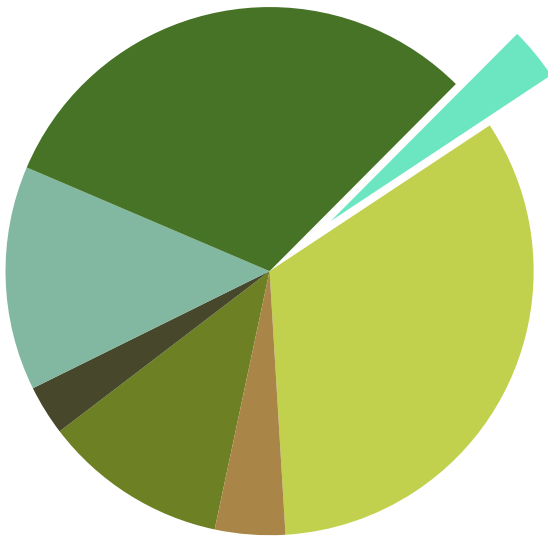


Planning

Mission Statement

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



Expenditure Budget:
\$4,908,404



3.2% of Community Development

Programs:

- Zoning Administration: \$1,165,993
- Long Range Planning: \$2,238,449
- Current Planning: \$1,291,572
- Community Development: \$212,390

Community Development Expenditure Budget:
\$152,174,159

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)

Planning

Expenditure and Revenue Summary



Expenditure by Program	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed	% Change Budget FY22/ Budget FY23
Zoning Administration	\$1,068,457	\$1,032,929	\$999,107	\$1,180,031	\$1,165,993	(1.19%)
Long Range Planning	\$3,737,371	\$4,460,893	\$4,343,036	\$7,510,229	\$2,238,449	(70.19%)
Current Planning	\$1,087,863	\$1,149,568	\$964,808	\$1,212,804	\$1,291,572	6.49%
Community Development	\$176,103	\$128,392	\$179,652	\$200,623	\$212,390	5.87%
Total Expenditures	\$6,069,793	\$6,771,782	\$6,486,603	\$10,103,688	\$4,908,404	(51.42%)

Expenditure by Classification

Salaries and Benefits	\$3,000,170	\$3,100,641	\$2,986,339	\$3,435,556	\$3,622,701	5.45%
Contractual Services	\$194,228	\$306,911	\$371,679	\$107,182	\$107,182	0.00%
Internal Services	\$2,119,781	\$2,580,629	\$2,324,371	\$2,101,629	\$248,245	(88.19%)
Purchase of Goods & Services	\$594,261	\$629,341	\$654,241	\$4,315,524	\$764,376	(82.29%)
Capital Outlay	\$6,914	\$8,576	\$0	\$0	\$0	-
Leases & Rentals	\$14,881	\$14,225	\$13,256	\$19,116	\$19,116	0.00%
Transfers Out	\$139,559	\$131,459	\$136,718	\$124,681	\$146,784	17.73%
Total Expenditures	\$6,069,793	\$6,771,782	\$6,486,603	\$10,103,688	\$4,908,404	(51.42%)

Funding Sources

Permits & Fees	\$576,734	\$411,443	\$533,931	\$419,894	\$535,969	27.64%
Fines & Forfeitures	(\$0)	\$50	\$0	\$0	\$0	-
Miscellaneous Revenue	\$47	\$0	\$1,624	\$155	\$155	0.00%
Charges for Services	\$28,361	\$18,914	\$23,062	\$1,475	\$1,475	0.00%
Transfers In	\$240,066	\$237,066	\$670,000	\$550,000	\$550,000	0.00%
Designated Funding Sources	\$845,208	\$667,473	\$1,228,616	\$971,524	\$1,087,599	11.95%
(Contribution to)/Use of Fund Balance	\$122,735	\$288,904	(\$358,949)	\$3,808,987	(\$20,407)	(100.54%)
Net General Tax Support	\$5,101,851	\$5,815,406	\$5,616,936	\$5,323,178	\$3,841,211	(27.84%)
Net General Tax Support	84.05%	85.88%	86.59%	52.69%	78.26%	

Staff History by Program



	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed
Zoning Administration	8.35	8.35	8.65	8.65	8.65
Long Range Planning	9.50	10.50	10.50	10.50	11.50
Current Planning	10.25	10.25	9.95	9.95	9.95
Community Development	1.90	1.90	1.90	1.90	1.90
Full-Time Equivalent (FTE) Total	30.00	31.00	31.00	31.00	32.00

Future Outlook

Comprehensive Plan Update Process – Prince William County (PWC) continues to update the land use, housing, mobility, and sewer policies to enhance the quality of life of County residents. The focus is on encouraging mixed-use and rural communities, revitalization of older commercial corridors, land conservation, economic development, sustainability, equity, and cultural resource preservation. 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.

