

Budget Development Process

State Budget Requirements

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

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

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

Elements of the PWC Budget

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

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

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

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

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Policies & Practices for Budget Preparation

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

Adopted Policies

Principles of Sound Financial Management

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

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

Debt Management Policy Statement

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

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

Five-Year Plan

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

County/Schools Revenue Sharing Agreement

The PWC School system is the second largest in Virginia, with over 88,000 students, 98 schools, and 11,000 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.

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

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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 FY14 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 Principles of Sound Financial Management.

The County adopted the [2013-2016 Strategic Plan](#) in January 2013. This sixth PWC strategic plan is based upon the 2030 goals of the County’s Comprehensive Plan and the second [Future Report](#), both of which provide perspectives on where the community should be in 2030. The Comprehensive Plan goals relate to the physical makeup of the community and the infrastructure necessary to support that, while the second Future Report addresses social and civic, as well as physical, goals. The Plan does not anticipate that the goals of the Comprehensive Plan or the second Future Report can be achieved during this four-year period. The 2013-2016 Strategic Plan is one of six plans that will build upon each other to achieve those long-term goals by 2030.



The 2013-2016 Strategic Plan provides budget guidance by highlighting those areas critical to the continued success of the community. The following vision and goals summarize the Strategic Plan:

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

- **Economic Development** - The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.
- **Education** - The County will provide an educational environment rich in opportunities to increase educational attainment for workforce readiness, post-secondary education, and lifelong learning.
- **Human Services** - The County will provide human services to individuals and families most at risk, through innovative and effective leveraging of state and federal funds and community partnerships.
- **Public Safety** - The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies.

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- **Transportation** - The County will provide a multi-modal transportation network that supports County and regional connectivity.

Progress toward the overarching goals and the related community outcomes, as well as the status of the various strategies, are reported to the community on an annual basis and are included in this budget document. The status of the outcomes will be used to determine whether resource adjustments should be made through the annual budget process. The 2017-2020 Strategic Plan is under development, with adopted scheduled for January 2017.

Comprehensive Plan

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

Capital Improvement Program

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

County Practices

In addition to the adopted policies identified above, the County uses several practices to limit unnecessary growth in agency budgets. Some are undertaken by the Office of Management & Budget (OMB) once the prior year's budget is adopted, and others are collaborative practices between OMB and County agencies. In order to build the FY2017 Budget, a series of adjustments are made to the FY2016 Budget to build a "base" for FY17 budget discussions:

Removal of All One-Time Revenues and Expenditures

Revenues and expenditures in the annual budget are either ongoing or one-time. In the case of a new staff position, salaries and benefits are ongoing costs; a vehicle or computer station is a one-time cost. OMB staff removes all one-time costs and one-time revenues to establish the true starting point for the FY17 budget for each agency.

