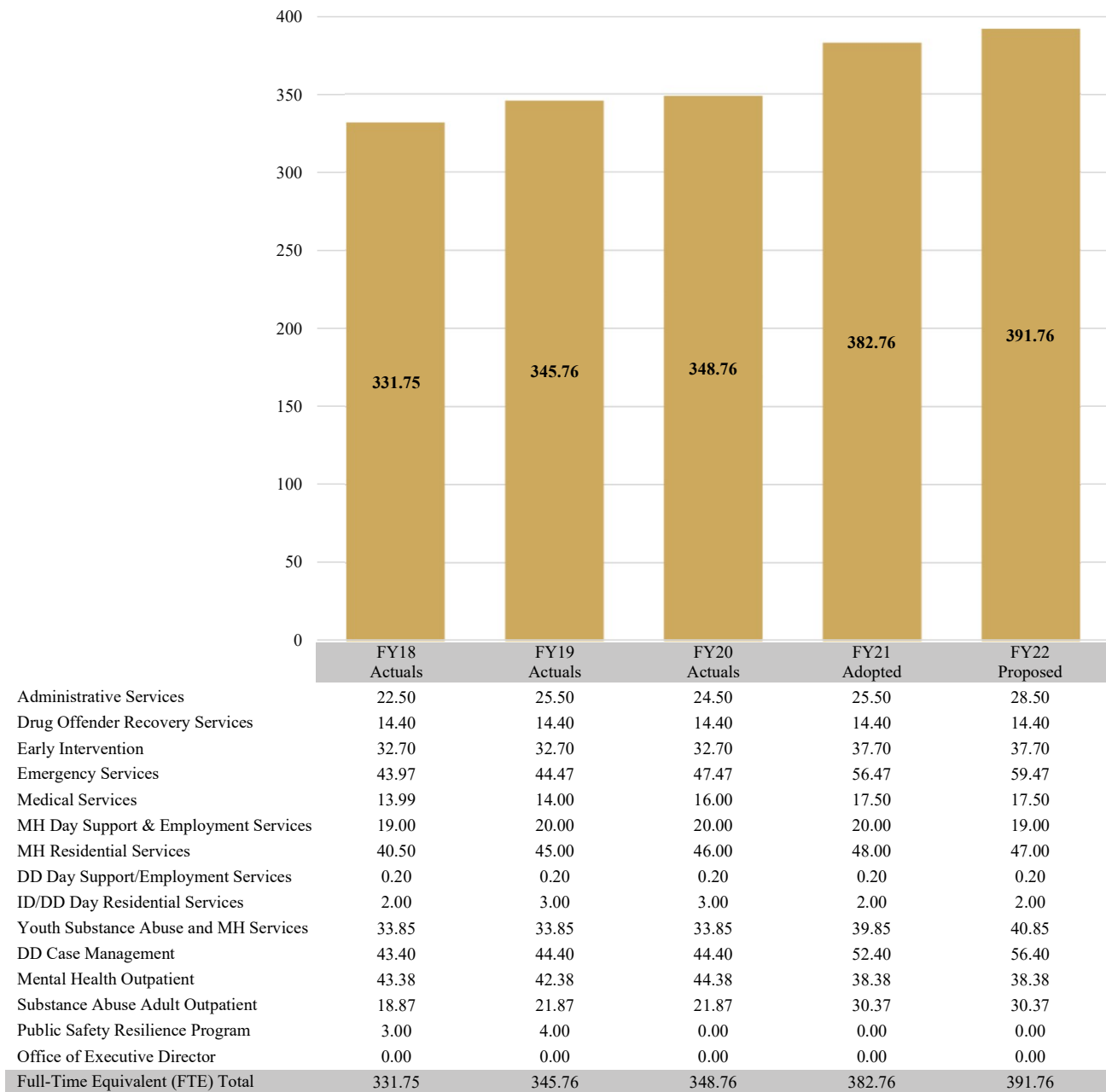
Revenue from Federal Government	\$2,730,656	\$2,846,331	\$3,219,009	\$2,891,094	\$2,958,329	2.33%
Use of Money & Property	\$12	\$115	\$112	\$0	\$0	-
Revenue from Other Localities	\$2,957,904	\$2,957,901	\$3,389,460	\$2,850,100	\$2,850,100	0.00%
Miscellaneous Revenue	\$115,681	\$36,104	\$36,557	\$25,712	\$25,712	0.00%
Charges for Services	\$996,933	\$1,151,371	\$929,752	\$740,071	\$740,071	0.00%
Revenue from Commonwealth	\$18,754,462	\$17,629,115	\$18,528,115	\$19,952,702	\$20,199,655	1.24%
Total Designated Funding Sources	\$25,555,649	\$24,620,937	\$26,103,005	\$26,459,679	\$26,773,867	1.19%
Net General Tax Support	\$19,995,316	\$20,634,514	\$20,823,912	\$26,430,786	\$28,790,031	8.93%
Net General Tax Support	43.90%	45.60%	44.38%	49.97%	51.81%	

In FY18, \$2.5M was incorrectly coded to Youth Substance Abuse & Mental Health Services program rather than Developmental Disability Case Management program.

Community Services



Staff History by Program



Future Outlook

Pathways to Wellness – The need for enhanced community-based services to effectively treat those with serious mental illness, substance use disorders and developmental disabilities continues. The Virginia Department of Behavioral Health and Developmental Services (DBHDS) continues to mandate STEP-VA which includes significant training in evidence-based practices, although the funding has yet to be fully identified. To fulfill the Department of Justice Settlement Agreement, Developmental Disability Support Coordinators have experienced a great deal of training to address risk and ensure individuals are safe and experiencing a high quality of life in the community. In addition to treatment and enhancing current services, furthering prevention through implementing awareness campaigns that impact wellness and offer healthy and effective tools to prevent substance use and suicidal ideation, teach resilience skills that address adverse childhood experiences will further steps leading to wellness in Prince William County (PWC).

Psychiatric Bed Crisis – There continues to be an unmet need for inpatient temporary detention beds in Northern Virginia (NOVA). Although having 29% of Virginia's total adult population and utilizing just 14% of the adult state hospital bed days statewide, in FY20, 855 individuals in NOVA meeting criteria for inpatient psychiatric hospitalization were placed out-of-area because an appropriate psychiatric bed could not be secured. The PWC Co-Responder Program, due to be operational by December 2020, is a collaborative partnership between Community Services (CS) and law enforcement aimed at better assessing and meeting the needs of individuals experiencing a behavioral health crisis. A chief goal is to connect individuals experiencing a behavioral health crisis to treatment sooner. Through this early therapeutic intervention, it is expected that individuals can be connected to community-based treatment services and diverted from inpatient psychiatric bed utilization. Regional Crisis Programs, such as Children's Regional Crisis Response for youth experiencing a behavioral health crisis and Regional Education Assessment Crisis Services Habilitation for adults with developmental disabilities experiencing crises have been and will continue to operate to engage individuals into treatment and offer assistance in reducing the use of inpatient services. A new regional Crisis Stabilization Program, RI International, will be opening in Fairfax to further address those in need of crisis services and divert from inpatient treatment. CS will also be enhancing youth services through providing Intensive In-home Services to help in the reduction of youth inpatient needs or to provide earlier release from an inpatient facility.

Inclusive Excellence – CS remains committed to being a learning organization dedicated to excellence. CS joins in County and state efforts to increase diversity, equity, and inclusion for clients and within the workforce. Strategic goals and actions will align with the Governor's One Virginia Plan which holds diversity, equity, and inclusiveness as the heart of organizational excellence and everyone's job.

Workforce of the Future – With the flexibilities provided by DBHDS and Department of Medical Assistance Services (DMAS) due to COVID-19, which permitted the provision of services through tele-health, the service system has experienced more engagement and connection with CS clients. There is a recognition of the benefit to using tele-health services in providing treatment. Although neither DMAS nor DBHDS have clearly defined the extent to which these services may continue after the pandemic emergency is lifted, there is a recognition that tele-health services will remain and is to shape provision of treatment and services going forward. Community Services will also continue to provide in-person services whether in the office or at community locations that best meet the needs for CS clients.

Community Services

General Overview

- A. Reconcile the FY21 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 County’s annual budget is adopted, specifically the reconciliation of state and federal revenues to the state performance contract. During FY21, reconciliation provided an increase in ongoing revenue support of \$134,188. The annual federal Projects for Assistance in Transition from Homelessness award is \$13,210 higher than budgeted. In addition, the New Horizons program received additional federal block grant funding and increased budgeted Medicaid revenues to create 1.00 FTE, Clinical Services Case Management Manager to support programs within New Horizons. This item was approved by [BOCS Resolution 20-718](#). There is no impact on local general fund tax support.
- B. Five-Year Staffing Plan** – Below is a summary of the staffing initiatives included in the Five-Year Plan.

Title	Programs Supported	FTE	FY22	FY23	FY24	FY25	FY26
FY22 Staffing Plan	Administrative Services; Development Disability (DD) Day Support/Employment Services; Emergency Services	8.00	\$1,043,598	\$1,129,744	\$1,129,744	\$1,129,744	\$1,129,744
FY23 Staffing Plan	Administrative Services; DD Case Management; DD Day Support Services; Emergency Services; Medical Services; Mental Health (MH) Outpatient; MH Residential Services; Youth Substance Abuse and MH Services	22.00	\$0	\$2,731,291	\$2,580,115	\$2,580,115	\$2,580,115
FY24 Staffing Plan	DD Case Management; DD Day Support/Employment Services; Emergency Services; Mental Health Outpatient; Youth Substance Abuse and MH	10.00	\$0	\$0	\$1,433,850	\$1,358,262	\$1,358,262
FY25 Staffing Plan	DD Case Management; DD Day Support/Employment Services; Drug Offender Recovery Services; Early Intervention; Emergency Services; Substance Abuse Adult Outpatient; Youth Substance Abuse & MH Services	21.00	\$0	\$0	\$0	\$2,637,691	\$2,493,421
FY26 Staffing Plan	Administrative Services; DD Case Management; DD Day Support Services; Early Intervention; Youth Substance Abuse and MH	9.00	\$0	\$0	\$0	\$0	\$1,228,910
Expenditure			\$1,043,598	\$3,861,035	\$5,143,709	\$7,705,812	\$8,790,452
Revenue			(\$180,000)	(\$510,110)	(\$714,110)	(\$1,162,110)	(\$1,527,110)
Net General Expenditure		70.00	\$863,598	\$3,350,925	\$4,429,599	\$6,543,702	\$7,263,342

Budget Initiatives

A. Budget Initiatives

1. Increase Capacity for Development Disability (DD) Services – Administrative Services, DD Case Management, DD Day Support/Employment Services

Expenditure	\$714,049
Revenue	\$180,000
General Fund Impact	\$534,049
FTE Positions	5.00

- a. Description** – CS is mandated to provide case management/service coordination to clients receiving a Medicaid waiver and is also mandated to provide case management to those waiting for a waiver and for some who are ineligible for a waiver, as capacity allows. There are over 600 clients on the PWC waitlist and the allocation process for awarding waivers is dependent on the Virginia General Assembly funding waiver slots and distributing them to Community Services Boards (CSB). This initiative also increases capacity for contracted day support and employment services, which has a waitlist of more than 100 clients. The third component of this initiative is to increase administrative capacity by funding a training position to assist staff in using its electronic health record system.

Community Services

b. Service Level Impacts – DD Case Management and DD Day Support/Employment Services supports the Wellbeing strategic goal to increase support for individuals on the waitlist for disability waivers.

- **DD Case Management**

FY22 w/o Addition | 1,150

FY22 w/ Addition | 1,270

- **DD Day Support/Employment Services**

FY22 w/o Addition | 47

FY22 w/ Addition | 52

- **DD Day Support/Employment Services**

FY22 w/o Addition | 87

FY22 w/ Addition | 92

2. Expanding Shift Coverage for Co-Responder Program – Emergency Services

Expenditure	\$327,810
Revenue	\$0
General Fund Impact	\$327,810
FTE Positions	3.00

a. Description – This initiative provides funding to support and enhance the PWC Co-Responder Program. In FY21, the Board of County Supervisors gave support and fully funded 12 10-hour shifts that overlap Monday through Friday. Current coverage provides only 1-2 units for the entire County at one time. This means units are not able to provide full coverage needed for each police district during those shifts. The added staff will allow for 12 additional 10-hour shifts. This would give CS the ability to add weekend coverage as well as have more units available for County-wide coverage. The units have been overwhelmed with calls for service and the additional units would allow for more follow-up and outreach time. Follow-up and outreach are crucial to ensuring citizens have resources they need and reducing overall calls for service.

b. Service Level Impacts – The Co-Responder program supports the Safe & Secure Community strategic goal by decreasing the percentage of jailed population identified as mentally ill.

Program Summary

Administrative Services

Administrative Services 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Change in fee revenue received from prior fiscal year	5.8%	19.0%	3.7%	11.2%	2.4%
Customers rating services as helpful	92%	90%	92%	90%	90%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Accounting & Procurement	\$1,657	\$1,685	\$1,815	\$1,324	\$1,515
Fees collected	\$6.2M	\$7.4M	\$7.7M	\$7.6M	\$7.9M
Management Information Systems	\$1,015	\$1,026	\$1,115	\$1,240	\$1,335
Customers rating services as helpful	92%	90%	92%	90%	90%
Human Resources Management	\$212	\$229	\$212	\$201	\$187
Leadership & Management Oversight	\$1,508	\$1,505	\$2,053	\$2,018	\$2,296
Total agency clients served	9,832	10,135	9,275	10,100	10,100

Drug Offender Recovery Services

Provides a comprehensive drug treatment continuum of care for offenders with the most severe drug dependence disorders. Avoids 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, Medication Assisted Treatment (MAT), high intensity drug trafficking area (HIDTA), residential and jail-based treatment, and family support.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Criminal Justice clients who stop using drugs	52%	50%	45%	40%	45%
Drug Offender Rehab Module clients who do not return to the ADC within 3 years	70%	72%	75%	70%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
ADC Services	\$1,029	\$1,065	\$1,099	\$1,119	\$1,118
Inmates treated in male and female dormitories	176	174	144	170	170
Community Criminal Justice Services	\$520	\$541	\$462	\$668	\$627
HIDTA clients served	64	66	72	60	60
Intensive case management clients served	212	170	88	125	125

Community Services

Early Intervention

Early Intervention services are provided by Virginia licensed and Part C certified physical therapists, occupational therapists, speech-language pathologists, early childhood special educators and service coordinators for infants and toddlers, birth through two years 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Early intervention services clients who do not require special education	55%	56%	53%	54%	53%
Children demonstrating improved acquisition and use of knowledge and skills	63%	67%	61%	63%	62%
Families report services helped their family to help their child develop & learn	80%	86%	89%	80%	82%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Assessment and Service Coordination	\$1,868	\$1,899	\$1,909	\$2,200	\$2,287
Infants, toddlers, and families served by assessment and coordination	1,438	1,357	1,310	1,450	1,450
Therapeutic and Educational Services	\$2,512	\$2,460	\$2,422	\$2,742	\$2,754
Infants, toddlers, and families served by therapeutic and educational services	1,190	1,104	1,040	1,330	1,330

Emergency Services

Serves as the point of entry for all behavioral health services within CS. Provides state-mandated 24-hour crisis intervention services, as well as Same Day Access for comprehensive assessments for residents seeking CS services.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Cases diverted from inpatient treatment	49%	44%	32%	50%	28%
Emergency Services clients satisfied with services received	100%	96%	95%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
CS Intake and Emergency Telephone Services	\$1,401	\$1,145	\$1,188	\$1,325	\$1,376
Access assessments completed	1,838	2,192	1,613	1,850	1,950
Emergency Services	\$3,472	\$3,966	\$4,255	\$4,592	\$5,075
Emergency Services clients served	3,147	2,926	2,439	3,000	3,000

Community Services

Medical Services

Provides psychiatric evaluations, medication, MAT, and assessments as to the need for medical follow-up to clients. Nursing staff maintain medication records and inventory, conduct primary care screenings, and provide patient care as directed by psychiatrists. Medical Services also provides medical consultation to staff regarding their clients, as well as education to staff and clients regarding psychotropic medication.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Medical Services customers satisfied with services	87%	94%	93%	90%	91%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Medical Services	\$2,627	\$2,570	\$2,842	\$3,570	\$3,646
Total clients served by Medical Services	2,143	2,227	2,119	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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Clients who maintain employment for more than 90 days	84%	87%	92%	85%	90%
Psychosocial rehabilitation clients who maintain or improve functioning level	83%	100%	94%	90%	90%
Vocational Services clients reporting satisfaction with services	95%	94%	94%	96%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Day Support Services	\$1,139	\$1,150	\$1,129	\$1,232	\$1,253
Clients served by day support services	119	110	97	116	105
Employment Services	\$712	\$734	\$712	\$871	\$793
Clients served by employment services	252	261	226	256	256

Community Services

Mental Health Residential Services

Assists 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Clients successfully engaged in services and maintained in the community	97%	97%	96%	95%	95%
Clients expressing satisfaction with service provided	89%	86%	86%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Supportive Residential In-Home Services	\$2,472	\$2,426	\$2,489	\$2,728	\$2,798
Clients served by supportive residential in-home services	130	157	139	150	150
Intensive Residential Services	\$765	\$922	\$1,355	\$1,518	\$1,518
Clients served in group homes	37	32	30	37	15
Crisis Stabilization Services	\$1,845	\$1,899	\$1,921	\$2,037	\$2,037
Clients served by crisis stabilization services	251	236	205	240	250
Intensive Community Treatment (ICT) Services	\$1,402	\$1,560	\$1,641	\$1,960	\$1,899
Clients served by ICT services	80	75	86	85	90
Young Adult Services (YAS)	\$420	\$593	\$853	\$1,053	\$1,125
Clients served in YAS	50	48	46	50	50

Developmental Disability Day Support/Employment Services

Vendors provide services in the community to individuals with Developmental Disability (DD) that provide general day care or day program services to enable individuals to acquire, improve, or maintain functional abilities, enhance community integration, or obtain competitive employment.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Program clients successfully maintained in the community	96%	94%	94%	96%	96%
Clients who are satisfied with program services	97%	97%	90%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Day Care Services	\$783	\$485	\$668	\$583	\$583
Clients served by day care services	76	80	48	82	55
Day Support Services	\$1,157	\$1,204	\$857	\$1,013	\$1,163
Clients served by DD day support services	36	37	35	47	52
Sheltered Employment Services	\$317	\$154	\$11	\$576	\$576
Clients served by sheltered employment services	4	4	-	4	-
Supported Employment Services	\$785	\$664	\$846	\$1,028	\$1,178
Clients served by supported employment services	86	81	80	87	92

Community Services

Intellectual/Developmental Disability Day Residential Services

Adults with Intellectual Disabilities (ID) and or DD are provided support services directly or by contract that assist them in remaining as independent as possible in their community. For adults with developmental disabilities who cannot live independently, licensed vendors in the community who accept DD waivers provide 24-hour residential care to assist them with health care, skill development, and community integration.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Client family satisfaction	93%	96%	94%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Group Home Services*	\$203	\$181	\$259	\$120	\$120
Clients served by group home services	254	247	250	255	255
Supported Living Services	\$547	\$608	\$682	\$654	\$653
Clients served by supported living services	30	26	21	30	30

Youth Substance Abuse & Mental Health Services

Provides services to youth with mental health and/or substance abuse disorders in local public high schools, outpatient clinics, and homes. Services provided include assessment, individual, family and group therapy, case management, behavioral health wellness and HIDTA prevention.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Clients completing treatment who improve in functioning	67%	83%	73%	75%	75%
Clients satisfied with services	99%	95%	96%	90%	95%
Teen clients who stop using drugs/alcohol	57%	65%	64%	60%	65%
Grade point average improvements for HIDTA prevention clients*	+0.70	+0.70	N/R	+0.70	+0.70
Reduced school absences for HIDTA prevention clients*	50%	51%	N/R	40%	40%

*Due to COVID-19 data was not collected for FY20 for both HIDTA measures.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Behavioral Health Wellness Services	\$529	\$611	\$876	\$824	\$1,130
Prevention activity participants (students and parents)	280	309	519	280	400
Case Management	\$0	\$3	\$1,781	\$2,024	\$2,020
Clients served by case management	-	245	301	250	275
Outpatient Services	\$0	\$0	\$984	\$1,526	\$1,445
Clients served by outpatient	-	1,565	1,227	1,657	1,657

Community Services

Developmental Disability Case Management

Provides case management, support, and connections to community resources and services for individuals who have a developmental disability and may need assistance accessing supports in the community. Serves all ages with priority to adults and all DD waiver recipients.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Clients successfully maintained in the community	98%	96%	97%	98%	98%
Clients and family members satisfied with services	93%	89%	90%	93%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Case Management Services	\$5,868	\$4,519	\$4,707	\$5,360	\$5,868
Clients served by ID case management services	893	1,004	1,051	1,103	1,270

In FY18, \$2.5M was incorrectly coded to Youth Substance Abuse & Mental Health Services program rather than Developmental Disability Case Management program.

Mental Health Outpatient

Provides case management and outpatient treatment services to adults ages 18 and older diagnosed with a serious mental illness and/or co-occurring disorders and involve the client's family as clinically indicated. Case management services identify and link individuals to community resources that facilitate community integration. Outpatient Treatment services provide evidence-based, trauma-informed, culturally competent, individual and group therapy. All treatment services are time limited.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Seriously mentally ill clients completing treatment who improve in functioning	50%	35%	36%	40%	40%
Clients satisfied with services received	98%	96%	86%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Seriously Mentally Ill Adult and Family Services	\$3,746	\$4,011	\$3,336	\$3,706	\$3,802
Clients served by seriously mentally ill adult and family services	1,665	1,981	1,751	1,600	1,700

Community Services

Substance Abuse Adult Outpatient

Provides outpatient case management and treatment services to adults with substance use disorders and their families. Services include individual, family, and group therapy, evaluations, case coordination, case management, peer support and community referrals.

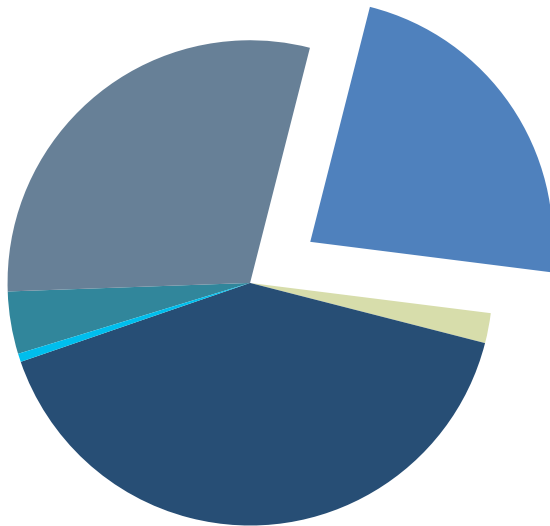
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Clients who are substance free upon completion of treatment	80%	71%	74%	75%	75%
Customers satisfied with services received	98%	98%	95%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Adult SA Services	\$1,800	\$2,198	\$2,449	\$3,076	\$3,388
Clients served by adult SA services	784	984	722	900	900

Housing & Community Development

Mission Statement

The Office of Housing & Community Development 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:
\$188,203,455

Expenditure Budget:
\$43,347,260



23.0% of Human Services

Programs:

- Community Preservation & Development: \$4,686,310
- Housing Finance & Development: \$1,605,090
- Rental Assistance: \$36,825,783
- Affordable Housing Support: \$230,078

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Community Preservation & Development	\$3,225,917	\$2,370,807	\$2,404,803	\$4,681,022	\$4,686,310	0.11%
Housing Finance & Development	\$611,842	\$998,406	\$421,811	\$1,602,594	\$1,605,090	0.16%
Rental Assistance	\$28,760,463	\$28,377,015	\$28,477,904	\$36,745,947	\$36,825,783	0.22%
Affordable Housing Support	\$21,414	\$93,619	\$2,161,668	\$226,702	\$230,078	1.49%
Total Expenditures	\$32,619,635	\$31,839,846	\$33,466,187	\$43,256,266	\$43,347,260	0.21%

Expenditure by Classification

Salaries & Benefits	\$2,255,662	\$2,198,586	\$2,328,230	\$2,175,835	\$2,256,831	3.72%
Contractual Services	\$2,901,859	\$1,882,068	\$3,618,448	\$3,776,230	\$3,776,229	0.00%
Internal Services	\$122,542	\$134,985	\$122,649	\$101,704	\$101,704	0.00%
Purchase of Goods & Services	\$27,166,656	\$27,478,523	\$27,241,887	\$37,028,573	\$37,028,571	0.00%
Leases & Rentals	\$24,043	\$30,569	\$21,780	\$40,732	\$40,732	0.00%
Transfers Out	\$148,873	\$115,116	\$133,193	\$133,193	\$143,193	7.51%
Total Expenditures	\$32,619,635	\$31,839,846	\$33,466,187	\$43,256,266	\$43,347,260	0.21%

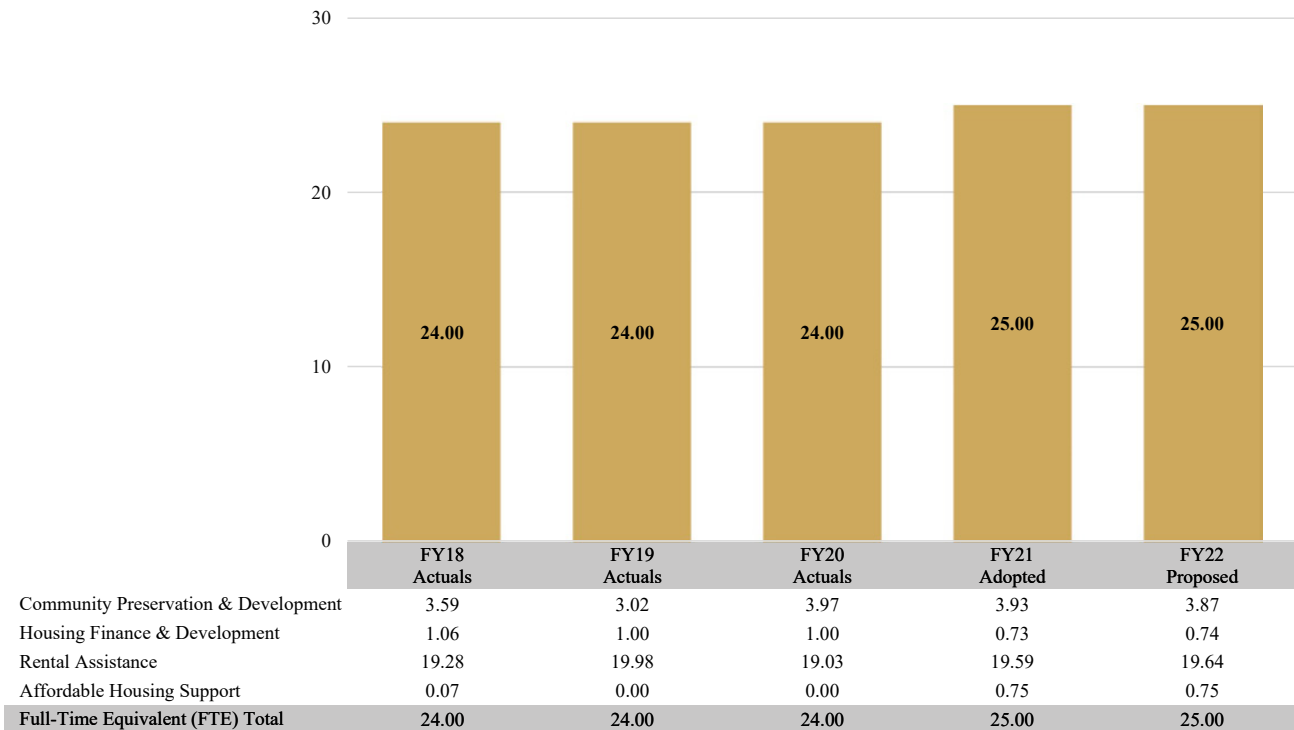
Funding Sources

Revenue from Federal Government	\$29,358,254	\$28,190,920	\$28,814,970	\$34,954,940	\$34,954,940	0.00%
Use of Money & Property	(\$1,613)	(\$0)	(\$0)	(\$0)	(\$0)	-
Miscellaneous Revenue	\$1,546	(\$0)	\$380,346	\$145,000	\$145,000	0.00%
Charges for Services	\$4,111,412	\$2,743,311	\$2,380,911	\$7,970,100	\$7,970,100	0.00%
Revenue from Commonwealth	(\$0)	(\$0)	\$155,887	(\$0)	(\$0)	-
Transfers In	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	-
Total Designated Funding Sources	\$33,479,599	\$30,944,231	\$31,742,114	\$43,080,040	\$43,080,040	0.00%
(Contribution to)/Use of Fund Balance	(\$3,412,134)	\$759,974	\$1,639,471	(\$40,915)	\$50,079	
Net General Tax Support*	\$2,552,170	\$135,641	\$84,602	\$217,141	\$217,141	0.00%
Net General Tax Support	7.82%	0.43%	0.25%	0.50%	0.50%	

*FY18 includes a transfer from the general fund for a one-time \$2.5M state grant. BOCS Res. 18-388. Net general tax support is \$52,170.



Staff History by Program



Future Outlook

Increased Cost of Affordable Housing – In the administration of the Housing Choice Voucher Program (HCVP), Small Area Fair Market Rent (SAFMR) established at the ZIP code level replaced the 50th percentile Fair Market Rents previously required for metropolitan areas with high concentrations of voucher families. SAFMRs are intended to provide families residing in low-income areas the opportunity to move to areas with higher rents, thereby making them affordable. Public Housing Authorities are required to use SAFMRs in establishing families’ payment standards. This new change in determining Fair Market Rents affects the amount tenants pay landlords and it affects the HCVP. HCVP tenants typically pay 30% of their income towards rent and utilities, with the difference covered by the program. Increased rents increase program costs, thereby reducing the number of people served.

500 Families Waiting for Affordable Housing – The waiting list for the HCVP was last opened December 2010 with more than 8,500 applicants. Currently, there are approximately 500 applicants on the waiting list. The Office of Housing & Community Development (OHCD) anticipates assisting an additional 100 elderly and/or disabled families currently on its waiting list in FY22.

Veterans Affairs Supportive Housing (VASH) Voucher Program Funds – OHCD has applied for additional funds for VASH Vouchers to assist veterans with rental assistance. OHCD was awarded 10 additional vouchers in 2020.

Housing & Community Development

Program Summary

Community Preservation & Development

Community Planning & Development administers two federal programs through the U.S. Department of Housing and Urban Development (HUD)—the Community Development Block Grant (CDBG) program and the Emergency Solutions 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 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 transitional housing units for families referred by local shelters.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Persons provided with housing and other related services - CDBG	2,408	1,101	2,094	2,000	2,094
Persons provided with homelessness prevention and emergency shelter	1,491	1,107	998	1,107	1,107
Families completing transitional housing program & moving to permanent housing	66%	25%	50%	85%	66%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Housing Rehabilitation	\$2,861	\$1,733	\$1,318	\$4,126	\$4,126
Substandard single-family housing units rehabilitated	7	15	8	15	12
Community Improvement & Housing Supportive Services	\$298	\$450	\$949	\$297	\$298
Persons provided with homelessness prevention and emergency shelter services	1,491	1,107	998	1,107	1,107
Improvement projects managed	17	15	16	15	15
Manage Transitional Housing at Dawson Beach	\$54	\$187	\$137	\$258	\$262
Homeless families served	13	8	6	8	8

Housing & Community Development

Housing Finance & Development

PWC, along with 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 PWC 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 that develops affordable housing for the community it serves.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Federal & state funds for households to become first-time homebuyers	\$532.4K	\$983.3K	\$353.2K	\$600.0K	\$532.0K
Private mortgage financing generated on behalf of first-time homebuyers	\$216.0K	\$2.2M	\$875.8K	\$1.3M	\$900.0K

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Homeownership Assistance	\$612	\$998	\$422	\$1,603	\$1,605
Families assisted to become first-time homebuyers	4	11	4	8	8
Affordable units added, with counseling to the families that rent/purchase units	17	19	10	14	14

Rental Assistance

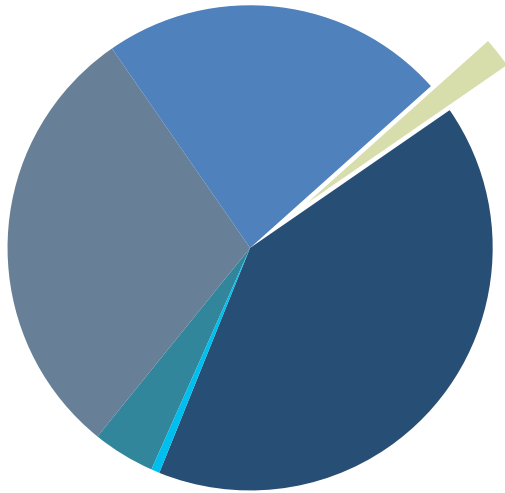
The Rental Assistance Unit manages the HCVP, a federally funded rental assistance program. Funding is provided through HUD to assist eligible low-income County residents with obtaining safe, decent, and affordable housing.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Eligible elderly and disabled persons in HCVP provided with rental assistance	61%	65%	47%	65%	61%
Family Self Sufficiency Grant families who successfully meet program goals	80%	20%	50%	70%	80%
Rental income paid to local property owners on behalf of families	\$26.8M	\$26.3M	\$24.0M	\$29.0M	\$29.0M
Annual HCVP performance evaluation score from HUD	100%	100%	100%	98%	98%
Families assisted by OHCD with low-income housing	5,749	4,041	4,198	4,041	5,700

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Housing Assistance Program Payments	\$26,728	\$26,445	\$26,468	\$34,932	\$34,928
Families provided with rental assistance	2,008	1,859	2,089	1,793	2,090
Housing Assistance Program Administration	\$2,033	\$1,933	\$2,010	\$1,814	\$1,898
Participant eligibility determinations	2,532	1,982	2,495	1,982	2,500
Families on the HVCP rental assistance waitlist	5,012	1,380	691	786	603

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.



Expenditure Budget:
\$3,764,420



2.0% of Human Services

Programs:

- Maternal & Child Health: \$309,685
- General Medicine: \$2,318,103
- Environmental Health: \$899,254
- Administration/Emergency Preparedness: \$237,378

Human Services Expenditure Budget:
\$188,203,455

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. 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](#) (Immunization of patients against certain diseases), [22.1-270](#) (Pre-school physicals examinations), [32.1](#) (Health) 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 Article 1](#) (Refuse, In General), [Article II](#) (Refuse, Storage), [Article V](#) (Trash, Garbage, Refuse, Litter and Other Substances Health and Safety Menaces), [Chapter 23 Article III](#) (Individual Sewage Disposal Systems), [Chapter 25.1](#) (Swimming Pools, Spas and Health Clubs), [Chapter 30](#) (Water Supply)



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Maternal & Child Health	\$774,014	\$774,014	\$309,685	\$309,685	\$309,685	0.00%
General Medicine	\$1,444,601	\$1,400,628	\$1,934,366	\$2,414,279	\$2,318,103	(3.98%)
Environmental Health	\$907,368	\$908,035	\$906,189	\$899,793	\$899,254	(0.06%)
Administration/Emergency Preparedness	\$160,966	\$170,202	\$167,009	\$162,378	\$237,378	46.19%
Total Expenditures	\$3,286,949	\$3,252,878	\$3,317,249	\$3,786,134	\$3,764,420	(0.57%)

Expenditure by Classification

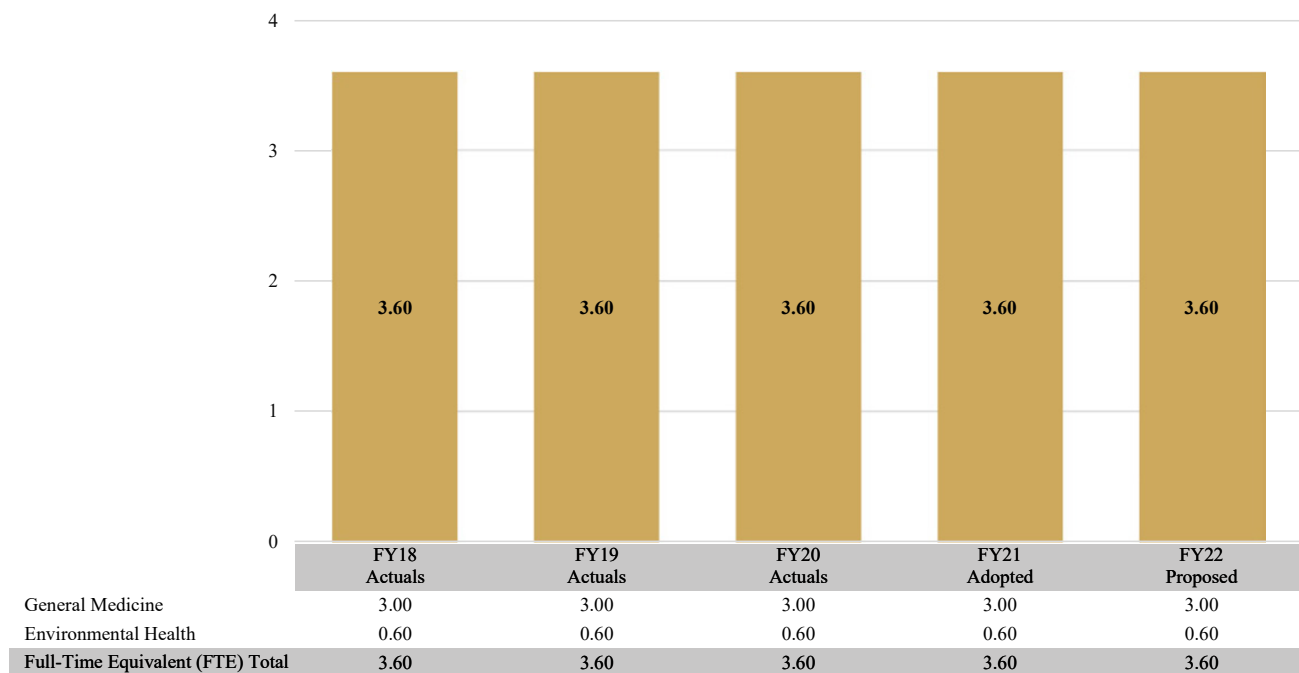
Salaries & Benefits	\$193,907	\$146,517	\$211,339	\$641,172	\$654,541	2.09%
Contractual Services	\$0	\$0	\$120	\$1,415	\$1,415	0.00%
Internal Services	\$43,849	\$52,934	\$46,587	\$33,435	\$33,435	0.00%
Purchase of Goods & Services	\$3,049,193	\$3,053,427	\$3,059,204	\$3,110,112	\$3,075,030	(1.13%)
Total Expenditures	\$3,286,949	\$3,252,878	\$3,317,249	\$3,786,134	\$3,764,420	(0.57%)

Funding Sources

Permits & Fees	\$152,129	\$212,407	\$186,162	\$176,746	\$176,746	0.00%
Revenue from Other Localities	\$79,728	\$79,728	\$96,408	\$75,885	\$75,885	0.00%
Revenue from Commonwealth	\$435,467	\$338,269	\$311,286	\$303,397	\$303,397	0.00%
Total Designated Funding Sources	\$667,324	\$630,404	\$593,856	\$556,028	\$556,028	0.00%
Net General Tax Support	\$2,619,625	\$2,622,474	\$2,723,393	\$3,230,106	\$3,208,392	(0.67%)
Net General Tax Support	79.70%	80.62%	82.10%	85.31%	85.23%	



Staff History by Program



Future Outlook

Pandemic Response – The Prince William Health District (PWHD) PWHD will continue to direct significant resources to include disease surveillance, investigation, and containment toward the COVID-19 response. Now that vaccines are available PWHD will implement and monitor a COVID-19 immunization program for the community at large under the direction of the President, Governor, and the Virginia Department of Health. The district depends heavily on the Medical Reserve Corp (MRC), to provide the Greater Prince William Area with a cadre of over 800 volunteers, with clinical and administrative experience, who are assisting in vaccine dispensing operations, in response to this active public health emergency. From January 2020 to December 2020 the MRC provided over 7,045 hours in COVID-19 response. Fit testing Long Term Care Facility staff to protect themselves from COVID-19 positive residents, staffing community testing events initiated through the PWHD and Prince William County, assisting organizations in screening staff and visitors prior to entering establishments are just some of the activities the MRC has performed during the pandemic response.

Future Public Health – The Centers for Disease Control and Prevention recommends public health professions follow the 10 Essential Public Health Services (EPHS) which is considered a best practice. EPHS provides a framework for public health to promote the health of all people in all communities. Recently, this framework has been updated to incorporate health equity into public health work. The PWHD will work with community partners to promote policies, systems, and a community environment that supports an equal opportunity for all residents to be healthy.

Community Health Services – PWHD continues to manage threats to the health of the community while promoting healthy behaviors and a strong start in life. PWHD will continue its work to mitigate infectious diseases facing the community such as sexually transmitted infections, tuberculosis, and vaccine preventable diseases through surveillance, prevention, treatment, and case management.

Environmental Health Services – PWHD updated practices to reflect changes to Virginia codes during the last year that require onsite staff to refer customers and clients to licensed private sector onsite sewage system designers. With these changes, staff can dedicate more time to community assessment, field inspections, quality assurance and programmatic oversight of existing onsite sewage systems, public health outreach, education, and enforcement.

General Overview

A. FY21 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 PWC matching funds. The County enters into an annual agreement with the Virginia Department of Health 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 FY21, state funding for PWHD was \$2,908,140, County match funding was \$2,114,183, and local support routed through the state was \$1,119,840. The County also provided an additional \$552,111 in local expenditure budget support for staffing (salary supplement), operations, and community partnerships above the amount included in the annual agreement. The cities of Manassas and Manassas Park provide reimbursement to the County for services rendered based on a shared services agreement with the County. Total FY21 state and County budgeted expenditures for the PWHD were \$6,694,163, with the County providing a total of \$3,786,134.

Budget Initiatives

A. Budget Shift

1. Funding for Medical Reserve Corp (MRC) Coordinator – Administration/Emergency Preparedness

Budget Shift	\$75,000
Agency Impact	\$75,000
FTE Positions	0.00

a. Description – During the FY21 budget process the state notified PWHD that it would no longer fund the MRC coordinator position. The MRC provides Greater Prince William Area with a cadre of over 700 volunteers with clinical and administrative experience who assist in operations, whether it be a community event or a response to an active public health emergency. The COVID-19 response showed the importance of having a ready-to-go volunteer organization, which provided in calendar year 2020 over 7,045 hours in medical volunteer hours in pandemic response. This initiative is funded from a shift of available funds within PWHD budget when the Free Clinic community partner ceased operations at the end of FY20. There is no net impact on the general fund budget.

b. Service Level Impacts – Without this position it would be difficult for PWHD to respond to a community health emergency. Activities such as fit testing Long Term Care Facility staff to protect themselves from infectious positive residents, staffed community testing events initiated through the PWHD and PWC, assists organizations in screening staff and visitors prior to entering the facilities would not happen. The MRC, outside of a global pandemic, assists in community events, hosts CPR classes, and participates in exercises to prepare for activations. The MRC is essential for medical surge capacity for both emergencies and emerging public health community response.

Program Summary

Maternal & Child Health

This program improves the health of women and children in the PWHD by assessing their needs and assuring that quality services are accessible. PWHD accomplishes this through program monitoring and evaluation, public and customer education, consultation and training, and building and maintaining public/private partnerships. Integration of substance use and depression screening into PWHD clinical services helps to ensure healthy birth outcomes and improves women’s health. The Women, Infants and Children (WIC) program is provided through non-local funding. 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Infant deaths per 1,000 live births	3.3	4.2	3.8	5.6	4.5
Infant deaths per 1,000 live births (Black, non-hispanic)	-	-	-	-	7.5
Infants born with late/no prenatal care per 1,000 live births*	68.0	82.1	79.7	35.5	-
Children born in PWC with low birth weight	7.7%	7.3%	6.8%	7.0%	-

*FY20 actuals are calculated on a calendar not fiscal basis by the state, which causes a delay or change in reporting.

Public Health

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Women's Wellness	\$310	\$310	\$310	\$310	\$310
Women served in women's wellness clinics	894	947	384	900	600
WIC	\$0	\$0	\$0	\$0	\$0
Participants in the WIC program at the end of the fiscal year	7,296	7,345	7,456	7,000	7,000
Overweight participant children (age 2 yrs - 5 yrs.) at end of fiscal year, % children ≥ 85th percentile	-	-	-	-	20%

Prior to FY20, PWHD funded and tracked Prenatal Care activity, in FY19, \$464K was permanently shifted to General Medicine program (Other Communicable Disease Services).

General Medicine

The General Medicine program improves the health of all residents in the community by monitoring, investigating, controlling, and reporting the spread of communicable diseases including tuberculosis (TB), vaccine preventable diseases, sexually transmitted diseases (STI), and other communicable diseases, especially emerging diseases of public health significance. PWHD collaborates 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. The district works with community healthcare providers to ensure the proper treatment of communicable disease such as STIs and TB. PWHD works 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 PWHD.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Pre-admission nursing home screenings completed within 30 days	86%	80%	92%	90%	90%
Patients completing tuberculosis preventive therapy treatment	88%	65%	89%	90%	90%
Vaccine-preventable disease cases per 100,000 population	11	10	14	10	10
Non-vaccine preventable reportable conditions/100,000 population	95	101	98	101	100
Diagnosed chlamydia cases/100,000 population	418	494	548	500	500
Diagnosed gonorrhea cases/100,000 population	76	75	89	75	75
Diagnosed syphilis cases/100,000 population	-	-	-	-	11
Newly diagnosed HIV cases per 100,000 population	12	9	12	10	-

Public Health

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Sexually Transmitted Disease	\$247	\$247	\$247	\$247	\$247
Persons seen for sexually transmitted disease services*	914	865	511	1,000	800
HIV clients linked to medical care	83%	83%	85%	90%	-
Other Communicable Disease Services	\$918	\$870	\$1,398	\$1,826	\$1,840
Patients receiving tuberculosis preventive therapy	78	77	84	100	100
Suspected tuberculosis follow-ups	119	115	69	130	130
Reportable conditions investigated	1,939	1,543	1,690	1,900	2,000
Private provider reports of positive Sexually Transmitted Infections (STI) for review and follow up	-	-	866	1,000	1,000
Chronic Disease Services	\$116	\$116	\$116	\$116	\$116
Persons screened for nursing home pre-admission and personal care services	676	679	631	700	700
Primary Health Care Services	\$163	\$167	\$173	\$225	\$115
Clients served by community partners	2,943	2,484	2,732	3,132	578

*Due to the public health response to COVID-19 and limitations in providing face to face clinical services during the pandemic.

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. Due to Virginia code changes, the onsite staff will spend more time on community assessment, field inspections, quality assurance, and programmatic oversight of existing onsite sewage systems, public health outreach, education, and enforcement.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
The number of foodborne illness complaints in PWC investigated	-	-	41	75	75
Septic tank owners in compliance with Chesapeake Bay Preservation Act	76%	77%	78%	80%	80%
On-site sewage applications completed within 15 days	95%	82%	91%	95%	95%
Founded health and safety menaces corrected	95%	93%	95%	95%	95%
Humans potentially exposed to rabies	787	1,046	1,072	1,100	1,100
Swimming pools in compliance with County code requirements	90%	85%	90%	90%	90%
Food establishments in PWC without founded complaints of food borne illness	99%	99%	N/R	-	-

Public Health

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
On-site Sewage System Permits and Maintenance	\$271	\$268	\$268	\$268	\$268
New on-site sewage applications completed	152	178	208	160	200
Septic tank pump-outs assured	10,729	10,962	11,217	11,200	11,500
Water Supply Protection	\$64	\$64	\$64	\$64	\$64
Repairs to on-site systems (remedial and preventive)	236	265	104	250	200
Inspection Services	\$427	\$431	\$429	\$423	\$423
Food establishment inspections	1,761	1,514	1,123	2,100	2,100
Swimming pool inspections	47	295	258	400	300
Environmental Complaint Investigations	\$95	\$95	\$95	\$94	\$94
Total environmental complaints investigated	276	244	257	300	300
Rabies Control	\$50	\$50	\$50	\$50	\$50
Animal quarantines completed	701	939	967	1,000	1,000

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 PWC and the Cities of Manassas and Manassas Park.

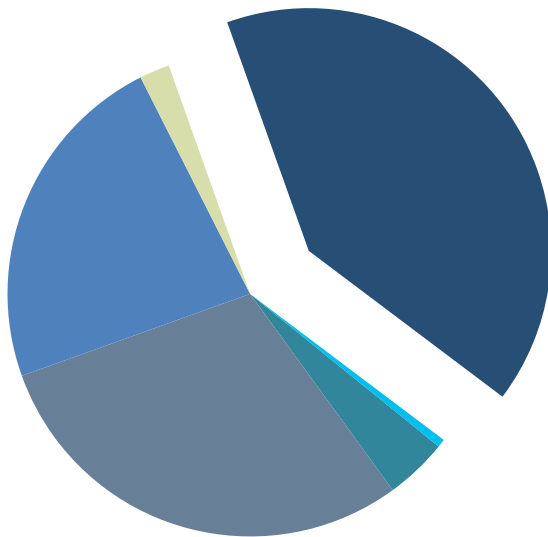
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Community events during which all hazards preparedness education is provided	29	15	25	15	20
Customers reporting that they received the information or services they needed	98%	NR	98%	98%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Leadership and Management Oversight/Emergency Preparedness	\$161	\$170	\$167	\$162	\$237
Deployable Medical Reserve Corps volunteers	435	393	819	435	850
Emergency response exercises conducted in collaboration with outside partners	8	9	2	8	4
State and County fees for services collected	\$937K	\$909K	\$902K	\$1M	-

Social Services

Mission Statement

The Department of Social Services transforms lives through safety, support, and self-sufficiency.



Expenditure Budget:
\$76,652,405



40.7% of Human Services

Programs:

- Protective Services: \$7,578,393
- Family Support Services: \$7,592,449
- Benefits, Employment & Child Care: \$16,569,027
- Homeless Services: \$6,539,913
- Juvenile Services: \$7,902,073
- Children's Services Act (CSA): \$27,510,393
- Director's Office: \$2,960,156

Human Services Expenditure Budget:
\$188,203,455

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](#) (Child-Protective Services, Local Duties), [40-705](#) (Virginia Administrative Code, Child Protective Service), [40-730](#) (Investigation of Child Abuse and Neglect), [32.1-330](#) (Long-Term Care Preadmission Screening), [63.2-1602](#) (Other Local Adult Services), [63.2-1804](#) (Assessment of Adult Care), [63.2-319](#) (Child Welfare Services), [63.2-900](#) (Local Board Placement of Children), [63.2-903](#) (Entrustment Agreements), [63.2-905](#) (Foster Care), [63.2-1105](#) (Children Placed out of Commonwealth), [2.2-5211](#) (Prevention & Assessments and Family Treatment), [63.2-217](#) (Board Regulations), [63.2-611](#) (Case Management, Support Services, Transitional Support Services), [63.2-616](#) (Public Assistance and Social Services), [63.2-1301](#) (Adoption Subsidy), [51.5-160](#) (Auxiliary Grants), [51.5-146](#) (Adult Care), [51.5-148](#) (Adult Protective Services)

Social Services



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Protective Services	\$4,408,209	\$4,654,711	\$6,482,563	\$6,760,910	\$7,578,393	12.09%
Family Support Services	\$8,363,658	\$7,973,943	\$7,480,204	\$7,478,651	\$7,592,449	1.52%
Benefits, Employment & Child Care Parent	\$11,986,808	\$13,740,843	\$14,653,976	\$15,106,570	\$16,569,027	9.68%
Homeless Services	\$2,807,240	\$3,246,237	\$4,118,856	\$4,326,454	\$6,539,913	51.16%
Juvenile Services	\$7,235,271	\$7,798,966	\$7,339,322	\$8,000,798	\$7,902,073	(1.23%)
Children's Services Act (CSA)	\$15,025,885	\$17,630,415	\$19,048,032	\$27,577,674	\$27,510,393	(0.24%)
Director's Office	\$2,841,544	\$2,727,551	\$3,017,391	\$2,971,814	\$2,960,156	(0.39%)
Total Expenditures	\$52,668,614	\$57,772,667	\$62,140,345	\$72,222,872	\$76,652,405	6.13%

Expenditure by Classification

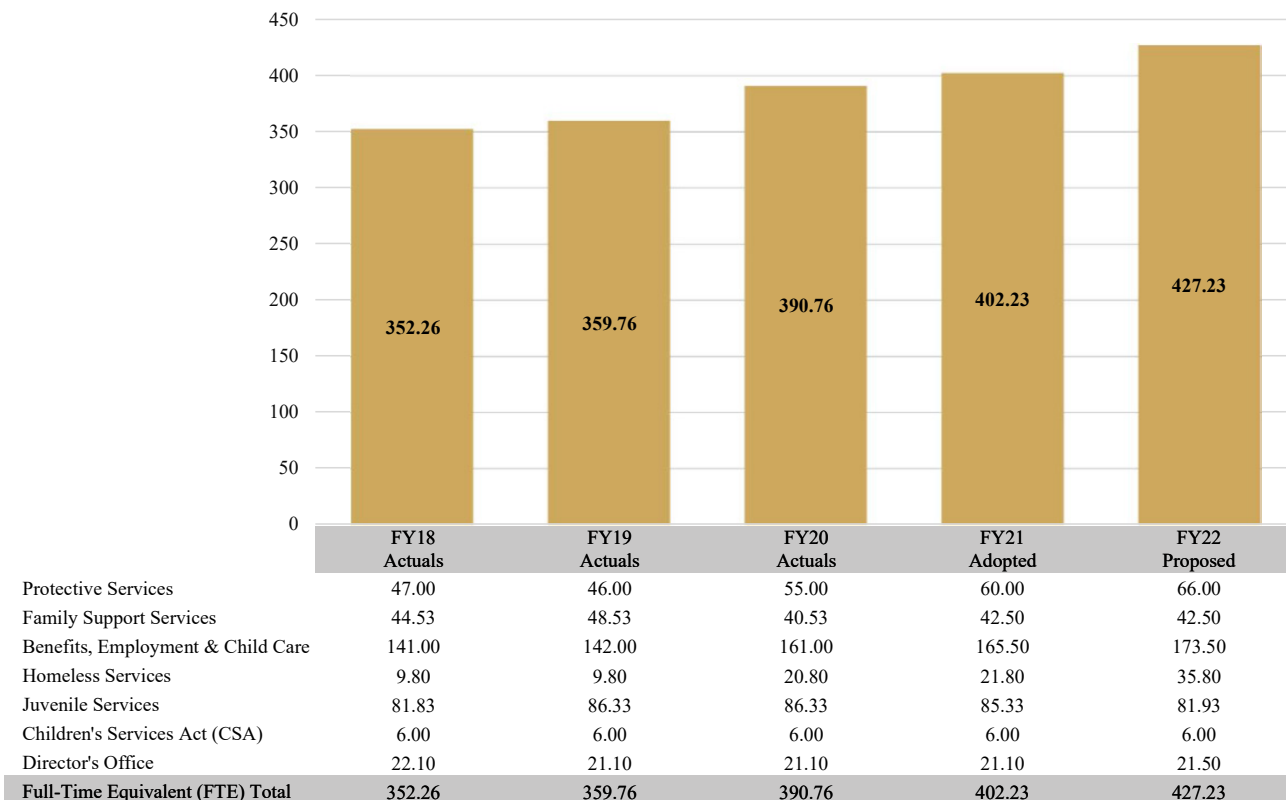
Salaries & Benefits	\$27,317,983	\$30,637,444	\$32,845,490	\$34,155,621	\$37,700,800	10.38%
Contractual Services	\$2,110,419	\$1,680,978	\$2,042,453	\$2,469,958	\$2,830,990	14.62%
Internal Services	\$1,575,937	\$1,725,765	\$1,763,214	\$1,388,317	\$1,521,067	9.56%
Purchase of Goods & Services	\$21,061,786	\$23,457,387	\$25,321,092	\$33,833,625	\$34,013,976	0.53%
Capital Outlay	\$70,667	\$109,561	\$0	\$174,702	\$174,702	0.00%
Leases & Rentals	\$72,684	\$65,222	\$65,710	\$98,261	\$98,261	0.00%
Amortization	\$0	\$424	\$0	\$0	\$210,222	-
Transfers Out	\$459,140	\$95,887	\$102,387	\$102,387	\$102,387	0.00%
Total Expenditures	\$52,668,614	\$57,772,667	\$62,140,345	\$72,222,872	\$76,652,405	6.13%

Funding Sources

Revenue from Federal Government	\$14,793,410	\$15,511,123	\$16,443,085	\$14,990,182	\$16,051,854	7.08%
Fines & Forfeitures	\$50	\$0	\$0	\$0	\$0	-
Revenue from Other Localities	\$16,140	\$16,140	\$0	\$0	\$0	-
Miscellaneous Revenue	\$157,130	\$98,273	\$203,875	\$61,900	\$111,900	80.78%
Charges for Services	\$871,728	\$921,206	\$670,933	\$951,258	\$951,258	0.00%
Revenue from Commonwealth	\$14,970,741	\$19,134,268	\$20,663,636	\$27,653,965	\$27,999,408	1.25%
Transfers In	\$327,768	\$299,392	\$669,235	\$372,857	\$412,857	10.73%
Total Designated Funding Source	\$31,136,967	\$35,980,402	\$38,650,765	\$44,030,163	\$45,527,277	3.40%
Net General Tax Support	\$21,531,647	\$21,792,266	\$23,489,581	\$28,192,709	\$31,125,128	10.40%
Net General Tax Support	40.88%	37.72%	37.80%	39.04%	40.61%	



Staff History by Program



Future Outlook

Benefits, Employment & Child Care Division (BECC) – Applications for Medicaid, Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF) have increased beyond the initial expectations of Medicaid Expansion due to COVID-19. In a three-month span, applications increased 200%. Compliance in processing applications timely and accurately is becoming a struggle. The SNAP error rate is over twice the acceptable margin due to processing a high volume of applications. A staffing plan is needed to meet the demands of a growing population in order to focus on increasing accuracy and timeliness.

Children's Services Act (CSA) – Reducing residential placements (RP) for youth in the CSA system, especially for youth in foster care, is a goal of the Virginia Department of Social Services (VDSS). The VDSS target is keeping RP under 16%. Prince William County's (PWC) residential placements are over 20%. At the same time, special education private day school (SEPDS) enrollments continue to rise. Current staff could work more closely with case managers to ensure that SEPDS and RP are appropriate and meeting the milestones set in service plans, if they did not have to coordinate, attend and manage all the Family Assessment and Planning Team meetings. This focus will be necessary to investigate each of 500+ children's unique situations and service plan goals to be more efficient with the use of costly services while also providing more appropriate, least restrictive and effective care. The Family First Prevention Services Act supports these efforts and will add increased opportunities for community-based services to further decrease RP.

Social Services

Child Advocacy Center (CAC) – As the only Northern Virginia and large Virginia jurisdictions not to have a CAC, Department of Social Services (DSS) recognizes the need for providing independent forensic interviews of children who are victims of child sexual and physical abuse. These interviews within an accredited CAC are proven to increase prosecution of perpetrators. Children and families who suffer through these traumatic situations need follow up victim advocacy and support. The CAC’s mission will be to provide a safe, child-centric environment to help children move from victim to survivor by reducing trauma and educating the community through a multidisciplinary* approach to prevent, recognize, investigate, and prosecute child abuse. (*Commonwealth Attorney’s Office, PWC Community Services, PWC Department of Social Services, PWC Police Department, INOVA FACT Team and Victim’s Advocacy.)

Homeless Services – In the past five years, DSS’ Homeless Services Division has focused on filling the gaps noted in the 2016 Homeless Needs Assessment and Action Plan. All items have been fulfilled except for addressing the needs of adults experiencing chronic homelessness. Continued need for social distancing will also be an issue for area shelters and efforts are needed to standup two programs in PWC, one serving the east and another serving the west. These programs will focus on adults experiencing chronic homelessness who need individual service plans that will lead to permanent housing when followed.

General Overview

- A. **Roll FY21 DSS Budget Reconciliation into FY22** – PWC adopted its FY2021 Budget prior to the County receiving its final FY21 budget allocation from the Virginia DSS. Each year the County must adjust its DSS budget ([BOCS Resolution 20-512](#)) 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 FY21 reconciliation results in \$427,772 revenue increase and \$418,702 expenditure budget increase in FY22.
- B. **Transportation Grant (CDBG)** – On October 20, 2020, the Board of County Supervisors approved [BOCS Resolution 20-716](#) accepting \$40,000 of CDBG funding transportation services to homeless individuals from the streets to a local shelter with available space or to transport homeless individuals between shelters or to and from medical clinics, detoxification facilities, public assistance offices, other local service providers and any other transportation needs. The grant provides funding for five consecutive years (FY2021-FY2025).

Budget Initiatives

A. Budget Initiatives

1. Homeless Navigation Center Staffing – Homeless Services

Expenditure	\$1,187,951
Revenue	\$0
General Fund Impact	\$1,187,951
FTE Positions	10.00

- a. **Description** – The existing Overnight Shelter and Bill Mehr Drop-In Center (DIC) used by Homeless Services do not provide adequate capacity to serve the population while practicing social distancing. Homeless Services is currently operating an emergency shelter for individuals at a local hotel while

Social Services

the Overnight Shelter and DIC are operating out of a gym located in PWC’s Ferlazzo building. This initiative provides ongoing funding for positions currently funded by a grant which ends June 30, 2021. The positions will continue to provide homeless services at the Ferlazzo Building until a new Homeless Navigation Center is constructed at the existing Overnight Shelter and Drop-In Center site. Please refer to the Homeless Navigation Center project contained in the Proposed FY22-27 Capital Improvement Program (CIP) for additional information. Three Detention Specialists (3.00 FTEs) with a total salary and benefit cost of \$203,606 were shifted from Juvenile Services to Homeless Services to support the Homeless Navigation Center.

- b. Service Level Impacts** – The Homeless Navigation Center will maintain service delivery, necessary to reduce homelessness and improve mental health, while protecting the health and safety of the clients and employees. The center would provide a “one-stop shop” for improved service delivery and management of the clients’ needs. This initiative supports the Wellbeing strategic goal by decreasing the number of homeless people living in the County.

2. BECC Staffing Plan– BECC

Expenditure	\$765,942
Revenue	\$419,287
General Fund Impact	\$346,655
FTE Positions	8.00

- a. Description** – BECC serves PWC residents with the lowest incomes in meeting their basic needs as they move towards achieving self-sufficiency. BECC staff is responsible for reviewing applications and determining initial eligibility and ongoing renewals for benefits. The number of applications reviewed have been increasing each year. During the COVID-19 pandemic, SNAP applications increased 200%. To address the continuous increase initial eligibility reviews and ongoing renewals, one Human Services Manager, four Senior Human Services Specialists, two Human Services Specialists, and one Administrative Specialist is added to support the increased volume of initial applications for benefits and the review of annual benefit renewals within mandated deadlines. Without additional staffing, there will be continued risk of annual audit findings for error rates due to high caseloads and processing deadlines. A five-year staffing plan has been established to address the anticipated ongoing increase in application reviews. The staffing plan will be re-evaluated each year relative to meeting mandated application processing deadlines and error rates of processed applications.

Description	FTE	FY22	FY23	FY24	FY25	FY26
FY22 - BECC Staffing Plan	8.00	\$765,942	\$747,242	\$747,242	\$747,242	\$747,242
FY23 - BECC Staffing Plan	11.00	\$0	\$955,532	\$955,532	\$955,532	\$955,532
FY24 - BECC Staffing Plan	11.00	\$0	\$0	\$955,532	\$955,532	\$955,532
FY25 - BECC Staffing Plan	11.00	\$0	\$0	\$0	\$955,532	\$955,532
FY26 - BECC Staffing Plan	11.00	\$0	\$0	\$0	\$0	\$955,532
Expenditure		\$765,942	\$1,702,774	\$2,658,306	\$3,613,838	\$4,569,370
Revenue		\$419,287	\$973,496	\$1,527,705	\$2,081,914	\$2,636,123
Net General Fund Impact	52.00	\$346,655	\$729,278	\$1,130,601	\$1,531,924	\$1,933,247

- b. Service Level Impacts** – This initiative will improve the program’s capacity to review the increased number of applications, reduce processing time for applications, and maintain accuracy.