Community Engagement – Community engagement is a critical component of good planning. The Planning Office partners with various community stakeholders to initiate and implement various planning studies, 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. As part of the comprehensive planning process and the update of various zoning text amendments, the Planning Office has scheduled community meetings and online surveys in which thousands of community residents participated. These public input opportunities are beneficial; however, they are extremely resource intensive. The Planning Office outreach program also includes emailing notifications to five different subscriber lists, producing content for the PWC Newsletter, press releases, posts on social media, media responses, mailing hearing notices, and posting required ads in the local newspaper. Additionally, the Office is receiving 4-5 media inquiries every month, and expected to increase in the next few years. A key value in the County's 2021-2024 Strategic Plan is communication and engagement to inform and engage residents to encourage collaboration on projects, policies, and progress in a timely manner. A new staff person is critical to improve the Planning Office's communication and engagement with the community.

Planning

Zoning Text Amendments – To implement the various land use planning policies, the Planning Office has undertaken various Zoning Text Amendments (ZTAs) and Code Amendment projects. These amendments include, update of the Data Center Overlay District, Mixed-Use Zoning Districts, Purchase of Development Rights (PDR), Affordable Dwelling Units Ordinance, Conservation Residential Zoning Districts, and Transfer of Development Rights (TDR). In the last year, the Planning Office completed seven (7) Zoning Text Amendments. These code amendments will encourage the development of mixed-use and rural communities, promote economic development, and facilitate land conservation. In the next fiscal year, the Planning Office will work with the various stakeholders to complete the major zoning text amendments that have been initiated. Additionally, once the Comprehensive Plan Update process is complete, the Planning Office anticipates the need for a major rewrite of the Zoning Ordinance to implement the recommendations of the newly adopted Comprehensive Plan. Additional staff and consultant resources will be needed for these future efforts.

Land Use Entitlements – The Planning Office is facilitating various complex, large scale and mixed-use development projects that encourage economic development, provide various affordable housing options, and enhance the quality of life of County residents. In the last year, the Planning Office has reviewed more than 125 unique land use entitlement projects that, if approved, would add more than 7,000 housing units to the County's residential inventory and improve job opportunities. It is anticipated that that development activity will continue to increase with the adoption of the new land use policies that promote growth within the County's activity centers. Staffing levels in the Current Planning Division have not kept up with the County's growth. Increases in staffing levels will be needed to promote economic growth of the County, engage with the public on these important development projects, and maintain a high-level of design quality that reflects well on the County.

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, 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 – Development activity has increased in the County due to the adoption of various small area plans. The Planning Office is currently facilitating various large scale, complex and mixed-use development projects that are generating significant community interest. The Planning Office is also currently updating various land use, mobility, sewer, and housing policies that will further encourage economic development and enhance quality of life of the County's residents. To facilitate economic development and provide timely review of development applications, it is important that the Planning Office is adequately staffed.

General Overview

A. Redistribution of Internal Service Fund (ISF) Technology Budget – The County annually allocates all information technology (IT) costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include computer support (hardware replacement, software licenses, and helpdesk customer services), IT security, business systems support (public safety communications, financial systems, human services systems, etc.), geographic information system, web services, capital equipment replacement, messaging, cloud storage, network and infrastructure services, telecommunications, and radio. The cost basis is calculated through a formula derived from the Department of Information Technology's (DoIT) ISF fee schedule.

For FY23, ISF costs have been revised to align and more accurately reflect overall technology activities with current department specific technology services. Costs are adjusted to reflect agency technology usage more accurately, as tracked by DoIT billing systems using the updated methodology. In FY23, the Planning technology bill decreases by \$1,899,384. No technology service levels are changed, and there is no impact to the technology services individual agencies currently receive. For additional information on the countywide impact and methodology of redistributing technology charges, please see the Budget Highlights section of this document.