Resetting Vacant Positions Back to Entry Level

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

Inflationary Adjustments

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

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Replacement of Lost Revenue

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

Agency Budget Reviews

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

Collaboration between Agencies within and Across Functional Areas

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

Efficiencies

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

Add Operating Costs Associated With Capital Projects

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

Position Classification Plan

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

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

Compensation Policy

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

FY2017 Budget Development Process Calendar

2015						2016								
July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June			
Direct contact with BOCS members and public comments at BOCS meetings														
CITIZEN ENGAGEMENT				Strategic Plan Update Presentation					Proposed FY2017 Budget Presentation Feb. 16th		Attend/View Budget Worksessions			
									Attend Community Budget Meeting Feb 20th		Attend/View • Public Hearing • Markup • Budget Adoption			
									Participate on BOCS Budget Committees					
									Submit comments/questions to website					
									View or Try budget decision app					
Receive citizen comments														
BOCS ACTIONS				Strategic Plan Update Presentation										
						Receive preliminary revenue forecast		Receive FY2017 Budget Presentation Feb. 16th		Receive Budget Worksessions		• Receive Schools Budget • Hold Public Hearing • Hold budget markup session • Adopt tax rates and FY2017 Budget		
Set and authorize maximum tax rate to be advertised Feb. 23rd														
COUNTY DEPT/AGENCIES	Post FY2016 Budget online	Develop and distribute FY17 budget instructions "Scrub" the FY2016 Budget to create FY17 starting point		Report/prepare: • Prior year's performance • Strategic Plan Updates • Agency historical variance report		Finalize FY16 "scrub" in financial reporting system		• Prioritize needs • Identify efficiencies/savings • Compensation modeling • Update Five-Year Plan		Provide preliminary revenue forecast				
				Agency budget review		Enter proposed budget into financial system to balance			• Present Proposed FY2017 Budget to BOCS • Meet with BOCS Budget Committees • Respond to budget questions • Finalize revenue projection		Advertise authorized tax rate and public hearing date		Present recap updates	
				Identify operating and capital needs		Address critical needs in light of budget guidance					Identify any recap updates		Rebalance budget in financial system & prepare budget adoption resolutions	
											Budget Worksessions			
													Finalize FY2017 Budget document	

Abbreviation Guide: BOCS - Board of County Supervisors; CXO - County Executive

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FY2017 Budget Development

Scrubbing FY16 Adopted to Create a Starting Point

OMB, in cooperation with all County agencies, applies the BOCS policies and County practices to the FY2016 Budget to create a starting point for FY17 budget discussions. One-time revenues and expenditures are removed, as are planned Five-Year Plan reductions such as previously funded capital and technology projects. Current salaries are brought forward, and all vacant positions are reset to the starting salary.

Agency Collaboration

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

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

BOCS Budget Guidance

In December of each year, the BOCS provides budget guidance to the County Executive and the School Superintendent in the form of projected real estate tax bill increases or decreases across the life of the Five-Year Plan. This guidance sets the tax policy assumptions that are used to build the Five-Year Plan. Revenues estimates can then be calculated, and the County Executive and School Superintendent know the upper limit of projected tax revenue that is to be split using the adopted revenue sharing agreement.

The following FY17 budget guidance was provided on December 15, 2016:

- Maintain the tax policy established for FY17 in the adopted FY2016-2020 Five-Year Plan, which, at the time of adoption, was a 3.88% increase;
- Address fire protection services issues using the fire levy;
- Address the \$6 million PRTC issue with non-general fund monies and/or funds generated through efficiencies or reductions;
- Maintain the current County/Schools revenue sharing agreement; and
- Utilize the FY15 year-end savings and revenue surplus of \$24.3 million to address one-time “must do” items and capital investments.

Revenue Forecast

The revenue projection involves another collaborative process with internal and external partners working together to identify changing economic conditions and analyze a complex market to calculate the anticipated tax base. Information is gleaned from national, state, and local tax and real estate experts to forecast revenues for the upcoming five years. The process has achieved a high level of accuracy, with the variance between budgeted and actual revenues between FY07 and FY13 ranging from 0.62% (\$4.8 million) to -0.81% (\$6.0 million). In 2010, the County's revenue forecasting process received an Achievement Award from the Virginia Association of Counties. The BOCS budget guidance is applied to the revenue forecast to build the revenue side of the Five-Year Plan.

Additions and Reductions

The expenditure budget, once scrubbed, reduced by suggested cuts and expanded by the items that must be added, is matched to the revenue budget, after BOCS budget guidance. If any capacity exists, the County Executive can recommend additions from the priority list, but only if the additions can be

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sustained for at least five years. If the expenditure budget, before adding anything from the priority list, exceeds the revenue budget, the County Executive goes back to the functional teams to identify additional reductions.