Social Services

3. Child Advocacy Center (CAC) Operating Budget –Protective Services

Expenditure	\$485,166
Revenue	\$349,833
General Fund Impact	\$135,333
FTE Positions	6.00

a. **Description** – A CAC is a child-focused, facility-based program where representatives from many disciplines meet to discuss and make decisions about investigation, treatment, intervention, and prosecution of child abuse cases. Through this program professionals work together to prevent further victimization of children. Independent interviewers work with children so that they are not interviewed multiple times in multiple locations which can exacerbate trauma. A CAC is the standard of care and PWC is the only Northern Virginia jurisdiction that does not currently have a CAC. This initiative adds 6.00 FTEs to support the CAC; one Human Services Manager, two Senior Human Services Caseworkers, two Clinical Services Caseworkers, and one Administrative Coordinator.

The FY021 Budget established \$125,000 funding for the CAC under the Director’s Office Program. The \$125,000 budget has been shifted from the Director’s to Protective Services, bringing the CAC’s total general fund impact to \$260,333.

b. **Service Level Impacts** – Child victims will experience reduced trauma by victims by providing treatment in a safe and secure space and reduced cost of investigating and prosecuting child abuse cases.

B. Budget Shift

1. Family Assessment and Planning Team (FAPT) Coordinator – CSA

Budget Shift	\$79,411
Agency Impact	\$0
FTE Positions	1.00

a. **Description** – The FY2022 Proposed Budget shifted expenditure budget within the CSA program, reducing residential placements, to create a FAPT Coordinator (1.00 FTE). Currently, there are 11 full-day FAPT meetings per month. Staff members with other primary responsibilities are diverted from their roles to attend FAPT meetings in an administrative capacity, which has created a deficit in the Division being able to provide more extensive oversight of services being funded by CSA funds. The FAPT Coordinator will oversee and facilitate all FAPT meetings as well as provide training and technical support for all FAPT team members while ensuring compliance with CSA requirements related to local policy, state policy and state code.

b. **Service Level Impacts** – Centralized and coordinated oversight and facilitation of FAPT meetings, effectively monitor placements to help with decreasing length of stay and proper transition planning, training of FAPT team members, improved compliance with local and state CSA policy and state code.

Social Services

Program Summary

Protective Services

Protective Services has two mandated programs: Child Protective Services (CPS) and Adult Protective Services (APS). CPS 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 investigates allegations of abuse/neglect/exploitation of disabled or older adults. Adult Services' (a part of 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. The Child Advocacy Center provides a safe, child-centric environment to help children move from victim to survivor by reducing trauma and educating the community through a multidisciplinary approach to prevent, recognize, investigate, and prosecute child abuse. Intake provides local residents access to a hotline to report abuse (703-792-4200) during the daytime. The Prevention Team works with families who need support in strengthening their family's situations so as to prevent abuse and neglect. This program Transforms Lives through Safety.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Repeat adult abuse and neglect cases	0.04%	0.10%	0.30%	2.00%	0.20%
Repeat child abuse and neglect cases (same child)	1.90%	1.70%	0.13%	-	0.10%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
CPS Investigations	\$3,643	\$3,585	\$3,771	\$4,357	\$5,065
Reports of alleged child abuse/neglect received by CPS	5,115	5,022	4,119	5,250	5,000
CPS complaints investigated & assessments completed	2,380	2,248	2,832	2,500	2,500
Founded CPS cases	350	356	273	375	300
Average number of days to complete CPS investigations and assessments	65	50	52	45	45
APS Investigations	\$739	\$905	\$1,055	\$1,002	\$1,050
Reports of alleged adult abuse/neglect received by APS	786	807	863	850	900
APS complaints investigated	588	621	773	675	650
Founded APS cases	206	81	287	100	200
Average number of days to complete APS investigations and assessments	60	60	55	50	45
Adult Care	\$96	\$164	\$439	\$199	\$224
Incapacitated adults in the guardianship program	581	364	472	380	500
Medicaid long-term care assessments - Adults	542	695	454	725	425
Prevention & Assesments	\$1,109	\$1,045	\$1,218	\$1,202	\$1,240
Families served in prevention and assessments	546	477	782	525	800

Social Services

Family Support Services

Family Support Services provides mandated services that include foster care and permanency/adoption. Also provided is treatment or on-going CPS to support families at risk of having their children removed from the home or in need of special attention to maintain permanency. The well-being and safety of children are the priority of the program and efforts are made to keep families unified. This program Transforms Lives through Support.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Children in foster care finding permanent homes*	51%	50%	50%	55%	86%
Title IV-E (foster care) case and financial error percentage	28%	21%	5.71%	<5.0%	< 5.0%

*Definition of permanency has changed to include children that return home, relative placement, and adoptions.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Foster Care	\$6,062	\$5,953	\$6,446	\$6,349	\$6,436
Children served in custodial foster care	181	115	108	125	120
Authorized foster care families	124	88	78	100	90
CPS Ongoing	\$886	\$976	\$1,035	\$1,130	\$1,157
Families served in family treatment services	225	235	241	250	250

Benefits, Employment & Child Care

BECC staff determine initial eligibility and ongoing renewals for public benefits. Programs include Child Care subsidies, Energy Assistance, Medicaid, Refugee Resettlement, SNAP, TANF, and VIEW (Virginia Initiative for Education and Work). This program Transforms Lives through Self-Sufficiency.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
TANF participants engaged in work activities (state target is 50%)	44%	51%	48%	50%	50%
New medicaid applications processed within state mandated time frame (45 days)*	89%	87%	86%	97%	97%
SNAP benefits issued w/financial errors (positive error rate). State target 3%	8%	40%	32%	3%	3%
SNAP cases processed correctly per policy (negative error rate). State target 2%	45%	33%	60%	2%	2%
Title IV-E (foster care) case and financial error percentage	28%	21%	5.71%	<5.0%	<5.0%

Social Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Employment Services	\$1,360	\$1,577	\$1,448	\$1,555	\$1,457
Persons served in VIEW	344	282	206	254	250
Benefits & Child Care	\$10,865	\$12,164	\$13,206	\$13,552	\$15,112
Medicaid annual renewals 30 days overdue	37	19	35	<30	<25
New Medicaid applications pending more than 45 days	68	26	35	<40	<25
Clients served - SNAP (unduplicated count)*	36,229	33,649	-	35,000	37,000
Clients served - TANF (unduplicated count)*	3,411	3,009	-	3,100	3,200
Clients served - Medicaid (unduplicated count)*	68,776	78,374	-	75,000	80,000
Persons served in the Childcare Program	398	438	521	-	630

*Due to State COVID-19 processing delays, all Emergency Medicaid applications are overdue and out of agency control.

Homeless Services

With a goal toward permanent housing for everyone, Homeless Services is a multi-faceted program that has the key responsibilities of operating US Department of Housing and Urban Development mandates: the Continuum of Care (CoC), the Homeless Management Information System (HMIS) and Coordinated Entry System (CES). Additionally, the Division directly operates the DIC and the Hilda Barg Homeless Prevention Center (HPC), while serving as contract administrator for the Overnight Shelter. During COVID-19 the DIC and the Overnight Shelter is combined for a 24/7/365 socially distanced shelter for adults and a hotel program was added for people experiencing homelessness with medical and/or physical disabilities.

CoC responsibilities include coordination of CoC meetings, grant writing, financial oversight, HMIS data integrity, and performing grant and contract monitoring duties.

The HPC is a 30-bed emergency shelter open 24/7/365 for families that offers case management toward a goal of exiting to permanent housing.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Utilization of HPC (families) (3)	92%	82%	66%	84%	84%
Utilization of HPC (singles)	-	-	91%	-	84%
Point in time homeless count	374	277	326	380	340
Two-year sustainment of permanent housing	100%	97%	84%	90%	87%
Utilization of Overnight Shelter	100%	92%	93%	95%	95%

Social Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Coordinated Entry Services (2)	\$2,667	\$3,157	\$3,971	\$397	\$534
Number of calls received by coordinated entry	-	9,088	8,550	-	8,830
Referrals for mental health services to Community Services	157	148	NA	120	-
Drop-In Center	\$141	\$89	\$148	\$139	\$1,543
Number of clients served at Drop-In Center (1)	1,279	396	362	380	380
Hilda Barg Homeless Prevention Center (2)	\$0	\$0	\$0	\$1,368	\$1,256
Households (singles) moving into PH at discharge	-	42%	68%	60%	60%
Household (families) moving into PH at discharge	-	64%	46%	70%	70%
Households (singles) increasing or maintaining income at discharge	-	65%	74%	55%	60%
Households (families) increasing or maintaining income at discharge	-	55%	63%	50%	55%
Homeless Services Administration & Grants Management (2)	\$0	\$0	\$0	\$2,422	\$3,207
HUD grant funds expended	-	97%	99%	95%	95%
VHSP grant funds expended	-	100%	97%	95%	95%

1) FY18 actuals are unduplicated clients tracked manually. Beginning in FY19 DIC clients are tracked in the HMIS System which allows for a more accurate unduplicated annual count.

2) Hilda Barg Homeless Prevention Center and Homeless Services Administration & Grants Management were reported under Coordinated Entry Services FY17-FY20.

3) Prior to FY20, a blended rate was reported for families and singles.

Juvenile Services

Juvenile Services provides court-ordered juvenile offenders with pro-social engagement to enhance their safety and accountability. Services range from secure detention at the Juvenile Detention Center, non-secure residence at the Molinari Juvenile Shelter, and home-based supervision through the Pre-trial Supervision program which also includes electronic monitoring. This program Transforms Lives through Safety.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Juvenile Pre-trial Supervision clients re-offending while in the program	1.2%	4.0%	1.3%	4.0%	2.2%
Molinari Juvenile Shelter Services clients re-offending while in the program	2.0%	4.4%	1.8%	4.4%	2.7%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Secure Detention	\$5,527	\$5,800	\$5,353	\$5,844	\$5,651
Juveniles admitted into Secure Detention*	404	377	241	358	340
Juvenile Pre-trial Supervision	\$353	\$331	\$389	\$461	\$553
Juveniles admitted into pre-trial supervision	223	247	151	272	207
Molinari Juvenile Shelter Services	\$1,354	\$1,668	\$1,597	\$1,696	\$1,698
Juveniles admitted*	198	185	161	172	181

*FY20 Actuals were impacted by COVID-19.

Social Services

Children's Services Act (CSA)

The CSA is a 1993 Virginia law that establishes a single state pool of funds to support services for eligible youth and their families. State funds, combined with local community funds, are managed by local interagency teams who plan and oversee services to youth. The CSA Division is the administrative entity that provides oversight and management of the local CSA program in PWC.

The intent of the CSA is to have a collaborative approach to service planning and access to funding for services. The following public agencies may refer clients to CSA for planning and funding when additional supports are needed to meet a child or family's needs: (1) Department of Social Services (2) Prince William County Public Schools (3) Juvenile Court Services and (4) Community Services.

All clients served through the CSA program meet eligibility criteria set by the Code of Virginia. All service plan decisions that result in recommendations for funding through the CSA go through a collaborative review and approval by two multi-disciplinary teams: The Family Assessment and Planning Team (FAPT) and the Community Policy and Management Team (CPMT). These teams include representatives from the previously listed public agencies, as well as a private provider representative, and a parent representative. The CPMT also includes representatives from the Health Department and County Executive's Office. This program Transforms Lives through Support.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Youth who receive only community-based services. State target is 50%	75%	77%	NA	75%	75%
Youth who receive Intensive Care Coordination. State target is 75%.	-	-	NA	75%	10%
Clients with improved functional assessment score upon case closure*	82%	NA	NA	75%	-

*Residential or congregate care is not included in this count.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Community-Based Services	\$8,736	\$10,608	\$12,945	\$18,250	\$18,361
Youth served in Special Education Private Day School (SPED)	110	144	188	218	230
Youth served in community-based services	362	385	368	404	404
Residential Services	\$4,774	\$5,308	\$4,327	\$6,960	\$6,858
Youth served in residential services	139	127	102	121	121
CSA Foster Care	\$1,107	\$1,373	\$1,466	\$1,978	\$1,891
Youth served in foster care*	93	87	79	125	100
CSA Administration	\$410	\$341	\$310	\$389	\$401
Total youth served (unduplicated)	531	558	570	580	590

*FY18 & FY19 actuals restated to reflect only Foster Care children served with CSA Funds.

Social Services

Director's Office

Provides overall leadership, financial management including state and federal grant monitoring, personnel functions, and information technology services for DSS. The Office engages the advice of the appointed DSS Advisory Board. The Director is the appointed Board member for the organizational entities known as Birmingham Green. Oversight is provided by seven state departments within three Secretariats. Emergency Management duties for Mass Sheltering are also a part of this office.

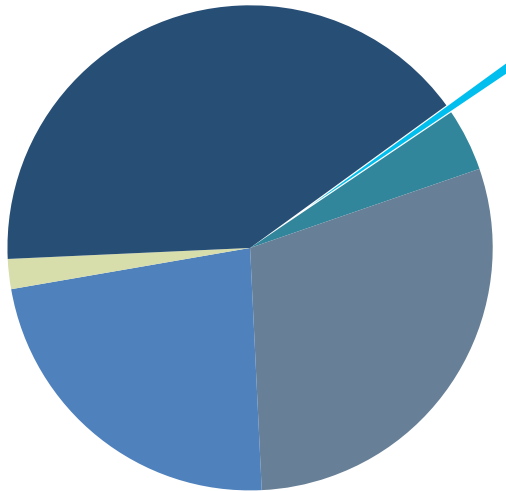
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
County services for people who are economically disadvantaged (Comm. Survey)	80%	80%	80%	80%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services Director's Office	\$948	\$752	\$922	\$1,159	\$1,062
Technology Support	\$386	\$357	\$373	\$370	\$359
Personnel Support	\$372	\$406	\$395	\$405	\$463
Fiscal Support	\$1,136	\$1,213	\$1,327	\$1,038	\$1,076

Virginia Cooperative Extension

Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Polytechnic Institute and State University and Virginia State University, the Commonwealth's land grant university. Building local relationships and collaborative partnerships, Virginia Cooperative Extension helps people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.



Human Services Expenditure Budget:
\$188,203,455

Expenditure Budget:
\$1,045,842



0.6% of Human Services

Programs:

- Nutrition Education: \$8,510
- Environment & Natural Resources: \$345,985
- 4-H Education: \$132,342
- Parent Education: \$184,284
- Financial Education & Housing Counseling: \$374,721

Mandates

Virginia Cooperative Extension 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: [23.1-2610](#) (Duties of the Service, the Program, and the Station)

Virginia Cooperative Extension



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Nutrition Education	\$8,510	\$8,700	\$8,510	\$8,510	\$8,510	0.00%
Environment & Natural Resources	\$206,507	\$216,564	\$288,448	\$330,696	\$345,985	4.62%
4-H Education	\$84,420	\$82,698	\$81,864	\$118,042	\$132,342	12.11%
Parent Education	\$156,471	\$171,297	\$168,294	\$183,517	\$184,284	0.42%
Financial Education & Housing Counseling	\$344,104	\$446,701	\$518,146	\$377,871	\$374,721	(0.83%)
Total Expenditures	\$800,012	\$925,960	\$1,065,262	\$1,018,636	\$1,045,842	2.67%

Expenditure by Classification

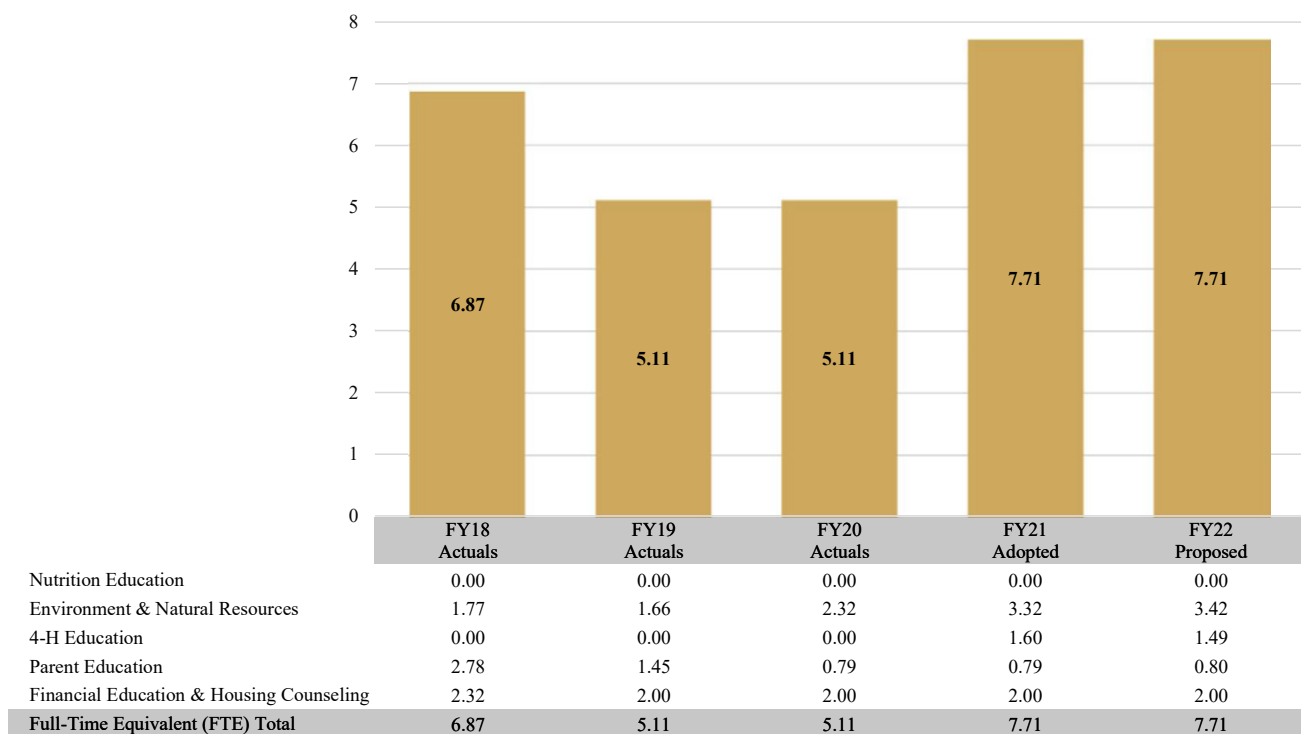
Salaries & Benefits	\$656,625	\$762,355	\$905,554	\$879,211	\$906,417	3.09%
Contractual Services	\$10,392	\$15,757	\$11,571	\$9,650	\$9,650	0.00%
Internal Services	\$83,942	\$84,813	\$86,183	\$80,833	\$80,833	0.00%
Purchase of Goods & Services	\$49,053	\$63,036	\$61,954	\$48,942	\$48,942	0.00%
Total Expenditures	\$800,012	\$925,960	\$1,065,262	\$1,018,636	\$1,045,842	2.67%

Funding Sources

Revenue from Federal Government	\$49,447	\$74,481	\$70,426	\$42,000	\$42,000	0.00%
Revenue from Other Localities	\$99,816	\$99,816	\$142,308	\$104,525	\$104,525	0.00%
Miscellaneous Revenue	\$0	\$60,316	\$142,956	\$0	\$0	-
Charges for Services	\$16,700	\$12,450	\$15,016	\$10,000	\$10,000	0.00%
Revenue from Commonwealth	\$99,058	\$78,582	\$103,068	\$91,626	\$91,626	0.00%
Transfers In	\$267,022	\$267,022	\$273,522	\$293,522	\$293,522	0.00%
Total Designated Funding Sources	\$532,043	\$592,667	\$747,296	\$541,673	\$541,673	0.00%
Net General Tax Support	\$267,969	\$333,294	\$317,966	\$476,963	\$504,169	5.70%
Net General Tax Support	33.50%	35.99%	29.85%	46.82%	48.21%	



Staff History by Program



Future Outlook

4-H – Through the 4-H Program, youth-adult partnerships will be strengthened through experiential learning activities that offer mutual leadership training. Adults provide a place where youth feel safe, both physically and emotionally; youth provide adults with opportunities to teach, mentor, and learn. Trainings and workshops will be offered in diverse areas of positive life skills development. Youth will be provided with opportunities to be contributing members of the local community and beyond through competitive and non-competitive events and workshops purposefully designed for youth development.

Parent Education – The Parent Education Program will develop additional resources to equip parents with education addressing the ever-changing risks youth face such as vaping, internet safety and screen time, bullying, and social media. The program will also continue to partner with area schools to offer classes, increasing school outreach and program participation. Parent Education staff will increase community outreach by attending open houses, resource fairs, and grass-roots events. Staff will also provide outreach to returning citizens by offering classes at the re-entry dorm and shelters.

Nutrition Education – Based on the July 2019 U.S. Department of Agriculture Food and Nutrition Service report, there are 9,517 households (22,206 people) eligible for Supplemental Nutrition Assistance Program (SNAP) benefits in Prince William County (PWC). SNAP educators will seek additional community collaborators and venues so they may continue to assist SNAP recipients to stretch their food dollars, choose healthy foods, shop smarter, and keep their food safe. SNAP educators will also continue to include physical activity components in addition to teaching good nutrition and cooking skills to program clientele.

Environment & Natural Resources – The Environmental & Natural Resources (ENR) Program provides horticultural and agricultural technical assistance and educational programs that address plant/landscape health and water quality issues of horticultural and agricultural businesses, homeowners' associations, garden clubs, and PWC. The ENR program will continue to assist PWC in meeting their Municipal Separate Storm Sewer System (MS-4) permit goals through educational programming and certified nutrient management plans. Staff will continue to work on a regional level to provide educational programs for pesticide applicators and the green industry. Staff will also facilitate and provide technical assistance to school and community gardens to help increase health, wealth-being and food security.

Financial Education & Counseling – There is an overwhelming need for financial education and financial counseling services as over 41% of American households are not prepared to handle a \$400 emergency without borrowing money or selling something (May 22, 2018, Federal Reserve Survey). The Financial Education & Housing Counseling Program will continue to expand financial education and counseling services with online delivery and other flexible program services including apps, webinars, and Skype counseling. Staff will meet the increasing demand for pre-purchase housing counseling while maintaining service levels for post-purchase and foreclosure prevention counseling, sharing financial tools and best practices to improve financial health.

Virginia Cooperative Extension

Program Summary

Nutrition Education

The Nutrition Education program is federally funded via the SNAP Education grant. The goal of the grant is to provide nutrition education and obesity prevention programs for SNAP participants and other eligible limited-resource families. Educational collaborative programming involves groups of adults and groups of youth who enroll in a series of classes involving two to eight sessions per series. Comprehensive and short-term nutrition education are offered at human services offices, homeless shelters, retail stores, free clinics, pregnancy centers, farmers markets, health centers, food pantries, schools, churches, after-school programs, low-income housing communities, Head Start, and parent meetings.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
SNAP ED youth participants improving nutritional intake per a pre and post test	87%	90%	63%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Nutrition Education	\$9	\$8	\$9	\$9	\$9
SNAP ed families (formerly participants) enrolled in program	370	350	215	350	180

Environmental & Natural Resources

ENR provides educational programs that raise awareness and change behaviors, emphasizing best management practices for sustainable landscape management and water quality protection. Activities conducted by staff and trained Master Gardener Volunteers include educational classes and hands-on demonstrations, “Ask a Master Gardener” clinics at local garden centers and Farmer’s Markets, the Extension Horticulture Help Desk, an outdoor classroom called the Teaching Garden, Plant a Row produce collections at local Farmer’s Markets, school and community garden site visits and technical assistance, and stormwater education. BEST Lawns, part of the Virginia Healthy Lawn program, utilizes Master Gardener volunteers who measure and soil test turf and landscape areas, and staff provides certified nutrient management plans as a result. Audiences include citizens, agricultural producers, local school systems, the green industry, pesticide applicators, homeowners’ associations, non-profit organizations, and County agencies.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Participants reporting that they adopted recommended water quality practices	96%	95%	84%	90%	90%
BEST Lawn clients implementing practices that improve water quality	84%	83%	70%	70%	70%
Percentage of participants reporting satisfaction with environmental education	-	-	91%	85%	85%

Virginia Cooperative Extension

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Environment and Natural Resources	\$207	\$217	\$288	\$331	\$346
Environmental education participants	4,980	3,670	3,192	4,000	4,000
Site visits for stormwater management education & community & school gardens	136	38	29	40	40
Calls received through the Horticulture Help Desk	1,980	1,722	3,545	1,500	1,500
BEST Lawns urban nutrient management plans written	244	236	153	250	250
Annual acres covered by BEST Lawns nutrient management plans	83	42	40	60	-
FTE value of volunteer hours (ENR)	7.00	7.00	4.97	7.00	7.00

4-H Education

4-H is a positive youth development program designed to engage young people in intentional, productive, and constructive ways, while recognizing and enhancing their strengths. Youth-adult partnerships are shown to be one of the most effective ways to engage both youth and adults in meaningful activities which contribute to positive youth development. Youth involved in positive, meaningful, respectful relationships with adults have been shown to improve skills and competencies while decreasing participation in risky behaviors. When partnering with youth, adults also build skills and simultaneously strengthen the organizations to which they belong. 4-H is a research-based experience that includes a mentor, a hands-on project, and a meaningful leadership opportunity that empowers young people with the skills to lead for a lifetime. Delivery modes are varied but are mainly focused on in-school and after-school programs, school and community clubs, and 4-H camps.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Safe at Home Alone: showing increased awareness about staying home alone safely	90%	89%	92%	90%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
4-H Youth Education	\$84	\$83	\$82	\$118	\$132
Youth enrolled in 4-H camps and clubs	1,842	961	640	850	750
Youth enrolled in 4-H special interest programs	12,420	13,652	14,348	12,000	20,000
Community service hours contributed by 4-H youth and adults	8,339	7,531	19,521	8,000	20,000
FTE value of volunteer hours (4-H)	6.90	7.84	10.01	7.00	25.00
Youth enrolled in competitive events and programs	-	-	438	100	550

Virginia Cooperative Extension

Parent Education

VCE Parent Education provides comprehensive in person and virtual classes to greater Prince William’s vulnerable residents – parents and their children. Parent Education Instructors and Volunteer Parent Education Facilitators use research and skills-based training to help promote resilience and communication – key skills for improving the stability of children and their families. Parents learn to recognize that they are not alone in their challenges raising children, and that increased use of I-Messages and Reflective listening skills supports stronger relationships and parental effectiveness. Integrating prevention, early intervention and educational classes equips human services, courts, intake and probation officers and others with a viable, cost-effective tool to help parents improve their parenting skills, demonstrate their desire for restorative relationships with their children, in a supportive, positive parenting group. Parenting classes support the goal of decreasing recidivism for both teens and their parents which helps protect and ensure the well-being of the entire community.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
DSS clients with no founded abuse/neglect case 1 year after program completion	96%	100%	100%	100%	95%
At-risk families who don't enter foster care within 1 year of program completion	100%	100%	100%	100%	95%
Youth without criminal charges 1 year after parents complete JJPP class	91%	83%	86%	75%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Parent Education	\$156	\$171	\$168	\$184	\$184
Participants completing Systematic Training for Effective Parenting	153	167	181	230	200
Participants completing When Families Get Angry	63	65	69	93	70
Participants completing JJPP	35	45	27	107	65
FTE value of volunteer hours (parent education)	0.41	0.31	0.20	0.40	0.25

Virginia Cooperative Extension

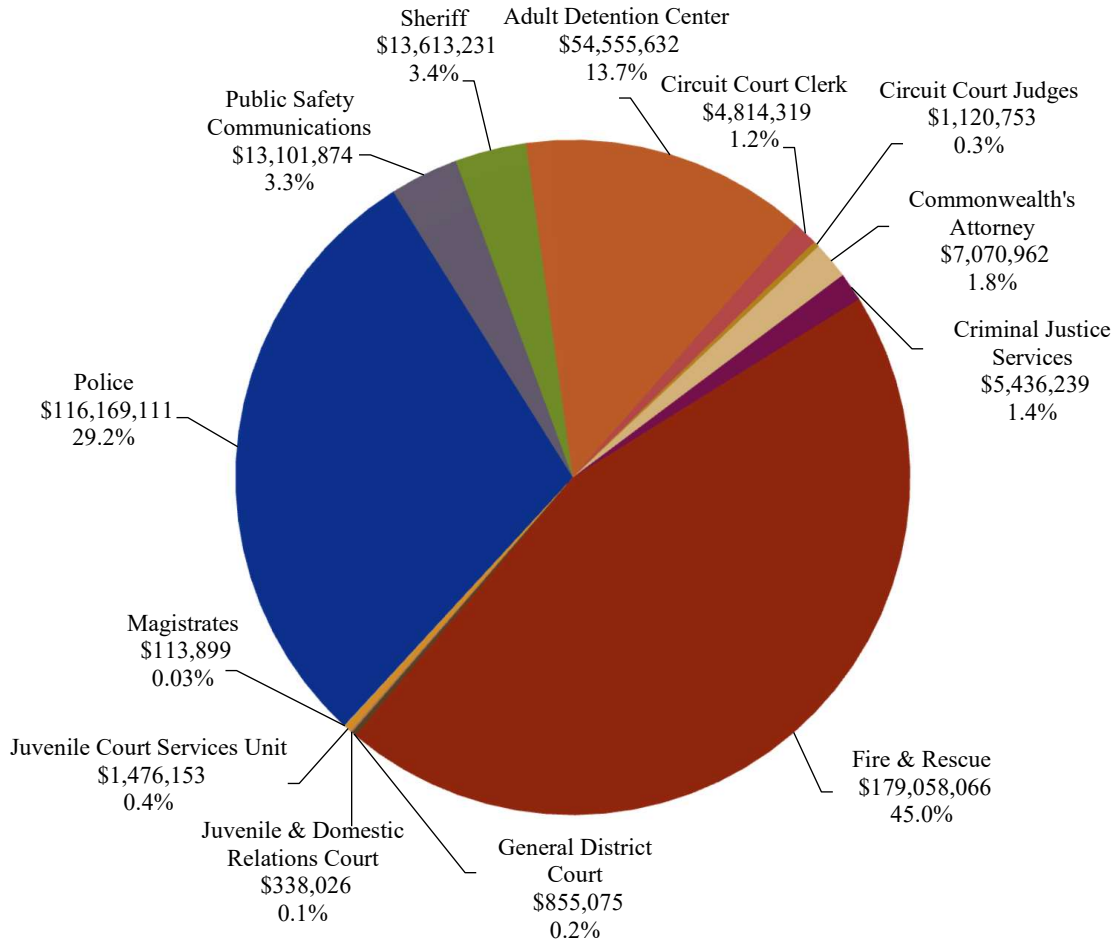
Financial Education & Housing Counseling

The Financial Education & Housing Counseling program promotes improved personal financial behaviors through research-based curriculum and financial counseling to develop sound financial practices for improved economic stability. VCE's Master Financial Educator volunteers lead programs on Money Saving Strategies, Improving Credit, Getting Ready for Taxes, Financial Recovery, and more. VCE is a U.S. Department of Housing & Urban Development (HUD) certified counseling agency, offering one-to-one counseling and proven best practices for better financial decision-making. The First-Time Homebuyer program outlines steps to reach homeownership, including pre-purchase planning, steps to avoid foreclosure, and credit improvement. For the past several years, Housing Counselors were able to mitigate the foreclosure process saving homes for over 90% of clients who were at risk of foreclosure. The counseling team includes HUD-approved credit counselors, foreclosure mitigation counselors, and the area expert on reverse mortgage options. The Financial Education & Housing Counseling program is a part of the Financial Empowerment Center for PWC supporting community efforts to reach low-income and underserved populations, helping the community reach financial and affordable home-ownership goals.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Counseling participants with success in adopting their financial action plan	100%	83%	97%	75%	75%
Mortgage default clients not losing their homes to foreclosure	98%	97%	98%	90%	90%
Clients with increased knowledge measured by pre/post-tests	79%	77%	72%	85%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Financial Education and Housing Counseling	\$344	\$447	\$518	\$378	\$375
Households receiving housing counseling	216	253	122	200	200
Clients completing First Time Homebuyer Track	61	44	30	35	35
Clients attending financial literacy class	482	571	723	450	450
FTE value of volunteer hours (financial education)	0.80	0.80	0.51	0.80	0.80

Public Safety



Public Safety Expenditure Budget: \$397,723,340



Average Tax Bill

Public Safety accounted for \$988 and 21.13% of the average residential tax bill in FY22.

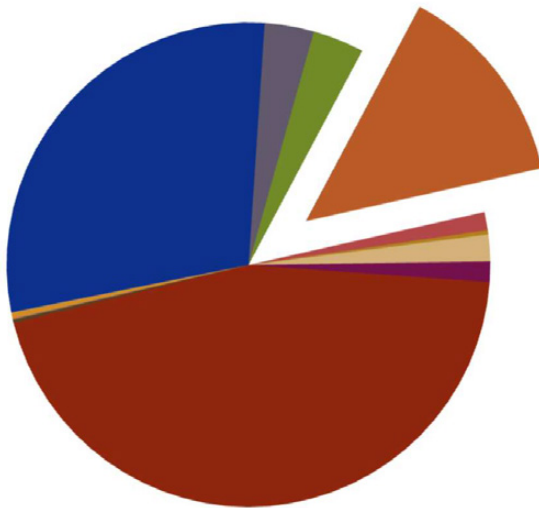
Department & Agencies

- | | | |
|-------------------------------------|--|---------------------------------------|
| ▶ 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 | | |

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 Adult Detention Center; and to do these things in as cost effective a manner as possible.



Public Safety Expenditure Budget:
\$397,723,340

Expenditure Budget:
\$54,555,632



13.7% of Public Safety

Programs:

- Executive Management & Support: \$3,748,364
- Inmate Classification: \$1,732,829
- Inmate Security: \$24,789,200
- Inmate Health Care: \$6,871,799
- Support Services: \$15,498,532
- Inmate Rehabilitation: \$1,914,908

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: [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land), [53.1-106](#) (Members of jail or jail farm board or regional jail authority; powers; payment of pro rata costs)

Adult Detention Center



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Executive Management & Support	\$3,094,506	\$3,226,889	\$3,718,032	\$3,904,073	\$3,748,364	(3.99%)
Inmate Classification	\$1,331,236	\$1,388,786	\$1,572,053	\$1,851,504	\$1,732,829	(6.41%)
Inmate Security	\$18,490,319	\$19,316,392	\$29,447,264	\$24,756,299	\$24,789,200	0.13%
Inmate Health Care	\$4,679,800	\$4,899,246	\$5,244,187	\$5,697,695	\$6,871,799	20.61%
Support Services	\$13,165,675	\$12,897,482	\$14,427,634	\$15,035,350	\$15,498,532	3.08%
Inmate Rehabilitation	\$2,018,320	\$2,341,678	\$2,158,690	\$2,053,755	\$1,914,908	(6.76%)
Total Expenditures	\$42,779,856	\$44,070,473	\$56,567,860	\$53,298,677	\$54,555,632	2.36%

Expenditure by Classification

Salaries & Benefits	\$31,350,698	\$32,998,739	\$37,530,893	\$40,449,714	\$41,683,399	3.05%
Contractual Services	\$2,905,617	\$2,438,808	\$2,240,935	\$2,570,764	\$2,560,456	(0.40%)
Internal Services	\$1,328,351	\$1,418,525	\$1,716,512	\$1,745,796	\$1,745,796	0.00%
Purchase of Goods & Services	\$5,107,181	\$5,141,106	\$5,580,619	\$6,459,009	\$6,469,317	0.16%
Capital Outlay	\$186,333	\$110,139	\$347,140	\$0	\$0	-
Leases & Rentals	\$295,640	\$301,852	\$304,682	\$114,544	\$83,200	(27.36%)
Amortization	\$0	\$0	\$839	\$0	\$0	-
Transfers Out	\$1,606,037	\$1,661,303	\$8,846,241	\$1,958,850	\$2,013,464	2.79%
Total Expenditures	\$42,779,856	\$44,070,473	\$56,567,860	\$53,298,677	\$54,555,632	2.36%

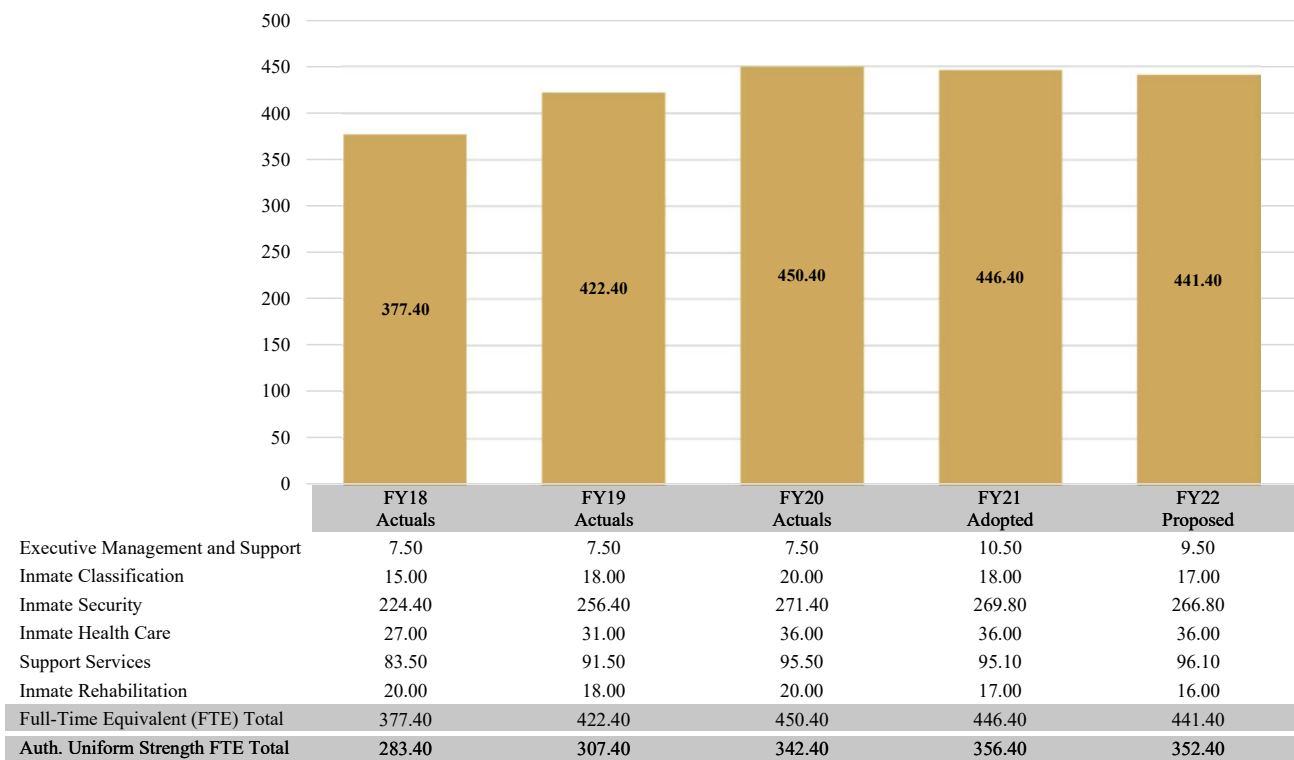
Funding Sources

Revenue from Federal Government	\$116,652	\$435,627	\$908,151	\$292,500	\$292,500	0.00%
Use of Money & Property	\$235	\$0	\$321	\$0	\$0	-
Revenue from Other Localities	\$4,800,707	\$5,040,238	\$5,020,648	\$4,951,163	\$5,089,428	2.79%
Miscellaneous Revenue	\$162,171	\$85,921	\$76,274	\$62,020	\$62,020	0.00%
Non-Revenue Receipts	\$0	\$0	\$3,573	\$0	\$0	-
Charges for Services	\$476,435	\$522,630	\$417,709	\$485,762	\$485,762	0.00%
Revenue from Commonwealth	\$11,511,749	\$11,568,264	\$11,786,784	\$12,624,747	\$12,624,747	0.00%
Total Designated Funding Sources	\$17,067,949	\$17,652,679	\$18,213,460	\$18,416,192	\$18,554,457	0.75%
(Contribution To)/ Use of Fund Balance	(\$2,038,370)	(\$3,709,431)	\$6,696,819	\$1,221,572	\$0	(100.00%)
Net General Tax Support	\$27,750,277	\$30,127,225	\$31,657,581	\$33,660,913	\$36,001,175	6.95%
Net General Tax Support	64.87%	68.36%	55.96%	63.16%	65.99%	

Adult Detention Center



Staff History by Program



Future Outlook

Changes in Inmate Population – The Prince William – Manassas Regional Adult Detention Center (ADC) consists of four facilities with a state-rated inmate capacity of 871 on the Manassas complex with the completion of the Phase II Expansion Project. The system-wide average daily population (ADP) of the ADC has grown from a population of 178 since opening in 1982 to a system-wide average of 792 in FY20. Overall, the number of inmates who are a high risk to the community has continued to increase, whereas those with a lower risk have decreased, due in part, to success in Evidence-Based Decision Making (EBDM). The pandemic contributed to a decrease in the inmate count, with a decrease in commitments accompanied by an increase in releases beginning in April 2020.

Available Inmate Housing – 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 increases in the inmate count safely and securely. Management capacity is also affected by the Administrative Segregation population. These inmates must be housed separately from others due to an identified risk level to staff and other inmates. The number of inmates assigned to Administrative Segregation housing has increased, which has a negative impact on available housing and affects management capacity. The coronavirus has increased the Administrative Segregation population due to the quarantine of all newly arriving inmates. COVID-19 precautions will remain in place as long as necessary to ensure the safety of staff and inmates.

Capital Needs for Existing Facilities – A repair project of the second and third floors of the Main Jail facility, which opened in 1982, will be underway in FY22. This project includes updates to security systems, repairs to plumbing fixtures, roof replacement, and other repairs to the inmate housing areas.

Adult Detention Center

Evidence-Based Decision Making – The ADC staff continue to participate in the 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. Successful outcomes of this initiative include a Re-entry Dorm for inmates in the ADC, implementation of re-entry and mental health services for female inmates, expansion of the Divert court docket to expedite services for individuals with mental health issues, a veteran’s docket, the expansion of a crisis assessment center, expanded pre-trial services, and resource connectivity for opioid use disorder and public health needs upon release, utilizing peer navigation.

General Overview

- A. Position Shift to Criminal Justice Services (CJS)** – In FY21, three positions were shifted from the ADC to CJS with a salary and benefits budget of \$207,951. The transfer of three vacant jail officer positions provides the addition of one probation/pretrial officer, one senior probation/pretrial officer and one administrative specialist. A successful pretrial process improves the efficiency and effectiveness of the criminal justice system and significantly impacts the average daily population at the ADC. Court defendants released to pretrial supervision can function in society with supervision rather than utilizing costly jail beds which should be reserved for higher risk defendants and sentenced individuals. The shift supports the Safe and Secure Community Strategic Goal by decreasing recidivism and crime. The vacant positions were available for transfer since the 287(g) agreement with U.S. Immigration and Customs Enforcement expired on June 30, 2020. As such, the duties of these positions are no longer required in the ADC and are used in CJS to provide an alternative to incarceration using evidence-based practices.
- B. Position Shift Circuit Court Clerk’s Office** – In FY21, two positions were shifted from the ADC to Circuit Court Clerk’s office with a salary and benefits budget of \$146,286. The transfer of two vacant jail officer positions provides the addition of two Senior Deputy Court Clerks assigned to Court Case Management. The additional positions will provide customer service, technical administration, and court room support to the judges.
- C. 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 fire fighters, and State Corrections Officers. Virginia Retirement System 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 FY22 transfer from the ADC will increase by \$54,614 to reflect the increased cost to the general fund.
- D. Removal of One-Time Use of ADC Fund Balance** – The FY21 Budget included a one-time use of ADC’s fund balance (\$1,106,072) to help fund a full-year of facility operating costs associated with the ADC Phase II Expansion Project. The one-time use of fund balance is removed in the FY22 budget thus increasing general tax support.
- E. Reduction of Iron Building Lease Costs** – The Phase II Expansion Project included sufficient space for 75 work release beds previously housed in lease space at the Iron Building in the City of Manassas. The FY21 budget previously reduced lease expenditures for ten months of the fiscal year. The remaining two months of lease savings (\$31,344) are now realized in FY22.
- F. Restoration of 800-MHz Radio Replacement Budget** – Due to the economic impact of the COVID pandemic, the FY2021 Budget decreased the annual ADC contribution for the future replacement of 800MHz radios (\$115,500). This funding is restored in the Proposed FY2022 Budget.

Adult Detention Center

G. Budgeted Salary Lapse – Due to the economic impact of the COVID pandemic, the FY2021 Budget increased ADC budgeted salary lapse \$1.1 million as a one-time cost savings measure to balance the budget. The removal of budgeted salary lapse in FY22 results in increased general tax support.

Program Summary

Executive Management and Support

The executive management program provides the senior level leadership staff to oversee and efficiently and effectively manage all ADC operations.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Inmates detained without escape	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Leadership & Management	\$2,583	\$2,720	\$3,166	\$3,340	\$2,980
Foreign born inmates screened by 287(g) program	100%	100%	100%	-	-
Commitments processed	9,895	9,994	8,035	9,971	9,011
Manassas Complex ADP	993	973	790	948	886
Inmates at other local or regional jails	42	23	2	0	0
Planning & Programming	\$512	\$507	\$552	\$564	\$768
Jail Board reports prepared	6	6	5	6	6

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Average administrative segregation population	72	75	85	75	75
Inmates requiring change in classification status after initial assessment	1%	1%	1%	1%	1%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Inmate Classification	\$1,331	\$1,389	\$1,572	\$1,852	\$1,733
Newly detained inmates classified	4,701	4,529	3,504	4,503	4,145
Number of classification reviews	14,054	13,303	9,799	13,080	11,798

Adult Detention Center

Inmate Security

The inmate security program safely and securely houses inmates in the ADC complex and transports inmates to other locations, as necessary.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Incidents weapon and drug free	99%	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Inmate Security	\$17,037	\$17,820	\$27,577	\$23,000	\$23,402
Inmate ADP (Manassas Complex)	993	973	790	948	886
Inmate Transportation	\$1,453	\$1,496	\$1,870	\$1,756	\$1,387
Transports to and from correctional facilities	239	171	111	211	188
Transports to and from medical, dental and mental health facilities	799	735	852	825	761

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 medications necessary to provide proper inmate care.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Adherence to state mandated level of health care	Yes	Yes	Yes	Yes	Yes

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
In-house Health Care Services	\$2,768	\$2,969	\$3,246	\$3,402	\$4,230
Inmates receiving in-house medical treatment annually	8,092	7,753	7,806	8,062	7,989
Inmates receiving prescription drugs	47%	50%	56%	50%	50%
Contract Health Care Service	\$2,077	\$2,153	\$2,252	\$2,295	\$2,642
Inmates referred for treatment to contractual doctor, dentist or psychiatrist	3,470	3,118	2,648	3,250	3,286

Adult Detention Center

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 financial and information systems support for ADC operations.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Error free inmate release rate	99%	99%	99%	100%	100%
Staff meeting training requirements	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Food Services	\$2,629	\$2,469	\$2,444	\$2,609	\$2,668
Meals served monthly	102,116	100,942	85,246	100,507	95,605
Maintenance Support	\$2,681	\$2,396	\$2,853	\$2,535	\$2,542
Maintenance calls	2,300	2,262	3,050	2,500	3,200
Booking/Release/Records Management Services	\$3,712	\$3,697	\$3,938	\$4,677	\$4,767
Inmates released	9,873	10,037	8,475	10,042	9,038
Inmates committed	9,895	9,994	8,035	9,971	9,011
Administration/Finance/Human Resources/Information	\$4,144	\$4,335	\$5,193	\$5,214	\$5,522
Required training events completed	914	1,049	573	1,268	1,165
Average monthly medicaid inmate enrollments	-	5	10	25	15

Inmate Rehabilitation

The inmate rehabilitation program operates and manages the work release and electronic incarceration programs, which allows inmates the opportunity to maintain employment. It also provides oversight to all other rehabilitative programs such as religion, General Equivalency Diploma (GED), and reintegration services.

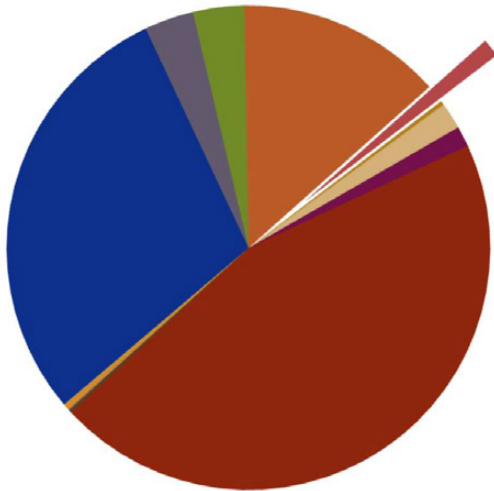
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Work release participants who successfully complete program	77%	65%	64%	75%	75%
Work release participants who do not reoffend	78%	67%	73%	75%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Work Release	\$1,819	\$2,002	\$1,920	\$1,714	\$1,618
ADP of participants in work release program	60	61	49	75	60
Rehabilitation Services	\$199	\$339	\$238	\$339	\$297
Inmates who take the GED test and graduate	9	19	0	15	10
Participants in substance abuse treatment program	105	91	62	100	86

Circuit Court Clerk

Mission Statement

The mission of the Circuit Court Clerk is to provide all people with equal access to the judicial system in a fair, efficient, and responsive manner, in order to expeditiously facilitate the redress of grievances and resolution of disputes; to provide professional judicial services to the people of the 31st Judicial Circuit; to provide professional administrative and paralegal services to the Circuit Court; to record, preserve, and protect legally and historically significant documents; to preserve, protect and properly dispose of electoral ballots and associated materials; and to create, preserve and protect land records pertaining to the 31st Judicial Circuit; and to provide access to and instruction in the use of legal resources by operating a public law library.



Public Safety Expenditure Budget:
\$397,723,340

Expenditure Budget:
\$4,814,319



1.2% of Public Safety

Programs:

- Executive Administration: \$679,116
- Court Administration: \$2,850,989
- Records Administration: \$1,136,005
- Law Library Services: \$148,209

Mandates

The Circuit Court Clerk performs more than 826 duties mandated by the statute.

State Code: [15.2-1600](#) (Counties and cities required to elect certain officers; qualifications of attorney for the Commonwealth; duties and compensation of officers; vacancies, certain counties and cities excepted; officer's powers not to be diminished), [15.2-1634](#) (Clerks of circuit courts), [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land), [42.1-65](#) (Local law libraries in charge of circuit court clerks; computer research services; expenses), [42.1-70](#) (Assessment for law library as part of costs in civil actions; contributions from bar associations)

County Code: [Chapter 2, Article IV](#) (Law Library)

Circuit Court Clerk



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Executive Administration	\$636,204	\$678,231	\$735,603	\$691,816	\$679,116	(1.87%)
Court Administration	\$2,203,649	\$2,414,973	\$2,633,149	\$2,568,707	\$2,850,989	9.90%
Records Administration	\$941,045	\$958,460	\$969,931	\$1,086,436	\$1,136,005	4.36%
Law Library Services	\$0	\$131,784	\$80,689	\$148,209	\$148,209	0.00%
Total Expenditures	\$3,780,897	\$4,183,448	\$4,419,372	\$4,495,168	\$4,814,319	7.10%

Expenditure by Classification

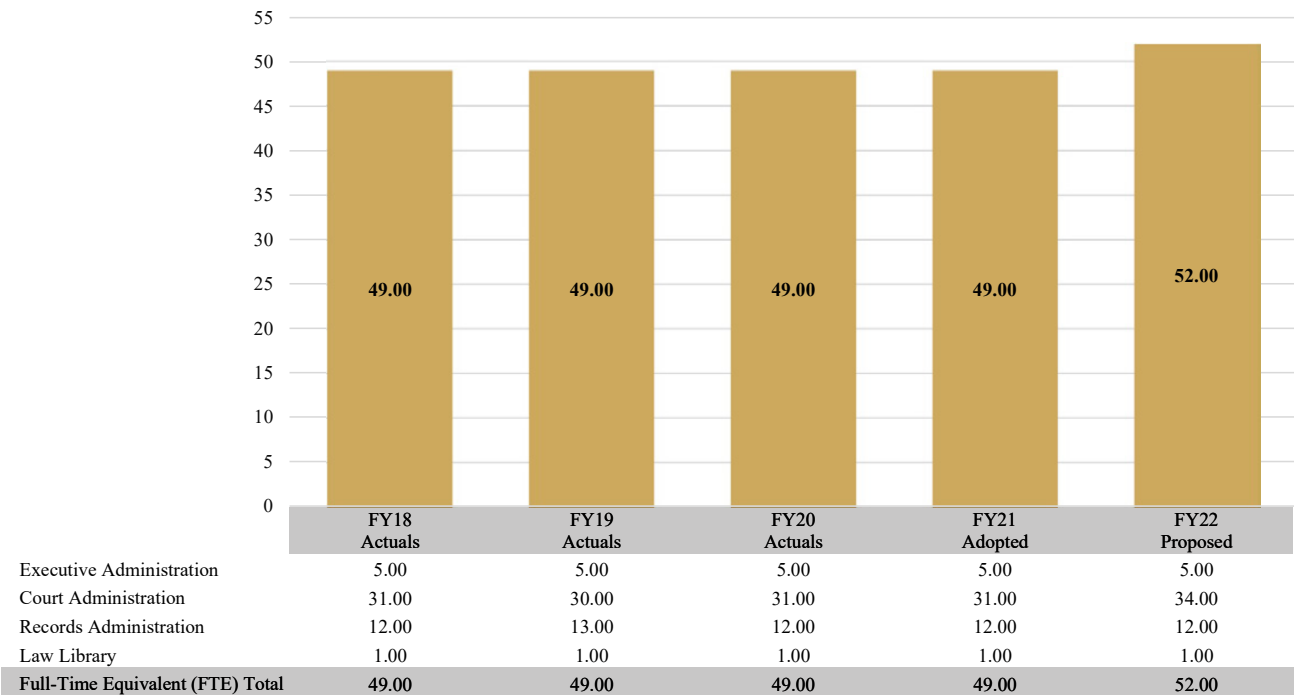
Salaries & Benefits	\$3,289,128	\$3,624,825	\$3,736,513	\$3,801,058	\$4,089,810	7.60%
Contractual Services	\$160,427	\$253,947	\$280,148	\$307,977	\$309,117	0.37%
Internal Services	\$168,237	\$176,579	\$176,922	\$157,861	\$175,168	10.96%
Purchase of Goods & Services	\$159,382	\$115,457	\$177,925	\$213,417	\$225,369	5.60%
Capital Outlay	\$0	\$0	\$33,784	\$0	\$0	-
Leases & Rentals	\$3,723	\$12,639	\$14,079	\$14,855	\$14,855	0.00%
Total Expenditures	\$3,780,897	\$4,183,448	\$4,419,372	\$4,495,168	\$4,814,319	7.10%

Funding Sources

Fines & Forfeitures	\$20,205	\$33,939	\$9,800	\$24,500	\$24,500	0.00%
Use of Money & Property	\$4,262	\$5,100	\$6,034	\$2,800	\$2,800	0.00%
Revenue from Other Localities	\$690,216	\$690,215	\$711,936	\$855,574	\$855,574	0.00%
Charges for Services	\$826,632	\$1,062,319	\$1,154,916	\$1,088,021	\$1,088,021	0.00%
Revenue from Commonwealth	\$1,886,531	\$1,900,237	\$1,993,715	\$1,788,303	\$1,788,303	0.00%
Transfers In	\$0	\$0	\$0	\$0	\$0	-
Total Designated Funding Sources	\$3,427,846	\$3,691,811	\$3,876,401	\$3,759,198	\$3,759,198	0.00%
(Contribution to)/Use of Fund Balance	(\$104,988)	(\$101,137)	(\$51,770)	\$0	\$0	-
Net General Tax Support	\$589,206	\$592,774	\$594,741	\$735,970	\$1,055,121	43.36%
Net General Tax Support	15.58%	14.17%	13.46%	16.37%	21.92%	



Staff History by Program



Future Outlook

Technology – The Circuit Court Clerk strives to be innovative in providing public expanded access to court. In FY21, the Circuit Court Clerk initiated online appointments for settling wills and estates, online appointments for obtaining marriage licenses, online services for obtaining court documents, e-filing, e-payments, and kiosk access to services. The Circuit Court Clerk has funded these initiatives with state grant monies and aims to offer expanded weekend service through technological means in FY22.

Courtroom Services – The Circuit Court Clerk has continued to meet courtroom demands despite being understaffed to meet the requirements of the Circuit Court Judges. Unlike other jurisdictions, the Prince William County Circuit Court Clerk is required to provide court, administrative and paralegal support to Circuit Court Judges in civil as well as criminal cases. Because of this significant difference, the existing measurement of workload in relation to number of staff afforded to the task of supporting the bench does not take this addition of workload into account. As a result, the Circuit Court Clerk has been required to use one managerial and three supervisory positions to provide the services demanded. While this solution has worked in the short term, it is not sustainable.

Historic Documents – The Circuit Court Clerk is currently working to improve accuracy and consistency of digital land records. It was discovered certain data files were corrupted during a technology update in 2015. The office was working to ensure the integrity of all images in the system and to make over 200 years of digitized historic records available online. Due to a vast increase in public demand for essential services the office has shifted human resources from historic records to provide essential services to the public.

General Overview

- A. Position Shift from Adult Detention Center (ADC)** – In FY21, two positions were shifted from the ADC to Circuit Court Clerk’s office with a salary and benefits budget of \$146,286. The transfer of two vacant jail officer positions provides the addition of two Senior Deputy Court Clerks assigned to Court Case Management. The additional positions will provide technical administrative, customer service, operational support, and court room support to the judges. Practices in court case management include case-disposition time standards, early court intervention and continuous court control of case progress.

Budget Initiatives

A. Budget Initiatives

1. Deputy Court Clerk – Court Case Management

Expenditure	\$79,152
Revenue	\$0
General Fund Impact	\$79,152
FTE Positions	1.00

- a. Description** – One deputy court clerk position has been added to the Circuit Court Clerk’s Proposed FY2022 Budget. This addition will address workload increases in the Clerk’s office by processing land recordings and associated tax collection prompted by mortgage refinancing at low interest rates, as well as performing other needed office filings. The new deputy court clerk will also support and assist the judges in the courtroom. This cost includes \$68,560 in on-going funding and \$10,592 in one-time costs associated with the position.
- b. Service Level Impacts** – The additional position will provide courtroom support, technical administrative, customer service, and operational support to an assigned area in the Court Case Management program.

Circuit Court Clerk

Program Summary

Executive Administration

Provides administrative support to the agency including budget, bookkeeping, financial reporting to the state, County, cities, and other localities, payroll, purchasing, and receiving, information technology, human resources, and staff management. Processes collection of delinquent accounts, processes applications for concealed handgun permits; performs courthouse wedding services; measures staff performance; facilitates staff training; and works as a liaison to the bar association and public. Maintains records of historic significance dating back to 1731; works with the Library of Virginia to coordinate preservation of artifacts; preserves, maintains, and protects elections materials to include, paper ballots; and administers oaths to public safety officials, political appointees, and elected officials.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Executive Administration respond to calls within 4 business hours	-	99%	99%	99%	99%
Executive Administration respond to emails within 4 business hours	-	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Administration Services	\$636	\$678	\$736	\$692	\$679
Restitution cases active	4,200	4,165	3,820	4,200	4,200
Restitution payments processed	1,150	1,817	1,697	1,825	2,000
Trust and condemnation cases active	268	271	240	280	280
Oaths administered	2,800	4,593	5,095	4,700	4,900
Financial management	-	-	-	-	1,105
Order payments processed	-	-	-	-	2,800
Community outreach and access	-	-	-	-	12,500

Circuit Court Clerk

Court Administration

Manages, maintains, and protects land records, elections records, and historic documents for Prince William County, City of Manassas, and City of Manassas Park. Handles all civil, criminal, adoption, and other case filings in the Circuit Court from inception to final disposition or appeal; maintains all civil, criminal, and adoption records; applications for concealed handgun permits (CHP); adjudicates divorces; identifies, certifies, summons, and trains jurors; facilitates the work of jury commissioners; ensures jurors are chosen fairly and impartially; coordinates payment of jury members; coordinates payment of fines, fees, and costs; creates payment plans for fines, fees, and costs; performs expungement of cases; facilitates name changes; provides probate services including the appointment of personal representatives and dispositions of estates; provides courtroom support for Circuit Court Judges; preserves, maintains, and protects evidence in court cases; transfers case transcripts to the Virginia Court of Appeals and Supreme Court of Virginia when appealed.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Court Administration respond to calls within 1 business day	-	98%	98%	98%	98%
Court Administration respond to emails within 1 business day	-	99%	99%	99%	99%
Complete research requests within 1 business day	-	98%	98%	98%	98%
Circuit Court cases commenced	18,433	18,796	17,387	19,000	19,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Court Case Management	\$2,204	\$2,415	\$2,633	\$2,569	\$2,851
CHP applications, expungements, garnishments, and divorces processed	-	-	-	-	7,500
Hours in court	4,227	3,230	2,734	3,600	3,600
Court orders drafted and prepared	7,196	7,996	21,943	8,200	10,000
Total pages researched, written & recorded	1.6M	2.0M	1.5M	2.0M	2.0M

Circuit Court Clerk

Records Administration

Records all land transactions including deeds and mortgages. Preserves, maintains, and protects land records dating back to the 1700s. Provides services to community members by issuing marriage licenses, marriage officiant credentials, notary commissions, and registration of trade names. Performs and/or oversees the administration of wills, trusts, estates, and acts in a semi-judicial role in probate working with the taxpayer, Commissioners of Accounts, and the bench.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Records Division respond to calls within 4 business hours	-	98%	98%	98%	98%
Records Division respond to emails within 4 business hours	-	98%	98%	98%	98%
Complete research requests within 2 business days	-	98%	98%	98%	98%
Records administration respond to calls within 1 business day	-	-	98%	-	98%
Records administration respond to emails within 1 business day	-	-	98%	-	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Land Records and Public Service Center	\$941	\$958	\$970	\$1,086	\$1,136
Deeds, mortgages, and other records processed, indexed & recorded	95,657	78,898	94,710	80,000	87,000
Marriage licenses, notary commissions, processed, indexed & recorded*	10,025	6,583	5,447	6,000	6,000
Wills, trusts, and estates documents adjudicated	4,234	4,688	4,112	4,800	4,800

*This category previously included recordation of trade names. In 2019, this duty was reassigned to the State Corporation Commission by legislature.

Circuit Court Clerk

Law Library Services

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.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Online collection meeting American Association of Law Librarian Standards	50%	50%	100%	90%	90%
Users satisfied with Law Library services	90%	95%	98%	95%	95%
Print collection meeting American Association of Law Librarian Standards	50%	50%	60%	60%	-

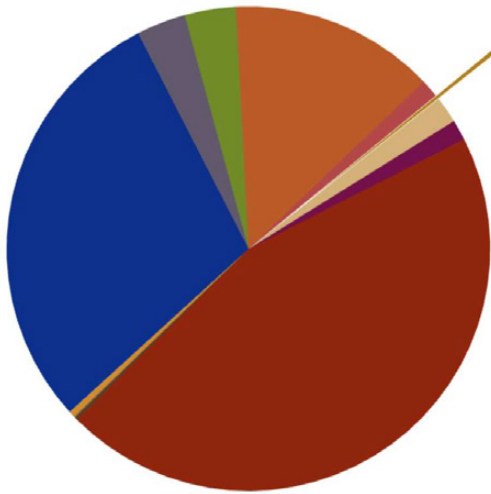
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Law Library Services*	\$0	\$132	\$81	\$148	\$148
Patron inquiries completed within three days	99%	99%	100%	99%	99%
Patron assistance requests	6,240	6,709	5,368	6,710	6,710

*Law Library was a stand alone department prior to FY20. FY18-FY19 information is reported in the Expenditure Summary located in the "Budget Summary" section of the FY2022 Budget.