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 Planning increases by \$22,103 from \$26,851 in FY22 to 48,954 in FY23.

Planning

- C. Adjustments to Land and Building Development Fee Schedules** – The Proposed FY2023 Budget includes a 3.0% across the board fee increase to the Land Development fee schedule. Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works, and Transportation. Of the total \$411,545 increase, the net revenue budget increase to Planning is \$116,075. This addition adjusts the Land and Building Development fee schedules to align development fees with activity costs and current revenue projections.
- D. Position Shift of Senior Planner from Planning (Zoning Administration) to Department of Transportation** – During FY22, a vacant Senior Planner position, 1.00 FTE, was shifted from Planning, Zoning Administration, to the Department of Transportation, to provide increased project management capacity to meet the growing capital project workload for transportation infrastructure construction. The total salary and benefits of this position was \$97,153.
- E. Position Shift of Planner from Planning (Current Planning) to Development Services (Land Development)** – During FY22, a Planner position, 1.00 FTE, was shifted from Planning, Current Planning, to Department of Development Services (DDS), Land Development. This results in a 1.00 FTE decrease in Planning and a 1.00 FTE increase in DDS. The position was reclassified from Planner to Development Project Manager. Development Project Managers’ responsibilities include the management of land development site projects, ordinances, and proffers, reviews and approvals of site plans, subdivision plans, and deed of lot consolidations, and researches projects. The total salary and benefits of this position was \$89,128.
- F. Removal of One-Time Costs for Route 1 Renaming Project** – A total of \$3,600,000 in expenditures has been removed from the Planning Long Range Planning program for FY22 one-time costs associated with the Route 1 Renaming project.

Budget Initiatives

A. Budget Initiatives

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

Expenditure	\$60,352
Revenue	\$0
General Fund Impact	\$60,352
FTE Positions	0.00

- a. Description** – This initiative covers an increase in COG membership dues for FY23. The County’s membership increases \$60,352 from \$579,031 in FY22 to \$639,383 in FY23. The increase includes \$35,000 for a new regional fund, Food and Agriculture Regional Members (FARM) Committee, and was established in FY22 as a work program, with internal COG resources supporting the FY22 expenditures. Through this new regional fund, FARM will institutionalize and expand its work assisting COG’s member jurisdictions by providing ongoing COVID-19 food security collaboration and coordination, making policy recommendations for member jurisdictions to support a more resilient, connected food and farm economy in the metropolitan Washington region, and generally working to reduce regional food insecurity. The County’s FY23 portion of the FARM Committee is \$35,000. County participation in the new FARM program is optional.
- 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. The new FARM program supports the Health, Wellbeing, & Human Services strategic goal by supporting and increasing access to foods and food assistance programs that support healthy eating and reduces food insecurity (Action Strategy HW1: D.).

Planning

2. Cemetery Preservation Coordinator – Long Range Planning

Expenditure	\$115,828
Revenue	\$0
General Fund Impact	\$115,828
FTE Positions	1.00

- a. **Description** – This initiative is a result of four BOCS directives issued during April and May 2021: Dir 21-29 - Investigate the historical significance of the Thoroughfare community and the family gravesites that are located there; Directive 21-30 - Make recommendations on how to better research and preserve African American history and culture in Prince William County; Directive 21-34 - Explain how the situation in the Thoroughfare community and Scott family cemetery disturbance unfolded, how this ended up happening, and what the County is going to do to make sure this doesn't happen again; and Directive 21-35 - Prepare a plan on how to implement a program, to include costs and head count, on how the County is going to protect and preserve cemeteries, grave sites, and historic communities within Prince William County.

This initiative funds a Cemetery Preservation Coordinator (1.00 FTE). This position includes \$95,328 in total salary and benefits. The Cemetery Preservation Coordinator will serve as the point of contact for all cemetery issues in the County. It will facilitate cemetery and burial identification and mapping, and create and run an outreach program encouraging the stabilization and restoration of cemeteries by citizens, Eagle Scouts and Gold Scouts, homeowner associations, and non-profit organizations. This position will be responsible for maintaining the cemetery geodatabase and other electronic files, managing an annual grant program, including the funding treatment, and restoration of cemeteries.