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:
\$397,723,340

Expenditure Budget:
\$1,120,753



0.3% of Public Safety

Programs:

- Circuit Court Judges Chambers:
\$1,120,753

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](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land)

Circuit Court Judges

Expenditure and Revenue Summary

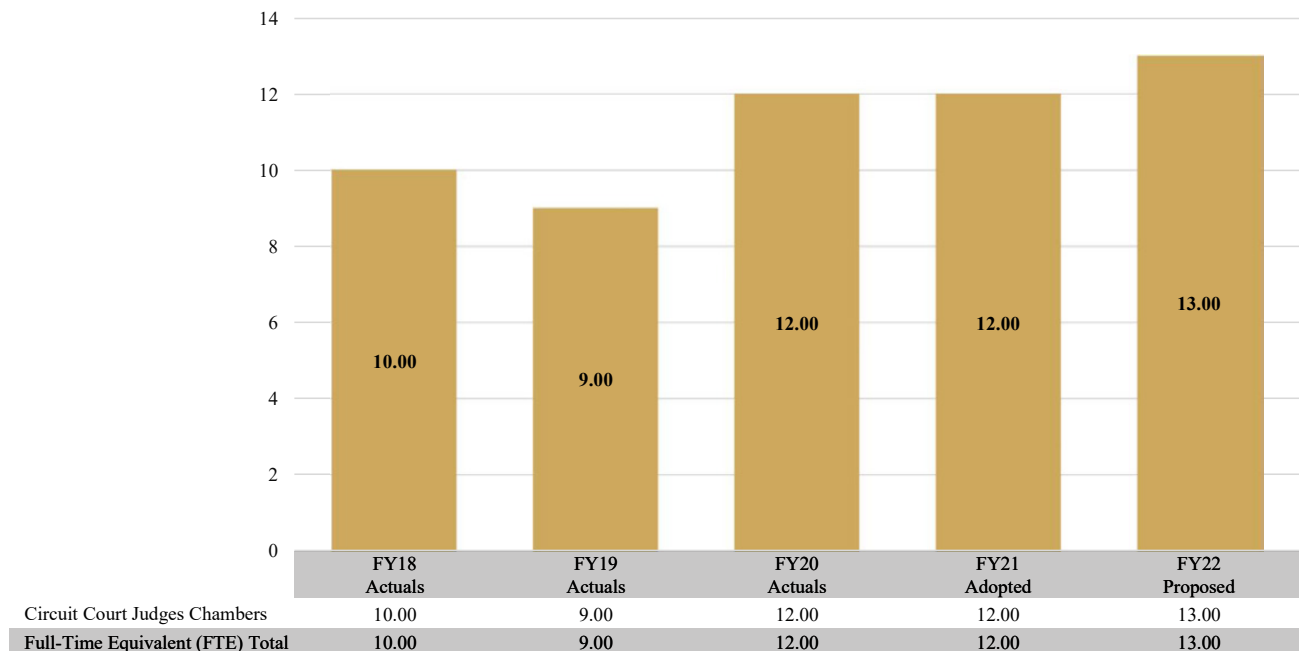


Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Circuit Court Judges Chambers	\$726,132	\$887,525	\$1,063,329	\$989,348	\$1,120,753	13.28%
Total Expenditures	\$726,132	\$887,525	\$1,063,329	\$989,348	\$1,120,753	13.28%

Expenditure by Classification

Salaries & Benefits	\$670,522	\$814,404	\$957,432	\$917,423	\$1,030,117	12.28%
Contractual Services	\$2,818	\$182	\$12,895	\$0	\$1,140	-
Internal Services	\$27,378	\$27,378	\$36,320	\$33,588	\$39,207	16.73%
Purchase of Goods & Services	\$22,913	\$42,770	\$52,179	\$33,845	\$45,797	35.31%
Leases & Rentals	\$2,501	\$2,792	\$4,503	\$4,492	\$4,492	0.00%
Total Expenditures	\$726,132	\$887,525	\$1,063,329	\$989,348	\$1,120,753	13.28%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	-
Net General Tax Support	\$726,132	\$887,525	\$1,063,329	\$989,348	\$1,120,753	13.28%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



Circuit Court Judges

Budget Initiatives

A. Budget Initiatives

1. Administrative Specialist – Circuit Court Judges Chambers

Expenditure	\$87,629
Revenue	\$0
General Fund Impact	\$87,629
FTE Positions	1.00

a. **Description** – One administrative specialist position has been added to the Circuit Court Judges Proposed FY2022 Budget. This cost includes \$77,037 in on-going funding and \$10,592 in one-time costs associated with the position. The additional position will assist in managing the judge’s calendars and provide administrative support with caseload management. Three additional administrative support positions are included in FY23 of the Proposed Five-Year Plan at a cost of \$262,077.

b. **Service Level Impacts** – The position will provide administrative support for processing cases coming before the Circuit Court.

Program Summary

Circuit Court Judges Chambers

The Judicial Circuit Court has general trial court jurisdiction, as well as appellate for General District and Juvenile & Domestic Relations Court. It is a separate branch of government. Circuit Court in Virginia decides the most serious cases in each jurisdiction presiding over criminal, civil, concealed handgun permits (CHPs), miscellaneous, and other cases. The 31st Judicial Circuit currently has six full-time judges.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Annual criminal disposition percentage	87.9%	82.1%	29.5%	83.1%	30.0%
Annual civil and CHPs disposition percentage	92.8%	92.5%	53.1%	92.0%	52.0%
Annual miscellaneous and other disposition percentage	51.4%	53.1%	17.3%	55.0%	18.0%
Total average annual disposition rate	82.7%	83.9%	94.4%	84.5%	85.0%
Annual clearance rates	86.3%	87.0%	94.0%	88.2%	85.0%

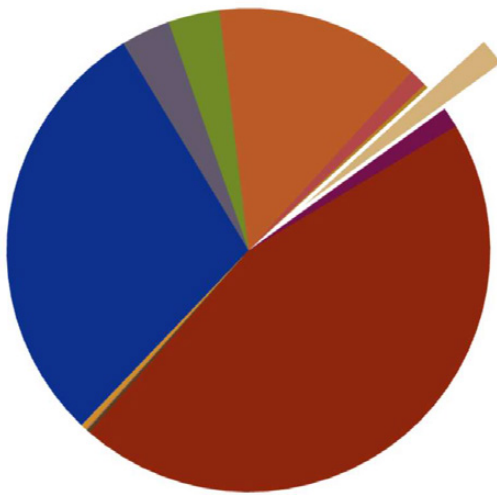
Starting with FY20 actuals data is now being pulled from state reports.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Court Case Docket Management and Administrative Support	\$726	\$888	\$1,063	\$989	\$1,121
Cases per Circuit Court Judge	3,252	3,130	2,956	3,380	3,380
Cost per case concluded	\$45	\$45	\$64	\$45	\$45

Commonwealth's Attorney

Mission Statement

The mission of the Office of the Commonwealth's Attorney is to protect the dignity of community members through the fair and equitable administration of justice. The Office of the Commonwealth's Attorney prosecutes criminal matters brought by the police, vigorously enforces the law, pursues the truth, communicates openly with community members, provides support to victims and witnesses of crimes, and works cooperatively with agency partners in law enforcement. As officers of the court, prosecutors for the Office of the Commonwealth's Attorney adopt the highest standard of ethical behavior. As stewards of the public trust, members of the Office are receptive to the evolving needs of the community, committed to the efficient use of government resources, and, above all, respect for the dignity of every person in the judicial process.



Public Safety Expenditure Budget:
\$397,723,340

Expenditure Budget:
\$7,070,962



1.8% of Public Safety

Programs:

- Commonwealth's Attorney/Legal: \$5,972,917
- Victim/Witness Support Program: \$1,098,045

Mandates

The Office of the Commonwealth's Attorney is authorized in the Constitution of Virginia, [Article VII, Section 4](#) (County and city officers). 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](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land), [42.1-85](#) (Records Management Program; agencies to cooperate; agencies to designate records officer), [GS-13](#) (Schedule Guidance), [19.2-11.1](#) (Establishment of Crime Victim-Witness Assistance Programs; Funding; Minimum Standards) [19.2-11.01](#) (Crime victim and witness rights)

2019 Budget Amendment: [HB1700 Item 70 #2c](#) (Commonwealth's Attorney – Body-Worn Cameras)



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Commonwealth's Attorney/Legal	\$5,038,767	\$5,443,521	\$5,794,458	\$5,617,134	\$5,972,917	6.33%
Victim/Witness Support Program	\$1,305,684	\$709,374	\$810,282	\$1,036,404	\$1,098,045	5.95%
Total Expenditures	\$6,344,450	\$6,152,894	\$6,604,740	\$6,653,538	\$7,070,962	6.27%

Expenditure by Classification

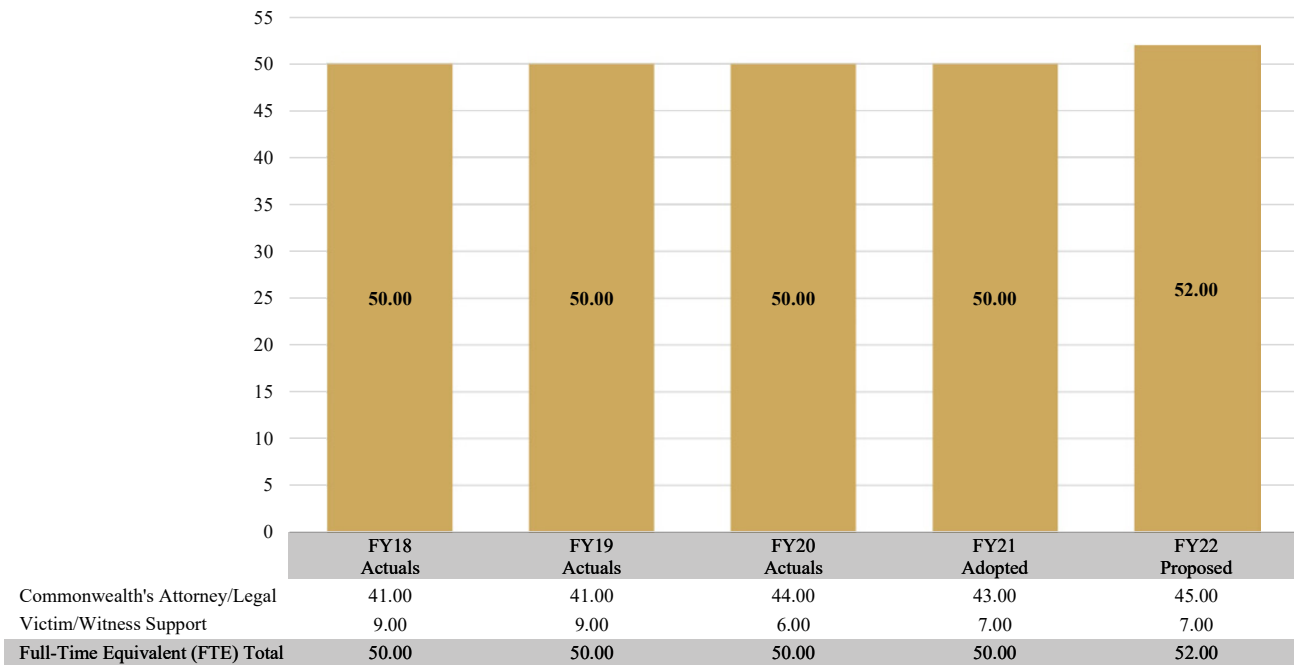
Salaries & Benefits	\$5,417,153	\$5,776,769	\$6,172,896	\$6,227,153	\$6,611,792	6.18%
Contractual Services	\$10,343	\$13,979	\$6,965	\$14,000	\$14,000	0.00%
Internal Services	\$193,351	\$191,492	\$206,625	\$180,206	\$192,284	6.70%
Purchase of Goods & Services	\$149,191	\$154,598	\$202,029	\$196,576	\$217,283	10.53%
Capital Outlay	\$0	\$0	\$0	\$337	\$337	0.00%
Leases & Rentals	\$13,913	\$16,056	\$16,226	\$35,266	\$35,266	0.00%
Transfers Out	\$560,500	\$0	\$0	\$0	\$0	-
Total Expenditures	\$6,344,450	\$6,152,894	\$6,604,740	\$6,653,538	\$7,070,962	6.27%

Funding Sources

Revenue from Federal Government	\$302,584	\$262,790	\$285,083	\$0	\$0	-
Revenue from Other Localities	\$332,364	\$332,364	\$382,920	\$331,694	\$331,694	0.00%
Charges for Services	\$17,496	\$20,490	\$16,689	\$89,143	\$89,143	0.00%
Revenue from Commonwealth	\$2,069,215	\$2,084,590	\$2,123,744	\$2,285,350	\$2,285,350	0.00%
Transfers In	\$0	\$0	\$0	-	-	-
Total Designated Funding Sources	\$2,721,659	\$2,700,233	\$2,808,437	\$2,706,187	\$2,706,187	0.00%
Net General Tax Support	\$3,622,791	\$3,452,661	\$3,796,304	\$3,947,351	\$4,364,775	10.57%
Net General Tax Support	57.10%	56.11%	57.48%	59.33%	61.73%	



Staff History by Program



Future Outlook

Staffing Standards – In January 2020, a new Commonwealth’s Attorney was elected. At that time, staff was reorganized to eliminate redundancies and increase overall efficiency. While efficiencies have been identified there are several workload factors affecting the office. The following challenges include:

- Increase in felony, misdemeanor, and traffic cases.
- Increase in hours needed to comply with new expanded discovery rules and to review, redact, and prepare Body Worn Camera (BWC) footage.
- Residual trial cases from Declared State of Judicial Emergency during the COVID-19 pandemic.
- Possible need to reduce handling of misdemeanor and traffic cases; potentially aligning service levels to satisfy mandated functions exclusively.
- Reduced service levels if staffing standard does not satisfy requirements for competent representation and adherence to ethical standards in existing and mandated matters.
- Current attorney caseload exceeds best practice of 45 cases per attorney.
- Victim Witness average case manager workload exceeds best practices of 120 court support clients per year.
- Additional paralegal and administrative staff are needed to support critical administrative obligations.
- Starting July 1, 2021, new reforms regarding jury sentencing go into effect which will increase jury trials in the County.

Technology/Equipment – The COVID-19 pandemic identified technology gaps in the Commonwealth’s Attorney’s office. To work effectively under the state’s mandates, it was identified that office computers need to be upgraded. Working with the Department of Information Technology the office was able to borrow equipment, so the office could have tele-work opportunities. Leased copiers and printers have also been identified as an

Commonwealth's Attorney

outdated equipment need, due to expiring leases and capacity issues. The potential to implement additional technology-based solutions is being explored.

Facility/Space Issues – The Office of the Commonwealth’s Attorney is divided into three locations, Judicial Center, Old Courthouse, and leased space approximately two blocks south of the Judicial Center. The inefficiencies which necessarily result from dividing employees between three locations are significant. These inefficiencies are compounded by firm adherence to all compliance requirements necessitated to handle and store sensitive information needed to conduct criminal prosecutions. It would provide a significant benefit to relocate staff with extra space for meetings and storage to one location within the courthouse.

Budget Initiatives

A. Budget Initiatives

1. Commonwealth’s Attorney Staffing Plan – Commonwealth’s Attorney/Legal

Expenditure	\$234,420
Revenue	\$0
General Fund Impact	\$234,420
FTE Positions	2.00

a. Description – Two Assistant Commonwealth’s Attorney positions have been added to the Proposed FY2022 Budget. This cost includes \$219,928 in on-going funding and \$14,492 in one-time costs associated with the positions. The additional attorney positions will assist with office caseload management. As shown in the staffing chat below, starting in FY23 and carried through FY26 there is an addition of \$210,000 per year for two positions in the County’s Proposed Five-Year Plan for a total cost of \$840,000.

Description	FTE	FY22	FY23	FY24	FY25	FY26
FY22 Staffing Plan	2.00	\$234,420	\$219,928	\$219,928	\$219,928	\$219,928
FY23 Staffing Plan	2.00	\$0	\$210,000	\$210,000	\$210,000	\$210,000
FY24 Staffing Plan	2.00	\$0	\$0	\$210,000	\$210,000	\$210,000
FY25 Staffing Plan	2.00	\$0	\$0	\$0	\$210,000	\$210,000
FY26 Staffing Plan	2.00	\$0	\$0	\$0	\$0	\$210,000
Total	10.00	\$234,420	\$429,928	\$639,928	\$849,928	\$1,059,928

b. Service Level Impacts – This initiative improves workload and increasing case management. It supports the Safe and Secure Community strategic goal by improving closure rates for violent crime and decreasing recidivism.

Commonwealth's Attorney

Program Summary

Commonwealth's Attorney/Legal

The Attorney for the Commonwealth and appointed deputies and assistants are primarily responsible for the prosecution of all felony cases for Prince William County, the Cities of Manassas and Manassas Park, Towns of Dumfries, Haymarket, Quantico, and Occoquan and responsible for the prosecution of misdemeanor and traffic offenses within Prince William County and the City of Manassas. There are numerous additional mandatory duties set forth in the Mandates section of the budget.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Successful prosecution rate of murders	-	-	-	-	100%
Felony domestic violence cases by adult offenders in JDRC assigned to domestic violence attorney	-	-	84%	-	100%
Misdemeanor domestic violence cases by adult offenders in JDRC assigned to domestic violence attorney	-	-	25%	-	75%
Juvenile criminal arrests as percentage of overall arrests	14.0%	14.0%	14.7%	13.0%	-
Crime rate	14.0	12.9	11.9	14.0	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Legal/Executive Management Support	\$5,039	\$5,444	\$5,794	\$5,617	\$5,973
Felony domestic violence cases by adult offenders in JDRC	-	-	-	-	181
Misdemeanor domestic violence cases by adult offenders in JDRC	-	-	-	-	928
Domestic violence attorney average monthly caseload	-	-	74	-	45
Average monthly General District Court case files prepared	-	-	-	-	647
Average monthly General District Court case files prepared per administrative staff member	-	-	-	-	216
Felony cases prosecuted	6,178	6,337	NR	6,300	-
Grand jury indictments processed	3,802	2,987	NR	3,000	-
Misdemeanors and traffic cases prosecuted	89,314	95,685	NR	90,000	-
Felony cases prosecuted/Grand Jury indictments processed	6,178	6,337	NR	-	-

Commonwealth's Attorney

Victim/Witness Support Program

In accordance with the Virginia Crime Victim and Witness Rights Act, the Victim Witness Assistance Program provides support to individuals who are crime victims, families of crime victims, and witnesses to crimes. The Victim Witness Assistance Program reaches victims and witnesses of crimes by conducting community outreach to include engaging with partner agencies, such as local police departments and domestic violence and sexual assault intervention programs.

The Program was established with the primary goal of assisting individuals and families throughout the criminal justice process and to ensure that they receive fair and compassionate treatment. Victim Witness Case Managers provide guidance, information, and explanations of the criminal justice process; referrals for counseling and available financial aid; accompaniment to hearings, trials, and meetings with prosecutors; and other services to help prevent further victimization. Victim cooperation in cases leads to more favorable outcomes in criminal prosecutions.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Clients receiving court support	-	-	1,609	-	1,600
Clients receiving court support per case manager	-	-	201	-	120
Crime rate	14.0	12.9	11.9	14.0	-

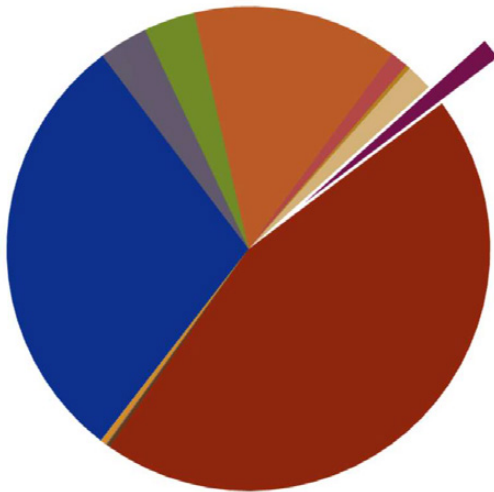
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Victim/Witness Support	\$359	\$365	\$430	\$586	\$658
Total clients served	8,898	9,004	8,539	9,350	9,350
Cost per client*	\$40.33	\$40.54	\$47.66	\$43.42	-
Sexual Assault Victims Advocacy Service (SAVAS)	\$947	\$344	\$380	\$450	\$440
Total SAVAS clients	746	631	923	800	800
New SAVAS clients	352	336	364	350	300

*In the FY2020 Budget, cost per client was calculated based on the entire budget to include grant funds, it was determined to remove grant funds and only show County funding.

Criminal Justice Services

Mission Statement

Prince William County 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:
\$397,723,340

Expenditure Budget:
\$5,436,239



1.4% of Public Safety

Programs:

- Criminal Justice Support: \$810,234
- Community Supervision: \$4,626,005

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. Criminal Justice Services provides these mandated services. The establishment of a Community Criminal Justice Board is mandated by Section [9.1-178](#) of the Code of Virginia. Criminal Justice Services serves as the liaison to this advisory board.

State Code: [19.2-152.2](#) thru [19.2-152.7](#), [19.2-152.4:3](#), and [53.1-82.1](#) (Pretrial Services), [9.1-173](#) thru [9.1-183](#) (Comprehensive Community Corrections Program), [19.2-303](#) (Suspension or modification of sentence; probation; taking of fingerprints and blood, saliva, or tissue sample as condition of probation)

Criminal Justice Services



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Criminal Justice Support	\$640,612	\$681,064	\$710,450	\$772,841	\$810,234	4.84%
Community Supervision	\$3,327,972	\$3,627,569	\$3,682,632	\$4,294,749	\$4,626,005	7.71%
Total Expenditures	\$3,968,584	\$4,308,633	\$4,393,082	\$5,067,590	\$5,436,239	7.27%

Expenditure by Classification

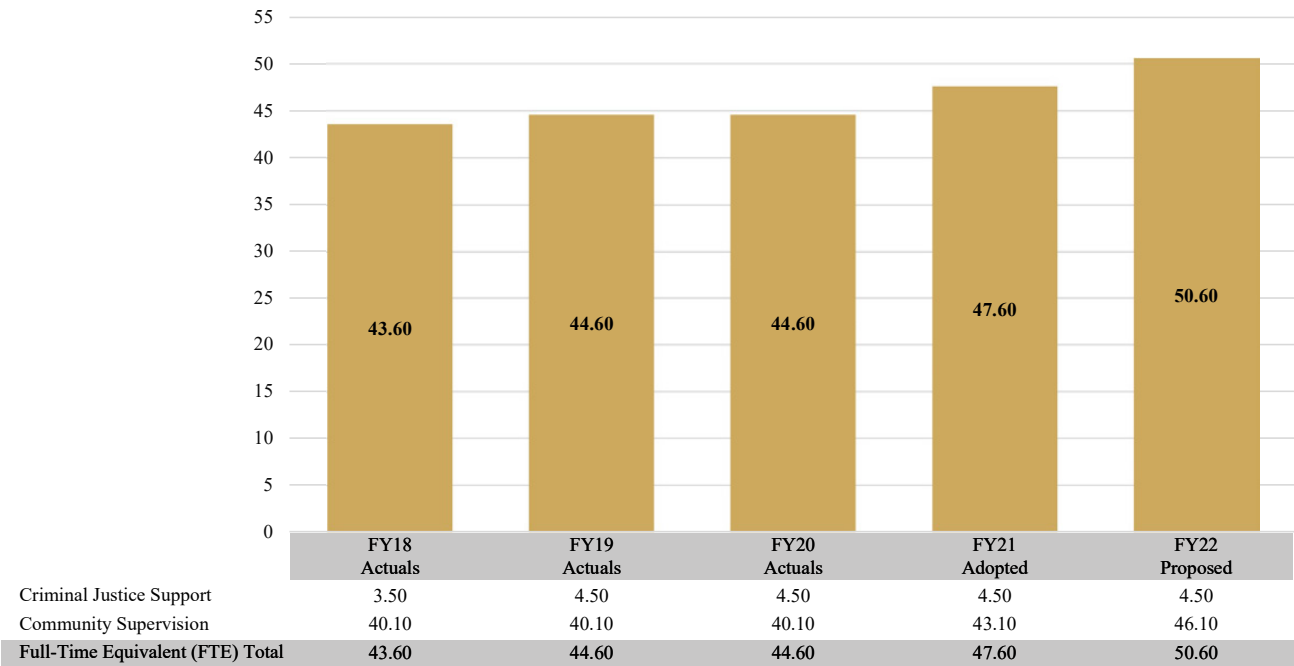
Salaries & Benefits	\$3,374,420	\$3,695,650	\$3,823,200	\$4,354,123	\$4,644,813	6.68%
Contractual Services	\$138,658	\$130,123	\$104,503	\$223,276	\$223,276	0.00%
Internal Services	\$187,513	\$193,936	\$199,560	\$179,816	\$197,348	9.75%
Purchase of Goods & Services	\$261,576	\$260,625	\$257,721	\$302,991	\$363,419	19.94%
Capital Outlay	\$0	\$23,283	\$0	\$0	\$0	-
Leases & Rentals	\$6,416	\$5,016	\$8,098	\$7,383	\$7,383	0.00%
Total Expenditures	\$3,968,584	\$4,308,633	\$4,393,082	\$5,067,590	\$5,436,239	7.27%

Funding Sources

Revenue from Federal Government	\$31,235	\$31,235	\$23,426	\$31,235	\$31,235	0.00%
Revenue from Other Localities	\$90,767	\$166,904	\$139,996	\$123,481	\$123,481	0.00%
Charges for Services	\$136,741	\$130,566	\$89,586	\$197,458	\$197,458	0.00%
Revenue from Commonwealth	\$1,056,131	\$1,057,246	\$1,083,330	\$1,028,759	\$1,028,759	0.00%
Total Designated Funding Sources	\$1,314,875	\$1,385,951	\$1,336,338	\$1,380,933	\$1,380,933	0.00%
Net General Tax Support	\$2,653,709	\$2,922,681	\$3,056,744	\$3,686,657	\$4,055,306	10.00%
Net General Tax Support	66.87%	67.83%	69.58%	72.75%	74.60%	



Staff History by Program



Future Outlook

Pretrial Workload Growth – The Pretrial Supervision Program is an important component of Criminal Justice Services’ (CJS) mission and has grown significantly in recent years. At the end of FY20, there were 1,228 active pretrial cases. The average pretrial caseload has increased 56% in the past three years and 12% in the past year alone. Over the past five years, the average pretrial caseload has increased by 125%; on average, the average daily caseload increased by 17% per year. By FY25, the Pretrial Supervision Program is expected to grow an additional 78%.

Effects of New Laws in Virginia on Local Probation – On July 1, 2020, several new laws were enacted that directly impact local probation across the Commonwealth of Virginia:

- **Decriminalization of the possession of marijuana under one ounce** – At the end of FY20, possession of marijuana cases comprised 17% of the active CJS local probation caseload. This class of offense also typically carried Community Service as a condition of probation. Per [§ 18.2-250.1](#) (Possession of marijuana unlawful), the local probation caseload and community service placements will likely decrease.
- **Increasing the felony theft threshold** – Prior to July 1, 2020, an individual could be charged with Felony Grand Larceny if goods were valued at \$500.00 or greater not from the person; any value less than \$500.00 was considered Petit Larceny, a Class 1 Misdemeanor. The threshold for Grand Larceny was raised to \$1,000.00 per Virginia Code [§ 18.2-95](#), which may increase the number of offenders who are placed on local probation for Petit Larceny per Virginia Code [§ 18.2-96](#).
- The expansion of offenses that can result in a deferred adjudication and supervised probation subject to terms and conditions for a first offense misdemeanor charge of the following offenses: [§ 18.2-95](#) (Grand larceny defined; how punished); [§ 18.2-96](#) (Petit larceny defined; how punished) [§ 18.2-119](#) (Trespass after having been forbidden to do so; penalties) except for a violation of [§ 18.2-130](#) (Peeping or spying into

Criminal Justice Services

dwelling or enclosure) or [§ 18.2-130.1](#) (Peeping or spying into dwelling or occupied building by electronic device; penalty); [§ 18.2-137](#) (Injuring, etc., any property, monument, etc.); [§ 18.2-144](#) (Maiming, killing or poisoning animals, fowl, etc.); or [§ 18.2-153](#) (Obstructing or injuring canal, railroad, power line, etc.).

Impacts of COVID-19 on Agency Operations – CJS employees have been teleworking on a rotating basis since the beginning of the pandemic, and the use of telework will likely continue into FY22 and beyond. The agency will need to adjust accordingly, which may require new equipment and technologies that enable staff to sustain adequate supervision of clients while adhering to state standards.

During the pandemic, CJS employees have assisted clients in maintaining court-ordered conditions by contracting drug screening to an outside laboratory. This process not only reduces risk for staff, but also assists in reducing risk of client overdose by monitoring for drug use to support client’s recovery efforts. This new practice has created efficiencies in managing the growing workload and it may be desirable to sustain it in the future.

General Overview

A. Position Shift from Adult Detention Center (ADC) – In FY21, three positions were shifted to CJS with a salary and benefits budget of \$207,951. At the end of FY20, there were 1,228 active pretrial cases. The average pretrial caseload has increased 56% in the past three years and 12% in the past year alone. The shift provided one probation/pretrial officer, one senior probation/pretrial officer and one administrative specialist which brings CJS staffing levels to 14 full-time pretrial officers dedicated to the pretrial caseload and two senior probation/pretrial officers to assist with court investigations and quality assurance. A successful pretrial process improves the efficiency and effectiveness of the criminal justice system and significantly impacts the ADC. Court defendants released to pretrial supervision can function in society with supervision rather than utilizing costly jail beds and reducing the average daily population which should be reserved for the higher risk defendants and sentenced individuals. The shift supports the Safe and Secure Community Strategic Goal by decreasing recidivism and crime. The vacant positions were available for transfer from the ADC since the 287(g) agreement with U.S. Immigration and Customs Enforcement expired on June 30, 2020. As such, the duties of these positions are no longer required in the ADC and used to provide an alternative to incarceration using evidence-based practices.

Budget Initiatives

A. Budget Initiatives

1. Laboratory Drug Testing & Technology – Community Supervision

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

a. Description – This initiative will increase CJS ongoing expenditure budget by \$55,000 to outsource drug screening tests and provide mobile technology. The technology upgrade of \$30,000 will allow the office to purchase smartphones and ongoing service support for staff. The upgrade will help staff keep in touch with clients by using phone video meetings. Due to the pandemic face to face

Criminal Justice Services

meetings with clients have been difficult to have. Mobile technology protects both County staff and clients while realizing efficiencies through reduced travel. An additional \$25,000 is included in the proposed budget to outsource drug screen tests that are done in the CJS office by the supervision officers. The funding will help to assure safety of staff and clients from unneeded health exposures. There is a gained efficiency that the supervision officers will save an estimated 181 hours per month (pre-pandemic) that were once used for administering 725 tests per month on other needed functions.

- b. **Service Level Impacts** – This initiative creates a safer workplace for the supervision officers by decreasing exposure to airborne pathogens, viruses, and potentially bodily fluids. Efficiency in the workplace will increase due to number of hours not needed to conduct drug screens. The addition of technology will create better client relations with the supervision officers. Instant communication will help in many ways from not missing appointments to addressing emergency situations.

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, managing 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, 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Domestic violence closed cases not returning to court on violation	97%	96%	95%	96%	95%
Supervision program participants satisfied with services	87%	88%	87%	88%	87%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Local Criminal Justice Support	\$530	\$573	\$599	\$613	\$652
Community service placements	411	452	326	470	375
Community Domestic Violence Coordination	\$109	\$108	\$111	\$160	\$158
Domestic violence final protective orders tracked	234	202	265	220	289

Criminal Justice Services

Community Supervision

CJS 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 risks, 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.

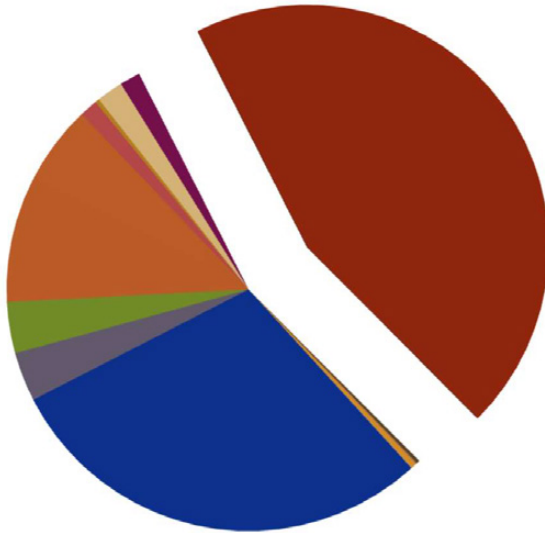
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Adult reconviction	26%	23%	23%	20%	20%
Successful completion of program referrals	84%	82%	87%	84%	86%
Pretrial cases closed in compliance with court conditions of release	87%	82%	88%	85%	88%
Rate of successful court appearance	93%	92%	92%	93%	92%
Public safety rate	-	-	94%	94%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Pretrial Defendant Supervision	\$1,383	\$1,511	\$1,557	\$1,886	\$2,091
Pretrial interviews completed	3,474	3,501	3,122	3,700	3,282
Pretrial average daily caseload	578	709	791	1,003	1,100
Pretrial average daily caseload per officer	-	-	113	80	80
Post-trial Offender Supervision	\$1,947	\$2,117	\$2,126	\$2,409	\$2,535
Average daily case load	-	-	1,011	1,050	1,000
Average daily case load per officer	-	-	101	100	100
Average stay (# of days) per offender	252	258	351	255	255
Placement services provided	2,743	2,437	2,537	-	2,500

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:
\$397,723,340

Expenditure Budget:
\$179,058,066



45.0% of Public Safety

Programs:

- Operations: \$112,461,065
- Office of the Chief: \$1,629,253
- Community Safety: \$6,182,312
- Systems Support: \$34,037,507
- Station/Company Operating Services: \$24,031,743
- Public Safety Resilience: \$716,187

Mandates

The County operates under a state mandate to maintain an agency of emergency management in accordance with state disaster preparedness plans and programs. 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](#) (Powers and duties of political subdivisions)

County Code: [Chapter 3](#) (Amusements), [Chapter 5, Article V](#) (Smoke Detectors), [Chapter 7](#) (Emergency Services), [Chapter 9.2](#) (Fire Prevention and Protection), [Chapter 12](#) (Massage Establishments), [Chapter 32](#) (Zoning)

Fire & Rescue



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Operations	\$88,870,086	\$97,686,950	\$111,539,788	\$109,372,975	\$112,461,065	2.82%
Office of the Chief	\$1,418,234	\$1,540,064	\$1,550,481	\$1,468,356	\$1,629,253	10.96%
Community Safety	\$5,429,505	\$5,585,166	\$8,605,570	\$5,599,177	\$6,182,312	10.41%
Systems Support	\$33,818,236	\$46,384,575	\$27,173,432	\$31,037,699	\$34,037,507	9.67%
Station/Company Operating Services	\$17,543,910	\$18,237,755	\$15,902,671	\$20,782,848	\$24,031,743	15.63%
Public Safety Resilience	-	\$235,998	\$618,844	\$688,873	\$716,187	3.96%
Total Expenditures	\$147,079,971	\$169,670,508	\$165,390,787	\$168,949,927	\$179,058,066	5.98%

Expenditure by Classification

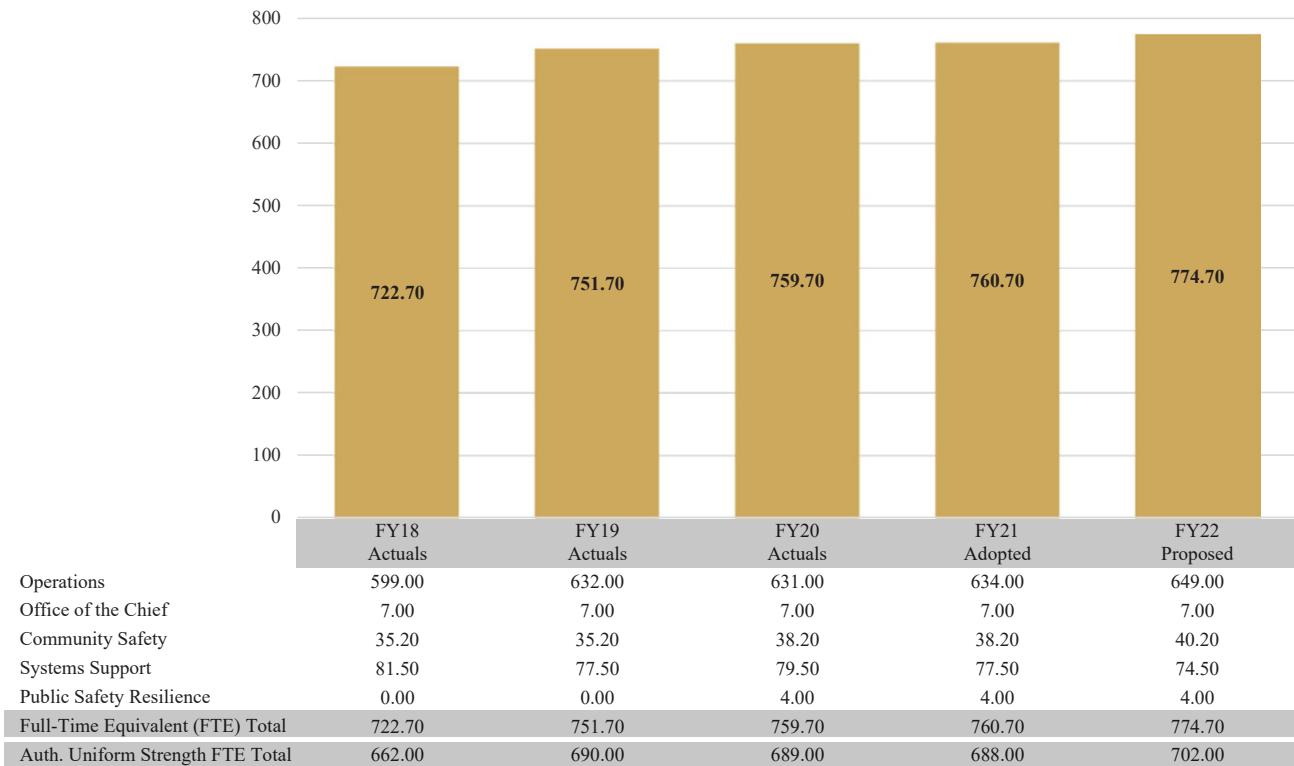
Salaries & Benefits	\$76,963,832	\$84,162,521	\$95,209,256	\$93,299,787	\$96,493,449	3.42%
Contractual Services	\$7,809,882	\$8,099,006	\$8,303,000	\$10,314,196	\$11,120,013	7.81%
Internal Services	\$9,921,240	\$10,051,932	\$9,971,363	\$8,539,301	\$8,572,479	0.39%
Purchase of Goods & Services	\$12,219,544	\$19,617,501	\$13,365,677	\$13,527,731	\$14,958,674	10.58%
Debt Maintenance	\$1,339,775	\$1,052,570	\$816,531	\$360,585	\$280,585	(22.19%)
Capital Outlay	\$4,736,624	\$5,602,448	\$5,070,256	\$8,110,924	\$11,441,869	41.07%
Leases & Rentals	\$166,957	\$200,235	\$167,548	\$332,685	\$321,245	(3.44%)
Reserves & Contingencies	(\$545,877)	(\$545,877)	\$0	\$1,201,451	\$1,150,433	(4.25%)
Amortization	\$0	\$0	\$8,015	\$0	\$0	-
Transfers Out	\$34,467,993	\$41,430,172	\$32,479,141	\$33,263,268	\$34,719,319	4.38%
Total Expenditures	\$147,079,971	\$169,670,508	\$165,390,787	\$168,949,927	\$179,058,066	5.98%

Funding Sources

Revenue from Federal Government	\$624,135	\$601,261	\$706,851	\$261,804	\$290,256	10.87%
Permits & Fees	\$655,840	\$665,695	\$814,347	\$646,286	\$646,286	0.00%
Use of Money & Property	\$33,376	\$15,190	\$33,029	\$385,734	\$385,734	0.00%
Miscellaneous Revenue	\$218,705	\$29,396	\$854,971	\$75,512	\$75,512	0.00%
Non-Revenue Receipts	\$14,009	\$22,242	\$55,256	\$0	\$0	-
Other Local Taxes	\$30	\$0	\$0	\$0	\$0	-
General Property Taxes	\$44,582,829	\$47,099,965	\$49,586,284	\$51,674,528	\$54,621,656	5.70%
Charges for Services	\$6,276,657	\$6,114,959	\$5,879,289	\$6,424,845	\$6,424,845	0.00%
Revenue from Commonwealth	\$1,716,528	\$1,783,308	\$1,982,526	\$1,635,382	\$1,635,382	0.00%
Transfers In	\$26,387,743	\$38,136,643	\$29,547,574	\$30,522,574	\$30,597,574	0.25%
Total Designated Funding Sources	\$80,509,852	\$94,468,658	\$89,460,127	\$91,626,665	\$94,677,245	3.33%
Use/(Contribution) of Fund Balance	\$5,669,021	\$8,757,200	\$1,858,401	\$5,489,855	\$8,149,263	48.44%
Net General Tax Support	\$60,901,098	\$66,444,650	\$74,072,259	\$71,833,407	\$76,231,558	6.12%
Net General Tax Support	41.41%	39.16%	44.79%	42.52%	42.57%	



Staff History by Program



Future Outlook

Service Delivery Enhancements – The Prince William County Fire & Rescue System (PWCFRS) implemented a comprehensive restructuring plan beginning in FY20 to assure consistent and sustainable service delivery. The plan makes a commitment to improve response times and ensure essential 24/7/365 staffing levels in the most efficient and financially cost-effective means. Moving forward, data and metrics will be utilized to identify gaps in response strategies and explore response time improvements through dialogue with stakeholders, innovation, and monitoring of new initiatives.

This restructuring plan continues the commitment to the PWCFRS by the sustained use of volunteers in the staffing model and dedicating resources to the development of programs for volunteer recruitment and retention.

The PWCFRS is committed to developing a dedicated reserve apparatus fleet and centralized apparatus maintenance program. A system-wide Fleet Maintenance Coordinator position has been established to coordinate PWCFRS maintenance efforts to ensure apparatus is maintained properly and ready to respond to emergency incidents.

Recruitment and Retention – The recruitment and retention of career and volunteer members is essential to maintain the level of service provided to citizens. A system-wide recruitment and retention strategy that is coordinated with and complements the existing individual efforts of the volunteer companies is being developed. The goal is to continue the Prince William County (PWC) volunteer companies’ rich tradition of neighbor helping neighbor. Partnering with PWC Schools, the PWCFRS has created a High School Cadet Program that began in the 2020-2021 school year. This program will allow the PWCFRS to provide higher education and

Fire & Rescue

training to high school students and expose them to the life of a firefighter/Emergency Medical Technician (EMT) while at the same time recruit the students to become volunteers and/or career firefighter/EMT's in the community.

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 & Rescue service that ensures timely responses throughout the County. The location and need for newly constructed Fire & Rescue stations is based on a comprehensive analysis to determine 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. With the opening of Station 22, the current need is six new stations based on existing population, residential and commercial infrastructure, and station workload and response times. Two stations, Station 27 and Station 28, are included in the Capital Improvement Plan (CIP). Deployment locations will be determined by the priority level of the type of units staffed, incident volume, and response times. To meet the demands of the growing community, new Fire & Rescue stations should be planned and budgeted every other year. Toward this goal, land should be secured for future stations before it is developed, as the proper location is essential to maximizing response time improvements.

Public Safety Training Academy Expansion – An expansion of the Public Safety Training Academy facility is needed to accommodate the growing needs and training requirements of public safety agencies. A Master Plan Space Study completed in 2020 identifies the need for an additional 250,000 square foot of facility space. Land has been acquired to support the expansion of the academy to meet the needs of public safety agencies. 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. A fuel facility and additional parking are needed to support daily activities at the center.

Healthcare Evolution – The PWC Emergency Medical System (EMS) will proactively review the overall structure and scope of practice for the advancement of patient care based on data collection outcomes and community needs. The future of EMS will be data driven utilizing situational awareness software providing information that directs care based on the science of patient outcomes and results. Fire & Rescue continues to enhance the Cardiac Arrest Survival program, to include additional technologies, with the goal to increase survivability and quality of life of cardiac arrest patients. EMS will need to partner and work collaboratively with other County agencies and key stakeholders to address relevant issues including active violence events, the opioid crisis, mental health, and the aging community.

General Overview

- A. **Fire Levy Rate** – The Proposed FY2022 Budget utilizes a levy rate of \$0.08, which is unchanged from FY21 and provides \$54.6 million in fire levy revenue. This revenue supports system-wide initiatives including full-year debt service and facility operating costs for Station 22 (\$1.2M), increased insurance costs (\$530K), and replacing apparatus.
- B. **Increase Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. The indirect cost transfer amount reimbursing the general fund for the Fire & Rescue Marshal's Office increases by \$16,462 from \$229,935 in FY21 to \$246,397 in FY22.
- C. **Fire Marshal Office Fee Increase** – The Proposed FY2022 Budget includes a 4.5% increase to the Fire Marshal Office fee schedules.

Fire & Rescue

- D. **Position Shift of EEO/Human Rights Investigator from Fire & Rescue to OEM (Management & Policy)** – In FY21, 1.00 FTE, a vacant position, was transferred from the Department of Fire & Rescue to the OEM Management & Policy program to help support the employee engagement efforts. The total salaries and benefits of this position is \$126,293. There is no cost to the general fund.
- E. **800MHz Radio Replacement Fund Transfer Reduction – Fire Operations and Systems Support** – In the FY2021 Budget there was a one-time operating budget reduction and subsequent transfer reduction to the 800MHz Replacement Fund in the County’s Capital Projects Fund for the Police Department, Department of Fire & Rescue, Sheriff’s Office, and the Public Safety Communications Center. Fire & Rescue’s operating budget cost and transfer to the County’s Capital Project Fund of \$553,603 is reinstated in the Proposed FY2022 Budget Restoring these funds enables public safety radios to be replaced every 7-9 years.
- F. **Five-Year Staffing Plan for New Fire & Rescue Stations** – Below is a summary of the staffing initiatives included in the Proposed Five-Year Plan. New station staffing is determined by new stations programmed in the Proposed FY22-27 Capital Improvement Program (CIP). Please see the Proposed CIP for more information regarding future stations.

GF/FL	Description	FTE	FY22	FY23	FY24	FY25	FY26
GF	FY22 - Station 22 Engine - full year	14.00	\$2,196,303	\$2,196,303	\$2,196,303	\$2,196,303	\$2,196,303
GF	FY23 - F&R Station 27 Medic Unit - full year	10.00	\$0	\$1,770,927	\$1,527,610	\$1,527,610	\$1,527,610
GF	FY25 - Station 27 Engine - full year	14.00	\$0	\$0	\$0	\$2,277,154	\$1,936,509
	Total	38.00	\$2,196,303	\$3,967,230	\$3,723,913	\$6,001,067	\$5,660,422

Budget Initiatives

A. Budget Initiatives

1. Station 22 Engine Staffing – Fire Operations

Expenditure	\$2,196,303
Revenue	\$0
General Fund Impact	\$2,196,303
FTE Positions	14.00

a. **Description** – Construction of Station 22 was completed in January 2021. This initiative will provide full-year career staffing for an engine unit consisting of nine Technicians I, three Technicians II, and two Captains. Full-year facility operating costs of \$500,000 will be funded by the fire levy.

b. **Service Level Impacts** – The station’s first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease emergency response call volume on existing stations.

2. Fire & Rescue System Insurance Broker Services – Volunteer Fire & Rescue

Expenditure	\$530,000
Revenue (Fire Levy)	\$530,000
General Fund Impact	\$0
FTE Positions	0.00

Fire & Rescue

- a. **Description** – The PWC Finance Department, Risk Management Division manages insurance policies and the broker services contract for the Fire and Rescue System and member departments. A centralized budget for this contractual service is funded within the fire levy. Annual budget adjustments are made in accordance with updated contractual costs based on historic claim data affecting policy coverages and premiums. Policy renewals at the end of 2020 were substantially higher, thus necessitating a FY22 budget increase to cover the cost of required PWCFRS umbrella and all policies including auto, property and casualty, accident and sickness, and marine.
- b. **Service Level Impacts** – This initiative maintains required insurance coverage.

3. Emergency Operations and Community Engagement – Community Safety

Expenditure	\$486,481
Revenue	\$0
General Fund Impact	\$486,481
FTE Positions	1.00

- a. **Description** – With the loss of the National Capital Region Urban Areas Security Initiative (UASI) Volunteer, Donations, and Community Engagement grant award, local funding supports current emergency management service levels with the Volunteer Management function in the County’s Emergency Operations Plan and the *Ready Prince William* community education campaign through the Office of Emergency Management. This initiative also includes the addition of one Emergency Operations Manager to coordinate emergency response activities as evidenced during the COVID-19 pandemic. Funding is also included for technology applications associated with Emergency Operations Center and situational awareness software as well as flood warning gauge and software.
- b. **Service Level Impacts** – This initiative supports community engagement, emergency preparedness, improved awareness and response during an emergency event.

4. Training, Upgrades, and Maintenance – State Programs

Expenditure	\$450,000
Revenue (State Fire Programs)	\$450,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – The initiative will fund a replacement training forklift, replace dividers between Classrooms D/E at the training center, rework three existing office spaces at the training center, and routine maintain of burn building. The training facility is used to train new PWCFRS recruits as well as provide in-service training or PWCFRS.
- b. **Service Level Impacts** – Existing service levels are maintained.

5. National Fire Protection Association (NFPA) Medical Physicals – Volunteer Fire & Rescue

Expenditure	\$350,000
Revenue (Fire Levy)	\$350,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – Chapter 9.2 of the County Code includes the requirement of entry and annual NFPA 1582 compliant physicals for all career and volunteer emergency service providers within the PWC Fire and Rescue System. A budget within the fire levy funds annual physicals for all emergency

Fire & Rescue

service providers. The annual budget is based on contractual costs, the historic trend of actual expenses and the projection of need based on new members. Based on prior history and membership and employment figures an additional amount is needed to fund this annual code and health and safety mandate.

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

6. Fire Marshal’s Office Suite Security – Community Safety

Expenditure	\$40,000
Revenue (Development Services)	\$40,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative will increase the overall safety and security of the Fire Marshal’s office suite. The plan will design and build a customer receiving area that will restrict direct access and secure the employee work area.

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

7. Use of Fire Levy Fund Balance Initiatives – Station/Company Operating Services

Expenditure	\$9,199,510
Use of Fund Balance (Fire Levy)	\$9,199,510
General Fund Impact	\$0
FTE Positions	0.00

a. Description – A total use of \$9.2 million of fire levy fund balance will be used to fund \$8.1 million for apparatus/vehicle replacements and \$1.1 million for station improvements and renovations. The detailed use of fund balance in the FY2022 Proposed Budget as follows:

FY2022 Use of Fund Balance Summary	
Antioch - Engine 524B Replacement	\$750,000
Buckhall - Tanker 516 Replacement	\$500,000
Davis Ford - Engine 526B	\$750,000
Evergreen - Engine 515 Replacement	\$750,000
Gainesville - Truck PSA/Q4 Replacement	\$1,200,000
Nokesville - Engine E505 Replacement	\$500,000
OWL - Ambulance 514 Replacement	\$350,000
OWL - Engine 512B Replacement	\$750,000
OWL - Engine 514B Replacement	\$750,000
River Oaks - Engine 523R Replacement	\$750,000
Systemwide Capital - F&R Medic 504 Replacement	\$350,000
Systemwide Capital - F&R Medic 511 Replacement	\$350,000
Systemwide Capital - F&R Medic 520 Replacement	\$350,000
Gainesville Station - Asphalt Repair and Signage	\$342,000
Antioch Station - Front Entrance Pavement Repair	\$30,000
Evergreen Station - Bathrooms and Garage Repairs	\$110,000
Dale City Station - Kitchen Renovation and Alarm Replacement	\$150,000
Nokesville Station - Backup Firefighter Gear Purchase	\$60,000
Occoquan-Woodbridge - Lorton Station - Security Cameras	\$77,510
Stonewall Jackson Station - Kitchen Renovation and Concrete Pod Repair	\$330,000
FY2022 Total Use of Fund Balance	\$9,199,510

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

Fire & Rescue

B. Budget Reduction

1. Station 3 Rescue Budget Reduction – Volunteer Fire & Rescue

Expenditure	(\$334,805)
Revenue (Fire Levy)	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – In December 2019, the career staffed Medic Unit was moved from Station 3R to Station 3F in the same first due area. This action resulted in the elimination of service delivery from Station 3R. The station remained operationally available and was utilized for vehicle maintenance, equipment and supply storage and other functions during the pandemic. The building and its contents were officially unoccupied in January 2021. The former Dumfries Triangle Rescue Squad Station 3R operating budget is eliminated.
- b. **Service Level Impacts** – Existing service levels are maintained.

C. Budget Shift

1. Employee Subsidy – Volunteer Fire & Rescue

Budget Shift	\$32,818
Agency Impact	\$0
FTE Positions	0.00

- a. **Description** – Volunteer companies within the Fire & Rescue System have paid employees which are funded thru an employee subsidy within respective company operating budgets. This initiative supports a budget shift within respective company operating budgets to support a 3% increase in wages to paid company employees commensurate with the proposed 3% pay for performance increase for county employees.
- 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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less	39%	48%	46%	50%	55%
Fire and Emergency Medical responders provide high quality service	98%	97%	97%	97%	97%
Fire and Emergency Medical responders are professional	99%	96%	96%	96%	96%

Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Emergency Response	\$83,202	\$91,981	\$105,586	\$104,055	\$107,111
Fire responses (systemwide)	22,272	22,020	22,082	22,500	23,000
EMS responses (systemwide)	63,138	69,081	66,319	70,000	65,000
Patients transported	20,515	21,794	20,497	22,000	21,000
Emergency Medical Services Administration	\$5,668	\$5,706	\$5,953	\$5,318	\$5,350
Uniform FTEs with ALS certification	32%	35%	24%	42%	40%

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 PWC 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 Deputy and Assistant Fire & Rescue Chiefs, Executive Officer to the Chief and Operational Medical Director. In addition, the Fire & Rescue Chief is chief of the PWCFRS and, with advice and counsel from the PWCFRS Executive Committee, determines policy, procedures, and implementation for all fire, rescue, and medical service operations.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Advanced Life Support responses to all ALS emergencies in 8 minutes or less	86%	85%	86%	90%	90%
Basic Life Support (BLS) responses in 4 minutes or less (systemwide)	54%	49%	44%	60%	60%
Fire suppression unit on scene (fire only) in 4 minutes or less (systemwide)	40%	39%	33%	50%	45%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Leadership and Management Oversight	\$1,418	\$1,540	\$1,550	\$1,468	\$1,629
Volunteer members	607	610	649	750	750
Fire incidents (systemwide)	9,069	8,619	9,084	9,000	9,500
EMS incidents (systemwide)	29,730	30,922	30,315	31,000	30,000
Hazmat incidents	65	74	93	85	100

Fire & Rescue

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, mitigate, and recover from natural or human-caused disasters and large-scale incidents.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Fire related injuries per 100,000 population	12	2	2	5	5
Inspections conducted on day requested	100%	100%	100%	97%	97%
Fire protection plan approval on first review	83%	85%	85%	81%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Fire Marshal's Office	\$3,900	\$4,078	\$4,196	\$4,424	\$4,465
Inspections conducted by code compliance inspectors	6,734	6,298	5,107	6,250	5,500
Operational use permits issued	608	533	435	550	550
Investigations (includes fire, hazmat, environmental and explosives)	220	334	161	220	200
Community Relations	\$167	\$206	\$216	\$236	\$238
Public education program participants	30,612	29,726	8,075	28,000	28,000
Child passenger safety seat inspections & education	842	168	90	-	-
Office of Emergency Management	\$1,363	\$1,301	\$4,193	\$939	\$1,479
Complaints investigated	9	10	10	10	10
Training hours for emergency management	1,052	1,777	2,360	2,000	2,000

System Support

System Support provides services to internal customers. System Support manages department programs and activities to ensure prompt, efficient, and effective service to the community. This section includes human resources, training, administrative support, health and safety, fleet, facilities, 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 PWCFRS and its members.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Customer satisfaction with Systems Support	86%	84%	84%	90%	90%
Fire & Rescue 911 emergency calls dispatched within 60 seconds	18%	36%	40%	30%	25%
OSHA Recordable Incident Rate among Fire & Rescue employees	11	7	7	7	7
Uniform turnover rate without retirement	6%	7%	5%	5%	5%
Personnel in compliance with FRA uniform rank structure	92%	96%	89%	97%	97%

Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Human Resources	\$5,775	\$5,984	\$6,264	\$8,405	\$8,683
Students trained (county, volunteers, other jurisdictions)	4,252	5,029	4,649	6,500	6,500
Logistics	\$16,025	\$28,209	\$8,837	\$9,968	\$11,765
Warehouse orders processed	2,341	3,278	2,892	2,600	2,900
Breathing apparatus services conducted	3,917	1,480	2,151	1,250	1,350
Administrative Services	\$1,645	\$1,620	\$1,635	\$1,916	\$1,988
Communication and Information Technology	\$8,439	\$8,602	\$8,475	\$9,024	\$9,502
Tasks completed resulting from customer service generated tickets	2,902	2,537	2,889	3,000	3,000
Health and Safety	\$1,934	\$1,969	\$1,963	\$1,725	\$2,101
Work hours lost due to injury	1,485	1,434	1,918	1,300	2,000

Station/Company Operating Services

The PWCFRS is a combined career/volunteer service. There are eight volunteer Fire & Rescue companies in PWC that operate 16 stations and the Department of Fire & Rescue operates seven stations. All Fire & Rescue company and station operations and facilities are funded in this program which include: eight volunteer Fire & Rescue companies and membership expenses; 22 Fire & Rescue stations and all expenses associated with operating these facilities and maintaining these buildings (insurance, utilities, operations and grounds maintenance, etc.); all PWCFRS emergency response apparatus including insurance, fuel and maintenance (excluding 12 County owned medic units); and all outfitting needs for volunteer Fire & Rescue service providers.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Turn out time in 1 minute or less	40%	56%	56%	60%	50%

Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Station/Company Support Services*	\$17,544	\$18,238	\$15,903	\$20,783	\$24,032
Gainesville	\$332	\$1,144	\$643	\$820	\$1,512
Coles	\$413	\$441	\$790	\$2,651	\$821
Evergreen	\$519	\$230	\$727	\$1,442	\$1,452
Groveton Station (Station 22)	\$5	\$0	\$0	\$300	\$500
River Oaks	\$505	\$1,283	\$810	\$663	\$1,320
Antioch	\$531	\$491	\$274	\$717	\$1,397
Davis Ford	\$326	\$157	\$296	\$500	\$1,250
Buckhall	\$855	\$565	\$356	\$698	\$1,198
Dale City	\$5,485	\$3,757	\$4,103	\$3,749	\$3,614
Dumfries Fire	\$1,430	\$1,464	\$1,281	\$1,494	\$1,414
Dumfries Rescue	\$530	\$73	\$190	\$335	\$0
Lake Jackson	\$765	\$807	\$688	\$716	\$716
Nokesville	\$1,592	\$1,827	\$2,493	\$1,575	\$2,135
OWL	\$2,641	\$4,454	\$2,080	\$3,343	\$4,868
Stonewall Jackson	\$772	\$899	\$718	\$1,190	\$1,245
Yorkshire	\$841	\$645	\$454	\$588	\$588

*These amounts include one-time apparatus replacements. Expenditure totals can vary from one fiscal year to the next.

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Response to emergency requests for services within one hour	100%	100%	100%	100%	100%

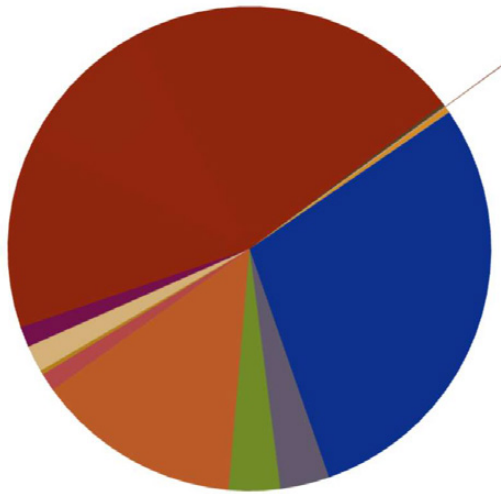
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Public Safety Resilience*	\$0	\$236	\$619	\$689	\$716
Number of behavioral health services provided	1,115	1,322	1,445	1,200	1,300
24-hr response to non-emergency service requests	100%	100%	100%	90%	95%

*Public Safety Resilience Program was shifted from Community Services to Fire & Rescue during FY19.

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:
\$397,723,340

Expenditure Budget:
\$855,075



0.2% of Public Safety

Programs:

- Local Support: \$855,075

Mandates

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](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land)

General District Court



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Local Support Program	\$209,192	\$204,900	\$300,898	\$763,283	\$855,075	12.03%
Total Expenditures	\$209,192	\$204,900	\$300,898	\$763,283	\$855,075	12.03%

Expenditure by Classification

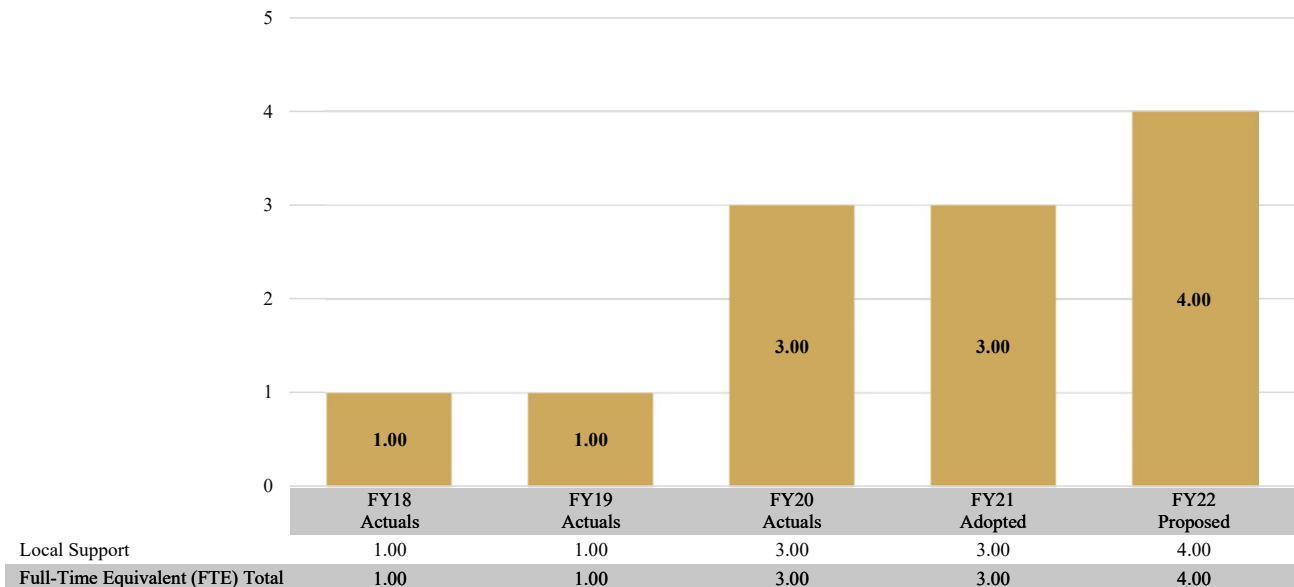
Salaries & Benefits	\$65,283	\$54,326	\$161,901	\$545,331	\$618,412	13.40%
Contractual Services	\$37,888	\$49,039	\$38,888	\$112,688	\$113,828	1.01%
Internal Services	\$27,967	\$28,013	\$34,898	\$33,800	\$39,419	16.62%
Purchase of Goods & Services	\$56,895	\$66,163	\$58,985	\$56,912	\$68,864	21.00%
Leases & Rentals	\$21,160	\$7,360	\$6,225	\$14,552	\$14,552	0.00%
Total Expenditures	\$209,192	\$204,900	\$300,898	\$763,283	\$855,075	12.03%

Funding Sources

Fines & Forfeitures	\$2,229,832	\$2,504,725	\$1,922,934	\$2,327,430	\$2,327,430	0.00%
Use of Money & Property	\$29,176	\$36,242	\$28,579	\$17,000	\$17,000	0.00%
Charges for Services	\$30,609	\$30,924	\$21,599	\$25,500	\$25,500	0.00%
Revenue from Commonwealth	\$24,941	\$31,386	\$30,166	\$23,000	\$23,000	0.00%
Total Designated Funding Sources	\$2,314,559	\$2,603,276	\$2,003,278	\$2,392,930	\$2,392,930	0.00%
Net General Tax Support	(\$2,105,366)	(\$2,398,376)	(\$1,702,380)	(\$1,629,647)	(\$1,537,855)	(5.63%)
Net General Tax Support	(1,006.43%)	(1,170.51%)	(565.77%)	(213.50%)	(179.85%)	



Staff History by Program



General District Court

General Overview

- A. Public Defender Funding Shift** – In the proposed budget process a new activity was created in General District Court for the 15% local salary supplement of \$350,000 for the Office of the Public Defender. The Commonwealth’s approved budget included \$2.7 million to fund a Public Defender office in Prince William County. The new office consists of 24 attorneys and 11 administrative staff with a base salary and benefits cost funded by the state. The local salary supplement is to help recruit and retain staff consistent with the surrounding Northern Virginia jurisdictions.

Budget Initiatives

A. Budget Initiatives

1. Administrative Specialist – Local Support Program

Expenditure	\$87,629
Revenue	\$0
General Fund Impact	\$87,629
FTE Positions	1.00

- a. Description** – One administrative specialist position has been added to the General District Court Proposed FY2022 Budget. This cost includes \$77,037 in on-going funding and \$10,592 in one-time costs associated with the position. The additional position will assist in managing the judge’s calendars and provide administrative support with caseload management. Three additional administrative support positions are included in FY23 of the Proposed Five-Year Plan at a cost of \$262,077.
- b. Service Level Impacts** – The position will provide administrative support for processing cases coming before the General District Court.

General District Court

Program Summary

Local Support Program

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 three locally funded positions.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Traffic, criminal, and civil cases	117,330	124,677	107,510	131,825	116,029
Final judgments	62,039	66,317	52,109	69,335	57,238
Waived/Removed	45,152	47,389	37,439	49,451	41,017
Cases concluded	116,781	124,254	96,590	131,060	107,066
Cases concluded - %	92%	100%	90%	99%	92%

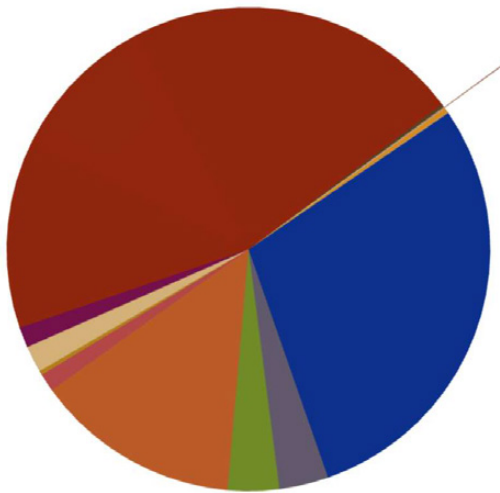
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Traffic and Criminal Case Management	\$208	\$203	\$299	\$411	\$503
Traffic and criminal cases processed	87,970	93,266	79,681	97,954	85,881
Civil Case Management	\$2	\$2	\$2	\$352	\$2
Civil cases processed	29,360	31,411	26,569	33,871	29,140

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:
\$397,723,340

Expenditure Budget:
\$338,026



0.1% of Public Safety

Programs:

- Local Support: \$338,026

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](#), (County or city governing body to provide courthouse, clerk’s office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land)

Juvenile & Domestic Relations Court



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Local Support Program	\$93,804	\$89,334	\$217,745	\$249,643	\$338,026	35.40%
Total Expenditures	\$93,804	\$89,334	\$217,745	\$249,643	\$338,026	35.40%

Expenditure by Classification

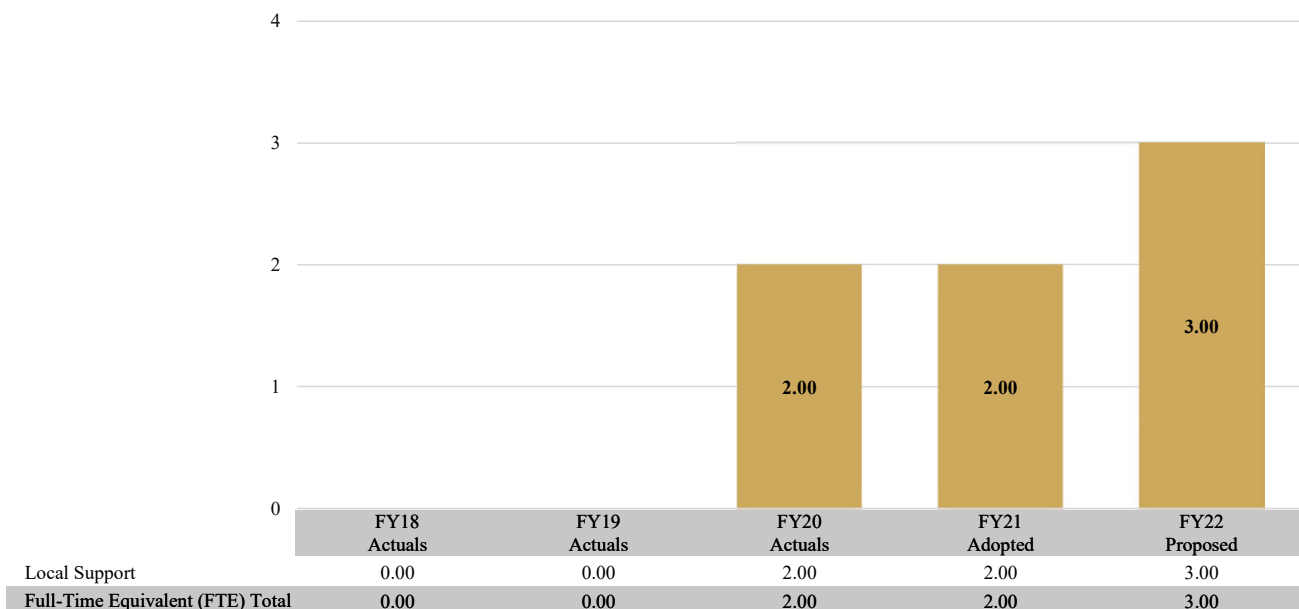
Salaries & Benefits	\$0	\$0	\$107,525	\$134,305	\$203,977	51.88%
Contractual Services	\$15,770	\$12,740	\$20,956	\$10,939	\$12,079	10.42%
Internal Services	\$24,089	\$24,089	\$30,299	\$30,299	\$35,918	18.55%
Purchase of Goods & Services	\$36,843	\$36,538	\$44,773	\$55,100	\$67,052	21.69%
Leases & Rentals	\$17,102	\$15,966	\$14,191	\$19,000	\$19,000	0.00%
Total Expenditures	\$93,804	\$89,334	\$217,745	\$249,643	\$338,026	35.40%

Funding Sources

Fines & Forfeitures	\$30,306	\$37,151	\$8,021	\$59,582	\$25,000	(58.04%)
Use of Money & Property	\$1,135	\$1,228	\$775	\$731	\$731	0.00%
Charges for Services	\$692	\$1,785	\$1,020	\$0	\$0	-
Revenue from Commonwealth	\$20,000	\$20,000	\$20,000	\$21,204	\$21,204	0.00%
Total Designated Funding Sources	\$52,133	\$60,164	\$29,816	\$81,517	\$46,935	(42.42%)
Net General Tax Support	\$41,671	\$29,170	\$187,929	\$168,126	\$291,091	73.14%
Net General Tax Support	44.42%	32.65%	86.31%	67.35%	86.11%	



Staff History by Program



Juvenile & Domestic Relations Court

Budget Initiatives

A. Budget Initiatives

1. Administrative Specialist – Local Support Program

Expenditure	\$87,629
Revenue	\$0
General Fund Impact	\$87,629
FTE Positions	1.00

a. Description – One administrative specialist position has been added to the Juvenile & Domestic Relations Court (JDRC) Proposed FY2022 Budget. This cost includes \$77,037 in on-going funding and \$10,592 in one-time costs associated with the position. The additional position will assist in managing the judge’s calendars and provide administrative support with caseload management. Three additional administrative support positions are included in FY23 of the Proposed Five-Year Plan at a cost of \$262,077.

b. Service Level Impacts – The position will provide administrative support for processing cases coming before the JDRC.

Program Summary

Local Support Program

There is a Juvenile & Domestic Relations Court (JDRC) in each Virginia city and county. In Virginia, a juvenile is any person under 18 years of age. The JDRC 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.

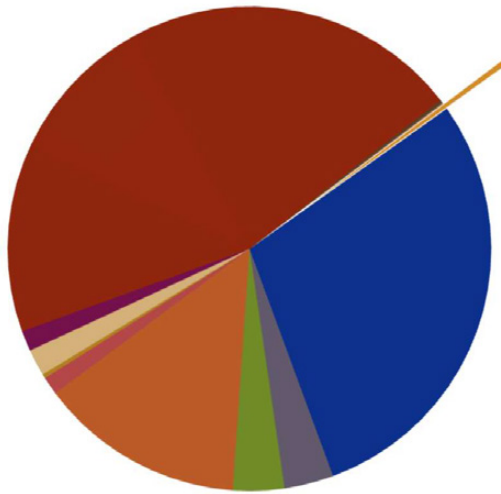
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Juvenile cases concluded from prior years	10,273	10,088	7,296	10,701	9,362
Adult cases concluded from prior years	8,225	9,188	6,723	8,896	8,269

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Juvenile Court Case Management	\$65	\$68	\$198	\$216	\$305
New juvenile cases	10,067	9,885	7,561	10,395	9,280
Juvenile cases continued from prior years	16,684	17,600	15,683	18,287	17,190
Adult Court Case Management	\$28	\$22	\$19	\$33	\$33
New adult cases	7,543	8,815	7,363	8,224	8,134
Adult cases continued from prior years	15,159	18,205	15,892	16,683	16,927

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:
\$397,723,340

Expenditure Budget:
\$1,476,153



0.4% of Public Safety

Programs:

- Intake Services: \$35,413
- Standard Supervision: \$535,318
- Intensive Supervision: \$666,679
- Dispute Resolution Services: \$238,744

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](#) (Duties of Department; provision of quarters, utilities, and office equipment to court service unit), [16.1-235](#) (How probation, parole and related court services provided), [16.1-235.1](#) (Provision of court services; replacement intake officers), [16.1-237](#) (Powers, duties and functions of probation and parole officers), [16.1-255](#) (Limitation on issuance of detention orders for juveniles; appearance by juvenile), [16.1-260](#) (Intake; petition; investigation)

Juvenile Court Service Unit



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Intake Services	\$25,030	\$77,885	\$13,591	\$35,413	\$35,413	0.00%
Standard Supervision Services	\$150,969	\$131,932	\$165,834	\$142,823	\$535,318	274.81%
Intensive Supervision Services	\$532,284	\$452,249	\$524,582	\$654,937	\$666,679	1.79%
Dispute Resolution Services	\$181,495	\$221,856	\$229,027	\$246,448	\$238,744	(3.13)%
Total Expenditures	\$889,778	\$883,921	\$933,034	\$1,079,621	\$1,476,153	36.73%

Expenditure by Classification

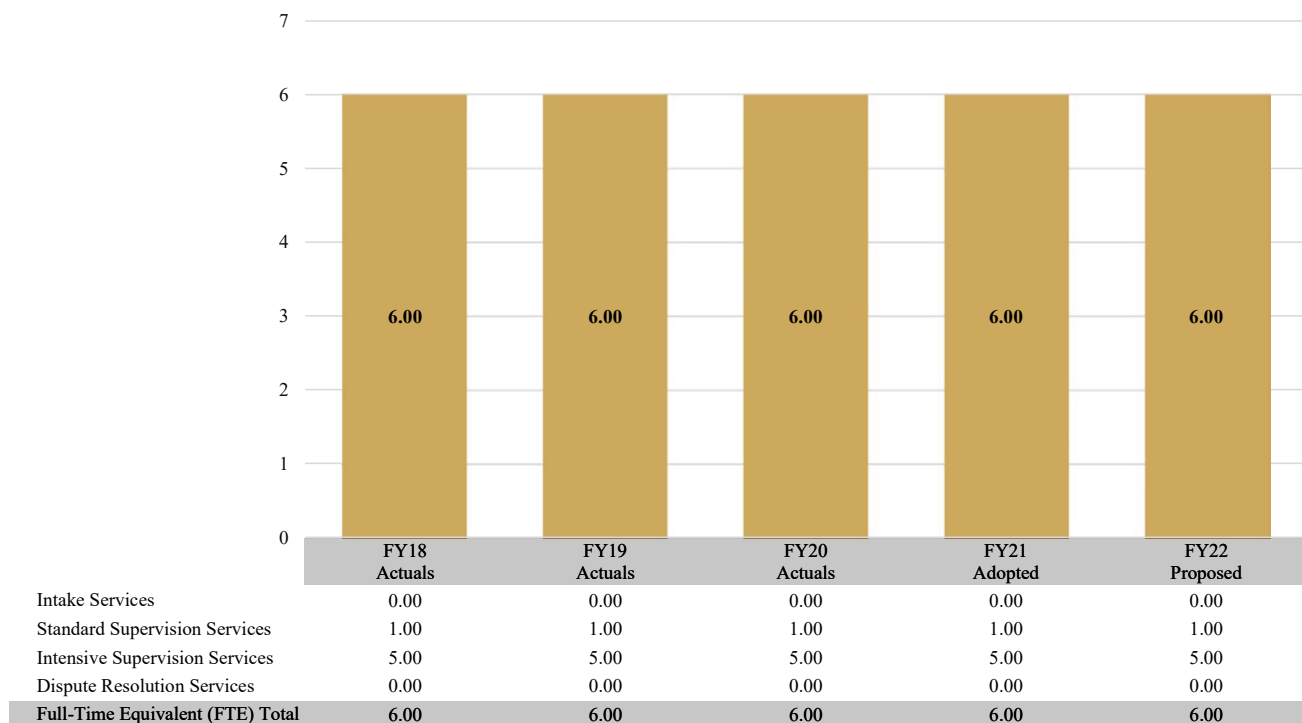
Salaries & Benefits	\$601,981	\$489,143	\$524,600	\$631,295	\$1,024,589	62.30%
Contractual Services	\$180,999	\$284,297	\$226,439	\$236,332	\$236,332	0.00%
Internal Services	\$94,729	\$95,152	\$91,755	\$81,404	\$81,404	0.00%
Purchase of Goods & Services	\$10,586	\$14,094	\$88,611	\$129,008	\$132,246	2.51%
Leases & Rentals	\$1,482	\$1,236	\$1,630	\$1,582	\$1,582	0.00%
Total Expenditures	\$889,778	\$883,921	\$933,034	\$1,079,621	\$1,476,153	36.73%

Funding Sources

Revenue from Commonwealth	\$4,738	\$4,008	\$0	\$0	\$0	-
Total Designated Funding Sources	\$4,738	\$4,008	\$0	\$0	\$0	-
Net General Tax Support	\$885,039	\$879,913	\$933,034	\$1,079,621	\$1,476,153	36.73%
Net General Tax Support	99.47%	99.55%	100.00%	100.00%	100.00%	



Staff History by Program



Juvenile Court Service Unit

Future Outlook

Juvenile Court Service Unit (JCSU) Personnel Turnover – The JCSU has the highest employee turnover rate in the Northern Virginia Region, 48% from January 2018 – December 2019, as compared to the City of Alexandria, Arlington County, Fairfax County, Loudoun County and Prince William County (PWC). Due to the disparity in salaries, the JCSU is constantly losing experienced personnel to these jurisdictions to the detriment of service delivery for the youth and families of the 31st District. The Classification and Compensation Plan adopted by PWC has benefitted local employees in contrast to state employees. Until the salaries of 31st JCSU are more in line with the jurisdictions in the Northern Virginia Region with a local salary supplement, employee turnover will continue to have an impact on the ability of the JCSU to deliver quality services.

Equity and Inclusion – The JCSU will be assisting the Juvenile Services Division of PWC DSS with the Juvenile Justice System Improvement Project with a major focus of reducing Racial and Ethnic Disparities (RED). Since 2018, the Department of Juvenile Justice (DJJ) has had ongoing initiative addressing racial and ethnic disparities through the DJJ Equity Work Group. A major goal is to ensure state and local stakeholders have a shared understanding of RED and to explore effective strategies for eliminating disparities.

DJJ Caseload Trends (2016-2020) – Since 2016, JCSU probation and parole cases have decreased by 50%. The DJJ Transformation efforts, from the intake process through release from probation or parole, to keep low risk youth out of the juvenile justice system. This allowed a shift of supervision and resources to focus on moderate to high-risk youth which has generated a major impact on this reduction. A benefit of the reduced caseloads has allowed the JCSU to reassign personnel to create a Diversion Unit and Assessment Unit. Low risk minor offenders and truants diverted from formal court hearings are referred to the Diversion Unit for services in lieu of probation. The Assessment Unit's primary function is onboarding juveniles placed on probation. The onboarding process includes completing a risk assessment, a social history assessment and then creating a supervision plan. The Assessment Unit is ensuring a higher quality and consistent assessment process is done for the juveniles.

Budget Initiatives

A. Budget Initiatives

1. Salary Supplement for State Employees – Standard Supervision

Expenditure	\$392,000
Revenue	\$0
General Fund Impact	\$392,000
FTE Positions	0.00

a. Description – This budget initiative provides a 25% local salary supplement to JCSU employees. The office has experienced a 48% employee turnover rate from January 2018 – December 2019 compared to other localities in Northern Virginia. State JCSU staff compete for County funded positions within JCSU, as well as other County departments. High turnover leaves JCSU at a disadvantage to serve clients in the County by increasing diversion from courts and reducing length of probation. This initiative supports the Safe & Secure strategic goal to decrease juvenile recidivism and delinquency.

b. Service Level Impacts – The local supplement will help retain of current staff, as well as recruit highly qualified candidates. It will help to increase the percentage of juveniles not reoffending. Caseload per parole officer will be reduced through retention of staff.

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. ACTS/Turning Points provides support and services to clients seeking protective orders assisting with the court process. Juveniles accused of committing offenses are processed for formal court action or provided diversion. First-time offenders and juveniles with truancy issues are referred to other community resources or the Restorative Justice Program with Dispute Resolution Services when appropriate. Electronic Monitoring Services are offered as an enhancement for probation supervision services and a less restrictive alternative to juvenile detention.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Delinquent first time offenders diverted from court	59%	40%	42%	49%	49%
Technical probation violations requiring secure detention orders	29%	31%	29%	32%	32%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Intake	\$20	\$78	\$14	\$25	\$35
Cases processed through Intake Services	7,799	7,610	6,182	7,978	7,978
Electronic Monitoring	\$5	\$0	\$0	\$11	\$0
Youth placed on electronic monitoring	216	189	163	207	207
Days of electronic monitoring supervision provided	3,124	2,942	2,464	3,181	3,181

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Youth not re-offending within two years of release from program	74%	72%	73%	72%	72%
Parents and youth satisfied with service	79%	94%	100%	92%	92%

Juvenile Court Service Unit

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Standard Supervision	\$45	\$47	\$61	\$38	\$430
Juveniles supervised monthly	401	341	302	407	407
Supervision caseload per FTE	23	21	18	24	24
GRIT	\$106	\$85	\$105	\$105	\$105
GRIT community presentations	13	10	13	22	22

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Youth not re-offending while on Intensive Supervision Services	86%	88%	93%	87%	87%
Youth not re-offending within one year of discharge	85%	79%	88%	82%	82%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Intensive Supervision	\$532	\$452	\$525	\$655	\$667
Juveniles served annually	141	153	130	143	143
Contacts monthly	597	490	496	531	531

Juvenile Court Service Unit

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. Restorative Justice Services also offer a truancy intervention program for cases referred by Intake Services and the Juvenile Court.

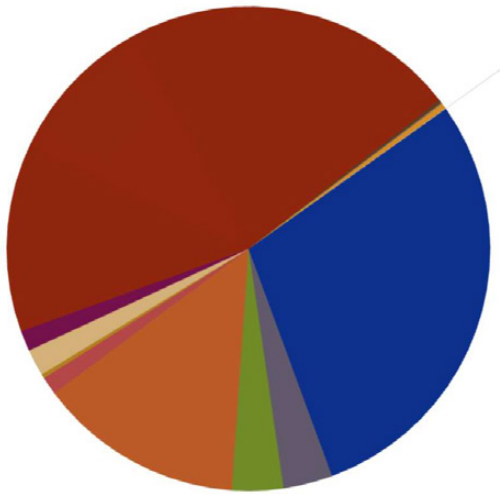
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Disputes referred to mediation that are resolved without further court action	71%	70%	73%	72%	72%
Cases removed from the court docket due to mediation	1,132	1,114	795	1,175	1,175
Youth not re-offending within one year of program participation	89%	93%	94%	92%	92%
Youth not receiving a new petition for truancy after program participation	-	60%	72%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Dispute Resolution	\$181	\$222	\$229	\$246	\$239
Court petitions referred	2,565	2,778	1,849	2,824	2,824
Mediations conducted	818	770	568	810	810
Juveniles referred	64	144	117	200	200
Juveniles attending Victim Impact Program classes	53	109	45	160	160
Restorative Justice conferences conducted	18	12	15	24	24
Truancy conferences conducted	-	10	25	20	20

Magistrates

Mission Statement

The mission of the Magistrates' Office is to provide accessible, independent, and unbiased judicial services and accomplish statutory responsibilities to Prince William County, the Cities of Manassas and Manassas Park, and the Towns of Dumfries, Haymarket, Occoquan, and Quantico on a 24-hour per day, 365 days per year basis.



Public Safety Expenditure Budget:
\$397,723,340

Expenditure Budget:
\$113,899



0.03% of Public Safety

Programs:

- Local Support: \$113,899

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](#) (Number of magistrates), [19.2-48.1](#) (Quarters for magistrates), [16.1-69.33](#) (Committee on District Courts)



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Local Support	\$112,647	\$110,463	\$116,373	\$113,899	\$113,899	0.00%
Total Expenditures	\$112,647	\$110,463	\$116,373	\$113,899	\$113,899	0.00%

Expenditure by Classification

Salaries & Benefits	\$88,732	\$88,732	\$88,732	\$88,732	\$88,732	0.00%
Contractual Services	\$0	\$0	\$0	\$1,250	\$1,250	0.00%
Internal Services	\$15,353	\$15,353	\$18,230	\$15,353	\$15,353	0.00%
Purchase of Goods & Services	\$6,288	\$3,863	\$6,833	\$7,162	\$7,162	0.00%
Leases & Rentals	\$2,275	\$2,516	\$2,578	\$1,402	\$1,402	0.00%
Total Expenditures	\$112,647	\$110,463	\$116,373	\$113,899	\$113,899	0.00%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	-
Net General Tax Support	\$112,647	\$110,463	\$116,373	\$113,899	\$113,899	0.00%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Program Summary

Local Support

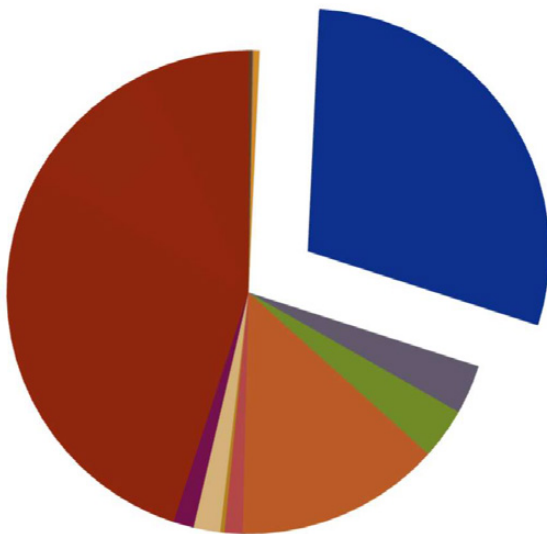
Magistrates are independent judicial officers who work directly for the Supreme Court of Virginia, Office of the Executive Secretary. The principal function of the magistrate is to provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the 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, Haymarket, Occoquan, and Quantico.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Cost per criminal process handled (State and local budget)	\$130.47	\$132.37	\$118.53	-	\$126.79
Total criminal processes administered per Magistrate	3,175	2,523	2,252	2,618	2,409
Cost per civil process handled (State and local budget)	\$12.79	\$11.74	\$10.42	-	\$11.16
Total civil processes administered per Magistrate	243	223	198	-	212

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Magistrates Services	\$113	\$110	\$116	\$114	\$114
Total criminal processes handled (warrants, bail process, search warrants)	44,446	42,889	42,789	44,500	45,785
Total civil processes handled (emergency protective orders, mental health orders, emergency medical orders)	4,613	4,242	3,764	-	4,028
Total hearings without processes issued (denials and referrals to other stakeholders)	761	933	847	-	949

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:
\$397,723,340

Expenditure Budget:
\$116,169,111



29.2% of Public Safety

Programs:

- Office of the Chief: \$7,301,845
- Support Services: \$21,366,283
- Operations: \$55,966,325
- Criminal Investigations: \$21,234,804
- Financial & Technical Services: \$10,299,854

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: [3.2-6546](#) (County or City Public Animal Shelters; Confinement and Disposition of Animals), [3.2-6542](#) (Establishment of Dangerous Dog Registry)

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)



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Office of the Chief	\$5,567,309	\$6,369,486	\$7,128,213	\$5,433,086	\$7,301,845	34.40%
Support Services	\$21,566,787	\$21,625,916	\$20,358,904	\$20,910,668	\$21,366,283	2.18%
Operations	\$48,441,642	\$53,353,579	\$54,694,868	\$56,664,178	\$55,966,325	(1.23%)
Criminal Investigations	\$19,047,868	\$20,965,347	\$21,672,439	\$20,993,377	\$21,234,804	1.15%
Financial & Technical Services	\$8,380,559	\$8,446,317	\$8,933,882	\$9,381,637	\$10,299,854	9.79%
Total Expenditures	\$103,004,164	\$110,760,644	\$112,788,305	\$113,382,946	\$116,169,111	2.46%

Expenditure by Classification

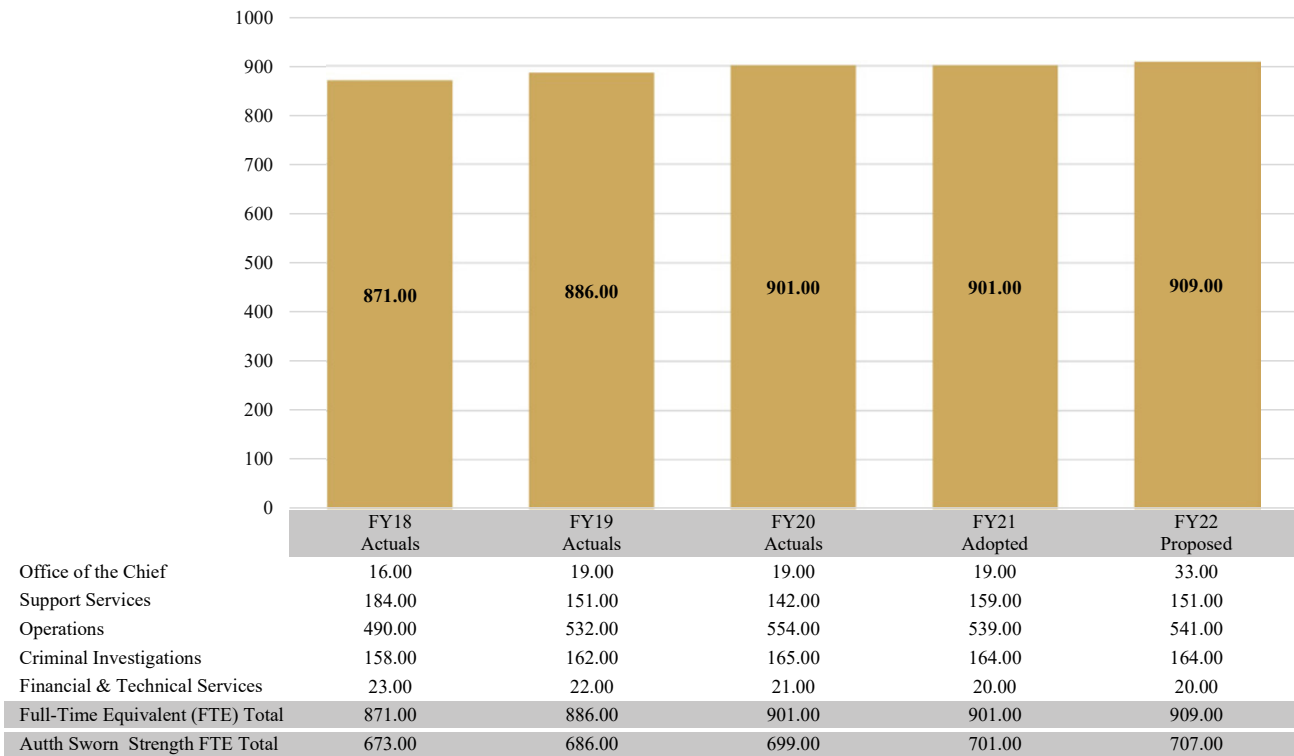
Salaries & Benefits	\$83,155,147	\$89,422,479	\$91,349,445	\$93,704,196	\$94,632,443	0.99%
Contractual Services	\$1,345,704	\$1,331,636	\$1,702,696	\$1,813,007	\$1,845,366	1.78%
Internal Services	\$12,062,295	\$13,052,455	\$13,076,971	\$11,092,382	\$11,389,487	2.68%
Purchase of Goods & Services	\$4,367,056	\$4,345,830	\$4,586,883	\$4,810,538	\$5,735,714	19.23%
Capital Outlay	\$1,112,897	\$1,145,629	\$585,981	\$903,533	\$1,112,782	23.16%
Leases & Rentals	\$557,035	\$567,187	\$592,299	\$559,290	\$559,290	0.00%
Amortization	\$0	\$1,400	\$0	\$0	\$0	-
Transfers Out	\$404,029	\$894,029	\$894,029	\$500,000	\$894,029	78.81%
Total Expenditures	\$103,004,164	\$110,760,644	\$112,788,305	\$113,382,946	\$116,169,111	2.46%

Funding Sources

Revenue from Federal Government	\$261,286	\$694,893	\$715,366	\$0	\$0	-
Permits & Fees	\$368,617	\$326,000	\$330,495	\$315,940	\$315,940	0.00%
Fines & Forfeitures	\$731,874	\$825,518	\$707,197	\$997,259	\$997,259	0.00%
Use of Money & Property	\$5,427	\$6,926	\$6,451	\$6,000	\$6,000	0.00%
Revenue from Other Localities	\$8,210	\$5,680	\$2,991	\$50,000	\$50,000	0.00%
Miscellaneous Revenue	\$92,979	\$168,291	\$184,650	\$206,200	\$206,200	0.00%
Charges for Services	\$748,262	\$846,020	\$654,196	\$717,286	\$717,286	0.00%
Revenue from Commonwealth	\$10,085,381	\$10,147,604	\$10,445,169	\$10,155,840	\$10,155,840	0.00%
Transfers In	\$10,000	\$0	\$0	\$0	\$0	-
Total Designated Funding Sources	\$12,312,037	\$13,020,933	\$13,046,515	\$12,448,525	\$12,448,525	0.00%
Net General Tax Support	\$90,692,127	\$97,739,711	\$99,741,790	\$100,934,421	\$103,720,586	2.76%
Net General Tax Support	88.05%	88.24%	88.43%	89.02%	89.28%	



Staff History by Program



Future Outlook

Looking forward, the Prince William County Police Department, a nationally accredited agency, must maintain its culture and reputation for integrity and fair and impartial policing. This requires attracting and retaining excellent and diverse staff, building the leadership of the department, being proactive in addressing issues with all stakeholders, continuing with community outreach programs, and maintaining the public trust in partnership with a growing and diverse county. In an effort to maintain a culture of transparency and accountability, the Police Department established a Citizen Advisory Board (CAB) and Body-Worn Camera program. The mission of the CAB is to enhance trust, communication and collaboration between the community and the Police Department in order to increase knowledge and understanding. Body-Worn Cameras (BWC), coupled with training, policies, and procedures reflective of community values, are also mechanisms for maintaining trust, transparency, and accountability. These initiatives have assisted in facilitating a 92% satisfaction rating for the Police Department within the County.

Other key issues for the Police Department include:

Greater Department Diversity – As the diversity in the community has increased, the Police Department has strived to improve its promotional, recruitment and hiring practices to increase the diversity of its employees. Ongoing review of best practices regarding hiring and recruiting continues. It should be noted, based on the 2018 Community Survey, 88% of residents generally believe the Police Department treats residents fairly, regardless of race, gender, or ethnic/national origin.

National/Regional Trends – Ongoing national and regional attention is being focused on criminal justice reform, active violence incidents, school violence, homeland security, cyber-crimes, drug trafficking, criminal gangs, violent crime, mental health calls for service, traffic safety and overdose deaths. Accordingly, there are increased expectations and demands for police services and resources to include staffing, training facilities, equipment, and technology.

Pillars of Policing in Promoting Racial Justice – The Police Department maintains rigorous hiring standards and intensive training for new and experienced officers with emphasis on treating people with dignity and respect, unbiased policing, transparency, peer intervention, de-escalation, sanctity of life and constitutionality of policing embedded in the Police Department’s culture and delivery of services to the public.

General Overview

- A. **Removal of One-time Costs** – A total of \$263,121 has been removed from the Police Department’s Proposed FY2022 Budget for one-time costs associated with non-recurring expenses (vehicles, equipment, and supplies) for three sworn officers added in the FY21 budget for the Police and Community Services Co-Responder Program.
- B. **Community Engagement Unit** – During FY21, the Department moved 8.00 FTE from the Crime Prevention Unit to create the Community Engagement Unit in the Office of the Chief. This re-organization results in a shift of approximately \$938,000 from the Police Operations program to the Office of the Chief. The new Community Engagement Unit will focus on strengthening relationships with the community in an effort to reduce crime, enhance safety and promote awareness. The Community Engagement Unit and the Public Information Office work closely together when distributing information regarding crime alerts, and upcoming training, events, and community engagement activities.
- C. **Body Worn Camera (BWC) Operating Costs and Position Shifts** – Annual operating costs for the Police Department’s BWC program have been paid from the original \$3 million capital project budget established in FY16. The capital project budget has been expended and annual operating costs of \$580,000 for data storage, replacements, etc. are added to the Police Department’s FY22 budget to continue operating the program. Also, in FY21, four positions were shifted from the Operations program to the Office of the Chief to support the BWC program.
- D. **Restoration of 800-MHz Radio Replacement Budget** – There was a one-time reduction of \$394,029 in the FY21 budget due to the financial impacts of the pandemic. The amount is restored in the FY22 budget to provide a sinking fund to replace public safety radios on a 7 to 9 year replacement cycle.

Budget Initiatives

A. Budget Initiatives

1. FY22 Staffing Plan – Police Operations

Expenditure	\$1,348,905
Revenue	\$0
General Fund Impact	\$1,348,905
FTE Positions	8.00

- a. **Description** – This initiative funds the FY22 police staffing needs for six sworn officers (including vehicles, one-time equipment, training, and technology costs associated with the positions) and two civilian positions.
- b. **Co-Responder Program Expansion** – Four of the sworn positions in the FY22 staffing plan expand on the Co-Responder program in which Community Services’ Emergency Services staff partners with police officers on mental health-related calls for service.
- c. **School Resource Officers** – Two of the sworn positions in the FY22 staffing plan are school resource officers for Potomac Shores Middle School and Gainesville High School. Both schools are scheduled to open in August 2021.
- d. **Animal Shelter Civilian Staffing** – The two civilian positions will be staff for the Animal Shelter.
- e. **Service Level Impacts** – The police staffing plan supports the strategic objectives contained in the Safe and Secure Community strategic goal. Continued funding of the department’s staffing plan maintains organizational capacity to deal with emerging crime trends, address increased complexity of policing issues as well as effectively manage community risk, citizen and officer safety, and major special events. The additional four police officers and Emergency Services staff for the expanded Co-Responder program in the Proposed FY2022 Budget will increase coverage from 16 shifts per week to 24 shifts per week. Emergency Services’ presence at the initial contact saves significant time for officers and provides a better experience for the client. Service impacts include de-escalation of situations that have historically resulted in arrest and immediate interventions for those in need of behavioral health services.

2. Five-Year Staff Plan – Below is a summary of the staffing initiatives included in the Five-Year Plan:

Police - Staffing Plan	FTE	FY21	FY22	FY23	FY24	FY25
FY22 Police Staffing Plan - 6 Officers and 2 Civilian - 1/2year*	8.00	\$1,348,905	\$994,211	\$994,211	\$994,211	\$994,211
FY23 Police Staffing Plan - 10 Officers and 2 Civilian - 1/2year*	12.00	\$0	\$2,170,006	\$1,577,121	\$1,577,121	\$1,577,121
FY24 Police Staffing Plan - 10 Officers and 2 Civilian - 1/2year*	12.00	\$0	\$0	\$2,170,006	\$1,577,121	\$1,577,121
FY25 Police Staffing Plan - 10 Officers and 2 Civilian - 1/2year*	12.00	\$0	\$0	\$0	\$2,170,006	\$1,577,121
FY26 Police Staffing Plan - 10 Officers and 2 Civilian - 1/2year*	12.00	\$0	\$0	\$0	\$0	\$2,170,006
Total	56.00	\$1,348,905	\$3,164,217	\$4,741,338	\$6,318,459	\$7,895,580

* Positions funded 1/2 year.

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 and the Office of Professional Standards and Accreditation.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Crime rate in the lowest third of COG communities	Yes	Yes	Yes	Yes	Yes
Crime rate	14.0	12.9	11.9	14.0	14.0
Residents feel safe in their neighborhoods (community survey)	96%	96%	96%	94%	94%
Compliance with CALEA National Accreditation Standards	100%	100%	100%	100%	100%
Officers per 1,000 residents	1.5	1.5	1.5	1.5	1.5
Citizen complaints per 1,000 Police contacts	0.2	0.2	0.2	0.3	0.2

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Police Leadership & Management	\$5,139	\$5,825	\$6,515	\$4,981	\$6,717
Police Public Information	\$428	\$545	\$613	\$452	\$585
Social media followers	-	170,622	182,400	180,000	190,000
News Releases issued	-	102	83	120	100
Media interviews conducted	-	122	70	150	80

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 Wellness and Resiliency Unit, the Animal Control Bureau, the Criminal Justice Academy, and Public Safety Communications (which is jointly administered with the Department of Fire & Rescue).

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
OSHA recordable incident rate among police employees	11.4	7.0	9.8	10.0	10.0
Animal Control effectively protects citizens and animals (community survey)	92%	92%	92%	91%	91%
Total number of identifications made from fingerprint impressions	349	407	347	375	350
Sworn turnover rate without retirement and terminations	4.5%	6.8%	6.9%	7.0%	7.0%
Property evidence material audit discrepancies	0	0	0	0	0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Administrative Services Bureau	\$7,504	\$7,878	\$8,124	\$5,646	\$6,526
Property received entered into systems within 48 hours	100%	100%	100%	100%	100%
Permits and licenses processed	4,629	3,266	2,370	3,800	3,500
Annual inspections conducted	211	192	20	195	195
Parking Citations Processed	21,534	20,292	13,660	20,700	20,000
New Alarms Registered	2,839	2,629	2,007	2,700	2,300
False Alarms Processed	11,940	11,696	10,129	12,000	11,000
Calls handled by Tele-Serv	3,609	2,553	1,494	2,400	2,000
Calls handled by online reporting	2,351	2,179	1,256	1,800	1,800
Records Section	\$1,662	\$1,648	\$1,438	\$1,750	\$1,524
Records service requests	34,786	36,028	13,755	34,000	12,000
Identification Bureau	\$1,445	\$1,387	\$1,122	\$1,615	\$1,445
Fingerprint packages recovered	1,111	961	821	1,200	1,000
Personnel Bureau	\$2,302	\$2,651	\$2,748	\$2,911	\$2,754
Employment applications received including personal history statement	-	626	783	642	700
In-Service Training Section	\$6,118	\$5,313	\$3,619	\$5,525	\$5,580
Total hours of in-service training	41,550	36,553	32,913	42,000	36,000
Compliance with VA mandatory training standards	100%	100%	100%	100%	100%
Basic Recruit Training Section	\$305	\$565	\$1,121	\$1,090	\$807
Basic training hours	58,582	31,984	45,313	60,000	42,000
Supervisors & training officers reporting satisfactory preparedness of recruits	100%	100%	86%	100%	100%
Animal Enforcement Section	\$157	\$215	\$405	\$774	\$744
Calls for Animal Control services	7,821	8,154	7,508	8,000	7,550
Animal Care Section	\$2,082	\$1,981	\$1,782	\$1,600	\$1,985
Adjusted live release rate	-	91	-	75	-
Animals entering shelter	4,024	3,704	3,015	3,800	3,050
Animals adopted	51%	50%	58%	-	-

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Police officers are courteous and helpful to all community members	92%	92%	92%	92%	92%
Police emergency response time (minutes)	5.1	5.1	5.2	5.5	5.5
Total calls for service	228,639	245,584	239,830	230,000	230,000
Calls for service requiring officer response	89,672	88,374	89,216	90,000	90,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Patrol Services	\$39,683	\$43,829	\$45,094	\$46,295	\$46,731
Criminal arrests made	10,937	12,166	12,664	10,000	11,000
Traffic citations issued	36,676	37,910	35,283	37,000	37,000
Number of DUI Arrests	1,132	1,379	1,375	-	1,250
Crime Prevention Unit	\$718	\$828	\$664	\$895	\$150
Crime Prevention programs conducted	157	271	180	200	200
Number of community watch groups	-	578	588	590	595
Special Operations, Traffic Safety & Accident Investigation	\$6,214	\$6,795	\$7,131	\$6,831	\$6,509
Reportable traffic crashes	4,198	4,431	4,577	4,200	4,200
Traffic arrests made	36,676	36,766	30,709	34,000	-
Hours of speed control via radar	10,276	11,285	10,661	10,000	10,500
Hours monitoring high-risk intersections	6,032	6,568	7,965	5,000	6,000
Crossing Guard Safety Programs	\$1,660	\$1,752	\$1,661	\$2,347	\$2,277
Safety programs conducted	373	372	259	370	370
Community/School satisfaction with Crossing Guard services	98%	93%	100%	100%	100%
School crossings that are safe	100%	100%	100%	-	-
Parking Enforcement	\$164	\$143	\$144	\$297	\$300
Parking tickets issued	10,579	8,972	19,214	11,000	20,000

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	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Violent crime closure rate (murders, rapes, robberies)	52%	49%	51%	50%	50%
Hours logged by officers in schools	32,274	44,017	30,300	52,000	33,257

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Violent Crimes	\$8,702	\$8,741	\$10,270	\$9,358	\$9,836
Total crimes against persons	4,165	4,511	4,545	4,200	4,200
Total crimes against property	8,888	8,119	7,906	9,200	8,400
Total crimes against society	3,616	3,995	4,326	3,200	3,600
Special Investigations Bureau	\$3,886	\$3,624	\$3,560	\$3,585	\$3,717
Total drug arrests	2,100	2,581	2,740	2,000	2,200
Youth Services & Special Victims Bureau	\$6,460	\$8,593	\$7,843	\$8,050	\$7,682
Juvenile violent crime arrests as a percentage of all violent crime arrests	14%	7%	9%	10%	10%
Juvenile criminal arrests as percentage of overall arrests	14%	14%	15%	13%	13%

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 review, and facility planning; provides support of the department's information technology needs including implementation, operations, and maintenance.

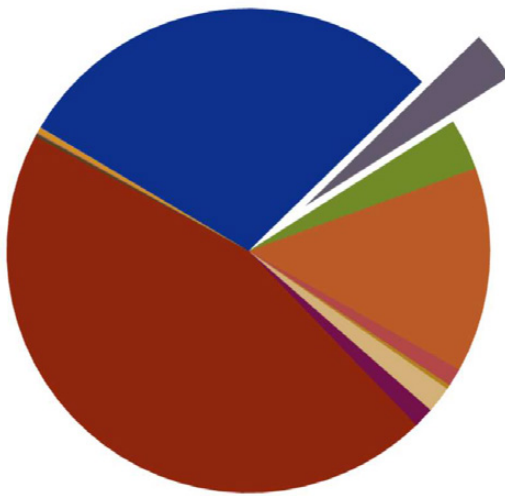
Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Annual unplanned unavailability of mobile data computers based on 8,760 hours	13	14	11	5	10
Internal processes reviewed that require corrective action	-	11%	11%	7%	7%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Financial & Technical Services	\$5,750	\$5,566	\$5,502	\$5,468	\$5,528
Value of vendor transactions completed	-	\$6.3M	\$6.6M	\$6.4M	\$6.4M
Number of vendor transactions completed	966	3,386	4,333	3,800	4,000
Value of payroll payments issued	-	\$86M	\$98M	\$96M	\$101M
Number of payroll payments issued	21,759	16,964	32,075	17,982	33,000
Information Technology Management Bureau	\$2,628	\$2,880	\$3,432	\$3,914	\$4,772
Total Police Technology Projects	5	5	5	3	3
Special projects and studies conducted	2	2	6	2	4
Total Police Capital Projects	3	4	2	2	2

Public Safety Communications

Mission Statement

The mission of the Public Safety Communications Center 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:
\$397,723,340

Expenditure Budget:
\$13,101,874



3.3% of Public Safety

Programs:

- Public Safety Communications:
\$13,101,874

Mandates

Every county, city, or town in the state shall be served by 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](#) (Governor may establish and maintain radio and teletype system to aid police), [52-34.3](#) (Activation of Amber Alert Program upon an incident of child abduction), [56-484.16](#) (Local emergency telecommunications requirements; text messages; use of digits “911”), [19.2-76.1](#) (Submission of quarterly reports concerning unexecuted felony and misdemeanor warrants and other criminal process; destruction, dismissal), [19.2-390](#) (Reports to be made by local law-enforcement officers, conservators of the peace, clerks of court, Secretary of the Commonwealth and Corrections officials to State Police; material submitted by other agencies), [19.2-152.8](#) (Emergency protection orders authorized), and [19.2-152.14](#) (Substantial risk orders)

County Code: [Chapter 7](#) (Emergency Medical Services), [Chapter 9.2](#) (Fire Prevention and Protection), [Chapter 13](#) (Enforcement of Parking Restrictions on Private Property)

Public Safety Communications



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Public Safety Communications	\$10,336,004	\$10,770,016	\$11,544,079	\$13,006,696	\$13,101,874	0.73%
Total Expenditures	\$10,336,004	\$10,770,016	\$11,544,079	\$13,006,696	\$13,101,874	0.73%

Expenditure by Classification

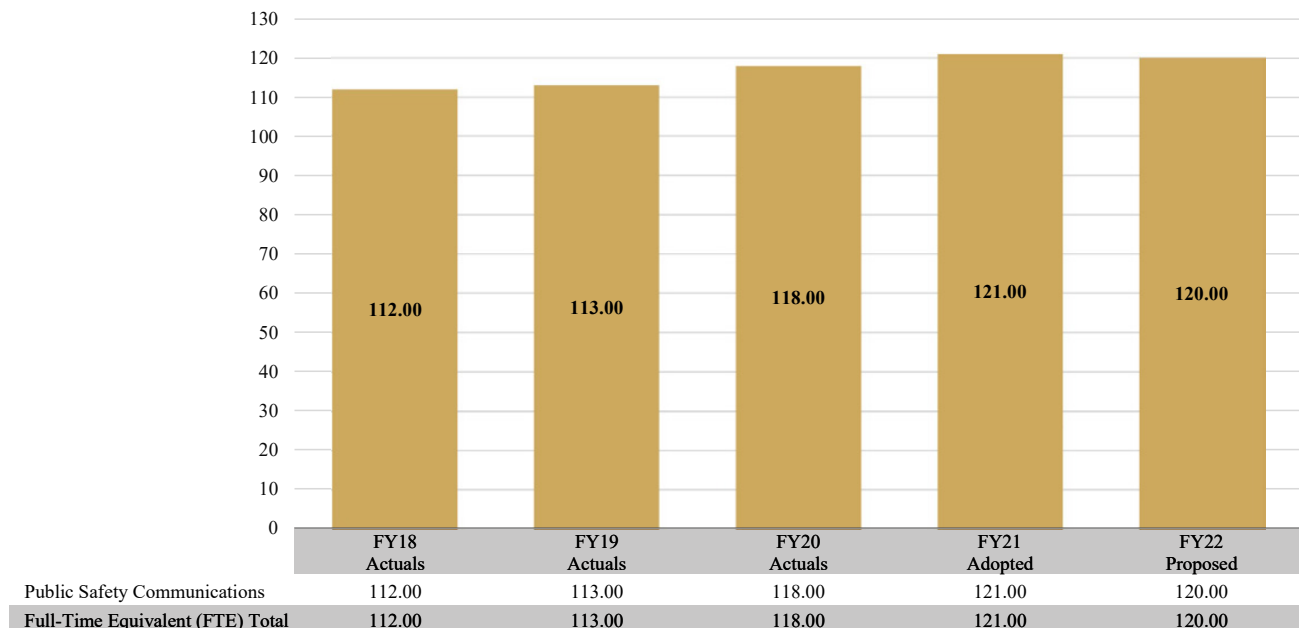
Salaries & Benefits	\$8,950,883	\$9,277,398	\$9,066,788	\$10,720,175	\$10,662,179	(0.54%)
Contractual Services	\$704,664	\$740,217	\$1,496,107	\$1,482,236	\$1,632,236	10.12%
Internal Services	\$347,037	\$352,235	\$355,612	\$297,505	\$297,505	0.00%
Purchase of Goods & Services	\$330,245	\$396,993	\$617,661	\$492,658	\$492,658	0.00%
Capital Outlay	\$0	\$0	\$0	\$2,342	\$2,342	0.00%
Leases & Rentals	\$0	\$0	\$0	\$11,780	\$11,780	0.00%
Amortization	\$0	\$0	\$4,737	\$0	\$0	-
Transfers Out	\$3,174	\$3,174	\$3,174	\$0	\$3,174	-
Total Expenditures	\$10,336,004	\$10,770,016	\$11,544,079	\$13,006,696	\$13,101,874	0.73%

Funding Sources

Revenue from Other Localities	\$284,373	\$284,373	\$284,373	\$249,640	\$249,640	0.00%
Revenue from Commonwealth	\$2,233,547	\$2,605,667	\$2,716,187	\$3,406,006	\$3,406,006	0.00%
Transfers In	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	0.00%
Total Designated Funding Sources	\$2,587,920	\$2,960,040	\$3,070,560	\$3,725,646	\$3,725,646	0.00%
Net General Tax Support	\$7,748,083	\$7,809,976	\$8,473,520	\$9,281,050	\$9,376,228	1.03%
Net General Tax Support	74.96%	72.52%	73.40%	71.36%	71.56%	



Staff History by Program



Future Outlook

Future Technologies – In calendar year 2020, 13,688 alarm calls (fire, medical, law enforcement) were received. Public Safety Communications Center (PSCC) intends to streamline this effort by working with technology that will allow most private alarm companies to transmit calls for service from their computer aided dispatch (CAD) directly into PSCC. This will not only allow a call taker to remain available for other calls for service but may potentially decrease the dispatch time of alarm calls as they will be sent directly to the dispatcher. This technical capability is known as Automated Secure Alarm Protocol to Public Safety Answering Points and is currently in place at 911 centers across the United States. Prince William County’s (PWC) membership is pending work with the County’s CAD vendor.

General Overview

- A. **Position Shift to Facilities & Fleet Management (F&FM)** – When the F&FM department was created in FY21, one vacant position was transferred from PSCC to F&FM to create the F&FM Director position, shifting \$49,224.
- B. **Restoration of one-time FY21 reduction of 800Mhz Radio Replacement Fund Transfer** – Due to the financial impacts of COVID-19, there was a one-time operating budget reduction and subsequent transfer reduction in FY21 to the 800MHz Replacement Fund in the County’s Capital Projects Fund for the PSCC. This funding transfer has been restored in FY22. The transfer from PSCC in FY22 is \$3,174.
- C. **Increased staffing for Next Generation 911 (NG911)** – PSCC implemented enhanced NG911 technology in FY21. The increased demands of NG911 data require additional staffing to perform the labor and time-intensive workload of providing text, photos and video to authorized recipients. Two analyst positions are programmed in the Five-Year plan in FY23 to accommodate the increased NG911 responsibilities. The cost for the two analyst positions is \$151,000.

Budget Initiatives

A. Budget Initiatives

1. Background Investigations – Public Safety Communications Center

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

- a. **Description** – This initiative improves the background investigation process when hiring 911 telecommunicators. The background investigation process for entry-level telecommunicators is currently performed by the Police Department and takes 4 to 6 months to complete. With this initiative, PSCC will be able to perform its own background investigations, thereby reducing background processing times to 2 to 3 months.
- b. **Service Level Impacts** – This budget addition directly supports the Safe & Secure Community strategic goal by improving the hiring process in the communications center, thereby supporting PSCC’s ability to maintain appropriate staffing levels.

Public Safety Communications

Program Summary

Public Safety Communications Center

PSCC is a 24-hour consolidated call processing and dispatch center for all 911 and non-emergency requests for the Police Department, Sheriff's Office, and 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 and Virginia Crime Information Network. Requests for criminal history checks are processed within PSCC. The Teletype Unit and Warrant Control office are now merged as one unit under PSCC.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Police calls that require more than 1 continuous hour of dispatcher time	31%	31%	31%	30%	31%
Fire & Rescue calls that require more than 1 continuous hour of dispatcher time	41%	43%	37%	45%	39%
911 calls answered in 10 seconds	87%	88%	85%	88%	85%
Police emergency calls received through 911 dispatched within 120 seconds	50%	65%	56%	55%	56%
Fire & Rescue emergency calls received through 911 dispatched within 120 seconds	71%	89%	80%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Telephone Call Processing	\$5,630	\$6,118	\$6,894	\$7,431	\$7,599
Calls answered on E-911 (emergency) phone lines	156,910	158,192	159,008	160,000	160,000
Calls answered on non-emergency phone lines	258,757	250,356	232,950	259,000	232,000
Outbound calls completed	153,538	159,686	151,834	160,000	160,000
Police and Fire & Rescue Dispatch Services	\$4,395	\$4,319	\$4,365	\$5,111	\$5,073
Police incidents dispatched	111,293	111,543	105,716	111,000	110,000
Fire & Rescue incidents dispatched	44,918	46,068	46,118	45,000	46,000
Teletype Processing	\$311	\$333	\$286	\$465	\$430
Record requests processed	11,224	10,349	9,683	10,500	10,000
Criminal history requests processed	9,527	8,904	5,684	9,600	5,000
Towed vehicle records processed	4,274	4,847	3,858	4,300	3,800
Warrants entered	-	-	-	-	4,000

Mission Statement

The Sheriff's Office, in partnership with elected leaders, staff, and citizens will help to ensure a safe and secure Judicial Complex. Our office will serve all legal proceedings, judiciary process, and provide mandated transports of prisoners and mental health patients. We will continue to provide law enforcement services while developing and enhancing collaboration with our partners to meet community needs. Our unwavering commitment to those we serve now and in unprecedented times will remain with the emphasis on putting citizens first.

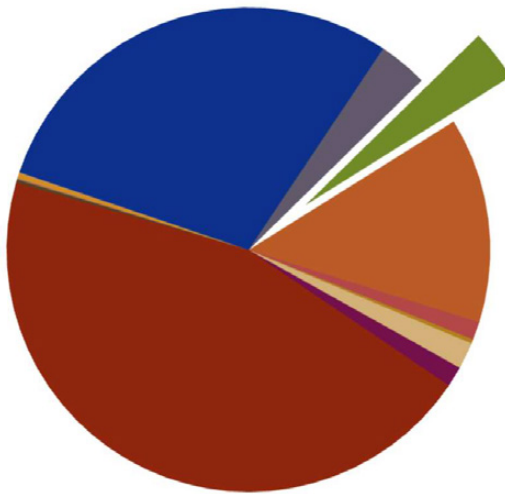
Expenditure Budget:
\$13,613,231



3.4% of Public Safety

Programs:

- Operations: \$4,414,674
- Court Services: \$6,498,184
- Office of Professional Standards: \$1,068,174
- Support Services: \$1,632,199



Public Safety Expenditure Budget:
\$397,723,340

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 Complex. Other mandates include service of all civil process, including subpoenas, levies, seizures, and evictions; internal affairs; and training.

State Code: [15.2-1603](#) (Appointment of Deputies; their powers; how removed), [1606](#) (Defense of Constitutional Officers; appointment of counsel), [1609](#) (Sheriff), [1636.14](#) (Proportion borne by Commonwealth and by localities), [1711](#) (Providing legal fees and expenses for law-enforcement officers; repayment to locality of two-thirds of amount by Compensation Board), [2.2-1840](#) (Blanket surety bond plan for state and local employees), [1841](#) (Blanket surety bond plan for moneys under control of court), [15.2-1527](#) (Bonds of officers), [1528](#) (Penalties of bonds of sheriffs, clerks of the circuit court and commissioners of the revenue), [19.2-80](#) (Duty of arresting officer; bail), [37.2-808](#) (Emergency custody; issuance and execution of order), [809](#) (Involuntary temporary detention; issuance and execution of order) [8.01-293](#) (Authorization to serve process, capias or show cause order; execute writ of possession or eviction and levy upon property), [53.1-67.5](#) (Board to prescribe standards), [113](#) (Transportation of prisoners to jail or jail farm), [19.2-182.9](#) (Emergency custody of conditionally released acquittee), [310.2](#) (Blood, saliva, or tissue sample required for DNA analysis upon conviction of certain crimes; fee)

County Code: [Chapter 16](#) (Riots and unlawful assemblies)



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Operations	\$3,987,207	\$4,318,326	\$4,676,690	\$4,379,712	\$4,414,674	0.80%
Court Services	\$4,667,554	\$4,731,290	\$6,205,730	\$5,852,431	\$6,498,184	11.03%
Office of Professional Standards	\$1,666,573	\$1,874,862	\$2,399,039	\$2,734,738	\$1,068,174	(60.94%)
Support Services	\$0	\$0	\$0	\$0	\$1,632,199	-
Total Expenditures	\$10,321,333	\$10,924,478	\$13,281,458	\$12,966,882	\$13,613,231	4.98%

Expenditure by Classification

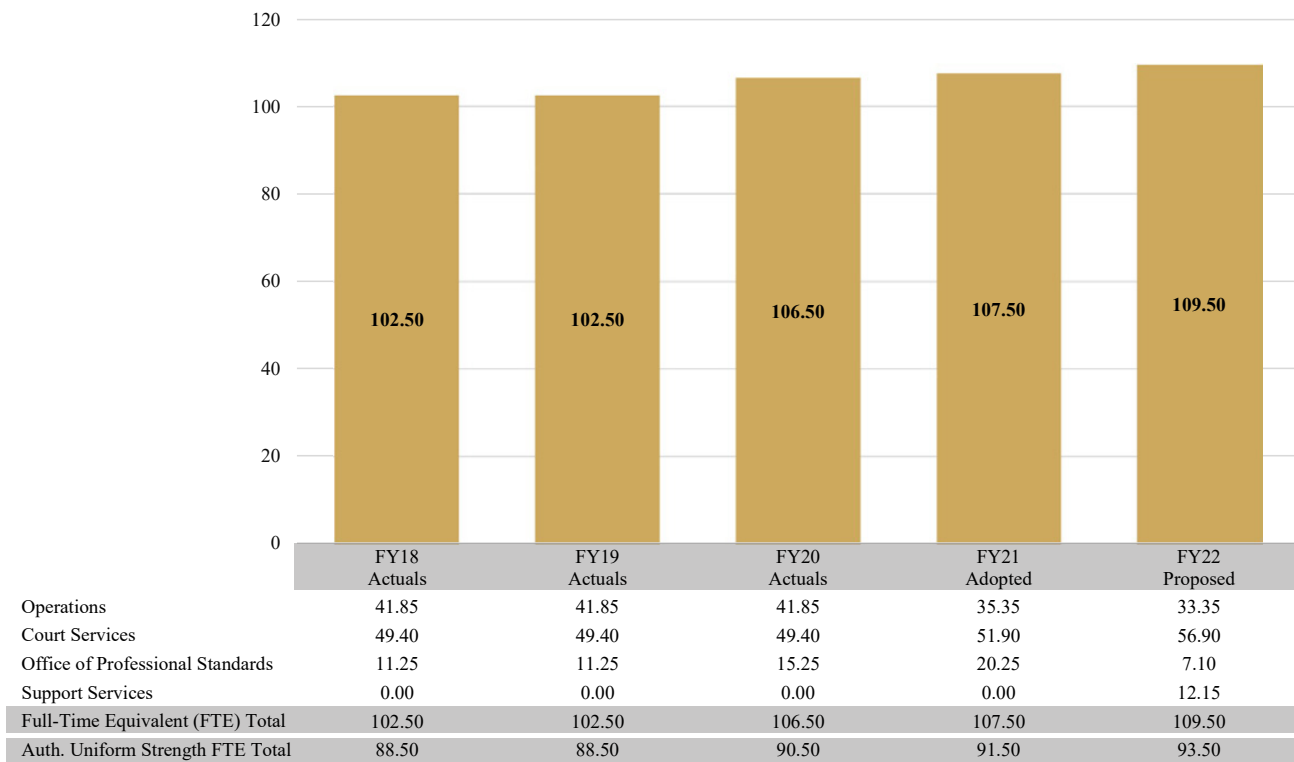
Salaries & Benefits	\$9,017,912	\$9,407,546	\$11,722,495	\$11,569,281	\$12,032,406	4.00%
Contractual Services	\$71,619	\$74,846	\$84,612	\$73,163	\$73,163	0.00%
Internal Services	\$852,278	\$865,910	\$906,011	\$772,711	\$801,339	3.70%
Purchase of Goods & Services	\$291,885	\$512,744	\$356,502	\$471,809	\$641,326	35.93%
Capital Outlay	\$29,285	\$0	\$146,925	\$71,518	\$3,814	(94.67%)
Leases & Rentals	\$5,571	\$10,650	\$12,130	\$8,400	\$8,400	0.00%
Transfers Out	\$52,783	\$52,783	\$52,783	\$0	\$52,783	-
Total Expenditures	\$10,321,333	\$10,924,478	\$13,281,458	\$12,966,882	\$13,613,231	4.98%

Funding Sources

Revenue from Other Localities	\$1,069,452	\$1,069,451	\$1,167,624	\$1,117,965	\$1,117,965	0.00%
Miscellaneous Revenue	\$1,500	\$1,544	\$7,720	\$0	\$0	-
Charges for Services	\$662,650	\$705,836	\$565,904	\$585,834	\$585,834	0.00%
Revenue from Commonwealth	\$1,844,875	\$1,859,457	\$1,906,763	\$1,913,741	\$1,913,741	0.00%
Total Designated Funding Sources	\$3,578,477	\$3,636,288	\$3,648,011	\$3,617,540	\$3,617,540	0.00%
Net General Tax Support	\$6,742,856	\$7,288,190	\$9,633,448	\$9,349,342	\$9,995,691	6.91%
Net General Tax Support	65.33%	66.71%	72.53%	72.10%	73.43%	



Staff History by Program



Future Outlook

The Prince William County (PWC) Sheriff's Office strives to uphold unprecedented levels of standards in all organizational functions. As the first Sheriff's Office in the State of Virginia to receive accreditation by the Virginia Law Enforcement Professional Standards Commission, an exceptionally high standard is supported by teamwork and dedication to the community. The Sheriff's Office provides essential support to the public safety agencies of Prince William County, the cities of Manassas and Manassas Park, and the towns of Dumfries, Haymarket, Occoquan, and Quantico. As the Sheriff's Office strives to enhance quality of life, citizen satisfaction, and local law enforcement support, it is of utmost importance for the Sheriff's Office to meet the challenges of proper staffing, technology, and infrastructure.

On-going Need for Staff (Re-establishing a Five-Year Staffing Plan) – The re-establishment of a Sheriff's Office staffing plan maintains current levels of operational readiness with the ability to exceed expectations of service provided to the community and partners. It is imperative the Sheriff's Office needs are sufficiently met within a public safety staffing plan to build transparency through adequate staffing to ensure accountability to County residents and community partners and meet the growing demands for services. The Sheriff's Office remains committed to enhancing citizen satisfaction within PWC and supporting the cities of Manassas and Manassas Park and the towns of Dumfries, Haymarket, Occoquan, and Quantico. The implementation of the staffing plan would allow the Sheriff's Office to support PWC in meeting critical components of strategic plan outcomes for public safety, wellness, and transportation. Resuming the staffing plan placed on hold due to the economic impacts of the COVID-19 pandemic will strengthen current partnerships with other law enforcement agencies to ensure healthy, safe, and secure communities.

Mission Critical Needs – The Sheriff's Office is responsible for providing the highest quality service for those that live, work, and visit PWC. In order to provide a safe and secure Judicial Complex and surrounding campus, mission critical needs must be met with the officer safety program (body-worn cameras and tasers) and enhanced information technology. These mission critical needs will promote greater accountability, reduce liability, and increase transparency and public trust while protecting civil liberties. The implementation of the above items will help promote, advance, and support the strategic outcomes outlined in the PWC Strategic Plan.