- b. **Service Level Impacts** – The Cemetery Preservation Coordinator will serve as the point of contact, facilitate cemetery and burial identification, be responsible for keeping the cemetery geodatabase, and manage annual grant program funding treatment. This position supports the Sustainable Growth strategic goal by investigating and protecting historic sites in jeopardy of destruction (Action Strategy SG4: B.) and encouraging on-site preservation, delineation, and maintenance of cemeteries (Action Strategy SG4: D.).

3. Planner – Current Planning

Expenditure	\$97,124
Revenue	\$0
General Fund Impact	\$97,124
FTE Positions	1.00

- a. **Description** – This initiative provides funding for a Planner (1.00 FTE) in the Current Planning division, including salary and benefits of \$90,124. The Current Planning division has three planner positions, impacting the timeliness and quality of review of the rezoning and special use applications. In FY21, the Current Planning division reviewed approximately 125 land entitlement applications, generating a caseload of 35-40 cases per planner. This number of cases per planner is unsustainable when compared to the industry standard of 25-30 cases per planner. The current caseload compromises review timeliness and quality of review and staff reports. The Planning Office's current goal is for each case going to public hearing within 5 months, with 45 days for the first review and 14 days for the second and subsequent reviews. The number and complexity of new cases is increasing, and the recent adoption of Small Area Plans over the last three years has resulted in policy changes that have improved the climate for an increase in the number of rezoning and special use permit requests. The Current Planning division directly implements the County's Strategic Plan's Sustainable Growth goal with a fully staffed and educated Current Planning division and by reviewing new development proposals in coordination with the community and the County's leadership.

- b. **Service Level Impacts** –

▪ **Time for active nonresidential cases to public hearing**

<i>FY23 w/o Addition</i>		8 months
<i>FY23 w/ Addition</i>		5 months

▪ **Time to review first submission**

<i>FY23 w/o Addition</i>		60 days
<i>FY23 w/ Addition</i>		45 days

Planning

4. Planner – Zoning Administration

Expenditure	\$97,124
Revenue	\$0
General Fund Impact	\$97,124
FTE Positions	1.00

- a. **Description** – This initiative provides funding for a Planner (1.00 FTE) in the Zoning Administration (ZA) division, including salary and benefits of \$90,124. Applications processed by the ZA division have consistently increased over the past two years, impacting response and review times. Verification/Determination/Interpretation cases increased from 132 in FY19 to 245 in FY21. Nonconforming Use, Lot, Structure cases increased from 217 in FY19 to 298 in FY21. Appeals and Variances cases increased from 3 in FY19 to 9 in FY21. Decreasing the turnaround time to process these applications promotes the County’s Strategic Plan Resilient Economy goal. Additionally, the recently BOCS approved Agritourism and Arts Overlay District (AAOD) Zoning Text Amendments (ZTA) program has resulted in increased walk-ins, emails, and phone inquiries, as well as increased applications for written determination letters for agricultural uses to implement the AAOD. Additionally, a goal for the next fiscal year includes a ZTA for a major zoning ordinance update.
- b. **Service Level Impacts** – This Planner will help with the added capacity/workload for implementation of this new work program, promoting the County’s Strategic Plan Resilient Economy goal - action strategy (RE2: B.) to create agribusiness/agritourism development strategy for Prince William County that will encourage preservation and investment in the rural area. The addition of this Planner also supports the Strategic Plan Sustainable Growth goal - action strategy (SG3: A.) to promote the continued preservation of the county’s rural areas (land conservation policies) and explore new policies/programs to increase the sustainability and vitality of the County.
- **Processing times for nonconforming use lot verifications**
 - FY23 w/o Addition* | 45 days
 - FY23 w/ Addition* | 30 days
 - **Response time to phone calls, emails, and walk-in requests**
 - FY23 w/o Addition* | > 24 hours
 - FY23 w/ Addition* | within 24-hour protocol

Planning

Program Summary

Zoning Administration

Zoning Administration prepares, administers, and interprets the County's Zoning Ordinance. This program also processes appeals and variances to the Board of Zoning Appeals, appeals to the Board of County Supervisors (BOCS), non-conforming use requests (NCU) including certification 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	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed
NCU's & NCU recertifications completed within 45 days	-	91%	95%	85%	95%
Zoning verifications/interpretations/certifications completed within 30 days	83%	89%	90%	85%	80%
Zoning applications meeting 10-day quality control review	-	90%	95%	95%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed
Zoning Administration	\$1,068	\$1,033	\$999	\$1,180	\$1,166
Zoning verifications/interpretations/certifications issued	132	189	241	175	300
Zoning appeal/variance cases processed	3	6	9	5	10
Non-conforming use verifications	217	253	292	250	350
Records Center requests fulfilled	3,963	3,242	4,328	3,000	3,000
Records Center requests processed within 1 business day	99%	99%	99%	99%	99%

"Zoning text amendments completed" is now reported under Long Range Planning.