Judicial Complex and Campus Anti-Terrorism Measures – To help keep the Judicial Complex and campus safe from the threat posed by terrorism or other hostile activity, anti-terrorism measures such as non-removable barricades, permanent bollards, and chain fences around the exterior of the courthouse are a necessity. This will ensure a safe and secure environment while enhancing quality of life for all citizens who utilize the Judicial Complex and campus, in conjunction with supporting the mission of all public safety partners within PWC and meeting strategic outcomes.

Dedicated Multi-Purpose Complex for Citizen Services and Employees – To meet the ever-growing needs of the community, a dedicated Sheriff's Office will provide multi-purpose benefits for citizens while doing so in a safe and secure environment. This facility will have the necessary space to handle the operational tempo of the day-to-day needs of the Sheriff's Office. The multi-purpose complex will provide ample space for the growing number of Sheriff services the community demands. The separation of services from the Judicial Complex and the Sheriff's Office will enhance the quality of life for the citizens and communities of PWC by providing a separate, established location for all Sheriff's Office responsibilities not requiring use of the Judicial Complex.

General Overview

- A. **Removal of One-Time Costs from the Sheriff's Office** – A total of \$99,559 has been removed from the Sheriff's Office proposed FY22 budget for one-time costs (vehicle and equipment) associated with the addition of 1.00 FTE for the Project Lifesaver program in the FY2021 Budget.
- B. **Restoration of One-Time FY21 Reduction of 800Mhz Radio Replacement Fund Transfer** – Due to the financial impacts of COVID-19, there was a one-time operating budget reduction and subsequent transfer reduction in FY21 to the 800MHz Replacement Fund in the County's Capital Projects Fund for the Police Department, Department of Fire & Rescue, Sheriff's Office, and the Public Safety Communications Center. This funding transfer has been restored in FY22. The transfer from the Sheriff's Office in FY22 is \$52,783.
- C. **Program Reorganization** – The Administration program was renamed Office of Professional Standards and subsequently divided into two programs. A new program, Support Services, was created to better represent services provided interagency and to the community. The Support Services program provides administrative support to the Office of Professional Standards, Court Services, and Operations programs. The Support Services program includes two sections. The Information Technology section provides department-wide technology needs and Judicial Complex technology-related service calls. The Community Services section delivers lifesaving support to community members through programs such as Project Lifesaver, Senior Safe, Child ID and Safe at Home, Safe Alone.

Budget Initiatives

A. Budget Initiatives

1. Sheriff Staffing Plan – Court Services

Expenditure	\$377,076
Revenue	\$0
General Fund Impact	\$377,076
FTE Positions	2.00

- a. **Description** – This budget initiative provides funding for two Sheriff’s deputies, including one-time costs of \$201,372 for vehicles and equipment. The increased staffing allows the Sheriff’s Office to manage the growing public safety needs of the courthouse complex and maintain current levels of operational readiness.
- b. **Service Level Impacts** – This budget initiative directly supports the Safe & Secure Community strategic goal by providing the Sheriff’s Office with the resources needed to provide appropriate and timely public safety services and response. A consistent staffing plan addresses the strategic goal to reduce the crime rate, reduce the number of crime victims, and reduce the incarceration of people mentally ill.
- c. **Five-Year Staffing Plan** – Below is a summary of the Sheriff staffing plan and costs included in the Five-Year Plan:

Sheriff - Staffing Plan	FTE	FY22	FY23	FY24	FY25	FY26
FY22 Sheriff Staffing Plan - 2 Deputies	2.00	\$377,076	\$175,704	\$175,704	\$175,704	\$175,704
FY23 Sheriff Staffing Plan - 2 Deputies	2.00	\$0	\$377,076	\$175,704	\$175,704	\$175,704
FY24 Sheriff Staffing Plan - 2 Deputies	2.00	\$0	\$0	\$377,076	\$175,704	\$175,704
FY25 Sheriff Staffing Plan - 2 Deputies	2.00	\$0	\$0	\$0	\$377,076	\$175,704
FY26 Sheriff Staffing Plan - 2 Deputies	2.00	\$0	\$0	\$0	\$0	\$377,076
Total	10.00	\$377,076	\$552,780	\$728,484	\$904,188	\$1,079,892

Sheriff's Office

Program Summary

Operations

The Operations division is dedicated to the safe, efficient, and legal service of court documents. The Civil Process section is responsible for the timely service of legal documents within PWC, the cities of Manassas and Manassas Park, and the towns of Dumfries, Haymarket, Occoquan, and Quantico. This section also supports all the above police departments with calls-for-service. The Transportation section provides prisoner transport to and from criminal justice facilities throughout Virginia. This section assists the PWC Police Department with mental health transports and transports as mandated by Virginia code. The Warrants section serves warrants for local, out-of-county, and out-of-state offenses relating to failure to pay child support and post-conviction. This section is responsible for conducting extraditions throughout the United States and assisting the U.S. Marshall Service Task Force when it operates within the County.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Prisoner escapes during transport	0	0	0	0	0
Police assist (Temporary Detention Order hours and associated overtime)	-	-	-	-	2,500
Documents served	-	-	-	-	65,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Civil Process	\$2,241	\$2,188	\$2,180	\$1,972	\$1,763
Evictions	-	-	-	-	2,700
Funeral escorts	335	351	300	360	300
Civil process papers served	71,694	68,660	63,269	70,000	-
Warrants	\$540	\$410	\$372	\$359	\$289
Extraditions completed	32	31	38	31	38
Criminal warrants served	269	337	307	345	-
Police assist (warrants served, received, closed)	-	-	-	-	800
Transportation	\$1,207	\$1,720	\$2,124	\$2,049	\$2,362
Civil transports	1,317	1,311	866	1,340	800
Prisoner transports	2,673	2,391	1,959	2,300	1,500
Total transport miles driven	-	-	-	-	150,000

Sheriff's Office

Court Services

The Court Services division maintains the safety and security of the Judicial Complex. The program is comprised of four areas: Courtroom Security, Courthouse Security, Vertical Deployment, and Control Center Dispatch. The Courtroom Security section provides support services to judges, manages jurors in the courtroom, and other court related tasks and duties as required. Courthouse Security screens all individuals entering the courthouse. Deputies are first responders to calls-for-service and emergency situations in and around the Judicial Complex. Vertical Deployment escorts inmates to and from the courtrooms. Deputies in this section are responsible for intake processing for movement to the Adult Detention Center. This section collects DNA for state forensic labs, updates sex offender information for all law enforcement within PWC, and conducts criminal background checks for citizens applying for concealed weapon permits. Control Center Dispatch is responsible for monitoring security equipment, tracking of inmate movement within the Courthouse, Virginia Criminal Information Network and National Crime Information Center, and dispatching calls-for-service in the Judicial Complex.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Incidents requiring uniform presence to reduce injury to visitors & judicial staff	-	-	-	-	0
Police assist (Temp Detention Order hours and associated overtime)	-	-	-	-	525
Security screenings conducted with magnetometer	490,396	524,411	375,751	515,000	365,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Courthouse Security	\$1,856	\$1,526	\$1,717	\$1,633	\$1,283
Hours spent providing Judicial Complex security	-	-	-	68,500	73,500
Security escorts from court	-	-	-	-	200
Citizen assists (ADA & senior citizen)	-	-	-	-	100
Courtroom Security	\$2,811	\$3,205	\$4,487	\$4,220	\$4,748
Docketed court cases	240,432	212,053	188,888	225,000	125,000
Hours spent providing courtroom security	39,322	34,198	26,077	-	45,000
Prisoner escapes	0	0	0	0	0
Total prisoners escorted to and from court	10,906	11,776	13,580	12,000	-
Vertical Deployment	-	-	-	-	\$211
Police assist livescan (sex offender registry, conviction mandates)	-	-	-	-	1,000
Background checks for concealed weapons permits	6,658	4,945	6,519	5,100	9,500
Prisoners escorted to and from court	10,906	11,776	13,580	12,000	12,000
Control Center Dispatch	-	-	-	-	\$257
Calls for service (phone, radio, dispatch)	-	-	-	-	1,000
Inmates tracked through dispatch (off street, ADC, transports)	-	-	-	-	9,000
Security monitoring hours	-	-	-	-	48,000
Activated alarms	-	-	-	-	15,000

Sheriff's Office

Office of Professional Standards

The Office of Professional Standards division provides the support required to ensure the Sheriff's Office meets the goals and mission of the agency. This program conducts background investigations on qualified applicants for hire and provides support for staff. This division is responsible for accreditation, internal affairs, training, and ensuring compliance with Department of Criminal Justice Service standards, in addition to unclaimed death investigations.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Maintain state law accreditation	Yes	Yes	Yes	Yes	Yes

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Accreditation	\$242	\$163	\$178	\$184	\$266
Maintain proof of compliance as determined by VLEPSC	100%	100%	100%	100%	100%
Human Resources	\$49	\$44	\$60	\$50	\$127
Applications received	186	327	16	335	50
Applicants processed for hire	-	-	-	-	25
Internal Affairs	\$0	\$0	\$4	\$1	\$49
Disciplinary actions as a result of internal affairs investigations	0	4	0	0	0
Training	\$64	\$70	\$42	\$44	\$570
Staff training hours	7,500	8,491	11,512	8,900	16,000
Decedent Investigations	-	-	-	-	\$57
Unclaimed bodies	-	-	-	-	30
Unclaimed no family - Sheriff's Office paid	-	-	-	-	3
Community Services *	\$72	\$77	\$101	\$89	\$0
Identification cards issued	4,594	3,878	3,564	3,950	-
Administrative Services *	\$1,239	\$77	\$2,014	\$2,368	\$0
Customers served at lobby service counter	43,272	43,766	34,084	44,500	-
Payment transactions	779	855	883	870	-
Background checks for concealed weapons permits	6,658	4,945	6,519	5,100	-

* Based on department reorganization, these measures have been moved to other programs in FY22.

Sheriff's Office

Support Services

The Support Services division supports the community by providing lifesaving programs such as Project Lifesaver, Senior Safe, and Safe at Home Safe Alone (Gun Safety program). The Administration section improves quality of life for citizens by providing support in-person, over the phone, via mail or electronic mail. The Information Technology section provides up-to-date and immediate technology support to the Judicial Complex. This support includes video arraignments, teleconferencing, mobile data terminals, and troubleshooting and oversight of all Judicial Complex information technology issues.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Students taught at Safe at Home, Safe Alone (Gun Safety Program)	-	-	-	-	5,000
Project Lifesaver clients	-	-	-	-	40

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Administration	\$0	\$0	\$0	\$0	\$1,204
Customers served at lobby service counter	43,272	43,766	34,084	44,500	2,300
Payment transactions	779	855	883	870	600
Community Service	\$0	\$0	\$0	\$0	\$303
Identification cards issued	4,594	3,878	3,564	3,950	100
Senior Safe clients	-	-	-	-	20
Project Lifesaver responders trained	-	-	-	-	50
Information Technology	\$0	\$0	\$0	\$0	\$125
Service calls related to courts (installs, arraignments, courtroom tech setup)	-	-	-	-	403
Judicial Complex security system calls	-	-	-	-	35
Miscellaneous IT calls in Judicial Complex	-	-	-	-	518

Sheriff's Office

Support Services

The Support Services division supports the community by providing lifesaving programs such as Project Lifesaver, Senior Safe, and Safe at Home Safe Alone (Gun Safety program). The Administration section improves quality of life for citizens by providing support in-person, over the phone, via mail or electronic mail. The Information Technology section provides up-to-date and immediate technology support to the Judicial Complex. This support includes video arraignments, teleconferencing, mobile data terminals, and troubleshooting and oversight of all Judicial Complex information technology issues.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Students taught at Safe at Home, Safe Alone (Gun Safety Program)	-	-	-	-	5,000
Project Lifesaver clients	-	-	-	-	40

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Administration	\$0	\$0	\$0	\$0	\$1,204
Customers served at lobby service counter	43,272	43,766	34,084	44,500	2,300
Payment transactions	779	855	883	870	600
Community Service	\$0	\$0	\$0	\$0	\$303
Identification cards issued	4,594	3,878	3,564	3,950	100
Senior Safe clients	-	-	-	-	20
Project Lifesaver responders trained	-	-	-	-	50
Information Technology	\$0	\$0	\$0	\$0	\$125
Service calls related to courts (installs, arraignments, courtroom tech setup)	-	-	-	-	403
Judicial Complex security system calls	-	-	-	-	35
Miscellaneous IT calls in Judicial Complex	-	-	-	-	518

Non-Departmental

Non-Departmental Overview

The Non-Departmental budget is a miscellaneous collection of budgets not attributed to specific agency operations. As such, the budgets do not directly impact agency services provided to the community. The budget includes the following program areas:

- Budgetary support for countywide insurance expenditures (medical, casualty, property, and workers compensation).
- Restricted use funds that may only be expended for a specific purpose as mandated by the Code of Virginia (transient occupancy taxes for tourism and transportation purposes, proffers, transportation districts) or by County policy (recordation tax for transportation).
- Accounts where the County acts in a trustee capacity for another organization (library donations and other trust/fiduciary funds).
- Accounts where the County acts merely as a collecting agent and remits all revenue received to the Commonwealth or a Community Development Authority.
- Other miscellaneous expenditures including the Contingency budget and contributions to the Hylton Performing Arts Center and Northern Virginia Community College (NOVA).

Please see the General Overview section for a more detailed description of each program area.

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](#) (Workers' Compensation). Title [2.2-1204](#) (Health Insurance Program for Employees) 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 financial reporting standards defined by the Governmental Accounting Standards Board. Requirements for transient occupancy taxes are defined in [58.1-3819](#) (Transient occupancy tax) and [58.1-1744](#) (local transportation transient occupancy tax)

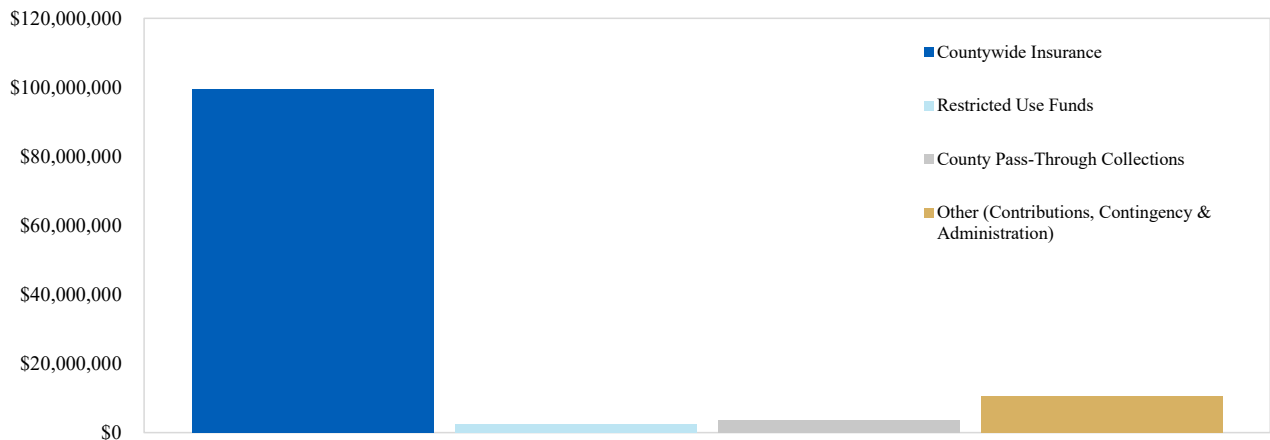
Non-Departmental



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Countywide Insurance:						
Medical Insurance Internal Service	\$56,902,017	\$59,229,584	\$64,656,943	\$83,719,000	\$90,707,000	8.35%
Workers Compensation	\$6,317,208	\$3,085,609	\$5,004,865	\$5,170,414	\$6,170,414	19.34%
Casualty Pool	\$2,547,340	\$1,783,720	\$2,350,429	\$1,575,701	\$1,575,701	0.00%
Property & Miscellaneous Insurance	\$776,147	\$1,113,854	\$959,059	\$995,375	\$995,375	0.00%
Miscellaneous Insurance	\$0	\$0	(\$4,434)	\$0	\$0	-
Unemployment Insurance	\$89,412	\$65,133	\$106,882	\$125,000	\$125,000	0.00%
Restricted Use Funds:						
Transient Occupancy Tax for Tourism	\$719,714	\$721,079	\$1,073,189	\$246,943	\$0	(100.00%)
Proffers	\$9,713,740	\$7,415,659	\$14,733,476	\$1,008,180	\$1,040,350	3.19%
Recordation Tax for Transportation	\$4,746,716	\$3,420,000	\$0	\$0	\$0	-
Cable Equipment Capital Grant	\$1,346,396	\$1,326,537	\$847,290	\$741,415	\$658,145	(11.23%)
Transportation Districts	\$324,200	\$467,700	\$499,530	\$599,530	\$599,530	0.00%
Additional TOT 3% for Public Transportation (formerly NVTA Taxes)	\$0	\$0	\$0	\$1,400,000	\$150,000	(89.29%)
County Pass-Through Collections:						
Community Development Authorities	\$2,850,429	\$2,915,581	\$2,926,412	\$3,012,000	\$3,012,000	0.00%
Commonwealth Taxes	\$427,207	\$466,533	\$422,933	\$500,000	\$500,000	0.00%
NVTA Taxes (TOT 2%)	\$1,608,437	\$534,926	\$0	\$0	\$0	-
Trust/Fiduciary Funds:						
OPEB/LODA Trusts	\$3,630,723	\$4,114,914	\$5,107,115	\$0	\$0	-
Police/Fire Supp. Retirement/LOSAP	\$2,976,409	\$2,958,941	\$3,623,718	\$0	\$0	-
Library Donations	\$125,765	\$115,707	\$67,785	\$0	\$0	-
Innovation Property Owners Association	\$4,073,309	\$375,344	\$85,547	\$0	\$0	-
Other:						
Contributions - Hylton Performing Arts/NVCC	\$3,038,356	\$3,029,278	\$3,062,653	\$3,079,243	\$3,086,442	0.23%
Contingency	\$1,745,000	\$448,429	\$0	\$3,100,206	\$750,000	(75.81%)
Administration	\$1,009,690	\$52,675,311	\$787,842	\$2,710,079	\$6,800,963	150.95%
Pandemic Response	\$0	\$0	\$137,063	\$0	\$0	-
Total Expenditures	\$104,968,215	\$146,263,840	\$106,448,299	\$107,983,086	\$116,170,920	7.58%

Non-Departmental Expenditure Budget by Program Area



Non-Departmental



Expenditure and Revenue Summary

Expenditure by Classification	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Salaries & Benefits	\$3,744,906	\$3,497,702	\$3,289,016	\$1,182,814	\$1,229,950	3.99%
Contractual Services	\$6,136,925	\$6,675,087	\$7,663,840	\$6,224,269	\$6,511,269	4.61%
Internal Services	\$393,607	\$663,235	\$543,228	\$8,795,380	\$11,509,129	30.85%
Purchase of Goods & Services	\$68,966,574	\$66,660,628	\$74,806,145	\$84,172,555	\$89,610,548	6.46%
Capital Outlay	\$0	\$35,449	\$0	\$0	\$0	-
Leases & Rentals	\$2,725	\$2,485	\$5,774	\$0	\$0	-
Payments to Other Local Agencies	\$2,842,259	\$2,908,081	\$2,918,912	\$3,004,500	\$3,004,500	0.00%
Transfers Out	\$22,881,219	\$65,821,173	\$17,221,384	\$4,603,568	\$4,305,525	(6.47%)
Total Expenditures	\$104,968,215	\$146,263,840	\$106,448,299	\$107,983,086	\$116,170,920	7.58%

Funding Sources

Revenue from Federal Government	\$271,290	\$0	\$5,208,964	\$0	\$0	-
Permits & Fees	\$1,378,873	\$1,326,537	\$1,308,421	\$1,295,500	\$1,150,000	(11.23%)
Use of Money & Property	\$9,153,343	\$9,453,577	\$8,613,478	\$662,000	\$494,000	(25.38%)
Miscellaneous Revenue	\$25,415,584	\$24,151,983	\$32,110,778	\$5,896,483	\$7,739,350	31.25%
Non-Revenue Receipts	\$1,330,896	\$3,617,387	\$3,045,504	\$500,000	\$500,000	0.00%
Other Local Taxes	\$9,682,538	\$18,221,779	\$18,852,565	\$3,080,000	\$9,900,000	221.43%
General Property Taxes	\$3,182,443	\$3,315,392	\$3,466,677	\$3,611,530	\$3,611,530	0.00%
Charges for Services	\$63,467,490	\$67,454,157	\$69,161,738	\$66,851,000	\$71,881,000	7.52%
Revenue from Commonwealth	\$54,258	\$0	\$0	\$0	\$0	-
Transfers In	\$1,611,304	\$53,314,578	\$1,837,492	\$5,739,150	\$3,993,764	(30.41%)
Total Designated Funding Sources	\$115,548,019	\$180,855,390	\$143,605,617	\$87,635,663	\$99,269,644	13.28%
(Contribution To) / Use of Cable Equipment Capital Grant	(\$32,478)	\$0	(\$461,131)	(\$554,085)	(\$491,855)	(11.23%)
(Contribution To) / Use of County- wide Insurance Internal Service Funds	(\$2,139,150)	(\$8,998,379)	(\$3,942,789)	\$11,694,000	\$12,110,000	3.56%
(Contribution To) / Use of Trust/ Fiduciary Fund Balance	(\$12,648,875)	(\$11,649,655)	(\$11,146,496)	\$0	\$0	-
(Contribution To) / Use of Special Revenue Fund Balance	(\$7,814)	(\$8,891,426)	(\$13,487,535)	\$0	(\$1,250,000)	-
Net General Tax Support	\$4,248,513	\$5,052,090	\$8,119,367	\$9,207,508	\$6,533,131	(29.05%)
Net General Tax Support	4.05%	3.45%	7.63%	8.53%	5.62%	

General Overview

The components of the Non-Departmental budget are discussed below.

A. **Countywide Insurance:**

- 1. Medical Insurance Internal Service Fund** – Prince William County (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 as well as required self-insured contributions for Line of Duty Death Act (LODA) benefits. Countywide medical and dental premiums are paid from the medical insurance internal service fund, which is funded primarily from charges to County departments. The FY22 medical insurance budget is \$90,707,000.
- 2. Casualty Pool, Workers Compensation, and Property and Miscellaneous Self-Insurance Programs** – The County maintains self-insurance programs for general liability, automobile, public official, law enforcement professional liability, pollution liability, cyber security liability, and workers compensation insurance through the Prince William Self-Insurance Group 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 FY22 general fund workers compensation budget is \$6,170,414 and the casualty pool budget is \$1,575,701. The FY22 property and miscellaneous insurance budget is \$995,375.

These activities are reported in an internal services fund. Revenues come primarily from other County funds through “premiums” set to cover estimated self-insured claims and liabilities, excess, other insurance premiums, and operating expenses. Claims filed or to be filed through the end of the previous fiscal year are accrued liabilities.
- 3. Unemployment Insurance** – The Virginia Employment Commission administers an unemployment insurance program that provides protection against loss of wages to individuals who become unemployed through no fault of their own. The FY22 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 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. For FY22, all TOT expenditure and revenue have been shifted and consolidated to Parks, Recreation & Tourism. The revenue supports the Tourism program as well as provides support to Historic Preservation activities and Community Partners (Dumfries Weems-Botts Museum, Prince William Soccer, Inc. and Occoquan Mill House Museum). There is no net impact from this shift.
- 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. In addition, investment income, or proffer interest, is used to support agency operating budgets. Please see the Capital Improvement Program (CIP) section for detail on proffers assigned to capital projects.

Non-Departmental

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 Circuit Court Clerk. 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 was previously budgeted as general revenue at the beginning of each fiscal year, and the portion committed for transportation was transferred to Non-Departmental during the course of the fiscal year. In FY22, recordation tax revenue is budgeted as agency revenue in Non-Departmental. 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 section 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 forecasted at \$1,150,000 in FY22, which is a \$145,500 reduction from FY21. Of this amount, the Schools receive \$658,145 and the County share is \$491,855. 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. **Additional 3% TOT to Support Transportation Purposes** – Section [58.1-1744](#) (as amended, effective May 1, 2021) authorizes the local tax on transient occupancy as an additional 3% levied to support transportation improvements authorized as part of the Northern Virginia Transportation Authority (NVTA) legislation. The revenue is collected and retained by the County. Two-thirds of the revenue collected may be used only for public transportation purposes and the remaining revenue may be used for any transportation purpose. The prior version of Section 58.1-1744 authorized an additional 2% TOT to be used for public transportation purposes only. The amended legislation provides more revenue and flexibility in how revenue is used.
6. **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. 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. The transportation district will expire December 27, 2026.

C. County Pass-Through Collections:

1. **Community Development Authorities (CDA)** – CDAs are governed under Section [15.2-5152](#) of the Code of Virginia. CDAs are created to promote economic development in 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). Property owners within each CDA boundary petitioned the County to create each CDA.

In accordance with Section [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 budget includes \$3,012,000 in a special revenue fund for the three CDAs in the County: Cherry Hill (\$1,892,000), Virginia Gateway (\$940,000), and Heritage Hunt (\$180,000). There is no impact on the County’s general fund.

Non-Departmental

- 2. Pass-Through Collections to Commonwealth for Sheriff Fees** – PWC collects Sheriff fee revenue on behalf of the Commonwealth of Virginia. The revenue is collected by the County and remitted to the Commonwealth.

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, Uniformed Fire & Rescue, Sheriff, and Adult Detention Center 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
- Donations from the Friends of the Library and private sources supporting library services

For a detailed description of each OPEB plan as well as the benefits provided, please see PWC’s Comprehensive Annual Financial Report in [Finance and Revenue Publications](#).

E. Other:

- 1. Contributions to the Hylton Performing Arts Center (HPAC) and NOVA** – County contributions to the HPAC (\$1,992,900) and the NOVA (\$1,093,540) are included in the Non-Departmental budget. The FY22 contribution to the HPAC provides \$1,842,900 for debt service and \$150,000 for capital expenses. Please see the detail below for County contributions to the HPAC in the next five years.

	FY22	FY23	FY24	FY25	FY26
Debt Service	\$1,842,900	\$1,843,875	\$1,844,325	\$1,840,395	\$1,843,065
Capital	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total	\$1,992,900	\$1,993,875	\$1,994,325	\$1,990,395	\$1,993,065

In prior years, there were two components to PWC’s contribution to NOVA, including a per capita annual capital development contribution and an allocation to support maintenance and operations at NVCC. Contributions were multi-jurisdictional and helped support construction and maintenance at NOVA campuses. Due to recent changes in budget language at the state level, there is no longer a need to support construction and maintenance at local campuses with multi-jurisdictional contributions. With this change, the County and NOVA have more options for working together in partnership to help achieve mutually beneficial post-secondary education goals for the local community.

- 2. Contingency** – The proposed budget includes a contingency budget of \$750,000 consistent with 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. In FY22, \$2.7 million in additional operating costs are internal services billings for information technology and infrastructure systems support activities. 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.

Non-Departmental

The funds would then be transferred from Unclassified Administrative to the agency budget. Due to the many items coming into and out of this 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 \$1,895,764 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. Budgeted Salary Lapse** – Employee compensation for each agency includes salaries and benefits, along with budgeted increases that may include pay plan or pay-for-performance adjustments. This total compensation figure is adjusted in the 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. The Non-Departmental budget includes a negative expenditure budget of \$817,131 in budgeted salary lapse to support general savings throughout the organization.
- H. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed in an effort to more accurately reflect historical actuals. This reallocation increased the Non-Departmental FY22 internal services budget by \$85,000.

Budget Initiatives

A. Budget Initiatives

1. Information Technology Capital Project

Expenditure	\$2,510,000
Revenue	\$0
General Fund Impact	\$2,510,000
FTE Positions	0.00

- a. Description** – Funding is provided for operating costs to support license and subscription costs for two information technology capital projects, the Technology Infrastructure Modernization (\$2.0 million) and Human Capital Management (\$510,000). Please refer to the [CIP section](#) of this document and [Department of Information Technology section](#) of this document for additional information regarding these projects.

2. Workers’ Compensation Premiums Increase

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

- a. Description** – This initiative provides funding for an increase to workers’ compensation premiums. Factors affecting the premium increase include the County payroll (specifically increases in personnel within public safety agencies), increasing health insurance costs, and claim increasing severity and frequency. These increased premiums are a result of claim severity in the history of the workers’ compensation program as claims from previous years continue to develop.

Non-Departmental

3. Contingency Increase

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

- a. **Description** – This initiative includes an ongoing increase of \$250,000 to the contingency budget to provide funding for unknown, emerging issues such as legislation under consideration by the General Assembly and consideration of future needs. The total contingency budget for FY22 is \$750,000 consistent with adopted policy in the Principles of Sound Financial Management of establishing a minimum contingency budget of at least \$500,000.

4. Wheels-to-Wellness Transit Service

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

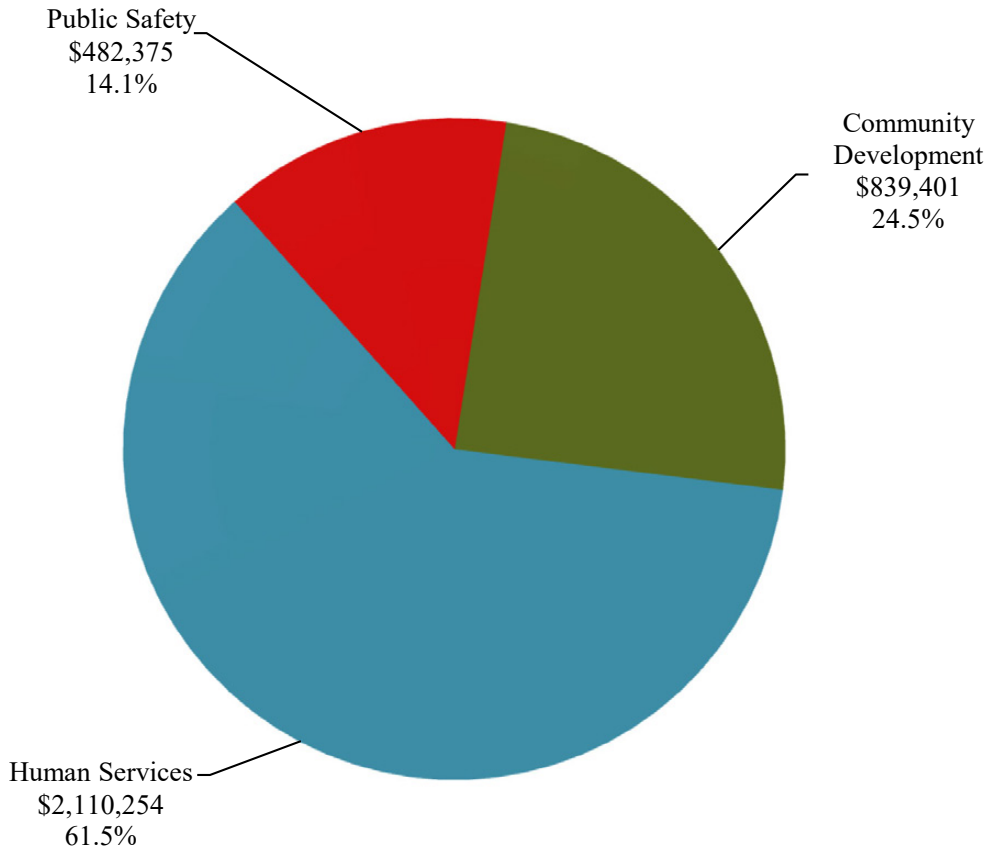
- a. **Description** – This initiative provides \$150,000 of Transient Occupancy Tax (TOT) funds designated for transportation purposes to support the Wheels-to-Wellness program provided by the Potomac Rappahannock Transportation Commission (PRTC). The program is a medical transportation assistance program to help eligible residents access health services and is sponsored by PRTC through support from community partners including medical service providers and the County.

5. County Proffers for Capital Projects

Expenditure	\$90,350
Revenue	\$90,350
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – Funding is transferred from proffer accounts to support capital projects, specifically stormwater infrastructure improvements. This amount is budgeted for capital projects in the Proposed FY2022-2027 CIP. Please refer to the CIP section of this document for additional information regarding proffers and specific projects. This is a one-time transfer of proffer funds to the capital project fund.

Community Partners



Total Expenditure Budget: \$3,432,028

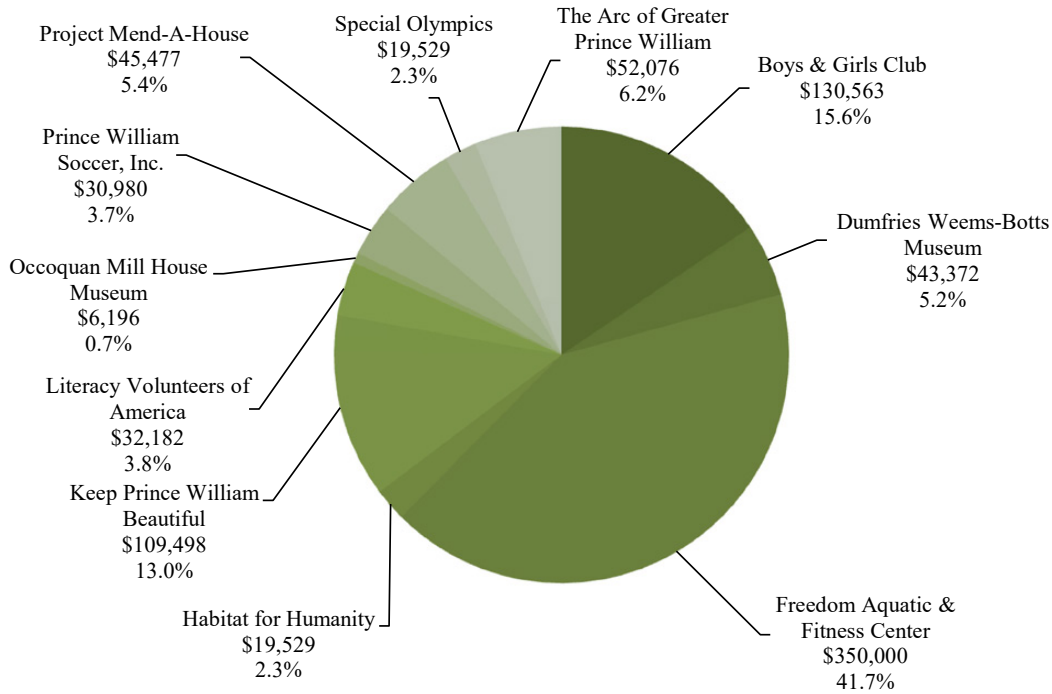
Note: Totals may not add due to rounding.

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 ▶ Catholics for Housing ▶ Dumfries Weems-Botts Museum ▶ Freedom Aquatic & Fitness Center ▶ The Good News Community Kitchen ▶ Good Shepherd Housing Foundation | <ul style="list-style-type: none"> ▶ Habitat for Humanity ▶ House of Mercy ▶ Human Services Alliance of Greater Prince William ▶ Independence Empowerment Center ▶ Keep Prince William Beautiful ▶ Legal Services of Northern Virginia ▶ Literacy Volunteers of America ▶ The Metropolitan Washington Ear | <ul style="list-style-type: none"> ▶ Northern Virginia Family Service ▶ Occoquan Mill House Museum ▶ Prince William County Community Foundation ▶ Prince William Soccer, Inc. ▶ Project Mend-A-House ▶ Rainbow Riding Center ▶ Special Olympics ▶ StreetLight Community Outreach Ministries ▶ Volunteer Prince William |
|--|---|---|

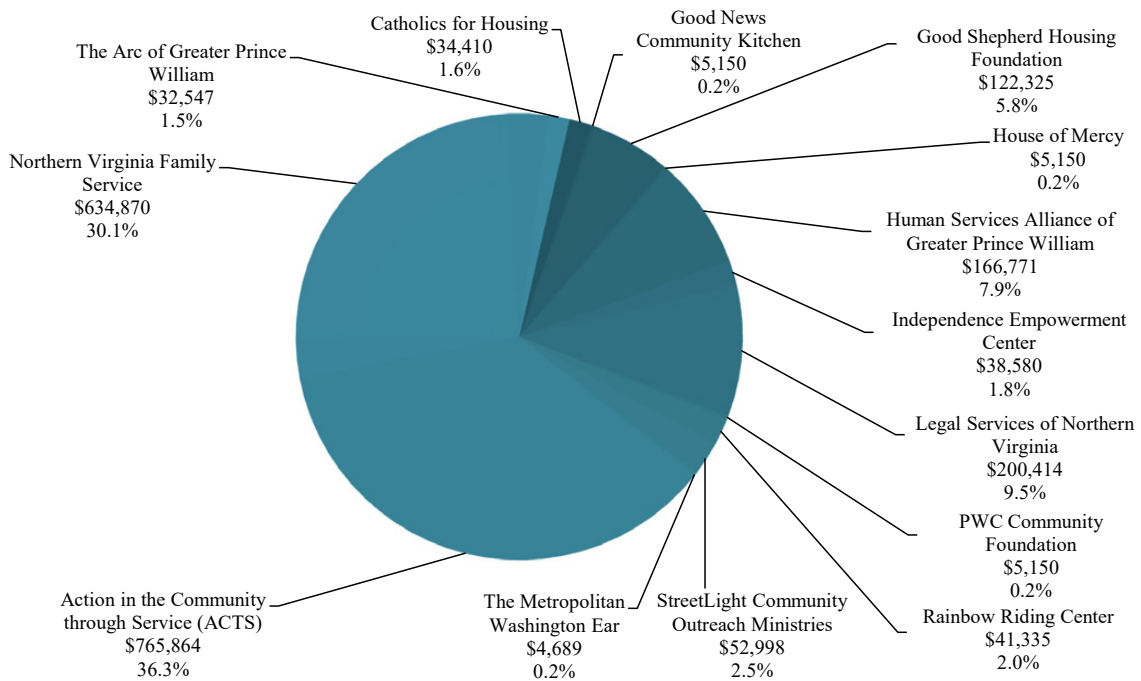
Community Partners

Community Development



Total Expenditure Budget: \$839,401

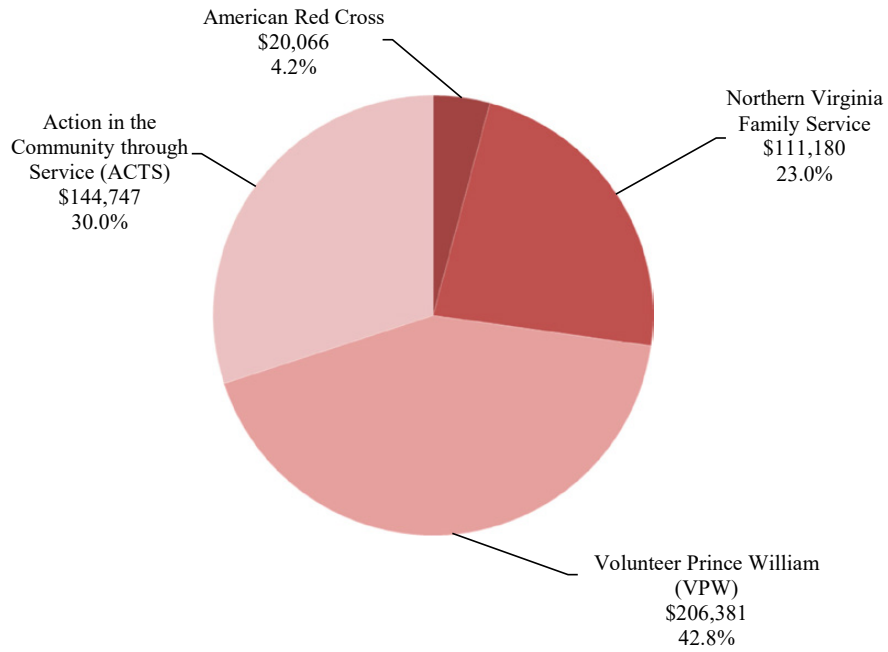
Human Services



Total Expenditure Budget: \$2,110,254

Community Partners

Public Safety



Total Expenditure Budget: \$482,375

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:

- A. **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. For more information, please view the County's [Community Partner policy](#).
- B. **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.
- C. **Memberships** – The County chooses to be a member of some regional and/or national organizations.
- D. **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 the Proposed FY2022 Budget – The Proposed FY2022 Budget includes a 3.0% donation increase for current community partners. The Proposed FY2022 Budget eliminates funding for Free Clinic which ceased operation in FY21.

Community Partners

Funding Provided to Community Partners

Host Agency	FY21 Adopted	Proposed Change FY21 to FY22	FY22 Proposed	Funding Source
I. DONATIONS: Funding provided via donation and in accordance with a memorandum of understanding.				
COMMUNITY DEVELOPMENT				
Library				
• Literacy Volunteers of America	\$31,244	\$937	\$32,182	General Fund
Total Library	\$31,244	\$937	\$32,182	
Parks, Recreation & Tourism				
• The Arc of Greater Prince William	\$50,559	\$1,517	\$52,076	General Fund
• Boys & Girls Club	\$126,760	\$3,803	\$130,563	General Fund
• Dumfries Weems-Botts Museum	\$42,109	\$1,263	\$43,372	Transient Occupancy Tax
• Freedom Aquatic & Fitness Center	\$350,000	\$0	\$350,000	General Fund
• Occoquan Mill House Museum	\$6,016	\$180	\$6,196	Transient Occupancy Tax
• Prince William Soccer, Inc.	\$30,078	\$902	\$30,980	Transient Occupancy Tax
• Special Olympics	\$18,960	\$569	\$19,529	General Fund
Total Parks, Recreation & Tourism	\$624,481	\$8,234	\$632,715	
Public Works				
• Habitat for Humanity	\$18,960	\$569	\$19,529	General Fund
• Keep Prince William Beautiful - Litter Control	\$88,263	\$2,648	\$90,910	Solid Waste Fee
• Keep Prince William Beautiful - Recycling	\$18,047	\$541	\$18,588	Solid Waste Fee
• Project Mend-A-House	\$44,152	\$1,325	\$45,477	General Fund
Total Public Works	\$169,421	\$5,083	\$174,503	
TOTAL COMMUNITY DEVELOPMENT	\$825,146	\$14,254	\$839,401	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY21 Adopted	Proposed Change FY21 to FY22	FY22 Proposed	Funding Source
HUMAN SERVICES				
Aging				
• Independence Empowerment Center	\$37,456	\$1,124	\$38,580	General Fund
• Legal Services of Northern Virginia	\$194,577	\$5,837	\$200,414	General Fund
Total Aging	\$232,033	\$6,961	\$238,994	
Community Services				
• ACTS (Total)	\$471,102	\$14,133	\$485,235	General Fund
◦ Case Management	\$7,441	\$223	\$7,664	
◦ Emergency Shelter	\$352,054	\$10,562	\$362,615	
◦ Helpline	\$111,607	\$3,348	\$114,955	
• The Arc of Greater Prince William	\$31,599	\$948	\$32,547	General Fund
• Good Shepherd Housing Foundation	\$92,007	\$2,760	\$94,768	General Fund
• Rainbow Riding Center	\$40,131	\$1,204	\$41,335	General Fund
Total Community Services	\$634,840	\$19,045	\$653,885	
Public Health				
• Free Clinic	\$87,736	(\$87,736)	\$0	General Fund
• Northern Virginia Family Service - Pharmacy Central	\$94,633	\$2,839	\$97,472	General Fund
• The Metropolitan Washington Ear	\$4,553	\$137	\$4,689	General Fund
Total Public Health	\$186,922	\$2,976	\$102,161	
Social Services				
• ACTS (Total)	\$272,456	\$8,174	\$280,629	General Fund
◦ Case Management Services	\$62,729	\$1,882	\$64,611	
◦ Homeless Shelter	\$176,319	\$5,290	\$181,609	
◦ Rapid Re-Housing	\$33,408	\$1,002	\$34,410	
• Catholics for Housing	\$33,408	\$1,002	\$34,410	General Fund
• Good Shepherd Housing Foundation	\$26,755	\$803	\$27,557	General Fund
• House of Mercy	\$5,000	\$150	\$5,150	General Fund
• Human Services Alliance of Greater Prince William	\$161,913	\$4,857	\$166,771	General Fund
• Northern Virginia Family Service (Total)	\$521,746	\$15,652	\$537,398	General Fund
◦ Healthy Families	\$204,568	\$6,137	\$210,705	
◦ Homeless Prevention	\$33,408	\$1,002	\$34,410	
◦ Rapid Rehousing	\$33,408	\$1,002	\$34,410	
◦ SERVE Homeless Shelter	\$250,363	\$7,511	\$257,874	
• Prince William County Community Foundation	\$5,000	\$150	\$5,150	General Fund
• StreetLight Community Outreach Ministries (Total)	\$51,454	\$1,544	\$52,998	General Fund
◦ Homeless Prevention	\$33,408	\$1,002	\$34,410	
◦ Supportive Housing Program	\$18,047	\$541	\$18,588	
• The Good News Community Kitchen	\$5,000	\$150	\$5,150	General Fund
Total Social Services	\$1,082,731	\$32,482	\$1,115,213	
TOTAL HUMAN SERVICES	\$2,136,526	\$61,464	\$2,110,254	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY21 Adopted	Proposed Change FY21 to FY22	FY22 Proposed	Funding Source
PUBLIC SAFETY				
Commonwealth's Attorney				
• ACTS - Sexual Assault Victims Advocacy Service	\$40,531	\$1,216	\$41,747	General Fund
Total Commonwealth's Attorney	\$40,531	\$1,216	\$41,747	
Criminal Justice Services				
• Volunteer Prince William	\$180,890	\$5,427	\$186,316	General Fund
Total Criminal Justice Services	\$180,890	\$5,427	\$186,316	
Fire & Rescue				
• American Red Cross	\$19,482	\$584	\$20,066	General Fund
• Volunteer Prince William	\$19,481	\$584	\$20,065	General Fund
Total Fire & Rescue	\$38,962	\$1,169	\$40,131	
Juvenile Court Service Unit				
• Northern Virginia Family Service - Intervention, Prevention and Education	\$107,942	\$3,238	\$111,180	General Fund
Total Juvenile Court Service Unit	\$107,942	\$3,238	\$111,180	
Police				
• ACTS - Domestic Violence Services	\$100,000	\$3,000	\$103,000	General Fund
Total Police	\$100,000	\$3,000	\$103,000	
TOTAL PUBLIC SAFETY	\$468,325	\$14,050	\$482,375	
TOTAL DONATIONS	\$3,429,997	\$89,768	\$3,432,028	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY21 Adopted	Proposed Change FY21 to FY22	FY22 Proposed	Funding Source
II. INTERJURISDICTIONAL AGREEMENTS: Funding provided according to formulae, criteria, or other requirements.				
Aging				
• Birmingham Green	\$2,178,969	\$82,740	\$2,261,709	General Fund
Total Aging	\$2,178,969	\$82,740	\$2,261,709	
Board of County Supervisors				
• Prince William Chamber of Commerce	\$7,000	\$0	\$7,000	General Fund
Total Board of County Supervisors	\$7,000	\$0	\$7,000	
Community Infrastructure Support				
• Hylton Performing Arts Center (Final debt service payment: 2/2030)	\$1,841,363	\$1,537	\$1,842,900	General Fund
• Northern Virginia Community College	\$1,087,880	\$5,660	\$1,093,540	General Fund
• Northern Virginia Criminal Justice Training Academy (Final debt service payment: 6/2026)	\$344,518	(\$7,157)	\$337,361	General Fund
Total Community Infrastructure Support	\$3,273,761	\$40	\$3,273,801	
Fire & Rescue				
• National Capital Regional Intelligence Center	\$15,412	\$0	\$15,412	General Fund
Total Fire & Rescue	\$15,412	\$0	\$15,412	
Public Works				
• Soil and Water Conservation District	\$284,745	\$0	\$284,745	Stormwater Fee
Total Public Works	\$284,745	\$0	\$284,745	
Transit				
• Potomac Rappahannock Transportation Commission	\$18,882,300	\$0	\$18,882,300	Motor Fuels Tax
• Virginia Railway Express	\$5,930,777	\$0	\$5,930,777	NVTA 30% Funding
Total Transit	\$24,813,077	\$0	\$24,813,077	
Transportation				
• Stafford Regional Airport Commission	\$50,000	\$0	\$50,000	General Fund
Total Transportation	\$50,000	\$0	\$50,000	
TOTAL INTERJURISDICTIONAL	\$30,622,963	\$82,780	\$30,705,743	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY21 Adopted	Proposed Change FY21 to FY22	FY22 Proposed	Funding Source
III. MEMBERSHIPS: The County chooses to be a member of some regional and/or national organizations.				
Board of County Supervisors				
• National Association of Counties	\$5,205	\$0	\$5,205	General Fund
• Northern Virginia Regional Commission (NVRC)	\$274,687	\$1,059	\$275,746	General Fund
• Virginia Association of Counties	\$97,755	\$0	\$97,755	General Fund
Total Board of County Supervisors	\$377,647	\$1,059	\$378,706	
Planning				
• Council of Governments	\$574,622	\$4,409	\$579,031	General Fund
• Coalition of High Growth Communities	\$6,000	\$0	\$6,000	General Fund
Total Planning	\$580,622	\$4,409	\$585,031	
Public Works				
• NVRC - Occoquan Watershed Mgmt Program	\$42,070	\$0	\$42,070	Stormwater Fee
• NVRC - NoVA Waste Management Program	\$13,329	\$0	\$13,329	Solid Waste Fee
• Occoquan Watershed Monitoring Lab	\$271,289	\$9,711	\$281,000	Stormwater Fee
Total Public Works	\$326,688	\$9,711	\$336,399	
TOTAL MEMBERSHIPS	\$1,284,957	\$15,179	\$1,300,136	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY21 Adopted	Proposed Change FY21 to FY22	FY22 Proposed	Funding Source
IV. GRANTS AND MATCHING FUNDS: Funding provided by pass-through grants from other entities or County provided grants or matching funds.				
Aging				
• ACTS	\$15,000	\$0	\$15,000	Federal Pass-Through
• Legal Services of Northern Virginia	\$15,000	\$0	\$15,000	Federal Pass-Through
• Project Mend-A-House	\$15,000	\$0	\$15,000	Federal Pass-Through
Total Aging	\$45,000	\$0	\$45,000	
Community Services				
• Prince William Drop-In Center, Inc.	\$328,000	\$0	\$328,000	State Pass-Through
• Little Jack Horner's Corner Bakery	\$27,000	\$0	\$27,000	State Pass-Through
Total Community Services	\$355,000	\$0	\$355,000	
Housing & Community Development				
• CDBG Competitive Awards (Total)	\$265,000	\$0	\$265,000	Federal Pass-Through
◦ <i>INSIGHT Acquisition</i>	\$225,000	\$0	\$225,000	
◦ <i>Streetlight Community Outreach</i>	\$40,000	\$0	\$40,000	
• Emerg Solutions Grant Recipients (Total)	\$121,589	\$0	\$121,589	Federal Pass-Through
◦ <i>ACTS - Emergency Shelter</i>	\$47,184	\$0	\$47,184	
◦ <i>NVFS - Transitional Housing & SERVE Shelter</i>	\$74,405	\$0	\$74,405	
Total Housing & Community Development	\$386,589	\$0	\$386,589	
Parks, Recreation & Tourism				
• Arts Council Grants	\$193,000	\$0	\$193,000	General Fund
Total Parks, Recreation & Tourism	\$193,000	\$0	\$193,000	
Public Works				
• Keep Prince William Beautiful	\$46,000	\$0	\$46,000	State Pass-Through
Total Public Works	\$46,000	\$0	\$46,000	
Social Services				
• PWC Continuum of Care (CoC) HUD Grant (Total)	\$721,515	\$0	\$721,515	Federal Pass-Through
◦ <i>ACTS - Rapid Rehousing</i>	\$206,648	\$0	\$206,648	
◦ <i>DSS - CoC Planning</i>	\$52,092	\$0	\$52,092	
◦ <i>DSS - Homeless Mgt Info System</i>	\$36,230	\$0	\$36,230	
◦ <i>Good Shepherd Leasing Program</i>	\$159,036	\$0	\$159,036	
◦ <i>PathWay Homes - PSH Leasing</i>	\$106,550	\$0	\$106,550	
◦ <i>StreetLight - PSH House I</i>	\$9,052	\$0	\$9,052	
◦ <i>StreetLight Permnt Supprvte Housing</i>	\$151,907	\$0	\$151,907	
• Promoting Safe and Stable Families (Total)	\$245,188	\$0	\$245,188	Federal Pass-Through
◦ <i>ARC (Disability Respite/Interpreter Services)</i>	\$12,400	\$0	\$12,400	
◦ <i>No Va Family Service (Healthy Families)</i>	\$53,711	\$0	\$53,711	
◦ <i>VA Cooperative Extension (Parent Education)</i>	\$102,387	\$0	\$102,387	
◦ <i>Dept of Social Svcs (Family Reunification)</i>	\$76,690	\$0	\$76,690	
Total Social Services	\$966,703	\$0	\$966,703	
TOTAL GRANTS AND MATCHING FUNDS	\$1,992,292	\$0	\$1,992,292	
GRAND TOTAL	\$37,330,209	\$187,726	\$37,430,199	

Note: Totals may not add due to rounding.

Community Partners

Community Partners In-Kind Donations

Host Agency	Community Partner	FY21 Adopted (Estimated Value)*	FY22 Proposed (Estimated Value)*
Community Services	Rainbow Riding Center <ul style="list-style-type: none"> • Provide mailbox in office. • Provide conference room for monthly board meetings as needed. • Provide use of copier up to 10,300 copies annually. Estimated value of in-kind service is \$51.50. 	\$52	\$52
Library	Literacy Volunteers of America <ul style="list-style-type: none"> • Provide photocopying support up to \$1,000 per fiscal year. • Provide tutor training and event promotion through the Library System's website for 6 events per year. Estimated value is \$110. 	\$1,110	\$1,110
Public Works	Keep Prince William Beautiful <ul style="list-style-type: none"> • Provide van and driver for the completion of a litter survey, no more than four times a year. Estimated value is \$1,220. • Provide Adopt-a-Spot signs when required. Estimated value is \$865. • Provide staff support for Adopt-a-Spot sign installation and VDOT location coordination. Estimated value is \$1,380. 	\$3,465	\$3,465

* Estimated values for in-kind donations are not included in the community partner donation totals.

Community Partners

ACTS

ACTS services to County residents include Helpline, a 24 hour/365 day free, confidential telephone service to help callers with problem solving and crisis situations; Turning Points, the only domestic violence intervention program serving PWC; and Sexual Assault Victims Advocacy Service (SAVAS), the only sexual assault crisis center serving PWC. The ACTS Housing Services operates an emergency shelter, transitional housing, and permanent affordable housing.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Commonwealth's Attorney					
Victim/Witness Support	\$35	\$36	\$38	\$41	\$42
SAVAS total clients served	746	631	923	800	800
SAVAS presentations given	46	62	0	55	0

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Community Services					
Emergency Services	\$411	\$424	\$436	\$471	\$485
Helpline Service Calls	38,092	37,062	28,381	30,000	30,000
Emergency Shelter Clients Served	345	247	198	250	265
Household maintaining utility services	-	-	912	900	900

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Police					
Domestic Violence (DV) Services	-	-	-	\$100	\$103
Number of DV calls received from PWC Police onsite during a DV situation	-	-	-	200	200
Number of DV victims receiving services as a result of lethality assessment protocol	-	-	-	160	150
Number of DV victims receiving services for the first time as a result of lethality assessment protocol	-	-	-	135	125

Community Partners

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$238	\$245	\$252	\$272	\$281
Households in RRH are permanently housed at exit	81%	92%	92%	85%	85%
Single households move into permanent housing at exit	49%	56%	38%	60%	50%
Family households move into permanent housing at exit	51%	75%	50%	70%	60%
Households maintaining utility services	-	-	912	350	500

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)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Fire & Rescue					
Community Safety	\$17	\$18	\$18	\$19	\$20
Provide immediate emergency assistance to residents affected by disaster	121	176	121	300	300

The Arc of Greater Prince William (PW)

The Arc provides quality services and support for children and adults with intellectual and development disabilities to achieve their greatest potential for growth and independence.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Parks, Recreation & Tourism					
Recreation Services	\$44	\$45	\$47	\$51	\$52
Individuals in fitness programs	51	62	30	65	30
Number attending special events	1,677	1,205	1,589	1,250	1,250

Community Partners

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Community Services					
Family Support Services	-	-	\$29	\$32	\$33
Information and Referral	-	-	843	750	800
Education Workshops for Families	-	-	7	8	10
Number of Attendees at Workshops	-	-	134	160	175

Boys & Girls Club (B&GC)

B&GC supports positive youth development in a welcoming and safe environment. 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)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Parks, Recreation & Tourism					
Administration and Communication	\$111	\$114	\$117	\$127	\$131
Number of children served (Hylton, West End, and Dumfries B&GC)	1,827	2,363	2,421	2,650	2,400

Catholics for Housing (CFH)

CFH provides affordable housing opportunities to low-to-moderate income households throughout Northern Virginia. The continuum of housing within CFH provides the ability to help participants understand how to obtain and sustain an adequate home.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services					
Homeless Initiative	\$29	\$30	\$31	\$33	\$34
Number of people served at the Drop-In-Center (unduplicated)	62	79	49	95	63

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)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Parks, Recreation & Tourism					
Historic Preservation	\$37	\$38	\$39	\$42	\$43
Museum attendance	3,789	4,780	4,772	10,000	10,000
Volunteer hours	1,155	647	719	3,000	3,000

Freedom Aquatic & Fitness Center

Freedom Aquatic & Fitness Center promotes healthy lifestyles through quality educational and recreational programs in an environment that motivates individuals to meet their goals.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Parks, Recreation & Tourism					
Aquatics & Fitness	-	-	\$350	\$350	\$350
Freedom Center Members	-	-	5,350	5,350	5,350
Freedom Center Annual Members	-	-	4,900	4,900	4,900

The Good News Community Kitchen

To rebuild and strengthen communities by fighting hunger one meal at a time.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services					
Mobile Meals and Trends to Transition	-	-	-	\$5	\$5
Meals-To-Go Kits for 50 PWC Students at 10 PWC schools twice monthly	-	-	-	101	101
Emergency Meal Units for 150 PWC families annually	-	-	-	100	100

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.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Community Services					
Mental Health Residential Services	\$80	\$83	\$85	\$92	\$95
Clients served by GSHF	26	28	27	30	28

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$23	\$24	\$25	\$27	\$28
GSHF Partnership families served	5	5	5	4	5

Habitat for Humanity

Habitat for Humanity provides volunteer assistance with property repairs for low income, elderly, or disabled County homeowners whose homes are in sufficient disrepair to be in violation of County code.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Public Works					
Neighborhood Services	\$17	\$17	\$18	\$19	\$20
Administer and coordinate graffiti abatement projects	0	0	0	5	5
Administer and coordinate property maintenance projects	21	98	58	100	100

Community Partners

House of Mercy

House of Mercy provides food, clothing and education for those in need, thus demonstrating God's unlimited love and mercy for those in our community.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services					
Food Pantry Partnership	-	-	-	\$5	\$5
Value of Total Assistance Given	-	-	-	\$550,000	\$700,000
Number of Individuals Served	-	-	-	14,000	17,000

Human Services Alliance of Greater Prince William

The Human Services Alliance of Greater Prince William will be the catalyst for greater partnerships and collaboration among its network of human services organizations, the faith community, other community organizations, and interested citizens to enhance the lives of the people they support.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services					
All Human Services Programs	-	-	\$150	\$162	\$167
New collaborative partnerships/projects	-	-	5	10	10

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)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Aging					
Supportive Services	\$33	\$34	\$35	\$37	\$39
Persons with disabilities served by IEC case management services	430	407	446	432	444

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)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Public Works					
Solid Waste - Litter Control	\$77	\$79	\$82	\$88	\$91
Clean shopping center participants (centers)	15	12	12	30	30
Community Cleanups	27	44	45	70	70

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Public Works					
Solid Waste - Recycling	\$16	\$16	\$17	\$18	\$19
Recycling presentation attendees (youth and adults)	2,028	4,800	1,044	5,000	5,000

Legal Services of Northern Virginia (LSNV)

LSNV provides critical civil legal services free of charge to elderly, disabled, and low income individuals and families in PWC in order to maintain adequate shelter, income, family stability, and medical care.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Aging					
Senior Centers	\$170	\$175	\$180	\$195	\$200
Legal services cases	1,100	1,105	1,250	1,100	1,100
Contribution per PWC client (actual dollar amount)	\$155	\$158	\$144	\$164	\$176
Contribution per PWC household member benefit (actual dollar amount)	\$61	\$61	\$61	\$72	\$78

Community Partners

Literacy Volunteers of America - Prince William, Inc. (LVA-PW)

LVA-PW provides free basic English as a second language, computer and workplace literacy, Pre-General Equivalency Diploma (GED) and GED tutoring, and English for Speakers of Other Languages civics tutoring services to adults in the community.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Library					
Public Services Management	\$27	\$28	\$29	\$31	\$32
Literacy Volunteer hours	16,778	16,842	13,640	15,800	15,500
Adults served	752	736	542	730	715

The Metropolitan Washington Ear, Inc.

The Metropolitan Washington Ear, Inc. provides radio reading services, dial-in instructions, newspaper, and magazine services to blind, visually impaired, and disabled individuals who can no longer read ordinary print.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Public Health					
General Medicine	\$4	\$4	\$4	\$5	\$5
Clients served by Washington Ear	79	78	76	82	78

Northern Virginia Family Service (NVFS)

NVFS services to County residents include rapid rehousing, transitional and permanent housing programs for low-income clients, temporary emergency shelter, housing location services, children's services, 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. Additionally, NVFS provides a gang intervention, prevention, and education program to ensure gang involved youth and youth at risk of gang involvement are better able to resist gangs.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Juvenile Court Service Unit					
Intervention, Prevention and Education	-	-	\$100	\$108	\$111
Youth served annually	-	-	33	40	40
Gang youth who reduce or eliminate gang participation	-	-	100%	75%	75%
Non-gang at-risk youth who remain non-gang involved	-	-	100%	95%	95%

Community Partners

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Public Health					
General Medicine	\$83	\$85	\$88	\$95	\$97
% of clients reporting an improvement in their health status served by Pharmacy Central	99%	99%	100%	90%	90%

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services					
Child Welfare, Homeless Emergency Shelter and Overnight Care	\$456	\$469	\$483	\$522	\$537
Healthy families children assigned a primary health care provider within two months of enrollment	98%	99%	100%	85%	85%
SERVE shelter utilization rate	74%	74%	68%	85%	-

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)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Parks, Recreation & Tourism					
Historic Preservation	\$5	\$5	\$6	\$6	\$6
Museum attendance	16,889	12,923	7,391	18,000	10,000
Volunteer hours	600	400	290	600	600

Community Partners

PWC Community Foundation, Inc.

The PWC Community Foundation is committed to sustaining healthy and vital PWC communities now and into the future. By helping to improve the quality of life in our community, we are promoting community solutions through research and actions that will advance the common good. The Foundation's objective is to help build strong communities where we promote social, environmental, and economic health through various initiatives for the residents of PWC.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services					
Combating Hunger on Wheels Initiative	-	-	-	\$5	\$5
Increase the number of total meals served each year by 25% through its continued partnership with PWC schools	-	-	-	11,250	50,000
Increase the number of site locations each year by 20% through continued partnerships with local organizations throughout PWC	-	-	-	4	45

Prince William Soccer, Inc. (PWSI)

PWSI provides recreational opportunities for players of all backgrounds and abilities.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Parks, Recreation & Tourism					
Administration & Communications	\$26	\$27	\$28	\$30	\$31
Participants served	7,000	6,128	3,583	6,550	4,500

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)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Public Works					
Neighborhood Services	\$39	\$40	\$41	\$44	\$45
Total home improvement/modification projects	450	620	445	480	528

Community Partners

Rainbow Riding Center

Rainbow Riding Center provides therapeutic equestrian activities to individuals with physical and mental challenges. Rainbow clients are children, teens, adults, recuperating soldiers from Walter Reed Medical Center, and at-risk youth.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Community Services					
Administrative Services	\$35	\$36	\$37	\$40	\$41
Students enrolled in the Rainbow Therapeutic Riding Program	203	150	116	230	230

Special Olympics

Special Olympics provides sports training programs in athletics, aquatics, basketball, bocce, bowling, floor hockey, golf, powerlifting, skiing, soccer, and tennis. Special Olympics also offers a program for children two to seven years called the Young Athlete Program through a network of volunteers. Athletes pay nothing to participate.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Parks, Recreation & Tourism					
Recreation Services	\$17	\$17	\$18	\$19	\$20
Athletic events for the intellectually disabled	26	96	135	105	180

StreetLight Community Outreach Ministries

StreetLight's supported housing program provides group homes for homeless adults with supported services including budgeting, substance abuse counseling, employment counseling, career development, and volunteer mentoring.

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$45	\$46	\$48	\$51	\$53
Clients maintain safe, permanent housing	91%	91%	100%	100%	100%
Clients maintaining sobriety	100%	100%	100%	91%	91%

Community Partners

Volunteer Prince William (VPW)

VPW places and tracks court-ordered community service clients and provides written reports to the Office of 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)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Criminal Justice Services					
Local Criminal Justice Support	\$158	\$163	\$168	\$181	\$186
OCJS and General District Court placements	613	573	368	600	500
Community volunteers for short term community projects	30,139	31,157	24,831	30,000	27,000
Community service hours performed	11,646	20,280	13,471	20,000	17,000

Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed
Fire & Rescue					
Community Safety	\$17	\$18	\$18	\$19	\$20
Volunteer recruitment	1,329	1,269	1,276	1,500	1,900
Volunteer Outreach and Training	440,645	436,000	415,411	200,000	200,000



Debt Service

Expenditure and Revenue Summary



Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Proposed	% Change Budget FY21/ Budget FY22
Debt Service	\$53,238,966	\$65,221,413	\$49,900,072	\$52,892,430	\$52,420,342	(0.89%)
Total Expenditures	\$53,238,966	\$65,221,413	\$49,900,072	\$52,892,430	\$52,420,342	(0.89%)

Expenditure by Classification

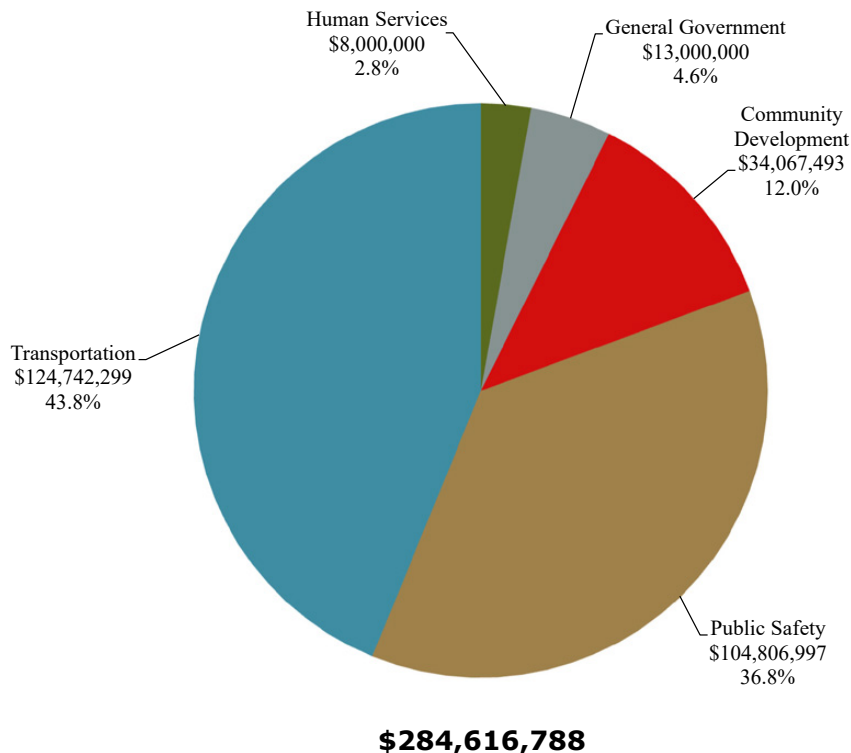
Contractual Services	\$1,612	\$5,625	\$2,000	\$0	\$0	-
Purchase of Goods & Services	\$0	\$0	\$30	\$582,046	\$140,000	(75.95%)
Debt Maintenance	\$40,379,999	\$40,504,292	\$36,396,488	\$39,336,343	\$36,974,769	(6.00%)
Payments to Other Local Agencies	\$372,152	\$358,832	\$351,675	\$344,518	\$337,361	(2.08%)
Transfers Out	\$12,485,203	\$24,352,665	\$13,149,879	\$12,629,523	\$14,968,212	18.52%
Total Expenditures	\$53,238,966	\$65,221,413	\$49,900,072	\$52,892,430	\$52,420,342	(0.89%)

Funding Sources

Revenue from Federal Government	\$1,524,590	\$1,477,866	\$1,432,071	\$1,363,316	\$1,146,212	(15.92%)
Use of Money & Property	\$447,342	\$0	\$9,083	\$41,000	\$41,000	0.00%
Non-Revenue Receipts	\$0	\$0	\$170,347	\$0	\$0	-
Transfers In	\$12,154,141	\$23,996,610	\$13,794,110	\$12,628,969	\$20,254,724	60.38%
Total Designated Funding Sources	\$14,126,074	\$25,474,476	\$15,405,610	\$14,033,285	\$21,441,936	52.79%
Net General Tax Support	\$39,112,893	\$39,746,938	\$34,494,462	\$38,859,145	\$30,978,405	(20.28%)
Net General Tax Support	73.47%	60.94%	69.13%	73.47%	59.10%	

FY2022-2027 County Debt Service (Existing and New) by Project Category

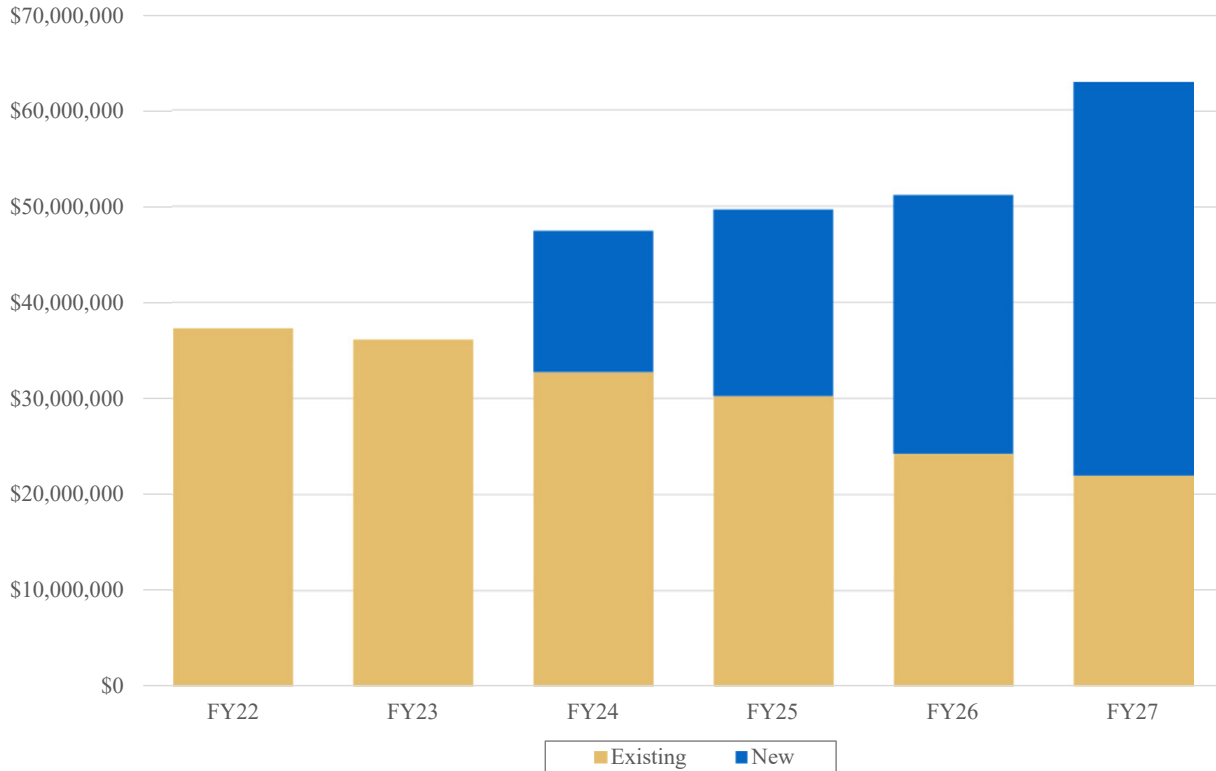
(Does Not Include Schools Debt Service)



Debt Service

County Debt Service Expenditures (Existing and New)

Projected Principal and Interest Payments (Does Not Include Schools Debt Service)



Debt Management in Prince William County (PWC)

The County's debt service budget includes principal and interest payments on outstanding debt 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.

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 the select few jurisdictions nationwide that have this prestigious designation.

The AAA bond rating serves as a statement of a locality's economic, financial, and managerial condition, and represents the business community's assessment of the investment quality of a local government. Highly rated bonds are more attractive and 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 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 (BOCS) to provide policy guidance to staff and ensure that no undue burden is placed on the County and its taxpayers. Specific language in the administrative policy provides the framework to limit the use of debt in PWC:

- **Policy V – Debt Management:** 5.02 (d) Annual net tax supported debt service expenditures shall not exceed 10% of annual revenues, and (e) total bonded debt will not exceed 3% of the net assessed valuation of taxable real and personal property in the County.

General Overview

A. New Debt Service and Debt Financing in Fiscal Year 2022

1. **County Projects** – There is no new debt service or debt issuances planned in FY22.
2. **School Projects** – The Schools presented their budget and capital plan to the School Board on February 3, 2021. Information is available on the PWC Schools web site, www.pwcs.edu, and will be incorporated into the County capital program upon budget adoption.

B. Future Debt Issuances for Major Projects (Fiscal Year 2023-2027)

1. **County Projects** – The construction of the Judicial Center expansion (amount TBD, planned debt service payment is \$5.0 million), the Juvenile Services Center (amount \$43.6 million, planned annual debt service payment is \$3.0 million), the Public Safety Training Center Expansion (amount \$40.0 million, planned annual debt service payment is \$3.0 million), the Homeless Navigation Center - East (amount \$21.0 million, planned annual debt service payment is \$2.0 million), and Fire & Rescue Station 27 (\$14.0 million, planned debt service payment is \$1.4 million) debt issuances are planned for FY23. The Countywide Space project (amount TBD, planned debt service payment is \$3.0 million) debt issuance is planned for FY24.

Parks and Mobility Bond Referendum debt issuances are planned to begin in FY23 in order to support design and construction of projects. The projected debt service is planned in the Proposed Five-Year Plan. Specific details on park and mobility projects can be found in the Capital Improvement Program section of the budget document.

First year debt service payments (principal and interest) will be due the year after debt issuance occurs. Debt service for the fire station will be supported by the fire levy. The mobility projects will be supported by restricted transportation revenue sources, such as Northern Virginia Transportation Authority (NVTA) 30% funding and grantor's tax funding. The general fund is anticipated to support the others.

2. **School Projects** – The Schools presented their budget and capital plan to the School Board on February 3, 2021. Information is available on the PWC Schools web site, www.pwcs.edu, and will be incorporated into the County capital program upon budget adoption.

Debt Service

- C. **Existing Debt** – The total FY22 debt service on financing issued prior to spring FY21, including the PWC Schools Capital Improvement Program, is \$147.2 million. The County’s portion of existing debt service is \$37.3 million. The Schools’ portion of existing debt service is \$109.9 million.

Existing debt includes the second phase of financing for the Adult Detention Center expansion, construction of Fire & Rescue Station 22, and the Animal Shelter Replacement and Renovation which was issued in fall, 2020 (FY21). As a result of the issuance, a total of \$4,247,673 in full-year principal and interest payments is projected to be paid for the Adult Detention Center Phase 2 Expansion (\$1,605,500), Fire & Rescue Station 22 (Fire Levy) (\$1,163,338), and Animal Shelter Replacement and Renovation (\$1,214,475) capital projects in FY22.

1. **Retired County Debt** – The BMX Track, Facilities General, Owens Building, Judicial Center, Juvenile Detention Center Phase 2 debt service was retired in FY21.
2. **Retired School Debt** – The Braemar Elementary School, Dale City Elementary School Addition, Graham Park Middle School Addition and Renewal, Lynn Middle School Addition, Rippon Middle School Renewal, Southbridge Elementary School, and Woodbridge Middle School Renewal debt service were retired in FY21.
3. **Total Existing Debt Service Principal and Interest** – The FY22 existing debt service consists of principal and interest payments. The estimated FY22 principal payment is \$103.0 million and the estimated FY22 interest payment is \$44.2 million.

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 FY22 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 in FY22 is \$4.4 million. Debt service on the following projects is supported by recordation tax until the debt is retired.

Recordation Tax Revenue		
Project	FY22 Debt Service	Retire Date
Linton Hall Rd	\$ 762,564	2030
Minnieville Rd (Old Bridge to Caton Hill)	\$ 1,282,315	2030
PW Parkway Intersection Improv @ Minnieville Rd	\$ 143,288	2029
PW Parkway Intersection Improv @ Old Bridge Rd	\$ 164,857	2029
Rollins Ford Rd *	\$ 655,995	2034
Route 1 (Neabsco Mills to Featherstone Rd) *	\$ 683,733	2029
Spriggs Rd Phase I	\$ 674,614	2029
Total Supporting Debt Service:	\$ 4,367,368	

* Recordation tax partially supports the total debt service for this project.

There is no unallocated recordation tax revenue in FY22. All future unallocated recordation tax revenue will accumulate in a fund balance and will be used for BOCS approved transportation-related cash-to-capital expenses. According to pre-audit financials, the projected recordation tax fund balance at the end of FY20 was \$9.4 million. That amount can support transportation cash-to-capital funding 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, and 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 after a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 5.7%.

Debt Service

During CY2010, the County issued debt through the BAB program to construct roads and schools (as part of the Virginia Public School Authority). In FY22, the County will be reimbursed \$661,252 by the federal government in the County's debt service budget. The total amount will be transferred to the County's School division, which is responsible for the annual debt service payments. The County will no longer receive reimbursement for County government debt service due to a refunding which settled in May, 2020. The result of the refunding is that debt service savings exceed the future project reimbursement.

- 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 payments through a reimbursement to the locality. Therefore, the locality would have only been responsible for repayment of the bond principal. However, the federal reimbursement amount is lower than originally anticipated after a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 5.7%. 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 CY2010. In FY22, the County will be reimbursed \$484,960 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

FY2022 to FY2027 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 FY27.

	FY22	FY23	FY24	FY25	FY26	FY27
Funding Sources						
School Funding Sources						
VPSA 2010B Build America Bonds Federal Reimb	\$661,252	\$598,473	\$534,069	\$468,003	\$400,607	\$329,918
School 2010 Qualified School Constr Bonds Fed Reimb	\$484,960	\$484,960	\$484,960	\$484,960	\$483,931	\$484,960
Subtotal School Funding Sources	\$1,146,212	\$1,083,433	\$1,019,029	\$952,963	\$884,538	\$814,878

County Funding Sources						
Transfer in from Stormwater Management Fund	\$96,283	\$93,184	\$90,077	\$86,999	\$83,842	\$81,290
Transfer in from Fire Levy	\$2,833,351	\$2,746,471	\$3,739,823	\$3,358,996	\$3,193,449	\$3,121,464
Subtotal County Funding Sources	\$2,929,634	\$2,839,655	\$3,829,900	\$3,445,995	\$3,277,291	\$3,202,754

New Debt Service						
County New CIP Debt Service						
Countywide Space	\$0	\$0	\$0	\$3,000,000	\$5,000,000	\$5,000,000
Fire and Rescue Station 27 (Fire Levy)	\$0	\$0	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000
Homeless Navigation Center-East	\$0	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Judicial Center Expansion	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
Juvenile Services Center	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Mobility Bond Referendum Projects	\$0	\$0	\$212,457	\$1,549,306	\$6,609,712	\$19,031,838
Park Referendum Projects	\$0	\$0	\$106,747	\$460,625	\$938,805	\$2,538,000
Public Safety Training Center Expansion	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Subtotal County New CIP Debt Service	\$0	\$0	\$14,719,204	\$19,409,931	\$26,948,517	\$40,969,838

Total Debt Service						
Total General Debt						
Total County Existing Debt	\$37,312,130	\$36,127,544	\$32,726,821	\$30,229,773	\$24,216,072	\$21,956,958
Total Schools Existing Debt	\$109,871,069	\$103,319,702	\$96,977,080	\$89,836,681	\$84,403,487	\$78,502,033
Total County New CIP Debt	\$0	\$0	\$14,719,204	\$19,409,931	\$26,948,517	\$40,969,838
Total Schools New CIP Debt (Amounts to be determined)	TBD	TBD	TBD	TBD	TBD	TBD
Grand Total All Debt Service	\$147,183,199	\$139,447,245	\$144,423,105	\$139,476,385	\$135,568,076	\$141,428,829

Debt Program Admin Expenses						
Other Debt Service Cost	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Investment Fees on Unspent Bond Proceeds	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Subtotal Administrative Expenses	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000

Debt Service

Existing Debt Service

	FY22	FY23	FY24	FY25	FY26	FY27
Existing Debt Service						
Existing Debt Service on County Projects						
Delaney Land Parcel Acquisition	\$400,540	\$383,344	\$367,104	\$351,306	\$150,905	\$0
Development Services Building	\$1,773,940	\$1,697,781	\$1,625,856	\$1,555,889	\$668,337	\$0
Fuller Heights Park Phase 1	\$259,198	\$250,203	\$241,185	\$234,059	\$228,901	\$222,739
Haymarket Gainesville Community Library	\$818,409	\$792,062	\$765,661	\$739,492	\$712,655	\$690,966
Hellwig Park Sports Complex	\$252,651	\$248,731	\$289,175	\$292,411	\$166,140	\$158,593
Montclair Comm Library	\$1,059,118	\$1,025,022	\$990,855	\$956,989	\$922,259	\$894,191
Ocoquan River Mill Park	\$96,283	\$93,184	\$90,077	\$86,999	\$83,842	\$81,290
Parks - Forest Greens Golf Course	\$477,350	\$478,874	\$479,382	\$473,212	\$474,809	\$398,808
Parks - Splashdown Waterpark	\$344,650	\$345,751	\$346,118	\$341,663	\$342,816	\$287,942
Prince William Golf Irrigation & Stormwater Improvements	\$37,708	\$36,089	\$34,560	\$33,073	\$14,207	\$0
Silver Lake Dam Renovation (Stormwater Mgmt Fee)	\$96,283	\$93,184	\$90,077	\$86,999	\$83,842	\$81,290
Sports Fields Improvements	\$303,377	\$272,143	\$222,004	\$173,998	\$167,683	\$162,580
Sudley Park Land Acquisition	\$27,208	\$21,061	\$10,276	\$0	\$0	\$0
Valley View Park	\$34,628	\$26,805	\$13,078	\$0	\$0	\$0
Veteran Park	\$58,373	\$45,185	\$22,046	\$0	\$0	\$0
WaterWorks Water Park Children's Pool Renovation	\$48,143	\$46,592	\$45,039	\$43,500	\$41,921	\$40,645
Adult Detention Ctr	\$2,054,562	\$1,969,661	\$1,889,480	\$1,811,482	\$822,052	\$1,578,500
Adult Detention Center Phase 2	\$1,605,500	\$1,560,250	\$1,515,000	\$1,469,750	\$1,424,500	\$1,379,250
Adult Detention Ctr Expansion (Variable)	\$415,767	\$415,767	\$0	\$0	\$0	\$0
Animal Shelter Replacement and Renovation	\$1,214,475	\$1,180,225	\$1,145,975	\$1,111,725	\$1,077,475	\$1,043,225
Central District Police Station	\$1,887,800	\$1,841,000	\$1,782,500	\$1,724,000	\$1,665,500	\$1,607,000
Western District Police Station	\$1,510,154	\$1,512,613	\$0	\$0	\$0	\$0
Rt 234 Bypass	\$13,851	\$10,722	\$5,231	\$0	\$0	\$0
Benita Fitzgerald Drive	\$245,431	\$237,399	\$265,515	\$260,819	\$148,190	\$141,459
Heathcote Boulevard	\$360,056	\$348,300	\$389,618	\$382,779	\$217,485	\$207,605
Innovation Loop Road	\$25,724	\$19,912	\$9,715	\$0	\$0	\$0
Minnieville Road (existing)	\$138,512	\$107,220	\$52,311	\$0	\$0	\$0
Minnieville Road (Cardinal to Spriggs)	\$659,003	\$641,016	\$725,974	\$720,006	\$409,089	\$390,506
PW Parkway Extension to Rt 1	\$452,759	\$361,826	\$212,370	\$62,450	\$35,482	\$33,870
Prince William Parkway	\$225,079	\$176,634	\$93,766	\$13,225	\$7,514	\$7,173
PW Parkway (Old Bridge to Minnieville)	\$625,842	\$605,694	\$585,505	\$565,494	\$544,972	\$528,386
Rt 1 Intersection	\$135,593	\$109,501	\$67,761	\$24,980	\$14,193	\$13,548
Rt 1 Joplin to Bradys Hill	\$2,865,022	\$2,788,392	\$2,895,266	\$2,794,536	\$2,185,597	\$2,095,340
Rt 15 James Madison Highway	\$2,105,192	\$2,032,297	\$2,048,900	\$1,995,345	\$1,690,803	\$1,620,649
Spriggs Road Phase 2	\$1,538,898	\$1,832,410	\$1,517,211	\$1,195,586	\$1,092,046	\$69,733
Sudley Manor Drive	\$1,278,608	\$1,169,526	\$1,138,154	\$988,906	\$561,871	\$536,347
University Boulevard (Hornbaker to Sudley Manor)	\$953,602	\$924,738	\$885,047	\$704,950	\$682,147	\$662,787
Antioch Volunteer Fire Station	\$310,296	\$297,740	\$286,715	\$275,690	\$263,134	\$250,928
Birchdale Volunteer Fire Station	\$292,445	\$281,426	\$271,720	\$262,014	\$250,995	\$235,405
Linton Hall (Nokesville) Fire Station	\$338,303	\$322,982	\$307,661	\$0	\$0	\$0
River Oaks Volunteer Fire Station	\$296,630	\$284,586	\$269,114	\$258,770	\$246,982	\$235,544
Spicer Fire Station	\$111,241	\$111,244	\$106,775	\$97,434	\$0	\$0
Yorkshire Fire Station	\$321,098	\$317,905	\$0	\$0	\$0	\$0
Fire and Rescue Station 22	\$1,163,338	\$1,130,588	\$1,097,838	\$1,065,088	\$1,032,338	\$999,588
Linton Hall Road	\$762,564	\$733,986	\$707,765	\$682,029	\$653,718	\$626,463
Minnieville Road (Old Bridge to Caton Hill)	\$1,282,315	\$1,220,906	\$1,296,611	\$1,234,073	\$747,578	\$714,085
PW Parkway Intersection Improvements at Minnieville	\$143,288	\$133,222	\$135,415	\$122,695	\$69,712	\$66,545
PW Parkway Intersection Improvements at Old Bridge	\$164,857	\$153,258	\$155,732	\$141,062	\$80,148	\$76,507
Ridgefield Road	\$125,651	\$97,264	\$47,453	\$0	\$0	\$0
Rt 1 Neabsco (Dale) to Featherstone	\$3,106,324	\$3,011,924	\$3,031,102	\$2,961,850	\$2,566,419	\$2,485,312
Rollins Ford Road	\$1,254,760	\$1,212,666	\$1,170,472	\$1,133,389	\$1,100,970	\$1,069,564
Spriggs Road Phase 1	\$655,995	\$591,139	\$551,526	\$458,453	\$260,481	\$248,648
Wellington Road	\$246,374	\$195,389	\$110,085	\$25,715	\$14,610	\$13,947
Police Driver Training Track	\$337,361	\$330,204	\$323,047	\$315,889	\$291,755	\$0
Subtotal County Existing Debt Service	\$37,312,130	\$36,127,544	\$32,726,821	\$30,229,773	\$24,216,072	\$21,956,958

Debt Service

Existing Debt Service (Continued)

	FY22	FY23	FY24	FY25	FY26	FY27
Existing Debt Service on School Projects						
Antietam Addition	\$820,282	\$796,583	\$772,884	\$749,185	\$725,486	\$701,787
Alternative Education Ctr	\$238,116	\$231,249	\$224,382	\$217,515	\$210,648	\$203,780
Antietam Renewal	\$362,824	\$351,728	\$340,633	\$329,537	\$318,441	\$307,346
Architectural & Engineering Services	\$344,097	\$332,309	\$320,557	\$292,209	\$283,379	\$277,275
Ashland ES	\$558,027	\$0	\$0	\$0	\$0	\$0
Ashland ES Addition	\$226,571	\$217,770	\$209,248	\$201,516	\$193,762	\$185,491
Ashton ES	\$623,973	\$596,892	\$571,207	\$0	\$0	\$0
Battlefield High School (Ninth High School)	\$2,232,048	\$1,908,147	\$862,571	\$0	\$0	\$0
Bel Air ES Addition	\$199,263	\$191,523	\$184,028	\$177,228	\$170,408	\$163,134
Belmont ES Addition	\$628,768	\$609,490	\$590,211	\$570,937	\$551,649	\$532,545
Benton MS	\$357,764	\$41,920	\$41,904	\$41,879	\$42,015	\$41,954
Beville MS Renewal	\$766,248	\$744,538	\$722,828	\$701,118	\$679,408	\$657,698
Blackburn Traditional School	\$623,973	\$596,892	\$571,207	\$0	\$0	\$0
Braemar MS	\$767,928	\$0	\$0	\$0	\$0	\$0
Brightwood ES	\$1,292,438	\$1,242,232	\$1,193,622	\$1,149,514	\$1,105,283	\$1,058,103
Bristow Run ES Addition	\$98,796	\$94,508	\$90,441	\$0	\$0	\$0
Bus Parking Lot at Garfield HS	\$58,416	\$56,222	\$53,541	\$6,600	\$6,622	\$6,612
Catharpin MS	\$465,108	\$0	\$0	\$0	\$0	\$0
Dominion ES	\$593,596	\$565,474	\$0	\$0	\$0	\$0
Devlin (named Chris Yung) ES	\$1,963,293	\$1,897,071	\$1,830,811	\$1,763,155	\$1,709,878	\$1,673,046
Dumfries ES Renewal	\$215,262	\$206,722	\$198,178	\$23,197	\$23,272	\$23,237
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	\$560,040	\$410,092	\$395,664	\$367,784	\$356,731	\$349,084
Ferlazzo ES	\$1,987,749	\$1,923,557	\$1,859,291	\$1,795,348	\$1,730,474	\$1,678,269
Four Year Trail (named Mary Williams) ES	\$759,167	\$726,219	\$694,969	\$0	\$0	\$0
Freedom High School (Tenth High School)	\$2,476,854	\$2,142,327	\$1,086,675	\$0	\$0	\$0
Gainesville (13th) High School - Building, Phase 1	\$8,608,265	\$8,373,356	\$8,136,251	\$7,901,432	\$7,666,613	\$7,431,794
Gainesville Middle School A&E	\$50,091	\$48,805	\$47,488	\$46,203	\$44,917	\$43,631
Garfield HS AuxGym	\$561,055	\$545,159	\$529,262	\$513,366	\$497,470	\$481,574
Garfield HS AuxGym Design	\$58,040	\$56,396	\$54,751	\$53,107	\$51,463	\$49,818
General Non-specific School Projects	\$6,681,815	\$6,398,510	\$6,115,205	\$5,827,028	\$3,182,751	\$0
General School Renovations	\$1,069,269	\$1,029,404	\$989,810	\$951,830	\$913,806	\$873,520
Godwin MS Addition	\$94,199	\$0	\$0	\$0	\$0	\$0
Haymarket ES	\$1,556,009	\$1,494,284	\$1,432,527	\$167,677	\$168,224	\$167,976
Henderson ES	\$676,007	\$655,285	\$634,561	\$613,843	\$593,110	\$572,562
Hylton High School Renovation	\$1,748,101	\$1,703,193	\$1,657,251	\$1,612,385	\$1,567,518	\$1,522,652
Kettle Run ES	\$1,297,847	\$1,254,433	\$1,209,102	\$987,328	\$951,120	\$913,032
Kettle Run HS, Phase 1	\$187,743	\$180,450	\$173,388	\$166,981	\$160,556	\$153,703
Kettle Run HS, Phase 2	\$420,713	\$405,134	\$389,555	\$373,977	\$358,398	\$342,819
Kettle Run HS, Phase 3	\$2,401,297	\$2,315,018	\$2,228,738	\$2,142,459	\$2,064,722	\$1,986,986
Kettle Run HS, Phase 4	\$2,750,166	\$2,660,624	\$2,571,119	\$2,479,327	\$2,385,706	\$2,287,556
Kilby ES Renewal	\$150,016	\$0	\$0	\$0	\$0	\$0
Kilby ES Replacement	\$2,209,226	\$2,140,924	\$2,072,606	\$2,004,358	\$1,935,907	\$1,870,217
Lake Ridge ES Addition	\$860,470	\$835,612	\$810,754	\$785,896	\$761,038	\$736,180
Lake Ridge MS Addition	\$985,815	\$955,834	\$925,853	\$895,872	\$865,891	\$835,910
Lake Ridge MS Renewal	\$560,540	\$543,388	\$526,235	\$509,083	\$491,931	\$474,778
Leesylvania ES Addition	\$544,611	\$528,860	\$513,109	\$497,358	\$481,607	\$465,856
Leesylvania ES Renewal	\$609,858	\$592,270	\$574,682	\$557,094	\$539,507	\$521,919
Linton Hall ES - Piney Branch	\$1,483,193	\$1,433,454	\$1,381,314	\$1,108,579	\$1,068,061	\$1,025,424
Loch Lomond ES Addition	\$311,016	\$51,091	\$50,282	\$36,336	\$36,453	\$36,401
Maintenance Facility East - Joplin	\$721,887	\$698,575	\$675,235	\$652,013	\$628,453	\$609,494
Marshall ES Renewal	\$457,874	\$444,742	\$431,610	\$418,479	\$405,347	\$392,216
Marumscos ES Addition	\$260,140	\$250,507	\$240,875	\$231,242	\$221,609	\$211,976
McAuliffe ES Renewal	\$362,824	\$351,728	\$340,633	\$329,537	\$318,441	\$307,346
Mill Park ES	\$1,292,438	\$1,242,232	\$1,193,622	\$1,149,514	\$1,105,283	\$1,058,103
Minnieville ES Addition	\$954,497	\$927,010	\$899,522	\$872,034	\$844,546	\$817,059
Montclair ES Addition	\$156,168	\$150,101	\$144,228	\$138,898	\$133,553	\$127,853
Montclair ES Renewal	\$303,149	\$294,479	\$285,810	\$277,140	\$268,471	\$259,801
Mountain View ES Addition	\$61,940	\$59,006	\$0	\$0	\$0	\$0
Mountain View ES Renewal	\$499,224	\$485,080	\$470,935	\$456,791	\$442,646	\$428,502
Mullen ES Addition	\$298,811	\$49,661	\$48,851	\$34,908	\$35,021	\$34,970
Mullen ES Renewal	\$362,824	\$351,728	\$340,633	\$329,537	\$318,441	\$307,346

Debt Service

Existing Debt Service (Continued)

	FY22	FY23	FY24	FY25	FY26	FY27
Neabscos ES Addition	\$573,401	\$555,816	\$538,230	\$520,650	\$503,055	\$485,644
New Dominion Alternative Ctr	\$151,049	\$146,423	\$141,797	\$137,171	\$132,544	\$127,918
Nokesville K-8	\$1,310,044	\$675,032	\$650,450	\$147,600	\$148,080	\$147,863
Occoquan ES Addition	\$61,940	\$59,006	\$0	\$0	\$0	\$0
Old Bridge ES Renewal	\$144,405	\$140,313	\$136,222	\$132,130	\$128,039	\$123,948
Osborn Park High School Fenestration	\$114,493	\$111,552	\$108,543	\$105,605	\$102,666	\$99,727
Osborn Park High School Renovation	\$71,558	\$69,720	\$67,839	\$66,003	\$64,166	\$62,330
Pace East School Replacement	\$2,472,960	\$2,396,984	\$2,321,003	\$2,245,042	\$2,169,016	\$2,093,910
Pace West School Replacement	\$465,083	\$447,620	\$426,273	\$52,549	\$52,719	\$52,642
Parkside MS Renewal	\$618,747	\$573,298	\$549,722	\$66,908	\$67,125	\$67,026
Parkway East (Jenkins) ES	\$2,582,552	\$2,507,918	\$2,433,284	\$2,358,650	\$2,284,016	\$2,209,381
Pattie ES Addition & Renovation	\$1,023,855	\$916,863	\$888,660	\$860,453	\$832,288	\$804,072
Penn ES Addition	\$287,203	\$33,653	\$33,639	\$33,619	\$33,728	\$33,679
Penn ES Renovation	\$660,448	\$643,481	\$626,125	\$609,174	\$592,223	\$575,272
Potomac High School Addition	\$920,327	\$482,771	\$462,392	\$105,926	\$106,269	\$106,113
Potomac Middle School Addition	\$383,700	\$44,959	\$44,941	\$44,915	\$45,061	\$44,995
Potomac Shores ES, Phase 1	\$2,130,763	\$2,065,355	\$1,999,942	\$1,934,552	\$1,869,094	\$1,804,557
Potomac Shores MS - Architectural & Engineering	\$3,432,056	\$3,337,865	\$3,242,806	\$3,148,650	\$3,054,495	\$2,960,339
Potomac View ES Addition	\$210,514	\$202,719	\$194,924	\$187,129	\$179,334	\$171,538
Reagan MS Addition A&E	\$47,014	\$45,807	\$44,570	\$43,364	\$42,157	\$40,950
Rippon MS Addition	\$513,265	\$496,690	\$480,096	\$463,585	\$446,834	\$433,354
River Oaks ES Addition	\$347,414	\$321,090	\$307,892	\$37,576	\$37,698	\$37,642
River Oaks ES Renewal	\$456,269	\$442,292	\$428,314	\$414,337	\$400,360	\$386,382
Rockledge ES Addition	\$337,582	\$325,081	\$312,581	\$300,081	\$287,580	\$275,080
Rosemount Lewis ES A&E	\$228,987	\$223,104	\$217,086	\$211,209	\$205,332	\$199,455
Saunders MS Renewal	\$645,804	\$626,044	\$606,284	\$586,524	\$566,764	\$547,005
School Administration Building	\$1,722,959	\$1,660,783	\$1,597,750	\$1,534,717	\$1,471,684	\$1,405,225
School Site Acquisitions	\$1,720,627	\$1,664,340	\$1,607,727	\$1,551,114	\$1,494,501	\$1,436,584
School Site Acquisitions - Elementary Schools VPSA16	\$145,129	\$140,691	\$136,253	\$131,815	\$127,377	\$122,938
School GO 2016A Refunding	\$2,547,000	\$5,676,750	\$5,253,000	\$10,307,625	\$9,928,000	\$9,551,500
Silver Lake MS 1 and Regan MS	\$1,752,305	\$1,691,735	\$1,625,304	\$1,024,346	\$988,929	\$951,411
Sinclair ES Addition	\$318,644	\$51,984	\$51,175	\$37,230	\$37,349	\$37,296
Springwood ES Addition	\$939,543	\$912,408	\$885,274	\$858,139	\$831,005	\$803,870
Stonewall MS Addition	\$1,353,568	\$1,314,455	\$1,275,341	\$1,236,228	\$1,197,114	\$1,158,000
Stonewall MS Renewal	\$221,499	\$0	\$0	\$0	\$0	\$0
Sudley ES Addition	\$326,273	\$52,879	\$52,068	\$38,123	\$38,246	\$38,189
Swans Creek ES Addition	\$276,144	\$265,775	\$253,101	\$31,201	\$31,302	\$31,256
Thirteenth High School - Architectural & Engineering	\$145,150	\$140,711	\$136,272	\$131,833	\$127,394	\$122,955
Thirteenth High School - Site Acquisition	\$979,624	\$949,666	\$919,708	\$889,750	\$859,792	\$829,834
Transportation Center, Mid County	\$249,589	\$238,757	\$228,483	\$0	\$0	\$0
Transportation Center, West	\$908,909	\$770,829	\$747,939	\$725,049	\$702,158	\$679,268
Transportation Center, Western Bus Facility	\$191,454	\$185,768	\$180,081	\$174,394	\$168,707	\$163,020
Triangle ES Replacement Phase 1	\$502,896	\$484,274	\$465,652	\$447,030	\$428,408	\$409,786
Triangle ES Replacement Phase 2	\$1,182,728	\$1,140,233	\$1,097,737	\$1,055,241	\$1,016,953	\$978,665
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase 1	\$147,988	\$17,340	\$17,333	\$17,323	\$17,379	\$17,354
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase 2	\$449,817	\$431,973	\$414,119	\$48,473	\$48,630	\$48,559
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase 3	\$3,431,473	\$3,315,730	\$3,199,919	\$3,081,670	\$2,988,551	\$2,924,175
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase 4	\$3,607,601	\$3,491,100	\$3,374,462	\$3,258,410	\$3,140,670	\$3,045,923
Tyler ES	\$79,476	\$76,608	\$73,700	\$70,793	\$67,885	\$64,820
Unity Reed HS (Stonewall Jackson) Stadium	\$127,689	\$124,071	\$120,453	\$116,836	\$113,218	\$109,600
Unity Reed HS (Stonewall Jackson) Fenestration	\$114,493	\$111,552	\$108,543	\$105,605	\$102,666	\$99,727
Unity Reed HS (Stonewall Jackson) Renovation	\$71,558	\$69,720	\$67,839	\$66,003	\$64,166	\$62,330
Wentworth Green MS	\$808,394	\$779,222	\$749,647	\$720,073	\$690,499	\$659,317
Vaughn ES Addition	\$353,702	\$340,605	\$327,508	\$314,410	\$301,313	\$288,216
Westridge ES Addition	\$239,251	\$230,266	\$219,286	\$27,032	\$27,120	\$27,080
Westridge ES Renewal	\$370,276	\$358,952	\$347,628	\$336,304	\$324,981	\$313,657
Woodbridge HS AuxGym	\$561,055	\$545,159	\$529,262	\$513,366	\$497,470	\$481,574
Woodbridge HS AuxGym Design	\$58,040	\$56,396	\$54,751	\$53,107	\$51,463	\$49,818
Woodbridge HS Stadium	\$166,383	\$161,668	\$156,954	\$152,240	\$147,526	\$142,812
West Gate ES Addition	\$172,182	\$34,823	\$34,020	\$20,085	\$20,150	\$20,120
Yorkshire ES Replacement Phase 1	\$1,524,206	\$1,466,951	\$1,410,249	\$1,355,111	\$1,299,931	\$1,243,726
Subtotal School Existing Debt Service	\$109,871,069	\$103,319,702	\$96,977,080	\$89,836,681	\$84,403,487	\$78,502,033
Total Existing Debt Service	\$147,183,199	\$139,447,245	\$129,703,901	\$120,066,454	\$108,619,559	\$100,458,991



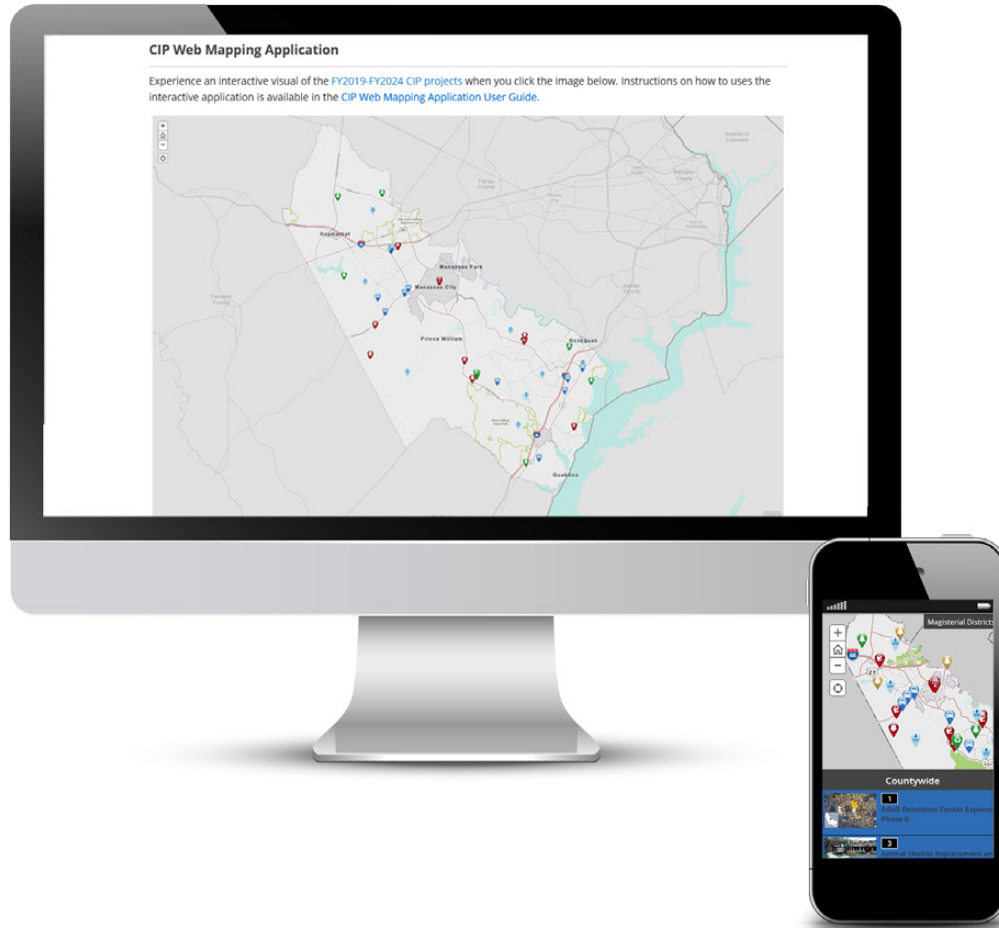
PROPOSED
FY2022-2027
CAPITAL
IMPROVEMENT PROGRAM



Capital Improvement Program

FY22-27 Total Projected Expenditures by Functional Area							
	FY22	FY23	FY24	FY25	FY26	FY27	FY22-27
Community Development	\$19,538,502	\$17,201,353	\$34,222,144	\$13,548,000	\$17,914,000	\$19,252,500	\$121,676,499
Human Services & General Government	\$2,654,589	\$9,836,461	\$28,825,880	\$23,272,385	\$0	\$0	\$64,589,315
Public Safety*	\$7,901,596	\$11,898,392	\$25,812,019	\$12,556,009	\$0	\$0	\$58,168,016
Technology Improvement	\$8,596,000	\$3,600,000	\$0	\$0	\$0	\$0	\$12,196,000
Transportation	\$186,137,980	\$152,596,382	\$111,451,194	\$63,307,694	\$134,500,000	\$120,000,000	\$767,993,250
Total	\$224,828,667	\$195,132,588	\$200,311,237	\$112,684,088	\$152,414,000	\$139,252,500	\$1,024,623,080

*Design and construction costs for the Judicial Center Expansion and Fire & Rescue Station 28 projects to be determined.



Capital Improvement Program (CIP) Web Mapping Application

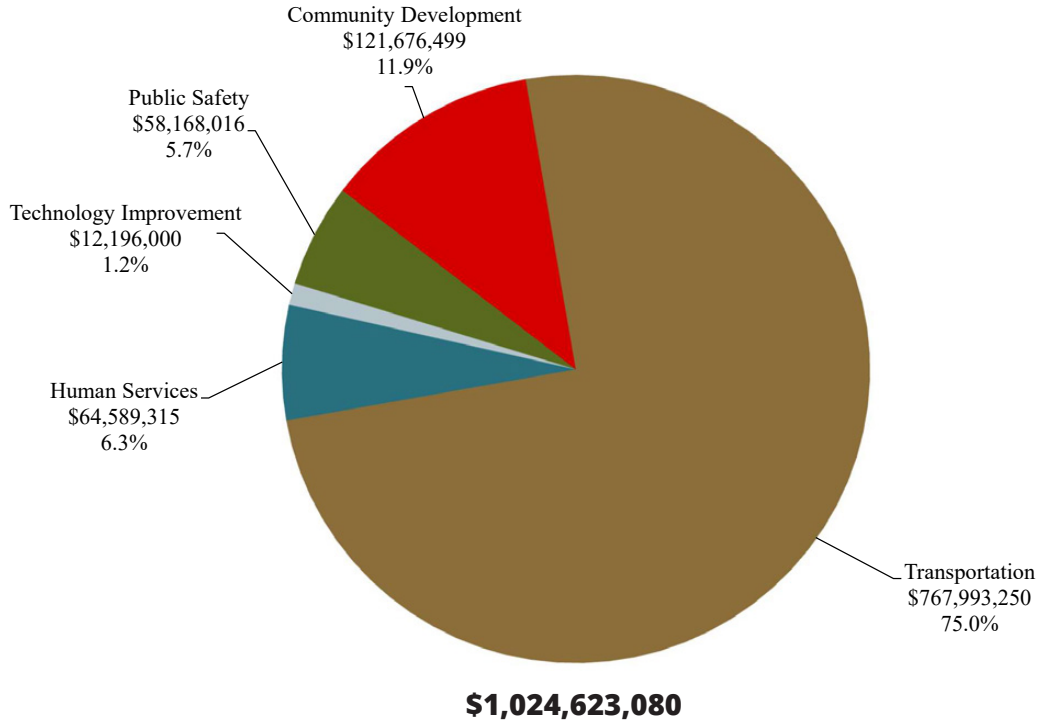
The County has created a CIP mapping application accessible to desktop and mobile devices. Please click the image above to access the mapping tool.

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 digital document to a mapping environment simplifies and enhances the distribution of information to the community.

Capital Improvement Program

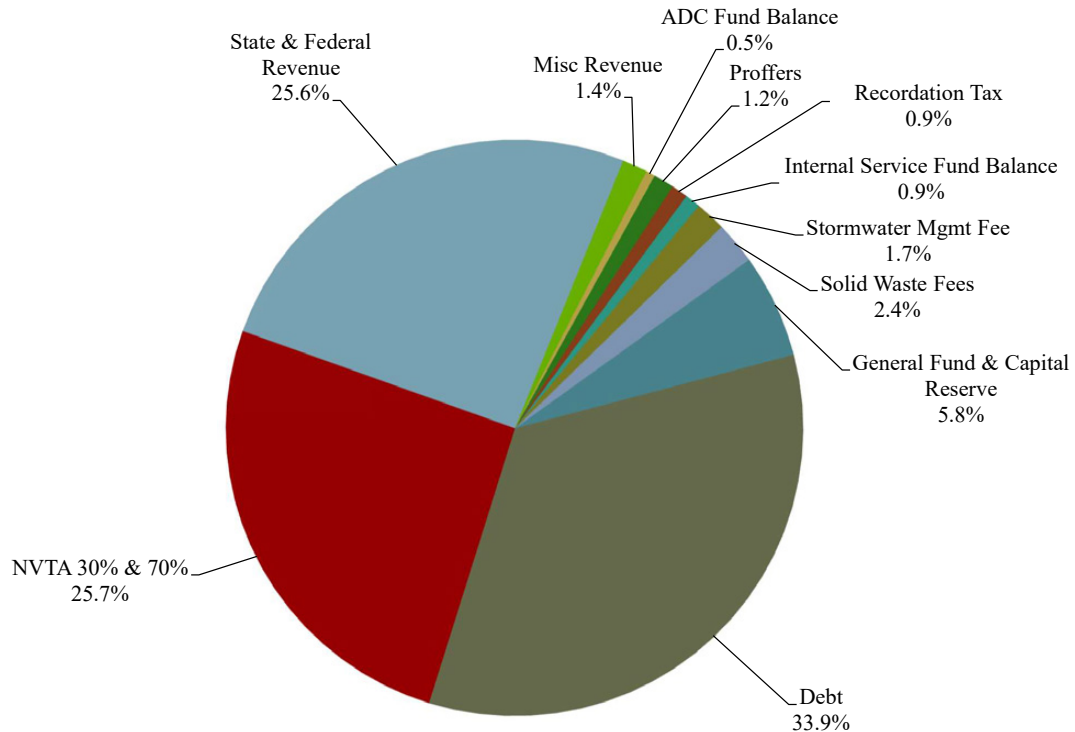
County Projected Expenditures by Category (Total Project Estimate)

Excludes Schools



County Funding Sources (Total Project Estimate)

Excludes Schools



Capital Improvement Program

Capital Improvement in Prince William County (PWC)

The PWC financial and program planning [ordinance](#) requires that the County Executive prepare a capital plan annually. The development of the [CIP](#) is guided by the Board of County Supervisors' (BOCS) adopted [Strategic Plan](#), [Comprehensive Plan](#), and [Principles of Sound Financial Management \(PSFM\)](#). Together these policy documents require that the CIP:

- Incorporate the goals of the Strategic Plan.
- Address the level of service standards identified in the Comprehensive Plan.
- Demonstrate an identifiable revenue source for each project.
- Meet the debt financing policies in the PSFM.
- 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. After prioritization, projects are 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
- Mobility Updates
- Technology Reports
- Parks, Recreation & Tourism Reports
- 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 fiscal 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.

Capital Improvement Program

The Capital Budget

The capital budget is appropriated on an annual basis and is included in the adopted budget. The FY22 capital projected expenditures for the County government are \$224.8 million. Funding sources for County projects include the general fund, debt, state/federal, fire levy, stormwater management fees, proffers, capital reserve, recordation tax revenue designated for transportation, Northern Virginia Transportation Authority (NVTA), information technology internal service fund balance, solid waste fees, and development fees.

Community Development – Summary

Projects included within the Community Development section impact Parks, Recreation & Tourism (DPRT), Solid Waste, and Storm Water Management. The following projects have dedicated project pages:

- Building & Facility Capital Program
- Catharpin Park – Phase 2
- Countywide Trail, Open Space and Accessibility
- Doves Landing Park
- Fuller Heights Park Expansion
- Hellwig Park Artificial Turf Fields
- Howison Park Improvements
- Locust Shade Park Grounds Maintenance Shop
- Long Park Auxiliary Building/Sewer Connection
- Neabsco District Park
- Potomac Heritage National Scenic Trail
- Rollins Ford Park – Phase 2
- Trail Development
- Park Bond Projects
- Landfill Caps
- Landfill Liners
- County Watersheds

Other Community Development capital initiatives are described below:

- A. **Park Land Acquisition** – This project includes \$762,136 supported by developer contributions (proffers) for future land purchase. There are no specific land purchases pending.
- B. **Prince William Museum at Rippon Lodge** – In [BOCS Resolution 13-496](#), approved on August 6, 2013, funding was designated for the development of preliminary design and construction documents for a museum focused on the history of PWC. The museum is proposed to be located at the Rippon Lodge historic site in Woodbridge. The current available balance in the project is \$117,142. The Prince William Historic Preservation Foundation has begun fundraising for the museum.
- C. **Eco Park Complex** – The Eco Park Complex at the PWC Sanitary Landfill 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

Capital Improvement Program

project, and development of solar and wind power. The education component of the project includes development of an Eco-Center “Living Building” education facility, including trails and exhibits within the buffer area of the landfill. Public-private partnerships will be solicited for funding as the educational component develops. The current available balance in the project of \$189,588 is funded entirely by solid waste fee revenue.

- D. Countywide Space** – Debt service of \$3 million is planned, beginning in FY25, for the construction of additional space for County operations. Existing County facilities are at capacity, and it is anticipated that additional space is necessary to accommodate growth, to include, but not be limited to, the No Wrong Door program for Human Services. Future Countywide space needs will be evaluated while also considering telework options and lessons learned during the COVID-19 pandemic.

Public Safety – Summary

Projects included within the Public Safety section impact Fire & Rescue, Judicial Administration, and Police. The following projects have dedicated project pages:

- Fire and Rescue Station 27
- Fire and Rescue Station 28
- Adult Detention Center Main Building Repairs
- Judicial Center Expansion
- Animal Shelter Expansion/Renovation
- Public Safety Training Center Expansion

Other Public Safety capital initiatives are described below:

- A. Restoration of Public Safety 800 MHz Radio Replacement** – Due to the financial impacts of COVID-19, there was a one-time operating budget reduction and subsequent transfer reduction in FY2021 to the 800MHz Replacement Fund in the County’s Capital Projects Fund. The replacement fund has been restored in FY22. The FY2022 CIP includes a total of \$1,003,589 to replace public safety 800 MHz radios. Fire & Rescue (\$553,603), Police (\$394,029), Public Safety Communications (\$3,174), and Sheriff’s Office (\$52,783) all contribute toward replacement.

Technology Improvement – Summary

Projects included within the Technology Improvement section include technology infrastructure and system upgrade projects. The following projects have dedicated project pages:

- Human Capital Management System
- Technology Infrastructure

Other Technology Improvement capital initiatives are described below:

- A. Cable Equipment** – Capital improvements and purchases within this project are made possible by separate cable franchise agreements between the County and local cable television providers. The funding amount is one percent of gross revenues generated in PWC by cable operators. Use of this revenue stream is restricted to cable-related capital needs. The cable franchise fee revenue is split between the County and PWC Schools, for broadcast capability of educational and information programming.

Capital Improvement Program

Transportation – Summary

Projects included within the Transportation section include roadway and pedestrian improvements. The following projects have dedicated project pages:

- Balls Ford Road Interchange
- Balls Ford Road Widening
- Brentsville Road Interchange
- Devlin Road Widening
- Fuller Road/Fuller Heights Road Improvements
- Minnieville Road at Prince William Parkway Interchange
- Neabsco Mills Road (Route 1 to Dale Boulevard)
- Old Bridge Road/Gordon Boulevard Intersection Improvement
- Old Bridge Road/Occoquan Road Intersection Improvement
- Potomac/Neabsco Mills Commuter Garage
- Route 1 Improvements (Featherstone Road to Marys Way)
- Route 28 Bypass
- Route 28 Phase 3 (Linton Hall Road to Pennsylvania Avenue)
- Summit School Road Extension & Telegraph Road Widening
- Transportation and Roadway Improvement Program (TRIP)
- University Boulevard Extension
- University Boulevard Interchange
- Van Buren Road Environmental Study

Other Transportation capital initiatives are described below:

- A. **Pageland Lane Right Turn Lane and Signal** – This project includes \$1.3 million in proffer funding to design and construct a right turn lane on the east side of Pageland Lane at the intersection of Sudley Road. The project also includes a new traffic signal at the intersection of Pageland Lane and Sudley Road. Construction is scheduled for completion in fall 2021 (FY22).
- B. **Northern Virginia Transportation Authority (NVTA) Funding for Transportation** – The CIP includes resources as a result of [House Bill 2313](#) (as amended by [Senate Bill 856](#) in 2018) 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 PWC.

Transportation funding benefiting PWC will be split into four categories.

- 70% of the NVTA funds will be used on projects with regional congestion relief benefits.
- 30% of the 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 TransAction 2040 plan or its future updates, and/or for public transportation purposes. This funding may be used at the County's discretion; however, it must be used to improve transportation network capacity.
- Additional categories of regional NVTA funds are made available to the County now that regional NVTA funds have been diverted to Washington Metropolitan Area Transit Authority (WMATA) and PWC is not part of the WMATA compact:
 - 2% of Transient Occupancy Tax funds are to be used for public transportation purposes. An additional 1% of Transient Occupancy Tax funds are available beginning in May 2021 and can be used for any transportation purpose.

Capital Improvement Program

- Additional Grantors Tax revenue must be used for transportation purposes.

NVTA Funding Applied to Active Transportation Capital Projects			
Name of Project	NVTA 70%	NVTA 30%	Total
Brentsville Road Interchange	\$54,900,000	\$0	\$54,900,000
Devlin Road Widening	\$0	\$4,000,000	\$4,000,000
Minnieville Road/Prince William Parkway Interchange	\$0	\$2,500,000	\$2,500,000
Neabsco Mills Road (Route 1 to Dale Boulevard)	\$0	\$9,378,750	\$9,378,750
Old Bridge Road/Gordon Boulevard Intersection	\$0	\$1,500,000	\$1,500,000
Potomac/Neabsco Mills Commuter Garage	\$0	\$2,280,000	\$2,280,000
Route 1 Improvements (Featherstone Road to Marys Way)	\$63,400,000	\$0	\$63,400,000
Route 28 Bypass	\$95,000,000	\$0	\$95,000,000
Route 28 Phase 3 (Linton Hall Road to Pennsylvania Avenue)	\$36,200,000	\$0	\$36,200,000
Summit School Road Extension & Telegraph Road Widening	\$35,000,000	\$0	\$35,000,000
TRIP	\$8,000,000	\$1,575,000	\$9,575,000
University Boulevard Extension	\$0	\$6,867,081	\$6,867,081
University Boulevard Interchange	\$24,200,000	\$0	\$24,200,000
Van Buren Road Environmental Study	\$0	\$2,000,000	\$2,000,000
Total	\$316,700,000	\$30,100,831	\$346,800,831

Since FY17, the total NVTA 30% funding is 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 amount planned for transfer to VRE in FY22 is \$5,930,777.

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. Future NVTA 30% revenues designated for road construction will be allocated as projects are identified.

- C. **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 not to implement the commercial and industrial tax but designate an equivalent, using transportation debt service the County already pays. The budget equivalent amount in FY22 is \$13.0 million. Failure to meet the local maintenance of effort will result in a loss of NVTA 30% revenue at the discretion of PWC and the revenue will revert to the regional NVTA 70% pool of available funding through a regional competitive process.
- D. **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 2021, \$11.8 million has been provided.
- E. **Recordation Tax Revenue Growth** – The BOCS has designated future growth of recordation tax revenue, generated when deeds are recorded, to support transportation projects. A small portion of the fund balance will be used in FY22 to support mobility debt service and TRIP contributions. Any remaining fund balance is available to be allocated through the CIP in the future.
- F. **Safety & Intersection Improvements** – This project is a resource to address small-scale pedestrian and vehicular safety needs. Examples of projects include, but are not limited to, pole mounted speed displays, signs, upgrading Americans With Disabilities Act ramps to current standards, improvements to existing roads where ownership is in question or there is a County responsibility, realigning pedestrian crosswalks, modifying pavement markings, design and construction of small-scale sidewalk and trail projects, and street lighting. The available budget is \$125,341.

Capital Improvement Program

Completed Capital Improvement Projects

The following projects included in the [FY2021-2026 CIP](#) are scheduled to be completed (or substantially complete) in FY21.

Community Development

Harbor Drive Wellness Park – This project created a new 2.3-acre neighborhood park in Lake Ridge, featuring amenities for active and passive recreation.

Potomac Heritage National Scenic Trail – The Heritage Harbor and Occoquan Refuge trail segments were completed.

Public Safety

Fire & Rescue Station 22 (Groveton) – This project constructed a new 21,000 square-foot Fire & Rescue station in the west end of the County. Occupancy occurred in January 2021.

Adult Detention Center Expansion Phase 2 – This project constructed an expansion to the existing Adult Detention Center. The expansion provides bed space to alleviate overcrowding and accommodate future inmate population growth.

Courthouse Security System Replacement – This project replaced the security system at the Courthouse complex, including new cameras/surveillance equipment, digital video recorders, and call boxes with surveillance cameras.

Security Improvements at County Facilities – This project assessed security improvements provided physical security enhancements at various County facilities.



Aerial of Fire & Rescue Station 22 (Groveton)

Capital Improvement Program



Fire & Rescue Station 22 (Groveton)

Technology Improvement

Land Use Information System – The project replaced the previous system that manages land, building development, and code enforcement information and is used by 400+ users across all development agencies.

PWC Web Site Redesign – This project redeveloped the public-facing website aligning with the information technology (IT) modernization of the County’s technology infrastructure. The new PWC website has a new appearance which is delivered on a new platform and integrated with the County’s Cloud Infrastructure.

Transportation

Dumfries Road Sidewalk – This project provided a sidewalk on Dumfries Road between Counselor Road and Tayloe Drive.

Innovation Pedestrian Improvements – This project provided sidewalk and shared-use path improvements to enhance the walkability and recreational capabilities of the Innovation complex.

Opitz Boulevard Sidewalk – This project provided approximately 1,300 linear feet of sidewalk that connected an existing sidewalk on Potomac Center Boulevard and an existing sidewalk on Opitz Boulevard at the Potomac library.

Smoketown Road/Opitz Boulevard Pedestrian Improvements – This project provided improvements to enhance the walkability between Gideon Drive and Potomac Mills Road.



Dumfries Road Sidewalk



Capital Improvement Program

FY2022-2027 CIP Functional Area Summary

The following tables show projected FY22-27 capital expenditures by functional area for the County government totaling \$1.02 billion.

FY22-FY27 Projected Expenditures							
Community Development							
	FY22	FY23	FY24	FY25	FY26	FY27	FY22-27
Parks & Recreation							
Catharpin Park Phase 2	\$873,934	\$0	\$0	\$0	\$0	\$0	\$873,934
Countywide Trails, Open Space and Accessibility	\$2,500,000	\$350,000	\$15,598,810	\$0	\$2,904,000	\$0	\$21,352,810
Doves Landing	\$197,000	\$1,663,358	\$557,334	\$0	\$0	\$0	\$2,417,692
Fuller Heights Park Expansion	\$0	\$0	\$600,000	\$0	\$5,400,000	\$0	\$6,000,000
Hellwig Park Artificial Turf Fields	\$250,000	\$2,750,000	\$0	\$0	\$0	\$0	\$3,000,000
Howison Park Improvements	\$350,000	\$0	\$5,650,000	\$0	\$0	\$0	\$6,000,000
Locust Shade Park Maintenance Building	\$547,487	\$0	\$0	\$0	\$0	\$0	\$547,487
Long Park Auxiliary Building/Sewer Connection	\$361,293	\$0	\$0	\$0	\$0	\$0	\$361,293
Neabsco District Park	\$0	\$0	\$0	\$750,000	\$0	\$5,250,000	\$6,000,000
PHNST-Featherstone	\$167,376	\$0	\$0	\$0	\$0	\$0	\$167,376
PHNST-Neabsco Creek Wetland Preserve Boardwalk	\$306,448	\$0	\$0	\$0	\$0	\$0	\$306,448
Rollins Ford Park Phase 2	\$4,032,240	\$1,993,716	\$0	\$0	\$0	\$0	\$6,025,956
Broad Run Greenway	\$102,000	\$0	\$0	\$0	\$0	\$0	\$102,000
Catharpin Greenway	\$4,724	\$0	\$0	\$0	\$0	\$0	\$4,724
Occoquan Greenway	\$224,000	\$100,279	\$134,000	\$0	\$0	\$0	\$458,279
Neabsco Greenway	\$4,000	\$0	\$0	\$0	\$0	\$0	\$4,000
Subtotal	\$9,920,502	\$6,857,353	\$22,540,144	\$750,000	\$8,304,000	\$5,250,000	\$53,621,999
Solid Waste							
Landfill Caps-Sequence 5	\$3,306,000	\$1,644,000	\$0	\$0	\$0	\$0	\$4,950,000
Landfill Caps-Sequence 6	\$0	\$0	\$0	\$3,240,000	\$1,560,000	\$0	\$4,800,000
Landfill Liner-Phase 3, Cell A	\$1,375,000	\$0	\$3,532,000	\$0	\$0	\$0	\$4,907,000
Landfill Liner-Phase 3, Cell B	\$0	\$0	\$0	\$1,708,000	\$0	\$5,402,500	\$7,110,500
Subtotal	\$4,681,000	\$1,644,000	\$3,532,000	\$4,948,000	\$1,560,000	\$5,402,500	\$21,767,500
Watershed Management							
County Watersheds	\$3,600,000	\$4,700,000	\$4,150,000	\$3,850,000	\$4,050,000	\$4,600,000	\$24,950,000
Subtotal	\$3,600,000	\$4,700,000	\$4,150,000	\$3,850,000	\$4,050,000	\$4,600,000	\$24,950,000
Building & Facility Capital Program							
Facility Maintenance Projects	\$1,337,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$21,337,000
Subtotal	\$1,337,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$21,337,000
Community Development Grand Total	\$19,538,502	\$17,201,353	\$34,222,144	\$13,548,000	\$17,914,000	\$19,252,500	\$121,676,499
Human Services & General Government							
	FY22	FY23	FY24	FY25	FY26	FY27	FY22-27
Human Services							
Juvenile Services Center	\$1,218,589	\$1,668,589	\$17,429,752	\$23,272,385	\$0	\$0	\$43,589,315
Homeless Navigation Center - East	\$1,436,000	\$8,167,872	\$11,396,128	\$0	\$0	\$0	\$21,000,000
Subtotal	\$2,654,589	\$9,836,461	\$28,825,880	\$23,272,385	\$0	\$0	\$64,589,315
General Government							
Countywide Space*	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Human Services & General Government Grand Total	\$2,654,589	\$9,836,461	\$28,825,880	\$23,272,385	\$0	\$0	\$64,589,315

*Design and construction costs for Countywide Space project to be determined; \$3.0M of debt service is planned to begin in FY25.