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. The program reviews the Capital Improvement Program (CIP), rezonings and special use permits for conformance with the Comprehensive Plan. This program provides project management and technical support for planning studies, zoning text amendments (ZTAs), special projects related to economic/community development, transportation, and other projects identified by the BOCS. This program provides staff support for the Historical Commission, Architectural Review Board, Agricultural and Forestal Districts Advisory Committee, DCSM/Zoning Ordinance Review Advisory Committee, and the Trails and Blueways Council. This program also provides planning analysis, maps and information, 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	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed
Adopted CIP projects implementing needs/goals identified in the Comp Plan	89%	92%	89%	85%	85%
Comp Plan strategies completed/implemented (adopted ZTA's, DCSM, studies)	6	9	12	8	8
Comp Plan strategies completed aimed to decrease congestion & travel time	1	3	9	3	3
Comp Plan strategies completed aimed to increase multi-modal transportation use	3	3	8	3	3

Planning

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed
Comprehensive Plan Maintenance and Update	\$3,737	\$4,461	\$4,343	\$7,510	\$2,238
Community engagement activities held	-	-	5	-	7
Citizens attending citizen engagement activities	-	-	847	-	600
Comprehensive Plan Amendments initiated	2	3	5	3	3
Comprehensive Plan Amendments completed	-	6	5	4	10
Major projects completed	8	7	9	5	5
Public facility reviews completed	7	4	1	4	6
BOCS approval updates added to GIS system within 14 days	90%	91%	97%	95%	95%
Cases reviewed for archaeological and historical impacts	95	93	105	100	100
Environmental/Cultural resource reviews completed	17	11	0	10	10
GIS map and data analysis requests completed	286	121	144	95	-
Zoning text amendments completed*	5	1	7	7	4

*Zoning text amendments completed" was moved from Zoning Administration.

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	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed
Visual appearance of new developments in my community reflects well on our area	90%	90%	88%	90%	89%
Avg time (months) for active non-resid cases to be scheduled for public hearing*	5.14	4.60	5.25	5.00	4.60
Process improvements aimed to decrease avg county review time for nonresidential	2	3	1	1	1

*The FY20 Actuals for "Avg time (months) for active non-resid cases to be scheduled for public hearing" has been updated.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed
Current Planning	\$1,088	\$1,150	\$965	\$1,213	\$1,292
New development review cases QC'd (REZ, SUP, HOC2, CPA & Minor Mods)	84	66	78	70	70
Cases scheduled for Planning Commission public hearing	60	64	51	60	60
Development review cases meeting 10 business day quality control review goal	90%	95%	95%	90%	90%
Development review cases meeting 45 day first review comments goal	98%	100%	98%	98%	98%
Development review cases under active review	-	-	126	-	150
Average number of development review cases per planner	-	-	36	-	30

Planning

Community Development

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

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed
Capital invest. in targeted redev. areas, small area plans & reg'l activity ctrs	\$4.5M	\$15.3M	\$22.2M	\$12.0M	\$18.0M
Stakeholder outreach/workshop/meetings held	24	4	7	4	15
Comp Plan strategies completed aimed to increase at-place employment	2	4	3	6	4
Comp Plan strategies completed aimed to increase business retention rate	1	4	3	6	4
Comp Plan strategies completed aimed to increase number of targeted jobs	1	1	3	2	4

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Proposed
Community Development	\$176	\$128	\$180	\$201	\$212
Private industry new contact inquiries/assists	39	25	40	-	-
Land use policy and zoning text amendments prepared	8	4	5	3	5
Technical assistance grants/professional studies initiated	1	0	1	2	-
Liaison/ambassador/networking meetings attended	8	14	12	10	12