Capital Improvement Program

FY2022-2027 CIP Functional Area Summary (Continued)

FY21-FY26 Projected Expenditures							
Public Safety							
	FY22	FY23	FY24	FY25	FY26	FY27	FY22-27
Fire & Rescue							
F&R Station 27	\$1,050,000	\$350,000	\$7,300,000	\$5,300,000	\$0	\$0	\$14,000,000
F&R Station 28**	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$1,050,000	\$350,000	\$7,300,000	\$5,300,000	\$0	\$0	\$14,000,000

Judicial Administration							
	FY22	FY23	FY24	FY25	FY26	FY27	FY22-27
Adult Detention Center Main Building Repairs	\$2,064,733	\$0	\$0	\$0	\$0	\$0	\$2,064,733
Judicial Center Expansion***	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$2,064,733	\$0	\$0	\$0	\$0	\$0	\$2,064,733

Police							
	FY22	FY23	FY24	FY25	FY26	FY27	FY22-27
Animal Shelter Expansion & Renovation	\$2,103,283	\$0	\$0	\$0	\$0	\$0	\$2,103,283
Public Safety Training Center Expansion	\$2,683,580	\$11,548,392	\$18,512,019	\$7,256,009	\$0	\$0	\$40,000,000
Subtotal	\$4,786,863	\$11,548,392	\$18,512,019	\$7,256,009	\$0	\$0	\$42,103,283
Public Safety Grand Total	\$7,901,596	\$11,898,392	\$25,812,019	\$12,556,009	\$0	\$0	\$58,168,016

**Design and construction costs for future F&R Station 28 to be determined.

***Design and construction costs for future Judicial Center project to be determined; \$5.0M of debt service is planned to begin in FY24.

Technology Improvement							
	FY22	FY23	FY24	FY25	FY26	FY27	FY22-27
Technology Improvements							
Human Capital Management	\$5,800,000	\$1,600,000	\$0	\$0	\$0	\$0	\$7,400,000
Technology Infrastructure	\$2,796,000	\$2,000,000	\$0	\$0	\$0	\$0	\$4,796,000
Technology Improvement Grand Total	\$8,596,000	\$3,600,000	\$0	\$0	\$0	\$0	\$12,196,000

Transportation							
	FY22	FY23	FY24	FY25	FY26	FY27	FY22-27
Transportation							
Balls Ford Road Interchange	\$30,282,105	\$30,282,000	\$0	\$0	\$0	\$0	\$60,564,105
Balls Ford Road Widening	\$38,160,135	\$19,656,729	\$0	\$0	\$0	\$0	\$57,816,864
Brentsville Road Interchange	\$10,464,000	\$18,723,000	\$18,445,000	\$0	\$0	\$0	\$47,632,000
Devlin Road Widening	\$4,000,000	\$3,500,000	\$21,000,000	\$20,000,000	\$0	\$0	\$48,500,000
Fuller Road/Fuller Heights Road Improvements	\$2,509,877	\$500,000	\$0	\$0	\$0	\$0	\$3,009,877
Minnieville Road at Prince William Parkway Interchange	\$1,500,000	\$8,000,000	\$30,000,000	\$30,000,000	\$0	\$0	\$69,500,000
Neabsco Mills Road (Route 1 to Dale)	\$12,000,000	\$12,492,000	\$4,001,074	\$0	\$0	\$0	\$28,493,074
Old Bridge Road/Gordon Boulevard Intersection Improv	\$884,403	\$884,000	\$0	\$3,231,597	\$10,000,000	\$0	\$15,000,000
Old Bridge Road/Occoquan Road Intersection	\$274,000	\$2,920,000	\$3,064,000	\$2,500,000	\$2,500,000	\$0	\$11,258,000
Potomac/Neabsco Mills Commuter Garage	\$17,692,320	\$17,692,320	\$0	\$0	\$0	\$0	\$35,384,640
Route 1 Improvements (Featherstone to Marys Way)	\$14,000,000	\$6,909,277	\$0	\$0	\$0	\$0	\$20,909,277
Route 28 Bypass	\$11,212,830	\$26,212,830	\$10,212,830	\$2,000,000	\$122,000,000	\$120,000,000	\$291,638,490
Route 28 Phase 3 (Linton Hall to Pennsylvania)	\$11,173,057	\$0	\$0	\$0	\$0	\$0	\$11,173,057
Summit School Road Extension & Telegraph Road	\$2,550,000	\$1,695,000	\$16,728,290	\$5,576,097	\$0	\$0	\$26,549,387
TRIP-Annapolis Way Extension	\$129,132	\$0	\$8,000,000	\$0	\$0	\$0	\$8,129,132
TRIP-Gemini Way Pedestrian Improv	\$43,095	\$0	\$0	\$0	\$0	\$0	\$43,095
TRIP-Old Bridge Road Sidewalk (Tacketts Mill to Minnieville)	\$18,902	\$0	\$0	\$0	\$0	\$0	\$18,902
TRIP-Old Carolina Road Sidewalk	\$500,000	\$289,226	\$0	\$0	\$0	\$0	\$789,226
University Boulevard Extension	\$8,194,124	\$2,840,000	\$0	\$0	\$0	\$0	\$11,034,124
University Boulevard Interchange	\$18,900,000	\$0	\$0	\$0	\$0	\$0	\$18,900,000
Van Buren Road Environmental Study	\$1,650,000	\$0	\$0	\$0	\$0	\$0	\$1,650,000
Transportation Grand Total	\$186,137,980	\$152,596,382	\$111,451,194	\$63,307,694	\$134,500,000	\$120,000,000	\$767,993,250

Capital Improvement Program

Proffer Integration

PWC 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 \$90,350 in monetary proffers for projects in the FY2022 Budget.

	Prior Years Proffers	FY22 Proffers Identified	Total Proffer Funding
Park & Recreation			
PHNST-Featherstone	\$120,000	\$0	\$120,000
Broad Run Trail	\$484,782	\$0	\$484,782
Lake Ridge Trail	\$696,316	\$0	\$696,316
Neabsco Trail	\$55,558	\$0	\$55,558
Rollins Ford Park P2	\$2,183,319	\$0	\$2,183,319
PHNST-Neab Ck Wet Psv Bdk	\$854,000	\$0	\$854,000
PHNST-Port Potomac	\$35,817	\$0	\$35,817
Dove's Landing Improvements	\$3,797,354	\$0	\$3,797,354
Long Park Aux Bldg - Front	\$300,000	\$0	\$300,000
Catharpin Park Phase 2	\$1,130,319	\$0	\$1,130,319
Harbor Drive Park	\$571,246	\$0	\$571,246
Subtotal	\$10,228,711	\$0	\$10,228,711
County Watershed			
County Watershed Improvements	\$73,295	\$90,350	\$163,645
Subtotal	\$73,295	\$90,350	\$163,645
Transportation			
Balls Ford Widening Project	\$82,737	\$0	\$82,737
Fuller-Fuller Heights	\$767,683	\$0	\$767,683
Rt 28: Penn-Linton Hall	\$111,159	\$0	\$111,159
Dumfries Rd Lt to Hoadly	\$813,584	\$0	\$813,584
Smoketwn/Opitz Ped Improv	\$211,689	\$0	\$211,689
Interchange-Rt 234 and Brentsville Rd	\$67,752	\$0	\$67,752
Summit School Rd Ext and Telegraph Rd Widening	\$45,108	\$0	\$45,108
Old Bridge Tacketts	\$19,938	\$0	\$19,938
Route 28 Bypass	\$3,392,491	\$0	\$3,392,491
Subtotal	\$2,054,604	\$0	\$5,512,141
Grand Total	\$12,356,610	\$90,350	\$15,904,497

Capital Improvement Program

Operating Impacts

The development and implementation of capital projects in PWC may be accompanied by significant on-going operating costs. Operating impacts include new costs that result from the construction of new capital assets and can include program, facility, personnel, and associated debt service 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 FY22-27 operating impact of the CIP is \$227.2 million.

Operating Impacts							
Project	FY22 Facility and Program Operating	FY23 Facility and Program Operating	FY24 Facility and Program Operating	FY25 Facility and Program Operating	FY26 Facility and Program Operating	FY27 Facility and Program Operating	Total
Rollins Ford Park Phase 2	\$0	\$68,000	\$68,000	\$68,000	\$68,000	\$68,000	\$340,000
Harbor Drive Park	\$196,888	\$199,609	\$205,598	\$211,676	\$217,846	\$224,111	\$1,255,728
Countywide Trails, Open Space, Accessibility	\$0	\$119,860	\$357,807	\$1,015,345	\$2,413,874	\$2,538,010	\$6,444,896
Howison Park Improvements	\$0	\$7,703	\$122,790	\$349,789	\$751,677	\$737,516	\$1,969,475
Neabsco District Park	\$0	\$0	\$0	\$16,259	\$69,719	\$185,791	\$271,769
Fuller Heights Park Expansion	\$0	\$0	\$0	\$13,007	\$55,775	\$353,980	\$422,762
Hellwig Park Artificial Turf Fields	\$0	\$125,813	\$378,301	\$371,033	\$363,765	\$356,497	\$1,595,408
Juvenile Services Center	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Homeless Navigation Center - East	\$0	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,000,000
Fire & Rescue Station 22	\$1,763,918	\$1,732,299	\$1,700,680	\$1,669,061	\$1,637,442	\$0	\$8,503,400
Fire & Rescue Station 27	\$0	\$1,770,927	\$3,420,927	\$5,704,764	\$5,364,119	\$5,364,119	\$21,624,856
Adult Detention Center Expansion Phase 2	\$9,207,594	\$9,164,040	\$8,624,917	\$8,581,363	\$8,537,809	\$0	\$44,115,723
Judicial Center Expansion	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$20,000,000
Animal Shelter Expansion	\$1,527,475	\$1,493,225	\$1,458,975	\$1,424,725	\$1,390,475	\$1,356,225	\$8,651,100
Public Safety Training Center	\$0	\$0	\$3,000,000	\$3,500,000	\$3,500,000	\$3,500,000	\$13,500,000
Technology Infrastructure	\$3,000,000	\$3,000,000	\$3,000,000	\$1,565,000	\$1,565,000	\$1,565,000	\$13,695,000
EnerGov Phases 1&2	\$289,000	\$303,000	\$318,000	\$334,000	\$350,000	\$0	\$1,594,000
HCM Replacement	\$1,710,000	\$710,000	\$710,000	\$710,000	\$710,000	\$710,000	\$5,260,000
PWC Web Site Replacement	\$216,000	\$216,000	\$216,000	\$216,000	\$216,000	\$0	\$1,080,000
Potomac-Neabsco Mills Commuter Garage	\$0	\$230,000	\$460,000	\$460,000	\$460,000	\$460,000	\$2,070,000
Route 28 Bypass	\$0	\$0	\$0	\$2,139,884	\$11,308,070	\$18,105,457	\$31,553,411
Devlin Rd Widening	\$0	\$0	\$0	\$106,994	\$779,461	\$1,822,283	\$2,708,738
Minnieville Road-Prince William Parkway Interchange	\$0	\$212,457	\$1,549,306	\$4,255,840	\$6,271,875	\$6,105,107	\$18,394,585
Old Bridge Road-Gordon Boulevard Intersection	\$0	\$0	\$0	\$106,994	\$672,432	\$1,363,778	\$2,143,204
Total	\$17,910,875	\$19,352,933	\$35,591,301	\$42,819,734	\$56,703,339	\$54,815,874	\$227,194,055

Capital Improvement Program

Operating Impacts – Debt Service

Debt service costs are a component of capital project operating costs. Financing capital projects through debt requires on-going debt service payments throughout the life of the six-year CIP. The following table breaks out debt service costs as a component of operating impacts for capital projects. The FY22-27 debt service impact of the CIP is \$139.3 million.

Debt Service Impacts							
	FY22 Debt Service	FY23 Debt Service	FY24 Debt Service	FY25 Debt Service	FY26 Debt Service	FY27 Debt Service	Total
Adult Detention CenterExpansion Phase 2	\$2,236,594	\$2,193,040	\$1,653,917	\$1,610,363	\$1,566,809	\$0	\$9,260,723
Fire & Rescue Station 22	\$1,263,918	\$1,232,299	\$1,200,680	\$1,169,061	\$1,137,442	\$0	\$6,003,400
Animal Shelter Expansion	\$1,214,475	\$1,180,225	\$1,145,975	\$1,111,725	\$1,077,475	\$1,043,225	\$6,773,100
Public Safety Training Center	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Fire & Rescue Station 27	\$0	\$0	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$5,600,000
Judicial Center Expansion	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$20,000,000
Juvenile Services Center	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Homeless Navigation Center - East	\$0	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,000,000
Countywide Trails, Open Space, Accessibility	\$0	\$33,014	\$142,461	\$477,009	\$1,585,354	\$1,609,728	\$3,847,566
Howison Park Improvements	\$0	\$7,703	\$33,241	\$154,876	\$556,764	\$542,603	\$1,295,187
Neabsco District Park	\$0	\$0	\$0	\$16,259	\$69,719	\$185,791	\$271,769
Fuller Heights Park Expansion	\$0	\$0	\$0	\$13,007	\$55,775	\$174,957	\$243,739
Hellwig Park Artificial Turf Fields	\$0	\$66,027	\$284,923	\$277,655	\$270,387	\$263,119	\$1,162,110
Minnieville Road-Prince William Parkway Interchange	\$0	\$212,457	\$1,549,306	\$4,255,840	\$6,271,875	\$6,105,107	\$18,394,585
Devlin Road Widening	\$0	\$0	\$0	\$106,994	\$779,461	\$1,822,283	\$2,708,738
Old Bridge Road-Gordon Boulevard Intersection	\$0	\$0	\$0	\$106,994	\$672,432	\$1,363,778	\$2,143,204
Route 28 Bypass	\$0	\$0	\$0	\$2,139,884	\$11,308,070	\$18,105,457	\$31,553,411
Total	\$4,714,987	\$4,924,765	\$19,910,503	\$25,339,667	\$39,251,563	\$45,116,048	\$139,257,532



COMMUNITY DEVELOPMENT
PROJECTS

Building & Facility Capital Program

Total Project Cost – \$41.5M

Project Description

The Building & Facility Capital Program addresses large-scale component replacement or repairs that cannot be accomplished with existing resources. The program invests in existing capital assets to extend the life of facilities and better serve the community.

The County manages 224 buildings and park sites encompassing almost 2 million square feet with a replacement value of more than \$600 million. Many of the facilities are 20+ years old and require maintenance. The Department of Public Works (DPW) and Department of Parks, Recreation & Tourism (DPRT) are the County’s primary facility owners. Maintenance ensures that County amenities are in good condition for community use and enhances the facilities useful lives to maximize taxpayer investment.

Industry best practices allot 2-3% of replacement value for component (cyclic) system replacement. This translates to approximately \$8.8 million to \$13.3 million per year, in addition to the existing \$2.1 million annual operating budget, to address cyclic facility maintenance needs.

The County’s Principles of Sound Financial Management supports investing in maintenance of facilities in Policy 4.06 stating, “The County will invest in ongoing, cyclical maintenance of existing capital assets with the goal of extending the life of facilities and assets.”

The types of large-scale facility maintenance projects include:

- Replace heating, A/C, and water pump equipment.
- Resurface parking lots and sidewalks.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



- Maintain buildings and structures (e.g., roofing, electrical, plumbing, exterior, backup generators, and security features).
- Maintain hardscaping (e.g., correcting erosion issues).
- Replace field lights and maintain existing field surfaces.
- Replace playground equipment and recreational amenities.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Capital Reserve	14,000	14,000	-	-	-	-	-	-	-	-	-
General Funds	27,500	7,500	-	-	4,000	4,000	4,000	4,000	4,000	20,000	-
Total Revenue	\$41,500	\$21,500	-	-	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$20,000	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Construction	41,500	15,863	4,300	1,337	4,000	4,000	4,000	4,000	4,000	21,337	-
Total Expenditure	\$41,500	\$15,863	\$4,300	\$1,337	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$21,337	-

<i>Operating Impacts</i>	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27
Operating Expenses	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Building & Facility Capital Program



- Resurface pools and replace filtration systems.
- Address Americans with Disabilities Act compliance and accessibility.

Service Impact

- ▶ **Extending facility usefulness** – Projects will complete deferred maintenance on large-scale components with the goal of extending the life of County facilities and assets.

Funding Sources

- ▶ **Capital reserve** – \$14.0M
- ▶ **General fund** – \$27.5M

Project Milestones

- ▶ **Completed projects** include 32 DPRT projects and 53 DPW projects.
- ▶ **Projects underway or funded but not yet underway**, include 21 DPRT projects and 7 DPW projects.
- ▶ **New project identification, design, and completion** are ongoing. Since FY18, a total of 19 Facility Condition Assessments have been performed on various County facilities to assess current building conditions and identify maintenance/repair needs.

Catharpin Park Phase 2

Total Project Cost – \$5.9M

Project Description

The Catharpin Park Phase 2 project will build six irrigated and lit rectangular grass fields. An auxiliary building will also be constructed to house restrooms, concessions, and storage. A well will be developed to supply potable water to the auxiliary building. The auxiliary building will utilize a pump and haul system as opposed to a sewer line or septic system.

Service Impact

- ▶ **Improve Sport Field Availability** – Construction of the sports fields will help meet sports field demand on the west end of the County. The additional fields will reduce congestion at Long Park and lead to more soccer tournaments by having permanent restrooms near the fields.

Funding Sources

- ▶ **Capital Reserve** – \$4.3M
- ▶ **Developer contributions (proffers)** – \$1.1M
- ▶ **General fund** – \$102K
- ▶ **Stream Mitigation Credits** – \$334K

Project Milestones

- ▶ **Design** began in FY17 and was completed in December 2018 (FY19).
- ▶ **Construction** of the fields was completed in July 2020 (FY21). The fields will be playable in fall 2021 (FY22). Construction of the auxiliary building is scheduled for completion in December 2021 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Capital Reserve	4,338	4,305	33	-	-	-	-	-	-	-	-
General Funds	102	102	-	-	-	-	-	-	-	-	-
Proffers	1,130	500	630	-	-	-	-	-	-	-	-
Stormwater Mgmt Fee	334	-	334	-	-	-	-	-	-	-	-
Total Revenue	\$5,905	\$4,907	\$998	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	390	352	38	-	-	-	-	-	-	-	-
Design/Planning	390	352	38	-	-	-	-	-	-	-	-
Construction	5,504	3,760	875	869	-	-	-	-	-	869	-
Project Management	11	11	-	-	-	-	-	-	-	-	-
Total Expenditure	\$5,905	\$4,123	\$913	\$869	-	-	-	-	-	\$869	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Countywide Trail, Open Space and Accessibility Projects

Total Project Cost – \$21.4M

Project Description

The project completes the development of partially completed trail projects and constructs new trail projects, including, but not limited to, the Occoquan Greenway and Neabsco Greenway. The project also purchases land for public open space and completes accessibility projects at various parks throughout the County. The project was included in the 2019 bond referendum question for park improvements that was approved by voters.

Service Impact

- **Increase open space and passive recreation opportunities** – The projects will make progress toward goals in the Parks, Recreation & Tourism chapter in the County’s Comprehensive Plan to create a dynamic parks and recreation program by providing quality active and passive recreational facilities and programs.

Funding Sources

- **General obligation bonds** – \$20.0M
- **General fund** – \$753K
- **Federal and state grants** – \$600K
- **Annual maintenance costs** will be supported by the general fund.

Project Milestones

- **Land acquisition** is scheduled to begin in FY22 and be completed in FY24.
- **Design** of the Occoquan Greenway segments 5 and 6 and the Powells Creek boardwalk is scheduled for FY22. Design of the Neabsco Greenway trail is scheduled for FY24.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Construction** of the Occoquan Greenway segments 5 and 6 and the Powells Creek boardwalk is scheduled for FY24. Construction of the Neabsco Greenway trail is scheduled for FY26.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Debt	20,000	-	-	2,500	-	14,600	-	2,900	-	20,000	-
General Funds	753	-	-	-	-	753	-	-	-	753	-
Other Revenue	600	-	-	-	-	600	-	-	-	600	-
Total Revenue	\$21,353	-	-	\$2,500	-	\$15,953	-	\$2,900	-	\$21,353	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	1,500	-	-	1,000	-	500	-	-	-	1,500	-
Construction	17,153	-	-	-	-	14,249	-	2,904	-	17,153	-
Right of Way/Land	2,700	-	-	1,500	350	850	-	-	-	2,700	-
Total Expenditure	\$21,353	-	-	\$2,500	\$350	\$15,599	-	\$2,904	-	\$21,353	-

<i>Operating Impacts</i>										
	Operating Expenses	-	87	215	538	829	928	2,597		
	Debt Service	-	33	142	477	1,585	1,610	3,848		
	Revenue	-	-	-	-	-	-	-		
	General Fund Requirement	-	\$120	\$358	\$1,015	\$2,414	\$2,538	\$6,445		
	Additional Positions (FTEs)	-	-	-	-	-	-	-		

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Doves Landing Park

Total Project Cost – \$3.8M

Project Description

Dove’s Landing is a 240-acre passive park with hiking trails and waterfront access to the Occoquan River. Phase 2 expanded the park to 306 acres, with additional trails, boardwalks across wetland areas, a fishing pier, a kayak/canoe launch, and additional parking.

Service Impact

- ▶ **Increased Recreation Opportunities** – This project will increase passive recreation and open space trail development in the County. The 2019 Parks, Recreation & Tourism needs assessment ranked trails and open space as the top two citizen priorities.

Funding Sources

- ▶ **Developer contributions (proffers)** – \$3.8M
- ▶ **Capital Reserve** – \$40K

Project Milestones

- ▶ **Property acquisition** was completed in FY20.
- ▶ **Existing Master Plan** will be updated in FY22.
- ▶ **Design** began in FY21 and is scheduled to be completed in FY23, pending updates to the Master Plan.
- ▶ **Construction** is scheduled to begin in FY23 with completion scheduled in FY24.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Capital Reserve	40	20	20	-	-	-	-	-	-	-	-
Proffers	3,797	3,797	-	-	-	-	-	-	-	-	-
Total Revenue	\$3,837	\$3,817	\$20	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)											
Design/Planning	447	-	50	197	200	-	-	-	-	-	397
Construction	2,021	-	-	-	1,463	557	-	-	-	-	2,021
Right of Way/Land	1,370	1,370	-	-	-	-	-	-	-	-	-
Total Expenditure	\$3,837	\$1,370	\$50	\$197	\$1,663	\$557	-	-	-	\$2,418	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Fuller Heights Park Expansion

Total Project Cost – \$6.0M

Project Description

The project constructs up to two new youth baseball fields and supporting amenities near the existing fields. The project was included in the 2019 bond referendum question for park improvements that was approved by voters.

Service Impact

- ▶ **Improve Sport Field Availability** – Construction of the sports fields will help meet sports field demand on the east end of the County. The project will increase sports participation visits and customer satisfaction ratings in the County.

Funding Sources

- ▶ **General obligation bonds** – \$6.0M
- ▶ **Annual maintenance costs** will be supported by the general fund.

Project Milestones

- ▶ **Land acquisition** is scheduled for FY24.
- ▶ **Design** is scheduled for FY24.
- ▶ **Construction** is scheduled for FY26.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Debt	6,000	-	-	-	-	600	-	5,400	-	6,000	-
Total Revenue	\$6,000	-	-	-	-	\$600	-	\$5,400	-	\$6,000	-

Cost Categories (Expenditures)											
Design/Planning	350	-	-	-	-	350	-	-	-	350	-
Construction	5,400	-	-	-	-	-	-	5,400	-	5,400	-
Right of Way/Land	250	-	-	-	-	250	-	-	-	250	-
Total Expenditure	\$6,000	-	-	-	-	\$600	-	\$5,400	-	\$6,000	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	179	179	
	Debt Service	-	-	-	-	-	13	56	175	244	
	Revenue	-	-	-	-	-	-	-	-	-	
	General Fund Requirement	-	-	-	-	-	\$13	\$56	\$354	\$423	
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Hellwig Park Artificial Turf Fields

Total Project Cost – \$3.0M

Project Description

The project constructs up to two full size artificial turf fields to replace existing grass fields. The project was included in the 2019 bond referendum question for park improvements that was approved by voters.

Service Impact

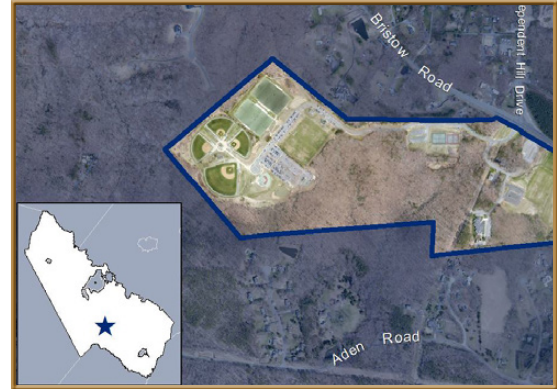
- ▶ **Improve Sport Field Availability** – Construction of the sports fields will help meet sports field demand in the central area of the County. The project will increase sports participation visits and customer satisfaction ratings in the County.

Funding Sources

- ▶ **General obligation bonds** – \$3.0M
- ▶ **Annual maintenance costs** will be supported by the general fund.

Project Milestones

- ▶ **Design** is scheduled for FY22.
- ▶ **Construction** is scheduled for FY23.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Debt	3,000	-	-	250	2,750	-	-	-	-	3,000	-
Total Revenue	\$3,000	-	-	\$250	\$2,750	-	-	-	-	\$3,000	-

Cost Categories (Expenditures)											
Design/Planning	250	-	-	250	-	-	-	-	-	250	-
Construction	2,750	-	-	-	2,750	-	-	-	-	2,750	-
Total Expenditure	\$3,000	-	-	\$250	\$2,750	-	-	-	-	\$3,000	-

Operating Impacts											
	Operating Expenses	-	60	93	93	93	93	93	433		
	Debt Service	-	66	285	278	270	263	263	1,162		
	Revenue	-	-	-	-	-	-	-	-		
	General Fund Requirement	-	\$126	\$378	\$371	\$364	\$356	\$356	\$1,595		
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-		

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Howison Park Improvements

Total Project Cost – \$6.0M

Project Description

The project includes, but is not limited to, a new walking trail, adding outdoor exercise equipment and spectator seating, and expanding the rest room area at Howison Park. The project was included in the 2019 bond referendum question for park improvements that was approved by voters.

Service Impact

- ▶ **Increase open space and passive recreation opportunities** – The project will make progress toward goals in the Parks, Recreation & Tourism chapter in the County’s Comprehensive Plan to create a dynamic parks and recreation program by providing quality active and passive recreational facilities and programs.

Funding Sources

- ▶ **General obligation bonds** – \$6.0M
- ▶ **Annual maintenance costs** will be supported by the general fund.

Project Milestones

- ▶ **Design** is scheduled for FY22.
- ▶ **Construction** is scheduled for FY24.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Debt	6,000	-	-	350	-	5,650	-	-	-	6,000	-
Total Revenue	\$6,000	-	-	\$350	-	\$5,650	-	-	-	\$6,000	-

Cost Categories (Expenditures)											
Design/Planning	350	-	-	350	-	-	-	-	-	350	-
Construction	5,650	-	-	-	-	5,650	-	-	-	5,650	-
Total Expenditure	\$6,000	-	-	\$350	-	\$5,650	-	-	-	\$6,000	-

Operating Impacts											
	Operating Expenses	-	-	90	195	195	195	674			
	Debt Service	-	8	33	155	557	543	1,295			
	Revenue	-	-	-	-	-	-	-			
	General Fund Requirement	-	\$8	\$123	\$350	\$752	\$738	\$1,969			
	Additional Positions (FTEs)	-	-	-	-	-	-	-			

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Locust Shade Park Maintenance Shop

Total Project Cost – \$1.3M

Project Description

This project includes the design and construction of a 3,000 square foot maintenance shop to house 18-20 Parks grounds maintenance staff. The facility will also include one bay for Public Works fleet personnel to work on equipment. Currently, grounds maintenance staff uses a 20' x 19' building that also houses 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 and lean-to shelters.

Funding Sources

- ▶ **General fund** – \$750K
- ▶ **Capital reserve** – \$550K

Project Milestones

- ▶ **Design** was completed in January 2019 (FY19).
- ▶ **Construction** began in January 2021 (FY21), with completion scheduled for January 2022 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Capital Reserve	550	550	-	-	-	-	-	-	-	-	-
General Funds	750	750	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,300	\$1,300	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)											
Design/Planning	205	205	-	-	-	-	-	-	-	-	-
Construction	1,095	-	547	547	-	-	-	-	-	547	-
Total Expenditure	\$1,300	\$205	\$547	\$547	-	-	-	-	-	\$547	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Long Park Auxiliary Building/Sewer Connection

Total Project Cost – \$1.1M

Project Description

This project designs and constructs an auxiliary building in the front of Long Park near the soccer fields to house restrooms, concessions, and office space. The project will also include a sewer line connection from Route 15 to the facility.

Service Impact

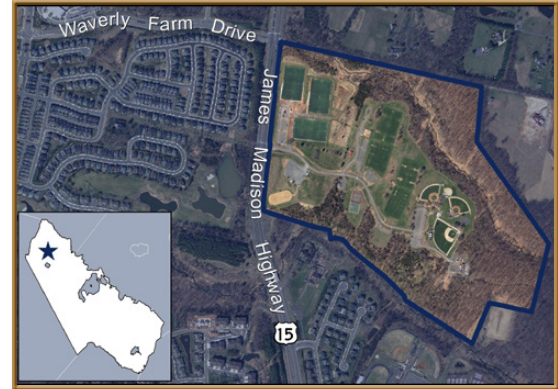
- ▶ **Increase Active Recreation Opportunities** – This project will increase sports participation visits and customer satisfaction ratings in the County. It will also lead to more soccer tournaments by having permanent restrooms near the artificial turf fields.

Funding Sources

- ▶ **General fund** – \$650K
- ▶ **Capital reserve** – \$79K
- ▶ **Proffers** – \$300K
- ▶ **Service Authority Credit** – \$75K

Project Milestones

- ▶ **Design** was completed in spring 2019 (FY19).
- ▶ **Construction** began in January 2021 (FY21) with completion scheduled for September 2021 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Capital Reserve	79	79	-	-	-	-	-	-	-	-	-
General Funds	650	650	-	-	-	-	-	-	-	-	-
Other Revenue	75	-	75	-	-	-	-	-	-	-	-
Proffers	300	-	300	-	-	-	-	-	-	-	-
Total Revenue	\$1,104	\$729	\$375	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)											
Design/Planning	186	139	27	20	-	-	-	-	-	-	20
Construction	918	-	576	341	-	-	-	-	-	-	341
Total Expenditure	\$1,104	\$139	\$604	\$361	-	-	-	-	-	-	\$361

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Neabsco District Park

Total Project Cost – \$6.0M

Project Description

The project constructs a new community park in the Neabsco Magisterial District with features for all ages. The project was included in the 2019 bond referendum question for park improvements that was approved by voters.

Service Impact

- ▶ **Increase open space and passive recreation opportunities** – The projects will make progress toward goals in the Parks, Recreation & Tourism chapter in the County’s Comprehensive Plan to create a dynamic parks and recreation program by providing quality active and passive recreational facilities and programs.

Funding Sources

- ▶ **General obligation bonds** – \$6.0M
- ▶ **Annual maintenance costs** will be supported by the general fund.

Project Milestones

- ▶ **Design** is scheduled for FY25.
- ▶ **Construction** is scheduled for FY27.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Debt	6,000	-	-	-	-	-	750	-	5,250	6,000	-
Total Revenue	\$6,000	-	-	-	-	-	\$750	-	\$5,250	\$6,000	-

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Cost Categories (Expenditures)											
Design/Planning	750	-	-	-	-	-	750	-	-	750	-
Construction	5,250	-	-	-	-	-	-	-	5,250	5,250	-
Total Expenditure	\$6,000	-	-	-	-	-	\$750	-	\$5,250	\$6,000	-

	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27
Operating Impacts								
Operating Expenses	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	16	70	186	272
Revenue	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	\$16	\$70	\$186	\$272
Additional Positions (FTEs)	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Potomac Heritage National Scenic Trail

Current Project Cost – \$2.1M

Project Description

This project constructs three major 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, biking, and makes progress toward the goals of the Parks, Open Space, and Trails chapter of the County’s Comprehensive Plan.

Funding Sources

- ▶ **Developer contributions (proffers)** – \$1.0M
 - ▶ **Federal and state grants** – \$880K
 - ▶ **General fund** – \$174K
 - ▶ **Capital reserve** – \$22K
- 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. Community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing operating costs.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	North Woodbridge
Land Use	Schools	Small Area Plan
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Capital Reserve	22	15	6	-	-	-	-	-	-	-	-
Federal Revenue	880	880	-	-	-	-	-	-	-	-	-
General Funds	174	174	-	-	-	-	-	-	-	-	-
Proffers	1,010	1,010	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,085	\$2,078	\$6	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)											
Design/Planning	446	440	6	-	-	-	-	-	-	-	-
Construction	1,590	365	751	474	-	-	-	-	-	474	-
Conversion	48	48	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,085	\$853	\$758	\$474	-	-	-	-	-	\$474	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Potomac Heritage National Scenic Trail



Neabsco Creek Boardwalk

Project Milestones

► **Trail segments** within the project include:

- **Featherstone Refuge** – United States Fish & Wildlife (USF&W) approved the plan in May 2017 (FY17). The Board of County Supervisors (BOCS) approved the right-of-way agreement in July 2017 (FY18). Construction of the bridges and boardwalk will begin in July 2021 (FY22) and the segment is expected to be commissioned in December 2021 (FY22).
- **Neabsco Creek Wetland Preserve Boardwalk** – This project will build a boardwalk the full length of the trail corridor from the south landing of the Neabsco Creek Boardwalk towards the parking lot at Metz Wetlands. Construction is scheduled to begin in May 2021 (FY21) and will be completed in November 2021 (FY22).
- **Port Potomac** – This project will construct a paved path connecting Powells Landing Park to Route 1. The project schedule is to be determined.

- **Future trail segments** extending the trail network from the Woodbridge Magisterial District through the Potomac Magisterial District to the Stafford County line are in planning stages. The PHNST route through the Occoquan Magisterial District and into the Woodbridge District is in planning stages, requiring collaboration with the Town of Occoquan.

Rollins Ford Park – Phase 2

Total Project Cost – \$7.3M

Project Description

Rollins Ford Park will be a 69-acre park that includes two rectangular fields, parking, playgrounds, pavilions, basketball court, dog park, restroom/concession auxiliary building, walking trails, and wildflower meadows.

Service Impact

- ▶ **Increase Active Recreation Opportunities** – This project will increase sports participation visits and customer satisfaction ratings in the County. Specifically, the park improvements will reduce congestion at Long Park due to the additional field capacity in western Prince William County.

Funding Sources

- ▶ **Capital reserve** – \$2.7M
- ▶ **Developer contributions (proffers)** – \$2.2M
- ▶ **General fund (sale of easement)** – \$1.8M
- ▶ **General fund** – \$593K
- ▶ **Annual operating costs** will be covered by the general fund.

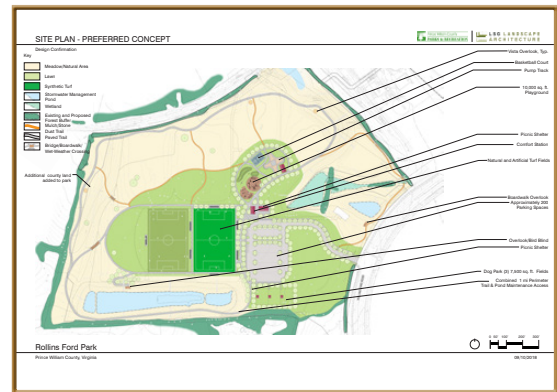
Project Milestones

- ▶ **Design** began in July 2018 (FY19) and was completed in September 2020 (FY21).
- ▶ **Construction** is scheduled to begin in April 2021 (FY21) with completion scheduled for December 2022 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



Click image for enlarged view.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Capital Reserve	2,750	2,700	50	-	-	-	-	-	-	-	-
General Funds	593	593	-	-	-	-	-	-	-	-	-
Other Revenue	1,800	1,800	-	-	-	-	-	-	-	-	-
Proffers	2,183	2,183	-	-	-	-	-	-	-	-	-
Total Revenue	\$7,326	\$7,276	\$50	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	561	525	36	-	-	-	-	-	-	-	-
Design/Planning	561	525	36	-	-	-	-	-	-	-	-
Construction	6,765	41	697	4,032	1,994	-	-	-	-	6,026	-
Total Expenditure	\$7,326	\$566	\$734	\$4,032	\$1,994	-	-	-	-	\$6,026	-

<i>Operating Impacts</i>										
	Operating Expenses	-	68	68	68	68	68	68	68	340
	Debt Service	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	\$68	\$68	\$68	\$68	\$68	\$68	\$68	\$340
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Trail Development

Total Project Cost – \$2.2M

Project Description

This project adds trails and connectors to the Broad Run Greenway, Catharpin Greenway, Neabsco Greenway, and Occoquan Greenway 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)** – \$1.2M
- ▶ **General fund** – \$929K
- ▶ **Capital reserve** – \$21K

Note: Final construction of all planned trail segments will not occur until additional funding is available. The parks bond referendum approved by voters in November 2019 included \$20 million for trails and open space. Specific project funding and schedules are further described in the “Countywide Trail, Open Space and Accessibility Projects” page of the FY22 CIP.

- ▶ **Annual operating costs** will be funded by the general fund. Community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing operating costs.

Project Milestones

Trail segments include the following:

- ▶ **Broad Run Greenway** – The trail connects communities from Route 28 to Rollins Ford Road. Segments will be

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Dale City Small Area Plan
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

constructed as funding and easements become available. Current activities include the replacement of two bridges on the trail. Project scoping and design activities began in December 2020 (FY21).

- ▶ **Catharpin Greenway** – The trail connects communities from Silver Lake Park to Long Park to the Manassas Battlefield. Segments will be constructed as funding and easements are available.
- ▶ **Neabsco Greenway** – The trail connects communities from Andrew Leitch Park to the Sharron Baucom Dale City Recreation Center. Segments will be completed as funding and easements are available.
- ▶ **Occoquan Greenway** – The trail connects communities from the McCoart Complex to the Town of Occoquan. Segments 3 and 4 are scheduled to be completed in November 2021 (FY22), and segments 5 and 6 are scheduled to be completed in FY24.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Capital Reserve	21	21	-	-	-	-	-	-	-	-	-
General Funds	929	929	-	-	-	-	-	-	-	-	-
Proffers	1,237	1,237	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,186	\$2,186	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	199	199	-	-	-	-	-	-	-	-	-
Construction	1,441	200	672	335	100	134	-	-	-	569	-
Conversion	547	547	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,186	\$945	\$672	\$335	\$100	\$134	-	-	-	\$569	-

Operating Impacts	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27
Operating Expenses	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Trail Development



Broad Run Greenway



Occoquan Greenway

Landfill Caps

Total Project Cost – \$9.8M

Project Description

The project funds the mandated closure of filled cells located at the 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** – \$9.8M

Project Milestones

- ▶ **Design and construction for Phase 2 (Sequence 5)** will begin in FY22 and be completed in FY23.
- ▶ **Design and construction for Phase 2 (Sequence 6)** will begin in FY25 and be completed in FY26.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Independent Hill Small Area Plan
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Solid Waste Fees	9,750	-	-	4,950	-	-	4,800	-	-	9,750	-
Total Revenue	\$9,750	-	-	\$4,950	-	-	\$4,800	-	-	\$9,750	-

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Cost Categories (Expenditures)											
Design/Planning	1,740	-	-	840	-	-	900	-	-	1,740	-
Construction	8,010	-	-	2,466	1,644	-	2,340	1,560	-	8,010	-
Total Expenditure	\$9,750	-	-	\$3,306	\$1,644	-	\$3,240	\$1,560	-	\$9,750	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Landfill Liners

Total Project Cost – \$22.8M

Project Description

Installation of mandated landfill liners is required to complete the liner systems at the Sanitary Landfill.

Service Impact

- ▶ **Protection of Public Health** – Landfill liners protect public health and the environment by reducing groundwater contamination.
- ▶ **Compliance with Virginia Solid Waste Management Regulations** – Regulations mandate liners be installed in all new landfill cells.
- ▶ **New capacity with Phase 2 and Phase 3 cells** – The life of the Phase 2 and Phase 3 cells are estimated to last until 2030.

Funding Sources

- ▶ **Solid Waste fee revenue** – \$22.8M

Project Milestones

- ▶ **Relocation of the mulch facility** was completed in FY20 and prepared the area for construction of the Phase 3 lined cells.
- ▶ **Design and construction of Phase 3, Part A** will begin in FY21 and be completed in FY22.
- ▶ **Design and construction of Phase 3, Part B** will begin in FY24 and be completed in FY25.
- ▶ **Design and construction of Phase 3, Part C** will begin in FY28 and be completed in FY29.
- ▶ **Permitting, clearing and infrastructure for Phase 4** will begin in FY27 and be completed in FY30.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Independent Hill Small Area Plan
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Solid Waste Fees	22,800	-	4,680	-	-	5,240	-	-	12,880	18,120	-
Total Revenue	\$22,800	-	\$4,680	-	-	\$5,240	-	-	\$12,880	\$18,120	-

<i>Cost Categories (Expenditures)</i>											
Design/Planning	4,003	-	-	-	-	970	-	-	3,033	4,003	-
Construction	18,798	-	3,305	1,375	-	2,562	1,708	-	2,370	8,015	7,478
Total Expenditure	\$22,800	-	\$3,305	\$1,375	-	\$3,532	\$1,708	-	\$5,403	\$12,018	\$7,478

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

County Watersheds

Total Project Cost – \$27.8M

Project Description

County watershed capital projects include stream restoration, best management practices, stormwater management facility retrofits, culvert modifications, channel improvements, and drainage improvements within countywide 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
- Marumsc 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 and the County’s Municipal Separate Storm Sewer System 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	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- ▶ **Stormwater management (SWM) fee** – \$23.3M
- ▶ **Developer contributions (proffers)** – \$164K
- ▶ **State funding** – \$2.2M
- ▶ **Other revenue (grants)** – \$2.1M
- ▶ **Annual maintenance costs** are supported by the County’s SWM fee.

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 for FY22 through FY27 include the following:

- ▶ **Bull Run Watershed**
 - SWM Facility #416 – Water Quality Retrofit
 - SWM Facility #386 – Water Quality Retrofit

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Other Revenue	2,100	-	-	850	-	1,250	-	-	-	2,100	-
Proffers	164	15	58	90	-	-	-	-	-	90	-
State Revenue	2,226	-	2,226	-	-	-	-	-	-	-	-
Stormwater Mgmt Fee	23,262	4,122	2,196	2,196	2,416	2,657	2,923	3,215	3,537	16,943	-
Total Revenue	\$27,751	\$4,138	\$4,480	\$3,136	\$2,416	\$3,907	\$2,923	\$3,215	\$3,537	\$19,134	-

<i>Cost Categories (Expenditures)</i>	27,751	-	2,801	3,600	4,700	4,150	3,850	4,050	4,600	24,950	-
Construction	27,751	-	2,801	3,600	4,700	4,150	3,850	4,050	4,600	24,950	-
Total Expenditure	\$27,751	-	\$2,801	\$3,600	\$4,700	\$4,150	\$3,850	\$4,050	\$4,600	\$24,950	-

<i>Operating Impacts</i>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



Powells Creek Watershed Water Quality Retrofit

- ▶ **Neabsco Creek Watershed**
 - Cow Branch Phase 4 – Stream Restoration
- ▶ **Occoquan River Watershed**
 - Chinn Park Stream Restoration
- ▶ **Powells Creek Watershed**
 - Powells Creek Stream Restoration Phase 2
 - Powells Creek Stream Restoration Phase 3
- ▶ **Quantico Creek Watershed**
 - Upper Dewey’s Creek
- ▶ **Various Watersheds**
 - Stormwater Infrastructure and Capacity Improvements

County Watersheds



Major Watersheds Legend

-  Interstate
-  US Highway Route
-  State Highway
-  County Road (Major)
-  County Boundary



HUMAN SERVICES
PROJECTS

Juvenile Services Center

Total Project Cost – \$43.6M

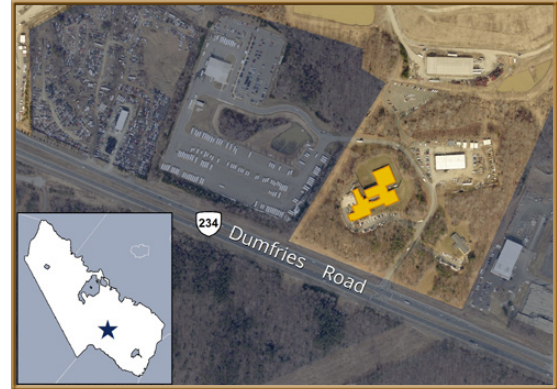
Proposed FY22 Appropriation (Design) - \$3.0M

Project Description

The Juvenile Services Center includes building a new 41,000 square-foot services facility and a new 19,000 square-foot youth shelter. The new facilities will be constructed in two phases, with the services facility as phase one and the youth shelter as phase two. The new facilities will be co-located on the same site, which will allow for greater collaboration among staff and increase operational efficiencies by combining shared services, e.g., food, laundry, maintenance, and medical.

As part of the planning phase, the Department of Social Services initiated a community needs assessment, planning study and site assessment, which are required by the Virginia Department of Juvenile Justice (DJJ) in order to construct new facilities and potentially receive up to 50% reimbursement of eligible construction costs from the Commonwealth of Virginia. The community needs assessment, planning study and site assessment have all been approved by the DJJ.

Results from the needs assessment reveal that federal and state requirements, along with industry design standards and trends for juvenile residential facilities, have significantly changed over the past 30 years (the current facility was constructed in 1978). These changes have led to a significant amount of functional obsolescence in the existing facilities. Specific study recommendations and facility options will be developed during the design phase.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Independent Hill Small Area Plan
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Debt	21,795	-	-	3,000	20,295	20,295	-	(21,795)	-	21,795	-
State Revenue	21,795	-	-	-	-	-	-	21,795	-	21,795	-
Total Revenue	\$43,589	-	-	\$3,000	\$20,295	\$20,295	-	-	-	\$43,589	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	2,437	-	-	1,219	1,219	-	-	-	-	2,437	-
Construction	38,044	-	-	-	-	16,480	21,564	-	-	38,044	-
Occupancy	1,000	-	-	-	-	500	500	-	-	1,000	-
Telecommunication	758	-	-	-	-	-	758	-	-	758	-
Project Management	1,350	-	-	-	450	450	450	-	-	1,350	-
Total Expenditure	\$43,589	-	-	\$1,219	\$1,669	\$17,430	\$23,272	-	-	\$43,589	-

<i>Operating Impacts</i>									
	Operating Expenses	-	-	-	-	-	-	-	-
	Debt Service	-	-	3,000	3,000	3,000	3,000	12,000	-
	Revenue	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Juvenile Services Center



Service Impact

- ▶ **Improved facilities for residents and staff**
 - Constructing new facilities will provide an improved environment for the short-term care of youth court-ordered into secure and non-secure custody.

Service Impact

- ▶ **Improve the facility for residents and staff**
 - Constructing new facilities will provide an improved environment for the short-term care of juveniles who require secure and non-secure custody.

Funding Sources

- ▶ **Debt financing** – \$21.8M
- ▶ **State reimbursement** – \$21.8M
- ▶ **Debt service and facility operating costs** will be funded by the general fund beginning in FY24.

Project Milestones

- ▶ **Planning** began in FY19 and will continue into FY22.
- ▶ **Design** is scheduled to begin in fall 2021 (FY22) with completion in November 2022 (FY23).
- ▶ **50% State reimbursement** requested during 2021/2022 legislative session.
- ▶ **Construction** is scheduled to begin in spring 2023 (FY23) with completion scheduled for spring 2025 (FY25).
- ▶ **Occupancy** is scheduled for spring 2025 (FY25).
- ▶ **State reimbursement** is anticipated in FY26.

Homeless Navigation Center - East

Total Project Cost – \$21.0M

Proposed FY22 Appropriation (Design) - \$2.0M

Project Description

The Homeless Navigation Center (HNC) will be an approximately 30,000 square-foot facility located in the eastern portion of the County. The HNC will provide overnight, temporary, emergency sheltering and wrap-around services for up to 50 adults experiencing homelessness, while also providing a safe environment following Center for Disease Control guidance for social distancing. A Drop-In Center program will also be part of the programming. The new facility will provide for increased cooperation and coordination between community partners to address individuals' needs, thereby decreasing the number of people experiencing homelessness.

Service Impact

- ▶ **Housing location services** – Constructing a new facility will decrease the number of people experiencing homelessness in the County by providing comprehensive services to assist shelter and Drop-In Center participants navigate the service system leading to permanent housing.
- ▶ **Comprehensive case management** will be offered, which provides information and access to employment (resume writing, job training, etc.), improved nutrition and physical health (such as food preparation instruction and health screenings), behavioral health treatment (such as substance misuse and/or mental health diagnoses), recreational and voluntary spiritual programming.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Independent Hill Small Area Plan
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- ▶ **Debt financing** – \$21.0M
- ▶ **Debt service and facility operating costs** will be funded by the general fund beginning in FY24.

Project Milestones

- ▶ **Design** is scheduled to begin in July 2021 (FY22) with completion scheduled in October 2022 (FY23).
- ▶ **Construction** is scheduled to begin in March 2023 (FY23) and be completed in June 2024 (FY24).
- ▶ **Occupancy** is scheduled for August 2024 (FY25).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Debt	21,000	-	-	2,000	19,000	-	-	-	-	21,000	-
Total Revenue	\$21,000	-	-	\$2,000	\$19,000	-	-	-	-	\$21,000	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	1,236	-	-	1,236	-	-	-	-	-	1,236	-
Construction	17,114	-	-	-	7,418	9,696	-	-	-	17,114	-
Occupancy	1,500	-	-	-	500	1,000	-	-	-	1,500	-
Telecommunication	400	-	-	-	-	400	-	-	-	400	-
Project Management	750	-	-	200	250	300	-	-	-	750	-
Total Expenditure	\$21,000	-	-	\$1,436	\$8,168	\$11,396	-	-	-	\$21,000	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	500	500	500	500	2,000			
	Debt Service	-	-	1,500	1,500	1,500	1,500	6,000			
	Revenue	-	-	-	-	-	-	-			
	General Fund Requirement	-	-	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000			
	Additional Positions (FTEs)	10	-	-	-	-	-	-			

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



PUBLIC SAFETY
PROJECTS

Station 27 Fire & Rescue

Total Project Cost (excluding land) – \$14.0M

Project Description

Station 27 is a new Fire & Rescue station, with location to be determined. The station is planned to house a pumper and an ALS ambulance. Twenty-four hour career staffing will be provided for both units. The building will include sleeping quarters, a kitchen and dayroom, a physical fitness room, a training room, and offices. The station is currently planned to include two to three apparatus bays and an area for personal protective equipment.

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 emergency response call volume on existing stations.

Funding Sources

- ▶ **Debt financing (supported by the fire levy)** – \$14.0M
- ▶ **Facility operating** costs will be funded by the fire levy.
- ▶ **24-Hour medic and engine unit staffing** will be funded by the general fund.

Project Milestones

- ▶ **Land acquisition** process began in FY18 and is ongoing. Land acquisition costs are not included in the total project cost, but will be included once acquisition is complete.
- ▶ **Design** is scheduled to begin in January 2022 (FY22).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- ▶ **Construction** is scheduled to begin in July 2023 (FY24) and be completed in December 2024 (FY25).
- ▶ **Occupancy** is scheduled for January 2025 (FY25).

Note: Design and construction activities will not commence until land is acquired.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Debt	14,000	-	-	1,400	12,600	-	-	-	-	14,000	-
Total Revenue	\$14,000	-	-	\$1,400	\$12,600	-	-	-	-	\$14,000	-

<i>Cost Categories (Expenditures)</i>	225	-	-	225	-	-	-	-	-	225	-
Pre-Planning	800	-	-	600	150	50	-	-	-	800	-
Design/Planning	11,400	-	-	-	-	6,400	5,000	-	-	11,400	-
Construction	400	-	-	-	-	200	200	-	-	400	-
Occupancy	400	-	-	-	-	400	-	-	-	400	-
Telecommunication	775	-	-	225	200	250	100	-	-	775	-
Project Management											
Total Expenditure	\$14,000	-	-	\$1,050	\$350	\$7,300	\$5,300	-	-	\$14,000	-

<i>Operating Impacts</i>									
Operating Expenses	-	-	1,771	2,021	4,305	3,964	3,964	16,025	
Debt Service	-	-	-	1,400	1,400	1,400	1,400	5,600	
Revenue	-	-	-	1,650	1,900	1,900	1,900	7,350	
General Fund Requirement	-	-	\$1,771	\$1,771	\$3,805	\$3,464	\$3,464	\$14,275	
Additional Positions (FTEs)	-	-	10	-	14.00	-	-	24.00	

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Station 28 Fire & Rescue

Total Project Cost – TBD

Project Description

Station 28 is a new Fire & Rescue station, with location to be determined. The station is planned to house a pumper and an ALS ambulance. Twenty-four hour career staffing will be provided for both units. The building will include sleeping quarters, a kitchen and dayroom, a physical fitness room, a training room, and offices. The station is currently planned to include two to three apparatus bays and an area for personal protective equipment.

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 emergency response call volume on existing stations.

Funding Sources

- ▶ **Debt financing (supported by the fire levy)** – TBD
- ▶ **Facility operating costs** will be funded by the fire levy.
- ▶ **Program operating costs (career staffing)** will be funded by the general fund.

Project Milestones

- ▶ **Land acquisition** costs are not included in the total project cost, but will be included once acquisition is complete.
- ▶ **Design** is scheduled to begin in FY26.
- ▶ **Construction** will begin once design has been approved and funding appropriated.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
<i>Total Revenue</i>	-	-	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
<i>Total Expenditure</i>	-	-	-	-	-	-	-	-	-	-	-
Operating Impacts											
	Operating Expenses		-	-	-	-	-	-	-	-	-
	Debt Service		-	-	-	-	-	-	-	-	-
	Revenue		-	-	-	-	-	-	-	-	-
	General Fund Requirement		-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)		-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Adult Detention Center Main Building Repairs

Total Project Cost – \$7.5M

Project Description

The project provides repairs to the inmate housing areas on the second and third floors of the main jail building. Repairs include roof replacement, plumbing fixtures, security systems, heating, ventilation, and air conditioning (HVAC), furniture, and other maintenance systems that require updates. The Main Building is the original building at the ADC complex built in 1982.

Service Impact

- ▶ **Improved safety and security** – Repairs will modernize existing systems which will improve safety and security for staff and inmates.
- ▶ **Maintenance costs** – Maintenance costs will be reduced by decreasing the need for service calls.
- ▶ **Energy efficiency** – New plumbing and HVAC systems will be more energy efficient and cost less to operate.

Funding Sources

- ▶ **ADC fund balance** – \$7.0M
- ▶ **City of Manassas** – \$0.5M
- ▶ **Facility operating** costs will be minimal and not require additional funding.

Project Milestones

- ▶ **Planning and design began** in winter 2020 (FY20) and was completed in fall 2020 (FY21).
- ▶ **Construction** began in July 2020 (FY21) with completion scheduled for October 2021 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
ADC Fund Balance	6,998	6,998	-	-	-	-	-	-	-	-	-
Other Revenue	503	503	-	-	-	-	-	-	-	-	-
Total Revenue	\$7,500	\$7,500	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	100	27	50	23	-	-	-	-	-	23	-
Construction	4,752	-	2,752	2,000	-	-	-	-	-	2,000	-
Occupancy	400	222	178	-	-	-	-	-	-	-	-
Telecommunication	1,998	1,418	580	-	-	-	-	-	-	-	-
Project Management	250	108	100	42	-	-	-	-	-	42	-
Total Expenditure	\$7,500	\$1,775	\$3,660	\$2,065	-	-	-	-	-	\$2,065	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Judicial Center Expansion

Total Project Cost – TBD

Project Description

The CIP includes future funding to support capital improvements at the Judicial Center complex in Manassas. Funding is intended to address parking and expanded facilities (courtroom expansion, annex buildings, etc.) for judicial agencies within the complex. Specific projects have not been identified at this time. A master plan for the Judicial Center complex was completed in 2004 and will be updated from funds appropriated in FY18.

Service Impact

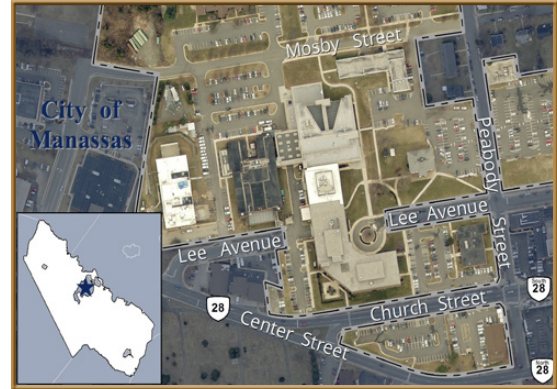
- ▶ **Improved parking and facility capacity at the Judicial Center** – Expanding the Judicial Center will provide additional parking for visitors and employees while expanding the complex to meet the future judicial needs of a growing community.

Funding Sources

- ▶ **Debt financing** – \$5 million is programmed annually beginning in FY24 to support project debt financing costs.
- ▶ **Facility operating costs** will be funded by the general fund.

Project Milestones

- ▶ **Master plan** activities began in FY21 with completion scheduled for FY22.
- ▶ **Specific improvements** will be determined based on updated master plan recommendations.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
<i>Total Revenue</i>	-	-	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
<i>Total Expenditure</i>	-	-	-	-	-	-	-	-	-	-	-
Operating Impacts											
	Operating Expenses		-	-	-	-	-	-	-	-	-
	Debt Service		-	-	5,000	5,000	5,000	5,000	5,000	20,000	-
	Revenue		-	-	-	-	-	-	-	-	-
	General Fund Requirement		-	-	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000	-
	<i>Additional Positions (FTEs)</i>		-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Animal Shelter Expansion/Renovation

Total Project Budget – \$16.7M

Project Description

The project constructs a new animal shelter at the existing shelter location at Independent Hill on Dumfries Road. The project will replace aging trailers where staff is housed, and several aging/deteriorating outbuildings used for storage. Construction of the new facility will be performed while the existing facility remains operational. When the new facility is complete and occupied, the demolition of the existing facility will begin, followed by the construction of the new parking lot and site work.

Features of the new facility will include expanded animal adoption areas, quarantine and visitation areas, staff training area, veterinarian support space, feed and equipment storage areas, exam and grooming rooms, stray animal kennels, a barn to house large animals, and space to address surge capacity related to animal cruelty and hoarding cases. The design will be in full compliance with Association of Shelter Veterinarians facility standards.

Service Impact

- ▶ **Improve Long-term Support and Operations** – Animal control services will improve as follows:
 - Enhanced public accessibility to the shelter.
 - House stray, surrendered and homeless pets to include feeding, care, and maintenance.
 - Quarantine aggressive and potentially rabid animals.
 - Public education on animal laws, animal care, and animal behavior.
 - Enforce state and local laws regarding domestic and agricultural animals.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



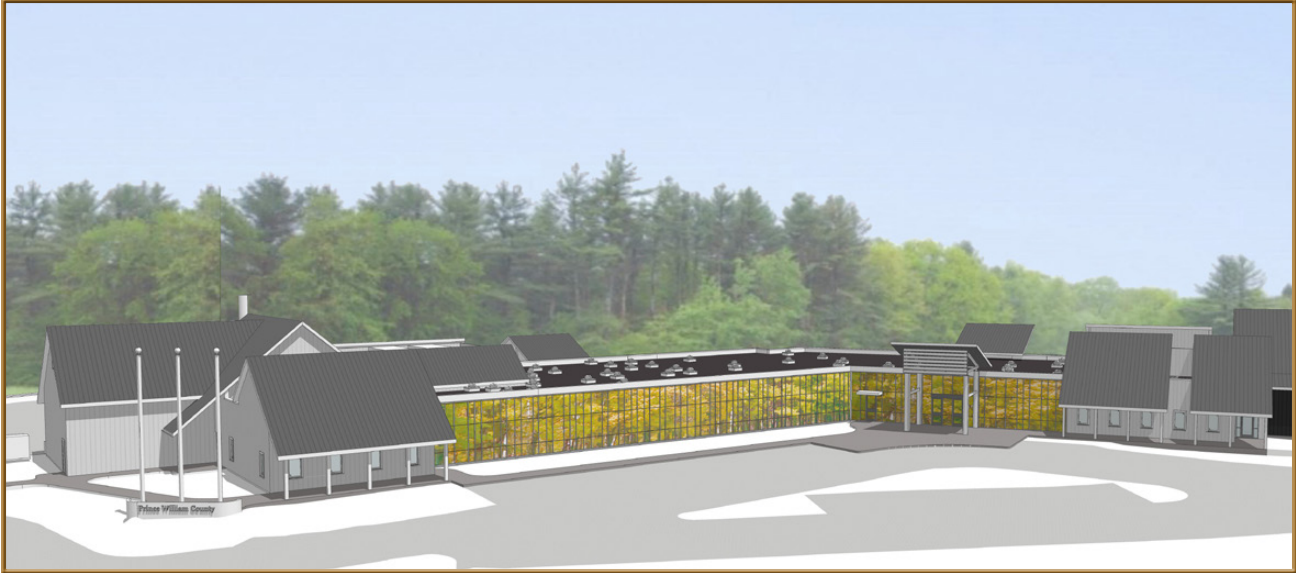
<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Capital Reserve	20	-	20	-	-	-	-	-	-	-	-
Debt	15,725	15,725	-	-	-	-	-	-	-	-	-
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Total Revenue	\$16,745	\$16,725	\$20	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	1,669	1,359	275	35	-	-	-	-	-	35	-
Construction	13,806	1,864	10,000	1,941	-	-	-	-	-	1,941	-
Occupancy	472	-	400	72	-	-	-	-	-	72	-
Telecommunication	208	-	200	8	-	-	-	-	-	8	-
Project Management	590	143	400	47	-	-	-	-	-	47	-
Other Project Costs	0	0	-	-	-	-	-	-	-	-	-
Total Expenditure	\$16,745	\$3,367	\$11,275	\$2,103	-	-	-	-	-	\$2,103	-

<i>Operating Impacts</i>	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27
Operating Expenses	313	313	313	313	313	313	313	1,878
Debt Service	1,214	1,180	1,146	1,112	1,077	1,043	1,043	6,773
Revenue	-	-	-	-	-	-	-	-
General Fund Requirement	\$1,527	\$1,493	\$1,459	\$1,425	\$1,390	\$1,356	\$1,356	\$8,651
Additional Positions (FTEs)	1.0	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Animal Shelter Expansion/Renovation



Concept for Prince William County Animal Shelter



Aerial of Prince William County Animal Shelter

Service Impact (Continued)

- Adopt and place pets in new homes.
- Administer vaccines to prevent the spread of contagious animal diseases.
- House stray livestock, birds, and reptiles.

Funding Sources

- ▶ **Debt financing** – \$15.7M
- ▶ **General fund** – \$1.0M
- ▶ **Capital reserve** – \$20K
- ▶ **Debt service costs and facility operating costs** will be funded by the general fund.

Project Milestones

- ▶ **Planning and design option** chosen in September 2017 (FY18).
- ▶ **Final design** began in October 2017 (FY18) and was completed in April 2019 (FY19).
- ▶ **Construction** began in April 2020 (FY20) with completion scheduled for November 2021 (FY22).
- ▶ **Occupancy** is scheduled for November 2021 (FY22) with demolition of existing building and remaining site work completed in May 2022 (FY22).

Public Safety Training Center Expansion

Total Project Cost – \$40.0M

Project Description

Expansion of the Public Safety Training Center (PSTC) includes construction of an approximately 31,000 square-foot facility containing classroom space, administrative support space and parking area. The expansion also includes construction of an indoor rifle range facility. The training center supports the recruit training of police and fire and rescue system personnel, and ongoing training for active duty and volunteer personnel. The recommended projects are based on the recent PSTC master plan update.

Service Impact

- ▶ **Enhanced Public Safety Training Facilities** – Police Department, Prince William Fire & Rescue System, and Sheriff personnel will benefit from enhanced and updated training facilities.

Funding Sources

- ▶ **Debt financing** – \$39.6M
- ▶ **Capital reserve** – \$400K
- ▶ **Debt service and facility operating costs** will be funded by the general fund.

Project Milestones

- ▶ **Master planning** began in spring 2018 (FY18) and was completed in fall 2020 (FY21).
- ▶ **Design** will begin in FY22 with completion scheduled for summer 2022 (FY23).
- ▶ **Construction** is scheduled to begin in spring 2023 (FY23) with completion scheduled for fall 2024 (FY25).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Capital Reserve	400	400	-	-	-	-	-	-	-	-	-
Debt	39,600	-	3,000	-	36,600	-	-	-	-	36,600	-
Total Revenue	\$40,000	\$400	\$3,000	-	\$36,600	-	-	-	-	\$36,600	-

<i>Cost Categories (Expenditures)</i>	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Design/Planning	2,684	-	-	2,684	-	-	-	-	-	-	2,684
Construction	35,316	-	-	-	11,048	17,512	6,756	-	-	-	35,316
Project Management	2,000	-	-	-	500	1,000	500	-	-	-	2,000
Total Expenditure	\$40,000	-	-	\$2,684	\$11,548	\$18,512	\$7,256	-	-	-	\$40,000

<i>Operating Impacts</i>	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operating Expenses	-	-	-	500	500	500	1,500	-	-
Debt Service	-	-	3,000	3,000	3,000	3,000	12,000	-	-
Revenue	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	\$3,000	\$3,500	\$3,500	\$3,500	\$13,500	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Human Capital Management (HCM)

Total Project Cost – \$13.0M

Project Description

This project provides a replacement of the existing system which helps manage and maintain the County’s workforce, including payroll, performance review, recruitment and training functions. The system requirements phase included an assessment of whether to upgrade to a new version with the current vendor or select a new system. The assessment determined that a new system was the best option for replacing the system. The new system is cloud-based, allowing the County to convert its financial system to a cloud format as part of this project at no additional cost.

Service Impact

- ▶ **Increase Organizational Efficiency** – Modernization of the system will increase organizational adaptability and flexibility with the following key abilities: the cloud, mobile, social, analytics, and big data. The system 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, benefits management, strategic and responsive reporting, business intelligence, and facilitate targeted training. Statistics show that modern HCM systems attract top talent and a modern workforce.
- ▶ **Respond to Audit Findings** – System modernization will respond to high-risk issues identified in the County’s internal audits of payroll and benefits administration in [2018](#), and timekeeping in [2017](#) and [2018](#).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- ▶ **General fund** – \$1.0M
- ▶ **Capital reserve** – \$6.0M
- ▶ **Debt or alternative funding source** – \$6.0M
- ▶ **Annual operating costs** will be funded by the general fund.

Project Milestones

- ▶ **System and technical requirements consolidation** completed in FY18.
- ▶ **Request for information** completed in FY19.
- ▶ **Vendor selection and contract award** completed in FY20.
- ▶ **System design** began in FY21.
- ▶ **Conversion** of Ascend will begin in FY21.
- ▶ **System implementation** will be completed in FY23.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Capital Reserve	6,000	6,000	-	-	-	-	-	-	-	-	-
Debt	6,000	6,000	-	-	-	-	-	-	-	-	-
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Total Revenue	\$13,000	\$13,000	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Pre-Planning	199	199	-	-	-	-	-	-	-	-	-
Dev Deploy & Eval	12,801	513	4,888	5,800	1,600	-	-	-	-	7,400	-
Total Expenditure	\$13,000	\$712	\$4,888	\$5,800	\$1,600	-	-	-	-	\$7,400	-

<i>Operating Impacts</i>		FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27
Operating Expenses		1,710	710	710	710	710	710	710	5,260
Debt Service		-	-	-	-	-	-	-	-
Revenue		-	-	-	-	-	-	-	-
General Fund Requirement		\$1,710	\$710	\$710	\$710	\$710	\$710	\$710	\$5,260
Additional Positions (FTEs)		-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Technology Infrastructure

Total Project Estimate – \$24.9M

Project Description

Prince William County (PWC) government currently operates a technology infrastructure that serves over 5,000 employees across 35 agencies located in approximately 70 buildings. Legacy infrastructure can inhibit service delivery and compromise the security of government services and data. This project will deliver major performance improvements and modern services to PWC in order to maximize government operations and service delivery to the community. Year two and three of the project timeline will offer new technology platforms and options for innovation with superior performance and disaster readiness.

The improvements will prepare the network to support newer technologies, such as cloud and mobile connectivity. Improvements will focus on the modernization of four key areas of the network infrastructure: Internet Core, Security Infrastructure, Data Center Infrastructure, and Enterprise Network, which includes the Local Area Network (LAN) and Wide Area Network (WAN).

Service Impact

- ▶ **Deliver nimble, agile government services** – Accurate and timely delivery of government services will increase efficiency and enhance customer service.
- ▶ **Enhanced security** – The County’s network infrastructure and data will be more secure. The project will build Internet and security layers at main and co-location facilities.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- ▶ **Information Technology internal services fund balance** – \$11.9M
- ▶ **Capital reserve** – \$8.0M
- ▶ **General fund** – \$5.0M
- ▶ **Annual operating costs** will be funded by the general fund.

Project Milestones

- ▶ **Data center modernization** at the first of two locations was completed in FY20. The second location was completed in FY21.
- ▶ **Security infrastructure modernization** at the first of two data center locations was completed in FY20. The third location was completed in FY21.
- ▶ **Enterprise network (LAN/WAN) modernization** of 70 buildings will be completed in FY22. The Enterprise Network Infrastructure Modernization will extend into FY23 due to COVID-19 related workloads, and hardware manufacturing and shipping delays.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Capital Reserve	8,000	8,000	-	-	-	-	-	-	-	-	-
General Funds	5,000	5,000	-	-	-	-	-	-	-	-	-
Internal Service Fund Balance	11,900	8,000	3,900	-	-	-	-	-	-	-	-
Total Revenue	\$24,900	\$21,000	\$3,900	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Pre-Planning	1,064	1,064	-	-	-	-	-	-	-	-	-
Dev Deploy & Eval.	23,538	9,842	8,900	2,796	2,000	-	-	-	-	4,796	-
Oper Main & Eval.	298	298	-	-	-	-	-	-	-	-	-
Total Expenditure	\$24,900	\$11,204	\$8,900	\$2,796	\$2,000	-	-	-	-	\$4,796	-

<i>Operating Impacts</i>										
	Operating Expenses	3,000	3,000	3,000	1,565	1,565	1,565	13,695		
	Debt Service	-	-	-	-	-	-	-		
	Revenue	-	-	-	-	-	-	-		
	General Fund Requirement	\$3,000	\$3,000	\$3,000	\$1,565	\$1,565	\$1,565	\$13,695		
	Additional Positions (FTEs)	-	-	-	-	-	-	-		

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



TRANSPORTATION
PROJECTS

Balls Ford Road Interchange

Total Project Cost – \$105.0M

Project Description

This project includes the construction of a new diverging diamond interchange at the Route 234 Bypass (Prince William Parkway) and relocated Balls Ford Road (Route 621). A grade-separated overpass crossing of relocated Balls Ford Road over Line B of the Norfolk Southern Railroad will be constructed. The project also relocates Balls Ford Road as a new four-lane road with a raised median between Devlin Road and Doane Drive. A 10-foot shared use path along relocated Balls Ford Road will also be constructed.



Service Impact

- ▶ **Relieve congestion and improve safety** – Construction of this diamond interchange will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.
- ▶ **Enhance pedestrian safety** – The shared use path along relocated Balls Ford Road will provide enhanced safety and connectivity for pedestrians.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- ▶ **State funding** – \$105.0M

Project Milestones

- ▶ **RFQ process** began in May 2019 (FY19) and was completed in September 2019 (FY20).
- ▶ **RFP process** began in September 2019 (FY20) and was completed in March 2020 (FY20).
- ▶ **Construction** began in October 2020 (FY21) with completion scheduled for November 2022 (FY23).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
State Revenue	105,000	105,000	-	-	-	-	-	-	-	-	-
Total Revenue	\$105,000	\$105,000	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	5,717	2,717	3,000	-	-	-	-	-	-	-	-
Construction	90,251	4,687	25,000	30,282	30,282	-	-	-	-	60,564	-
Right of Way/Land	9,032	3,032	6,000	-	-	-	-	-	-	-	-
Total Expenditure	\$105,000	\$10,436	\$34,000	\$30,282	\$30,282	-	-	-	-	\$60,564	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Balls Ford Road Widening

Total Project Cost – \$73.5M

Project Description

This project involves widening Balls Ford Road from two to four lanes from Groveton Road to Route 234 Business for a distance of 1.95 miles. This section of Balls Ford Road is parallel to I-66 and is located 0.2 miles south of I-66. This road provides access to the proposed Balls Ford Road/Century Park Drive Park and Ride Lot and new Express Lane ramps to/from eastbound I-66. The improvement extends to the proposed interchange project at Route 234 (Prince William Parkway) and Balls Ford Road to enhance accessibility to I-66 at the western end of Balls Ford Road. A 10-foot shared use trail and 5 foot sidewalk will be constructed the entire length of the facility.

Service Impact

- ▶ **Relieve congestion and improve safety** – Widening Balls Ford Road will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.
- ▶ **Enhance pedestrian safety** – The shared use path and sidewalk will provide enhanced safety and connectivity for pedestrians.
- ▶ **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County by providing access to I-66.

Funding Sources

- ▶ **State funding** – \$66.2M
- ▶ **Developer contributions (proffers)** – \$83K
- ▶ **Service Authority contribution** – \$596K
- ▶ **Other Revenue/Reimbursements** – \$6.6M



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- ▶ **Design** began in June 2018 (FY18) and was completed in June 2020 (FY20).
- ▶ **Right-of-way acquisition** began in fall 2019 (FY20) and was completed in fall 2020 (FY21).
- ▶ **Utility relocation and construction** is scheduled to begin in June 2021 (FY21) with completion scheduled for December 2022 (FY23).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Other Revenue	6,555	-	6,555	-	-	-	-	-	-	-	-
Proffers	83	83	-	-	-	-	-	-	-	-	-
Service Authority Reimbursement	596	596	-	-	-	-	-	-	-	-	-
State Revenue	66,244	66,244	-	-	-	-	-	-	-	-	-
Total Revenue	\$73,477	\$66,922	\$6,555	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	5,435	2,897	2,538	-	-	-	-	-	-	-	-
Construction	58,441	4	7,000	34,970	16,467	-	-	-	-	51,437	-
Right of Way/Land	9,601	31	3,190	3,190	3,190	-	-	-	-	6,380	-
Total Expenditure	\$73,477	\$2,932	\$12,728	\$38,160	\$19,657	-	-	-	-	\$57,817	-

<i>Operating Impacts</i>											
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Brentsville Road Interchange

Total Project Cost – \$55.0M

Project Description

This project consists of constructing an interchange at the intersection of Route 234 (Prince William Parkway/Dumfries Road) and Brentsville Road. The project includes the construction of a bridge to grade separate the Prince William Parkway and Brentsville Road intersection.

Service Impact

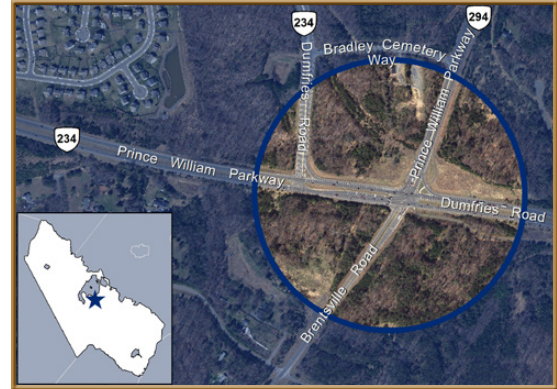
- ▶ **Relieve congestion and improve safety** – Constructing the interchange will alleviate congestion and improve safety along the Prince William Parkway at Route 234 and Brentsville Road. The service impact will be most noticeable during peak morning and evening travel periods.
- ▶ **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

Funding Sources

- ▶ **Northern Virginia Transportation Authority (NVTVA) 70% funding** – \$54.9M
- ▶ **Developer contributions (proffers)** – \$68K

Project Milestones

- ▶ **Proposal process** began in April 2019 (FY19) and was completed in fall 2020 (FY21).
- ▶ **Design-Build contract award process** began in fall 2020 (FY21) and was completed in January 2021 (FY21).
- ▶ **Construction** is scheduled to begin in summer 2021 (FY22) with completion scheduled for fall 2023 (FY24).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
NVTVA 70%	54,900	54,900	-	-	-	-	-	-	-	-	-
Proffers	68	68	-	-	-	-	-	-	-	-	-
Total Revenue	\$54,968	\$54,968	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	6,400	338	4,398	1,664	-	-	-	-	-	1,664	-
Construction	47,168	-	2,000	8,000	18,723	18,445	-	-	-	45,168	-
Right of Way/Land	1,400	-	600	800	-	-	-	-	-	800	-
Total Expenditure	\$54,968	\$338	\$6,998	\$10,464	\$18,723	\$18,445	-	-	-	\$47,632	-

<i>Operating Impacts</i>										
	Operating Expenses	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Devlin Road Widening

Total Project Cost – \$50.0M

(Current Appropriation – \$29.0M)

Project Description

The project consists of widening Devlin Road from two to four lanes between Linton Hall Road and Wellington Road/relocated Balls Ford Road. The total project length is approximately 1.8 miles. The project will connect to the Balls Ford Road/Route 234 (Prince William Parkway) Interchange and will improve access to the Route 234 (Prince William Parkway) and Interstate 66 corridors. The project will also include bicycle and pedestrian facilities. The project may be phased into several segments north and south of University Boulevard.

Service Impact

- ▶ **Relieve congestion and improve safety** – Widening of the roadway will help alleviate congestion and improve the flow of traffic from the interchange.
- ▶ **Improve access and connectivity** – Project will connect with existing Balls Ford Road/Route 234 project and improve access to I-66, Route 234 and commuter lots on Balls Ford Road.
- ▶ **Enhanced pedestrian safety** – The bicycle and pedestrian facilities along Devlin Road will provide enhanced safety and connectivity.

Funding Sources

- ▶ **Northern Virginia Transportation Authority (NVTA) 30%** – \$4.0M funding for preliminary design
- ▶ **State funding** – \$25.0M
- ▶ **Debt** – \$21.0M



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- ▶ **Design** began in November 2020 (FY21) with completion scheduled for summer 2022 (FY23).
- ▶ **Right-of-Way** is scheduled to begin spring 2022 (FY22) with completion scheduled for spring 2023 (FY23).
- ▶ **Construction** is scheduled to begin summer 2023 (FY24) with completion scheduled for spring 2025 (FY25).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Debt	21,000	-	-	-	-	21,000	-	-	-	21,000	-
NVTA 30%	4,000	4,000	-	-	-	-	-	-	-	-	-
State Revenue	25,000	-	25,000	-	-	-	-	-	-	-	-
Total Revenue	\$50,000	\$4,000	\$25,000	-	-	\$21,000	-	-	-	\$21,000	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	4,000	-	1,500	2,500	-	-	-	-	-	2,500	-
Construction	41,000	-	-	-	-	21,000	20,000	-	-	41,000	-
Right of Way/Land	5,000	-	-	1,500	3,500	-	-	-	-	5,000	-
Total Expenditure	\$50,000	-	\$1,500	\$4,000	\$3,500	\$21,000	\$20,000	-	-	\$48,500	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	107	779	1,822	2,709	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	\$107	\$779	\$1,822	\$2,709	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Fuller/Fuller Heights Road Improvements

Total Project Cost – \$8.3M

Project Description

This project involves improvements to Fuller Road, the access road to the Quantico Marine Corps Base, a new left-turn lane along Joplin Road onto northbound Route 1, conversion of the existing left-turn lane to a thru lane, and the re-aligning of Fuller Heights Road intersection to maximize the crossover spacing with Route 1. The new relocated intersection will provide northbound and southbound access via a roundabout located at the intersection of Fuller Heights Road and Old Triangle Road.

Service Impact

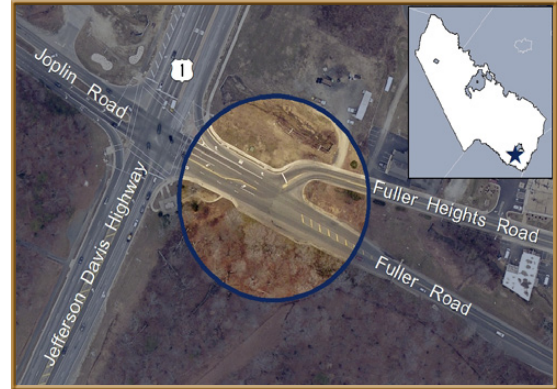
- ▶ **Relieve congestion and improve safety** – Constructing these roadway improvements will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

Funding Sources

- ▶ **Federal funding** – \$7.5M
- ▶ **Developer contributions (proffers)** – \$768K

Project Milestones

- ▶ **Design** originally began in FY10 and was completed in July 2011 (FY12). It was subsequently determined that the Fuller Road segment would be completed by Marine Corps Base Quantico (MCBQ), requiring a redesign of the County’s project. The County’s redesign was placed on hold until MCBQ planned the Fuller Road segment to reduce overall impacts to the area. The County’s redesign was completed in December 2020 (FY21).
- ▶ **Right-of-way and utility relocation** began in September 2019 with completion scheduled for March 2021 (FY21).
- ▶ **Construction** is scheduled to begin in August 2021 (FY22) with completion scheduled for August 2022 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Federal Revenue	7,522	3,659	3,863	-	-	-	-	-	-	-	-
Proffers	768	768	-	-	-	-	-	-	-	-	-
Total Revenue	\$8,289	\$4,426	\$3,863	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	812	812	-	-	-	-	-	-	-	-	-
Construction	6,919	-	3,909	2,510	500	-	-	-	-	3,010	-
Right of Way/Land	211	211	-	-	-	-	-	-	-	-	-
Project Management	348	348	-	-	-	-	-	-	-	-	-
Total Expenditure	\$8,289	\$1,371	\$3,909	\$2,510	\$500	-	-	-	-	\$3,010	-

Operating Impacts	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27
Operating Expenses	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Minnieville Road/Prince William Parkway Interchange

Total Project Cost – \$70.0M

(Current Appropriation – \$2.5M)

Project Description

The project consists of constructing a grade separated interchange at Minnieville Road and Prince William Parkway. The project improves traffic flow and reduces delays on this section of Prince William Parkway and Minnieville Road. The project will also improve the transportation network and provide enhanced access to major destinations such as Dale City, Potomac Mills and I-95.

Service Impact

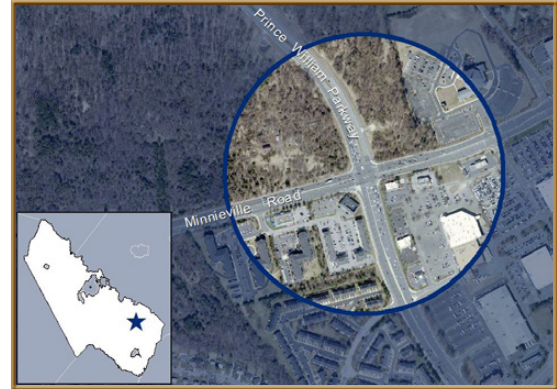
- ▶ **Relieve congestion and improve safety** – Construction improvements at this intersection will help alleviate congestion, produce higher safety standards, and reduce traffic accidents. The highest service impact will be experienced during peak morning and evening travel periods.
- ▶ **Improve access and connectivity** – Project will improve access to Dale City, Potomac Mills and I-95.
- ▶ **Economic Development** – Project supports economic development in the Dale City Small Area Plan.

Funding Sources

- ▶ **Northern Virginia Transportation Authority (NVT A) 30%** – \$2.5M funding for preliminary design.
- ▶ **Debt** – \$67.5M

Project Milestones

- ▶ **Preliminary Engineering** began in fall 2020 (FY2021) with completion scheduled for fall 2022 (FY23).
- ▶ **Construction** is scheduled to begin in FY23 with completion scheduled for FY25.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Dale City Small Area Plan
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
Debt	67,500	-	-	-	7,500	60,000	-	-	-	67,500	-
NVTA 30%	2,500	2,500	-	-	-	-	-	-	-	-	-
Total Revenue	\$70,000	\$2,500	-	-	\$7,500	\$60,000	-	-	-	\$67,500	-

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Cost Categories (Expenditures)											
Design/Planning	2,500	-	500	1,500	500	-	-	-	-	2,000	-
Construction	67,500	-	-	-	7,500	30,000	30,000	-	-	67,500	-
Total Expenditure	\$70,000	-	\$500	\$1,500	\$8,000	\$30,000	\$30,000	-	-	\$69,500	-

	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27
Operating Impacts								
Operating Expenses	-	-	-	-	-	-	-	-
Debt Service	-	-	212	1,549	4,256	6,272	6,105	18,395
Revenue	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	\$212	\$1,549	\$4,256	\$6,272	\$6,105	\$18,395
Additional Positions (FTEs)	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Neabsco Mills Road (Route 1 to Dale Boulevard)

Total Project Cost – \$34.3M

Project Description

This 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 project includes intersection improvements, bicycle/pedestrian facilities, curb and gutter, and a raised median.

Service Impact

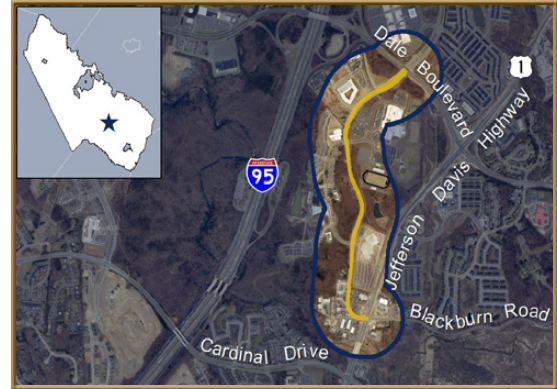
- ▶ **Relieve congestion and improve safety** – Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Sources

- ▶ **Federal funding** – \$12.7M
- ▶ **State funding** – \$12.3M
- ▶ **Northern Virginia Transportation Authority (NVT A) 30% funding** – \$9.4M

Project Milestones

- ▶ **Design** began in June 2017 (FY17) and was completed in November 2020 (FY21).
- ▶ **Right-of-way acquisition** began in fall 2019 (FY20) and was completed in January 2021 (FY21).
- ▶ **Construction** is scheduled to begin in December 2021 (FY22) with completion scheduled for September 2023 (FY24).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Federal Revenue	12,667	12,667	-	-	-	-	-	-	-	-	-
NVTA 30%	9,379	9,379	-	-	-	-	-	-	-	-	-
State Revenue	12,258	12,258	-	-	-	-	-	-	-	-	-
Total Revenue	\$34,304	\$34,304	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	1,926	1,926	-	-	-	-	-	-	-	-	-
Construction	28,613	120	-	12,000	12,492	4,001	-	-	-	28,493	-
Right of Way/Land	3,765	624	3,141	-	-	-	-	-	-	-	-
Total Expenditure	\$34,304	\$2,670	\$3,141	\$12,000	\$12,492	\$4,001	-	-	-	\$28,493	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Old Bridge Road/Gordon Boulevard Intersection Improvement

Total Project Cost – \$15.0M

(Current Appropriation – \$1.8M)

Project Description

The project constructs a flyover ramp from northbound Gordon Boulevard (Route 123) to westbound Old Bridge Road. The project will improve safety by eliminating dangerous weaving movements and will also reduce overall delay and congestion at the intersection. The current appropriation supports preliminary engineering.

Service Impact

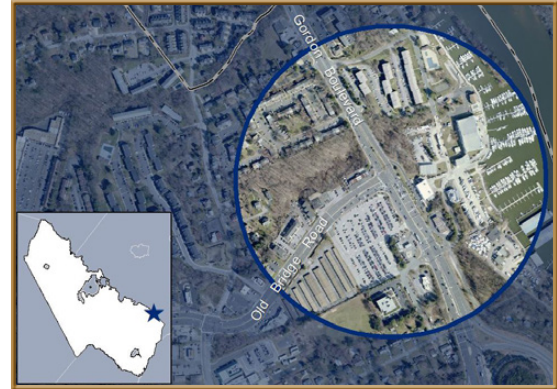
- ▶ **Relieve congestion and improve safety** – The interchange will separate and improve flow and operations for vehicles traveling from Gordon Boulevard to Old Bridge Road.
- ▶ **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

Funding Sources

- ▶ **Northern Virginia Transportation Authority (NVT A) 30%** – \$1.5M
- ▶ **General fund (TRIP)** – \$268K
- ▶ **Debt** – \$13.2M

Project Milestones

- ▶ **Preliminary Engineering** is scheduled to begin in fall 2021 (FY2022) with completion scheduled for fall 2022 (FY23).
- ▶ **Right-of-way acquisition** is scheduled for FY25.
- ▶ **Construction** is scheduled for FY26.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Debt	13,232	-	-	-	-	-	13,232	-	-	13,232	-
General Funds	268	268	-	-	-	-	-	-	-	-	-
NVTA 30%	1,500	1,500	-	-	-	-	-	-	-	-	-
Total Revenue	\$15,000	\$1,768	-	-	-	-	\$13,232	-	-	\$13,232	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	1,768	-	-	884	884	-	-	-	-	1,768	-
Construction	10,000	-	-	-	-	-	-	10,000	-	10,000	-
Right of Way/Land	3,232	-	-	-	-	-	3,232	-	-	3,232	-
Total Expenditure	\$15,000	-	-	\$884	\$884	-	\$3,232	\$10,000	-	\$15,000	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	107	672	1,364	2,143	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	\$107	\$672	\$1,364	\$2,143	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Old Bridge Road/Occoquan Road Intersection Improvement

Total Project Cost – \$11.5M

Project Description

This project will enhance the safety of traffic and pedestrian movements at this realigned intersection by constructing an additional right turn lane along the southbound approach on Occoquan Road and installing a pedestrian crosswalk across the Old Bridge Road westbound approach.

Service Impact

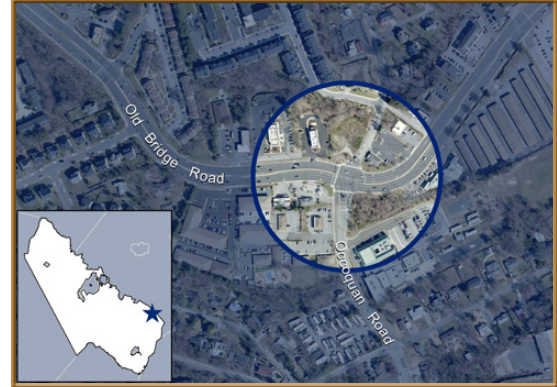
- ▶ **Relieve congestion and improve safety** – Intersection improvements will alleviate congestion and produce higher safety standards. The highest service impact will be experienced during peak morning and evening travel periods.
- ▶ **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

Funding Sources

- ▶ **Federal Funding** – \$11.5M

Project Milestones

- ▶ **Design** began in June 2020 (FY20) with completion scheduled for fall 2022 (FY23).
- ▶ **Right-of-Way acquisition** is scheduled to begin in fall 2022 (FY23) with completion scheduled for spring 2024 (FY24).
- ▶ **Construction** is scheduled to begin spring 2024 (FY24) with completion scheduled for spring 2026 (FY26).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Federal Revenue	11,532	11,532	-	-	-	-	-	-	-	-	-
Total Revenue	\$11,532	\$11,532	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	598	-	274	274	50	-	-	-	-	324	-
Construction	5,194	-	-	-	-	194	2,500	2,500	-	5,194	-
Right of Way/Land	5,740	-	-	-	2,870	2,870	-	-	-	5,740	-
Total Expenditure	\$11,532	-	\$274	\$274	\$2,920	\$3,064	\$2,500	\$2,500	-	\$11,258	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Potomac/Neabsco Mills Commuter Garage

Total Project Cost – \$43.1M

Project Description

The Potomac/Neabsco Mills Commuter Garage is a planned 1,400-space garage which will be located at 2501 Opitz Boulevard in the vicinity of Potomac Town Center and the Neabsco Mills Road widening project. The parking garage will serve as a park and ride lot for commuters, relieving capacity needs at the Route 1 and Route 234 park and ride lots.

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 additional commuter parking options for transit and carpooling on the I-95 corridor.
- ▶ **Economic Development** – This project will increase the number of residents traveling in and around business establishments located within the area of the new garage.

Funding Source

- ▶ **Federal funding** – \$36.4M
- ▶ **Recordation tax revenue designated for transportation** – \$3.4M
- ▶ **Northern Virginia Transportation Authority (NVT) 30% funding** – \$2.3M
- ▶ **State funding** – \$900K
- ▶ **General fund (Woodbridge TRIP)** – \$140K
- ▶ **Annual operating costs** are covered by the general fund.

Project Milestones

- ▶ **Conceptual design and transportation impact analysis** was completed in spring 2017 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- ▶ **Location study** began in March 2018 (FY18) and was completed in August 2018 (FY19).
- ▶ **Land acquisition** was completed in June 2019 (FY19).
- ▶ **Preliminary Design** began in April 2019 (FY19) and was completed in April 2020 (FY20).
- ▶ **Final design and construction** through a design-build contract is scheduled to begin in July 2021 (FY22) with completion scheduled for summer 2023 (FY24).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Federal Revenue	36,385	36,385	-	-	-	-	-	-	-	-	-
General Funds	140	140	-	-	-	-	-	-	-	-	-
NVTA 30%	2,280	2,280	-	-	-	-	-	-	-	-	-
Recordation Tax	3,420	3,420	-	-	-	-	-	-	-	-	-
State Revenue	900	900	-	-	-	-	-	-	-	-	-
Total Revenue	\$43,125	\$43,125	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	2,233	988	1,245	-	-	-	-	-	-	-	-
Construction	35,385	-	-	17,692	17,692	-	-	-	-	35,385	-
Right of Way/Land	5,507	5,507	-	-	-	-	-	-	-	-	-
Total Expenditure	\$43,125	\$6,495	\$1,245	\$17,692	\$17,692	-	-	-	-	\$35,385	-

<i>Operating Impacts</i>		FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27
Operating Expenses		-	230	460	460	460	460	460	2,070
Debt Service		-	-	-	-	-	-	-	-
Revenue		-	-	-	-	-	-	-	-
General Fund Requirement		-	\$230	\$460	\$460	\$460	\$460	\$460	\$2,070
Additional Positions (FTEs)		-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Route 1 (Featherstone Road to Marys Way)

Total Project Cost – \$100.2M

Project Description

The widening of Route 1 from Featherstone Road to Marys Way, spanning 1.3 miles, improves this section of roadway 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, access management improvements, pedestrian improvements at signalized intersections, a multi-use trail and sidewalk.

Service Impact

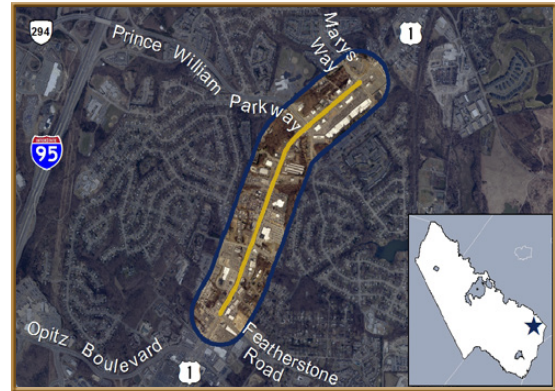
- ▶ **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- ▶ **Northern Virginia Transportation Authority (NVT A) 70% funding** – \$63.4M
- ▶ **Federal funding** – \$28.8M
- ▶ **State funding** – \$4.5M
- ▶ **Service Authority reimbursement** – \$3.4M

Project Milestones

- ▶ **Design** began in February 2015 (FY15). Utility duct bank design was completed in August 2018 (FY19). Roadway widening design was completed in spring 2020 (FY20).
- ▶ **Right-of-way acquisition** began in fall 2015 (FY16) and was completed in June 2019 (FY19).
- ▶ **Utility duct bank construction** began in August 2018 (FY19) and was completed in November 2019 (FY20).
- ▶ **Construction** began in fall 2020 (FY21) with completion scheduled for summer 2022 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Federal Revenue	28,837	28,837	-	-	-	-	-	-	-	-	-
NVTA 70%	63,400	63,400	-	-	-	-	-	-	-	-	-
Service Authority Reimbursement	3,436	3,436	-	-	-	-	-	-	-	-	-
State Revenue	4,526	4,526	-	-	-	-	-	-	-	-	-
Total Revenue	\$100,200	\$100,200	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	6,311	5,501	810	-	-	-	-	-	-	-	-
Construction	51,945	17,036	14,000	14,000	6,909	-	-	-	-	20,909	-
Right of Way/Land	41,944	31,648	10,296	-	-	-	-	-	-	-	-
Total Expenditure	\$100,200	\$54,185	\$25,106	\$14,000	\$6,909	-	-	-	-	\$20,909	-

<i>Operating Impacts</i>	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Operating Expenses	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Route 28 Bypass

Total Project Cost – \$300M

(Current appropriation – \$98.4M)

Project Description

This project includes constructing a bypass to existing Route 28 that will extend Godwin Drive as a four-lane divided roadway with a shared-use path. The bypass will run parallel to Flat Branch and Bull Run streams and connect with Route 28 at a signalized intersection north of Bull Run Stream.

Service Impact

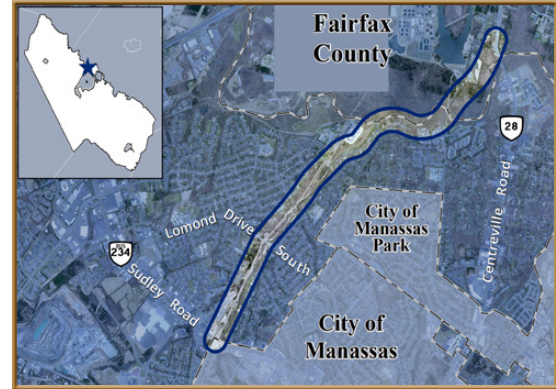
- ▶ **Relieve congestion and improve safety** – Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Source

- ▶ **Northern Virginia Transportation Authority (NVTA) 70% funding** – \$95.0M
- ▶ **Proffers** – \$3.4M
- ▶ **Debt** – \$200.0M

Project Milestones

- ▶ **Design** is scheduled to begin in March 2021 (FY21) with completion scheduled for March 2025 (FY25).
- ▶ **Right-of-Way acquisition** is scheduled to begin in May 2022 (FY22) with completion scheduled for October 2024 (FY25).
- ▶ **Construction** is scheduled to begin in August 2025 (FY26) with construction scheduled for completion in October 2027 (FY28).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Debt	200,000	-	-	-	-	-	200,000	-	-	200,000	-
NVTA 70%	95,000	6,000	89,000	-	-	-	-	-	-	-	-
Proffers	3,392	3,392	-	-	-	-	-	-	-	-	-
Total Revenue	\$298,392	\$9,392	\$89,000	-	-	-	\$200,000	-	-	\$200,000	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	29,392	1,754	3,000	8,213	8,213	8,213	-	-	-	24,638	-
Construction	244,000	-	-	-	-	-	-	122,000	120,000	242,000	2,000
Right of Way/Land	25,000	-	-	3,000	18,000	2,000	2,000	-	-	25,000	-
Total Expenditure	\$298,392	\$1,754	\$3,000	\$11,213	\$26,213	\$10,213	\$2,000	\$122,000	\$120,000	\$291,638	\$2,000

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	2,140	11,308	18,105	31,553	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	\$2,140	\$11,308	\$18,105	\$31,553	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Route 28 Phase 3 (Linton Hall Rd to Pennsylvania Ave)

Total Project Cost – \$40.0M

Project Description

This project widens Route 28 from Linton Hall Road to Pennsylvania Avenue. 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.

Service Impact

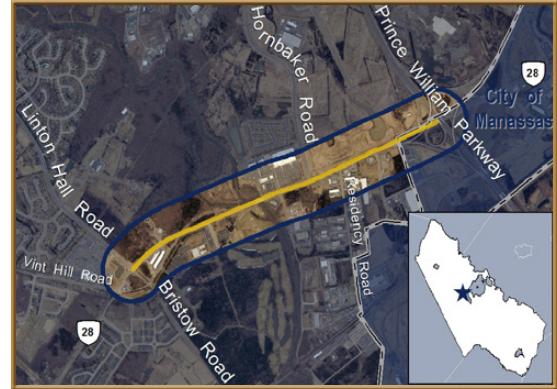
- ▶ **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- ▶ **Enhance connectivity** – This project completes the widening of three Route 28 segments to six lanes from Fitzwater Drive to Pennsylvania Avenue.

Funding Sources

- ▶ **Northern Virginia Transportation Authority (NVTVA) 70% funding** – \$36.2M
- ▶ **City of Manassas** – \$3.7M
- ▶ **Proffers** – \$111K

Project Milestones

- ▶ **Design** began in November 2016 (FY17) and was completed in October 2019 (FY20).
- ▶ **Right-of-way acquisition** began in October 2019 (FY20) and is scheduled for completion in December 2021 (FY22).
- ▶ **Construction** began in July 2019 (FY20) and is scheduled for completion in June 2022 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
NVTVA 70%	36,200	36,200	-	-	-	-	-	-	-	-	-
Other Revenue	3,693	3,693	-	-	-	-	-	-	-	-	-
Proffers	111	111	-	-	-	-	-	-	-	-	-
Total Revenue	\$40,004	\$40,004	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	597	597	-	-	-	-	-	-	-	-	-
Construction	37,288	14,165	11,950	11,173	-	-	-	-	-	11,173	-
Right of Way/Land	1,862	1,862	-	-	-	-	-	-	-	-	-
Project Management	257	257	-	-	-	-	-	-	-	-	-
Total Expenditure	\$40,004	\$16,881	\$11,950	\$11,173	-	-	-	-	-	\$11,173	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Summit School Road Ext. & Telegraph Road Widening

Total Project Cost – \$35.0M

(Current Appropriation - \$11.0M)

Project Description

This project consists of the extension, widening and construction of a section of Summit School Road from its terminus point at Kinnicutt Drive on a new alignment to connect with Telegraph Road north of the Horner Road Park and Ride lot entrance, a distance of approximately 0.77 mile. The project also includes the widening and improvement of the section of existing Telegraph Road between its intersection with Caton Hill Road to the existing intersection with Prince William Parkway, a distance of approximately 0.17 mile.



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 pedestrian safety** – Enhanced safety and pedestrian connectivity within the County will be provided.
- ▶ **Traffic flow** – Improved and safer traffic flow throughout the County will be provided.

Funding Sources

- ▶ **Northern Virginia Transportation Authority (NVTVA) 70% funding** – \$35.0M
- ▶ **Developer contributions (proffers)** – \$45K

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- ▶ **Design** began in December 2019 (FY20) and is scheduled for completion in June 2021 (FY21).
- ▶ **Right-of-way acquisition** began in November 2020 (FY21) and is scheduled for completion in August 2021 (FY22).
- ▶ **Construction** is scheduled to begin in summer 2023 (FY24) and is scheduled for completion in fall 2024 (FY25).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
NVTVA 70%	35,000	11,000	-	-	-	24,000	-	-	-	24,000	-
Proffers	45	45	-	-	-	-	-	-	-	-	-
Total Revenue	\$35,045	\$11,045	-	-	-	\$24,000	-	-	-	\$24,000	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	5,696	676	5,020	-	-	-	-	-	-	-	-
Construction	22,304	-	-	-	-	16,728	5,576	-	-	22,304	-
Right of Way/Land	7,045	-	2,800	2,550	1,695	-	-	-	-	4,245	-
Total Expenditure	\$35,045	\$676	\$7,820	\$2,550	\$1,695	\$16,728	\$5,576	-	-	\$26,549	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Transportation & Roadway Improvement Program

Total Project Cost – \$22.9M

Project Description

TRIP consists of capital funding of \$225,000 per year from recordation tax revenues to each of the seven magisterial districts for the construction of small-scale capital improvements to Prince William County’s local roadways and other transportation facilities. District supervisors determine funding allocations for projects to enhance mobility throughout the County. Examples of previous TRIP projects include small-scale improvements such as sidewalks, multi-use paths, paving, and roadway extensions.

Service Impact

- ▶ **Traffic flow** – Improved and safer traffic flow throughout the County will be provided.
- ▶ **Enhance pedestrian safety** – Enhanced safety and pedestrian connectivity within the County will be provided.

Funding Sources

- ▶ **General fund (TRIP)** – \$1.2M
- ▶ **NVTA 70% funding** – \$8.0M
- ▶ **NVTA 30% funding** – \$1.6M
- ▶ **Recordation tax** – \$9.7M
- ▶ **Federal funding** – \$2.4M
- ▶ **Developer contributions (proffers)** – \$20K

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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:**
- ▶ **Annapolis Way Extension (planning and design only), \$8.7M** – Project schedule is to be determined. The project is currently on hold.
- ▶ **Gemini Way, \$1.1M** – Scheduled for completion in fall 2021 (FY22).
- ▶ **Old Bridge Road Sidewalk (Tackett’s Mill to Minnieville Road), \$939K** – Scheduled for completion in summer 2021 (FY22).
- ▶ **Old Carolina Road Sidewalk, \$1.1M** – Scheduled for completion in December 2022 (FY23).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Federal Revenue	2,366	2,366	-	-	-	-	-	-	-	-	-
General Funds	1,175	1,175	-	-	-	-	-	-	-	-	-
NVTA 30%	1,575	-	1,575	-	-	-	-	-	-	-	-
NVTA 70%	8,000	-	-	-	-	8,000	-	-	-	8,000	-
Proffers	20	20	-	-	-	-	-	-	-	-	-
Recordation Tax	9,678	228	-	1,575	1,575	1,575	1,575	1,575	1,575	9,450	-
Total Revenue	\$22,814	\$3,789	\$1,575	\$1,575	\$1,575	\$9,575	\$1,575	\$1,575	\$1,575	\$17,450	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	1,337	401	807	129	-	-	-	-	-	129	-
Construction	21,176	-	1,300	562	289	8,000	-	-	-	8,851	11,025
Right of Way/Land	302	-	302	-	-	-	-	-	-	-	-
Total Expenditure	\$22,814	\$401	\$2,408	\$691	\$289	\$8,000	-	-	-	\$8,980	\$11,025

Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

University Boulevard Extension

Total Project Cost – \$12.8M

Project Description

This project will extend University Boulevard from its current terminus at Edmonston Drive to Sudley Manor Drive. The new section of University Boulevard will be four lanes wide with the total length of the project being approximately 1.25 miles. The project will also include the construction of a 10-foot-wide shared used path on the south side of University Boulevard for the entire length of the project. A sidewalk on the north side of the project will also be constructed.

Service Impact

- ▶ **Relieve congestion and improve safety** – Constructing the extension will alleviate congestion and improve safety on University Boulevard. The service impact will be most noticeable during peak morning and evening travel periods.
- ▶ **Enhance pedestrian safety** – The shared use path and sidewalk will enhance safety and provide connectivity for pedestrians.
- ▶ **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

Funding Sources

- ▶ **NVTA 30% funding** – \$6.9M
- ▶ **State funding** – \$5.9M

Project Milestones

- ▶ **Design** began in November 2018 (FY19) with completion scheduled for March 2021 (FY21).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- ▶ **Right-of-way acquisition** began in July 2020 (FY21) with completion scheduled for April 2021 (FY21).
- ▶ **Construction** is scheduled to begin in October (FY22) with completion scheduled for December 2022 (FY23).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
NVTA 30%	6,867	6,867	-	-	-	-	-	-	-	-	-
State Revenue	5,933	5,712	221	-	-	-	-	-	-	-	-
Total Revenue	\$12,800	\$12,579	\$221	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	1,043	1,043	-	-	-	-	-	-	-	-	-
Construction	10,340	-	-	7,500	2,840	-	-	-	-	10,340	-
Right of Way/Land	1,417	-	723	694	-	-	-	-	-	694	-
Total Expenditure	\$12,800	\$1,043	\$723	\$8,194	\$2,840	-	-	-	-	\$11,034	-

<i>Operating Impacts</i>	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27
Operating Expenses	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

University Boulevard Interchange

Total Project Cost – \$24.2M

Project Description

This project consists of constructing intersection improvements at the Prince William Parkway and University Boulevard. The project will be designed and constructed as a quadrant roadway intersection, also known as an innovative intersection by VDOT.

Service Impact

- ▶ **Relieve congestion and improve safety** – Constructing the intersection will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- ▶ **Connectivity** – This project will increase connectivity and improve the number of citizens satisfied with ease of travel within the County.

Funding Sources

- ▶ **NVTA 70% funding** – \$24.2M

Project Milestones

- ▶ **Design** began in December 2018 (FY19) and was completed in November 2020 (FY21).
- ▶ **Right-of-way acquisition** began in February 2020 (FY20) and is scheduled for completion in February 2021 (FY21).
- ▶ **Construction** is scheduled to begin in May 2021 (FY21) with completion scheduled for June 2022 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Funding Sources (Revenue)											
NVTA 70%	24,200	24,200	-	-	-	-	-	-	-	-	-
Total Revenue	\$24,200	\$24,200	-	-	-	-	-	-	-	-	-

	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Cost Categories (Expenditures)											
Design/Planning	2,900	1,500	1,400	-	-	-	-	-	-	-	-
Construction	20,900	-	2,000	18,900	-	-	-	-	-	18,900	-
Right of Way/Land	400	-	400	-	-	-	-	-	-	-	-
Total Expenditure	\$24,200	\$1,500	\$3,800	\$18,900	-	-	-	-	-	\$18,900	-

Operating Impacts											
		Operating Expenses	-	-	-	-	-	-	-	-	-
		Debt Service	-	-	-	-	-	-	-	-	-
		Revenue	-	-	-	-	-	-	-	-	-
		General Fund Requirement	-	-	-	-	-	-	-	-	-
		Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Van Buren Road Environmental Study

Total Project Cost – \$2.0M

Project Description

The project consists of completing the National Environmental Policy Act (NEPA) study for the four-lane extension of Van Buren Road between Route 234 and Cardinal Drive. The completion of the NEPA study will include determining the specific project alignment, design criteria, and an assessment of the social, economic and environmental impacts of the ultimate extension of Van Buren Road. The completion of the NEPA study includes public involvement and community outreach.

Service Impact

- ▶ **Relieve congestion and improve safety** – The project will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- ▶ **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

Funding Source

- ▶ **NVTA 30% funding** – \$2.0M

Project Milestones

- ▶ **The NEPA process** began in summer 2020 (FY21) with completion scheduled for summer 2022 (FY23).
- ▶ **Design, right-of-way acquisition and construction** schedules are undetermined pending a funding source.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
NVTA 30%	2,000	-	2,000	-	-	-	-	-	-	-	-
Total Revenue	\$2,000	-	\$2,000	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY22 - FY27	Future
Design/Planning	2,000	-	350	1,650	-	-	-	-	-	1,650	-
Total Expenditure	\$2,000	-	\$350	\$1,650	-	-	-	-	-	\$1,650	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (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 in that appropriated includes all budget revisions subsequent to the initial adopted budget such as off-cycle budget adjustments, budget transfers, and prior year appropriations.

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 Improvement 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.

Audit: To examine (accounts, records, etc.) for purposes of verification, appropriateness, risk, and/or efficiency.

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; 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.

Base Budget Review: A process that evaluates departmental base budgets in order to determine if 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 in governance and oversight responsibilities. All BOCS members comprise the BAC, which consists of three regular voting members and five alternate members. The internal audit function reports directly to the BOCS, through the BAC.

Glossary

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.

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.

Budget Initiatives: 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 Initiatives in the agency detail section of the (Adopted) Budget document.

Budget Transfers: Budget transfers shift previously budgeted funds from one line item of expenditure to another. Transfers may occur throughout the course of the fiscal year as needed for County government operations and are governed by the budget transfer policy.

Budgeted Agency Savings: A budgeted reduction added to agency budgets due to expected operational savings during the fiscal year similar to budgeted salary lapse.

Budgeted Salary Lapse: A budgeted reduction in estimated salary and fringe benefit expenditures due to estimated position vacancy savings anticipated for the fiscal year.

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.

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 other projects.

Catchment: An area served by a hospital, social service agency.

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.

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 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.

Glossary

Comprehensive Annual Financial Report: Annual financial statements comprising the financial report of Prince William County and its component units required by the Code of Virginia in conformity with Generally Accepted Accounting Principles (GAAP).

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.

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.

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.

Council of Governments: A regional organization of units of local government in the Washington, D.C. metropolitan area.

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.

Directives: Board of County Supervisors' (BOCS) requests, made during Supervisors Time at a BOCS meeting, for County staff to provide information and/or take action.

Effectiveness: A measurable relationship of resources required to achieve intended results.

Efficiency: A measurable relationship of resources required to goods and services produced, such as cost per unit of service.

Electronic Monitoring: A system that uses technology and staff supervision to detain persons in their home in lieu of incarceration in a secure facility.

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, short and long term disability, holiday leave, sick and annual leave, 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.

Glossary

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 (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, (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 & Tourism (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.

Family Access to Medical Insurance Security: The state's health insurance program for uninsured and underinsured citizens.

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.

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.

Full-time Equivalent (FTE): A unit identifying the workload of an employee which is calculated by taking an employee's scheduled hours divided by the employer's hours for a full-time workweek. An FTE of 1.00 is equivalent to a full-time employee.

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.

Fiscal Year: The time frame to which the budget applies. Prince William County's fiscal year begins on July 1 and ends on June 30.

General Fund: Fund 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.

Glossary

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.

Homeless Prevention Center: A County owned homeless shelter.

Host Agency: A department or agency that manages the relationship between a community 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.

Institutional Network: A state-of-the-art communications network for County government, police, fire, library, and school facilities.

Interstate Highway 66: Runs across the western end of the County.

Interstate Highway 95: Runs across the eastern end of the County.

Internal Service Funds: Funds 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.

Invitation for Bid (IFB): A formal invitation document that is released to the public requesting bids for defined goods and services needed by a public body, to be provided in accordance with provisions defined in the IFB. This method of procurement is used when the requirements can be clearly defined, negotiations are not necessary, price is the major determining factor for award selection, and where required by law. An award is made to the responsible bidder submitting the lowest responsive bid.

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 level.

Line of Duty Act (LODA): 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.

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.

Mandate: A state or federal action that places a requirement on local governments.

Memorandum of Understanding: A written agreement between the County and a 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.

Glossary

Municipal Separate Storm Sewer System (MS4) Permit: Discharges from municipal separate storm sewer systems are regulated under the Virginia Stormwater Management Act, the Virginia Stormwater Management Program (VSMP) Permit regulations, and the Clean Water Act as point source discharges. Stormwater discharges from Phase I (large and medium) municipal separate storm sewer systems are authorized under individual permits. Under these permits, the MS4 owner/operator must implement a collective series of programs to reduce the discharge of pollutants from the given storm sewer system to the maximum extent practicable in a manner that protects the water quality of nearby streams, rivers, wetlands and bays.

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.

Northern Virginia Family Service: A community-based non-profit human services agency.

Northern Virginia Regional Commission (formerly Northern Virginia Planning District Commission): A regional organization comprised of units of local government in the Northern Virginia area.

Northern Virginia Transportation Authority (NVRTA): The Northern Virginia Transportation Authority is a regional governmental entity established to plan, prioritize, and fund regional transportation programs. The NVRTA covers Arlington, Fairfax, Loudoun, and Prince William counties and the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park.

Northern Virginia Transportation Commission (NVTC): 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.

OmniRide Express: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide Express provides commuter bus service from eastern Prince William County and the Manassas area to points in Northern Virginia and the District of Columbia.

OmniRide Local: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide Local provides local bus service to the communities of Dale City, Dumfries (including Quantico), Manassas/Manassas Park, and Woodbridge/Lake Ridge.

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.

Paratransit: Transit service provided by public transit agencies to people with disabilities who cannot use fixed route bus service because of a disability. In general, the American with Disabilities Act requires complementary paratransit service must be provided within $\frac{3}{4}$ of a mile of a bus route, at the same hours and days as fixed route service, for no more than twice the regular fixed route fare.

Performance Audit: An independent review of a program, activity, function, operation, management system, or procedure 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.

Glossary

Performance Measures: Quantitative characterization of an agency's success in achieving their stated mission.

Personal Property: An item of property other than real estate to include 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.

Potomac and Rappahannock Transportation Commission (PRTC): 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 Express) and local bus services in Prince William County and the Cities of Manassas and Manassas Park (OmniRide Local).

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.

Proffers: Contributions of land, capital improvements, and funding collected from developers to address the demand for community services created by new development.

Program: One or more related agency activities that work together for a 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.

Real Property: Land, buildings, and all other permanent improvements on the land.

Resolution: The official position or will of a legislative body.

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.

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.

Restricted Fund Balance: Includes amounts that are restricted to specific purposes as follows:

- Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments.
- 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

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 or provided, including customer satisfaction.

Special Revenue Funds: Funds 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 & 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, and measurable community outcomes which indicate success in accomplishing these goals.

Sworn FTE: Personnel duly authorized under statute as a law enforcement individual who has taken an oath to support and enforce the U.S. Constitution, state laws, and the laws of the agency's jurisdiction.

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.

Technology Improvement Plan: That portion of the Capital Improvement Program that is dedicated to the upgrade, replacement, or addition of technology systems that support various programs and activities throughout County agencies. Project examples include, but are not limited to, upgrades to email, replacement of critical information technology infrastructure, and disaster recovery.

Temporary Assistance to Needy Families: A federal and state public assistance program.

Total Net Assets: The difference between assets and liabilities in a proprietary fund. This term has replaced Retained Earnings.

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: Funds 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.

Uniform FTE: As it relates to public safety, a uniformed official responsible for the supervision, safety, and security of people and property.

User Fees: User fees are charges for services, such as the use of public property and parking, paid by those benefiting from the service.

Glossary

Virginia Railway Express (VRE): A transportation partnership of the Northern Virginia and Potomac and Rappahannock Transportation Commissions, 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.

Watershed: A region or area bounded peripherally by water parting and draining ultimately to a particular watercourse or body of water.

Abbreviations

AAA: Triple A Bond rating, the highest possible rating

AALL: American Association of Law Libraries

ACTS: Action in the Community Through Service

ADC: Adult Detention Center

Admin: Administrative

ADP: Average Daily Population

AED: Automatic External Defibrillator

AFIS: Automated Fingerprint Identification System

ALS: Advanced Life Support

Approp: Appropriated

APS: Adult Protective Services

ARYFS: At-Risk Youth and Family Services

B&A: Budget and Appropriate

B&G: Buildings and Grounds

B&GC: Boys & Girls Club

BAB: Build America Bonds

BAC: Board Audit Committee

BARN: Benedictine Aid and Relief to Neighbors

BECC: Benefits, Employment & Child Care

BEST Lawn: Building Environmentally Sustainable Turf Lawn

BLS: Basic Life Support

BMP: Best Management Practices

Board: Board of County Supervisors

BOCS: Board of County Supervisors

BOD: Ballot on Demand

BPOL Tax: Business Professional and Occupational License Tax

BWC: Body-Worn Camera

CAB: Citizen Advisory Board

CAC: Crisis Assessment Center

CAD: Computer Assisted Dispatch or Computer-Aided Design system (cannot be both simultaneously)

CAFR: Comprehensive Annual Financial Report

CALEA: Commission on Accreditation for Law Enforcement Agencies

CCJB: Community Criminal Justice Board

CDA: Community Development Authorities

CDBG: Community Development Block Grant

CFH: Catholics for Housing

CHDO: Community Housing Development Organization

CID: Communications & Infrastructure Division

CIP: Capital Improvement Program

CISD: Critical Incident Stress Debriefing

CIT: Crisis Intervention Training

CMAQ: Congestion Mitigation and Air Quality

CMP: Cyclical Maintenance Plan

COG: Council of Governments

COLA: Cost of Living Adjustment

CP&D: Community Preservation & Development

CPA: Comprehensive Plan Amendment

CPI: Consumer Price Index

CPS: Child Protective Services

CSA: Comprehensive Services Act

CSB: Community Services Board

CSW: Community Service Work

CVB: Convention and Visitors Bureau

CXO: County Executive

CY: Calendar Year

DART: Days Away Restricted or Transferred

DBM: Decision Band Method

DCJS: Department of Criminal Justice Services

DCSM: Design and Construction Standards Manual

DDS: Department of Development Services

DEQ: Department of Environmental Quality

DFR: Department of Fire and Rescue

DMAS: Department of Medical Assistance Services

DMV: Department of Motor Vehicles

DoIT: Department of Information Technology

DOJ: Department of Justice

DORM: Drug Offender Rehabilitation Module

Abbreviations

DOT: Department of Transportation	GDC: General District Court
DPRT: Department of Parks, Recreation & Tourism	GED: General Equivalency Diploma
DSS: Department of Social Services	GFOA: Government Finance Officers Association
E3: Exemplary Environmental Enterprise	GIS: Geographic Information System
E-911: Emergency 911	GPS: Global Positioning System
EBDM: Evidence Based Decision Making	GRIT: Gang Response Intervention Team
EBP: Evidenced Based Practices	GSHF: Good Shepherd Housing Foundation
EBT: Electronic Benefits Transfer	H&CB: Home & Community Based
EDA: Economic Development Alliance	HAP: Homeownership Assistance Program
EDMS: Electronic Document Management System	HAZMAT: Hazardous Materials
EEOC: Equal Employment Opportunity Commission	HCMP: Human Capital Management Payroll
EIAP: Early Intervention Alternative Program	HCVP: Housing Choice Voucher Program
EM: Electronic Monitoring	HIDTA: High Intensity Drug Trafficking Area
EMS: Emergency Medical Services	HIPAA: Health Insurance Portability and Accountability Act
ENR: Environmental and Natural Resources	HIV: Human Immunodeficiency Virus
ERP: Enterprise Resource Program	HOA: Homeowners Association
ESG: Emergency Shelter Grant	HOC2: Home Occupation Certificate – Family Day Home (Child Care)
ESI: Engineers and Surveyors Institute	HOPWA: Housing Opportunities for Persons with AIDS
ESOL: English for Speakers of Other Languages	HOV: High Occupancy Vehicle
F&R: Fire and Rescue	HPAC: Hylton Performing Arts Center
FAMIS: Family Access to Medical Insurance Security	HPC: Homeless Prevention Center
FAPT: Family Assessment and Planning Team	HPDF: Housing Preservation and Development Fund
FCC: Federal Communications Commission	HRIS: Human Resources Information System
FCM: Facilities Construction Management	HUD: Department of Housing and Urban Development
FICA: Federal Insurance Contributions Act	HVAC: Heating, Ventilation and Air Conditioning
FirstNet: First Responder Network Authority	ICMA: International City/County Management Association
FOIA: Freedom of Information Act	ICT: Intensive Community Treatment
FRA: Fire and Rescue Association	ID: Intellectual Disability
FRS: Fire and Rescue System	IDA: Industrial Development Authority
FSS: Family Self-Sufficiency	IEC: Independence Empowerment Center
FTE: Full-Time Equivalent	IEP: Individualized Educational Plan
FY: Fiscal Year	
GAAP: Generally Accepted Accounting Principles	
GASB: Government Accounting Standards Board	

Abbreviations

IFB: Invitation for Bid	MOU: Memorandum of Understanding
IFSP: Individualized Family Service Plan	MPTC: Multi-Purpose Transit Center
I-Net: Institutional Network	MS4: Municipal Separate Storm Sewer System
IPE: Intervention, Prevention and Education	NA: Not Available
IRM: Information Resource Management	NACO: National Association of Counties
ISF: Internal Service Fund	NADA: National Automobile Dealers Association
ISN: Information Systems Network	NCIC: National Crime Information Center
IT: Information Technology	NCR: National Capital Region
IVR: Interactive Voice Response	NFPA: National Fire Protection Association
JARC: Joint Admissions Review Committee	NG911: Next Generation 911
JCSU: Juvenile Court Service Unit	NOVA: Northern Virginia
JDC: Juvenile Detention Center	NR: Not Reported
JDRC: Juvenile and Domestic Relations Court	NVCC: Northern Virginia Community College
JJAT: Juvenile Justice Action Team	NVFS: Northern Virginia Family Service
JJPP: Juvenile Justice Parenting Program	NVRC: Northern Virginia Regional Commission
KPWB: Keep Prince William Beautiful	NVTA: Northern Virginia Transportation Authority
LAN: Local Area Network	NVTC: Northern Virginia Transportation Commission
LCI: Local Composite Index	OCJS: Office of Criminal Justice Services
LEOS: Law Enforcement Officers' Supplement	OEM: Office of Executive Management
LEPC: Local Emergency Planning Commission	OHCD: Office of Housing & Community Development
LGBTQ: Lesbian, Gay, Bisexual, Transgender, Questioning	OMB: Office of Management & Budget
LIS: Land Information System	OMD: Operation Medical Director
LMS: Learning Management System	OPEB: Other Post-Employment Benefits
LNSS: Library Network Support Services	OSHA: Occupational Safety and Health Administration
LODA: Line of Duty Act	OT: Office of Tourism
LSNV: Legal Services of Northern Virginia	OWL: Occoquan-Woodbridge-Lorton (Volunteer Fire Department)
LTC: Long-Term Care	OZ: Opportunity Zone
LVA-PW: Literacy Volunteers of America – Prince William, Inc.	PAF: Personnel Action Form
MAT: Medication Assisted Treatment	PATH: Projects for Assistance in Transitioning the Homeless
MDC: Mobile Data Computer	PCE: Property Code Enforcement
MDT: Mobile Data Terminal	PCN: Position Control Number
MH: Mental Health	PCP: Position Classification Plan
MHz: Megahertz	
MIS: Management Information System	

Abbreviations

PHNST: Potomac Heritage National Scenic Trail	SUP: Special Use Permit
PMAH: Project Mend-A-House	SWM: Storm Water Management
PPTRA: Personal Property Tax Relief Act	TANF: Temporary Assistance to Needy Families
Prop: Property	TB: Tuberculosis
PRTC: Potomac and Rappahannock Transportation Commission	TBD: To Be Determined
PSAP: Public Safety Answering Point	TIP: Technology Improvement Plan
PSCC: Public Safety Communications Center	TMDL: Total Maximum Daily Load
PSFM: Principles of Sound Financial Management	TRIP: Transportation and Roadway Improvement Program
PSSF: Promoting Safe and Stable Families	UOSA: Upper Occoquan Service Authority
PSTC: Public Safety Training Center	USDA: United States Department of Agriculture
PWC: Prince William County	USPS: United States Postal Service
PWHD: Prince William Health District	VaCMS: Virginia Case Management System
PWSI: Prince William Soccer, Inc.	VACO: Virginia Association of Counties
PWSIG: Prince William Self-Insurance Group	VCE: Virginia Cooperative Extension
QC: Quality Control	VCIN: Virginia Criminal Information Network
QSCB: Qualified School Construction Bonds	VDH: Virginia Department of Health
REZ: A formal rezoning action pertaining to land use	VDOT: Virginia Department of Transportation
RFP: Request for Proposal	VFD: Volunteer Fire Department
RMS: Records Management System	VIEW: Virginia Initiative for Employment not Welfare
ROI: Return on Investment	VLEPSC: Virginia Law Enforcement Professional Standards Commission
SA: Substance Abuse	VMT: Vehicle Miles Traveled
SAC: School Age Care	VPRAI: Virginia Pre-trial Risk Assessment Instrument
SAVAS: Sexual Assault Victims Advocacy Service	VPW: Volunteer Prince William
SCBA: Self-Contained Breathing Apparatus	VRE: Virginia Railway Express
SERVE: Securing Emergency Resources through Volunteer Efforts	VRS: Virginia Retirement System
SF: Square Feet	WFGA: When Families Get Angry
SMI/SED: Seriously Mentally Ill/Seriously Emotionally Disturbed	WIC: Women, Infants, and Children
SNAP: Supplemental Nutrition Assistance Program	WMATA: Washington Metropolitan Area Transit Authority
SRO: School Resource Officer	YAS: Young Adult Services
STD: Sexually Transmitted Disease	ZTA: Zoning Text Amendment
STEP: Systematic Training for Effective Parenting	
STEP-VA: System Transformation Excellence and Performance	
STI: Sexually Transmitted Infection	

Abbreviations





OFFICE OF MANAGEMENT & BUDGET

1 County Complex Court, Prince William, VA 22192

www.pwcgov.org/budget