Amending the Budget

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

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

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

Basis of Budgeting

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

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

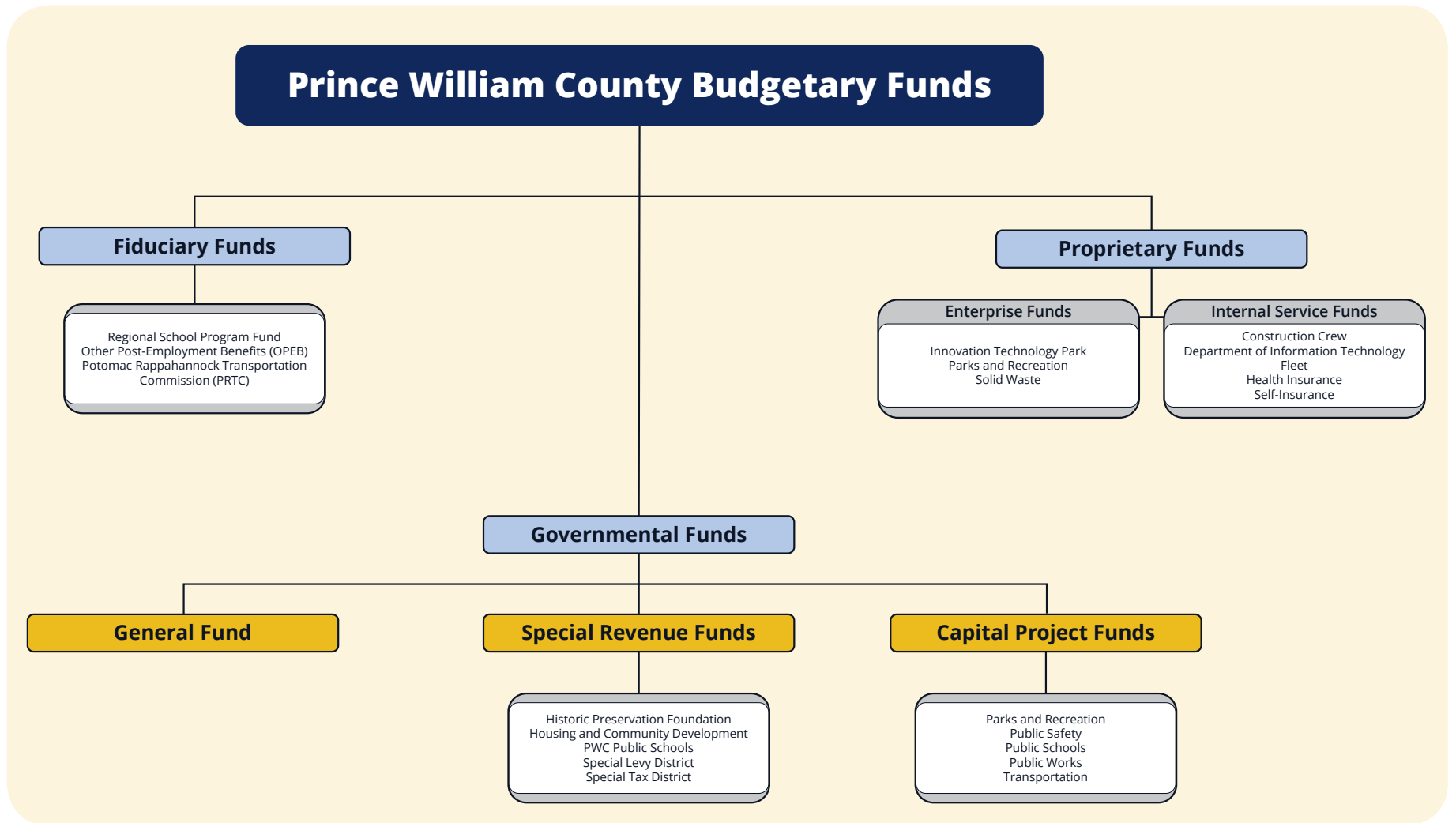
Proprietary funds are accounted for on the full accrual basis of accounting, which requires that revenues be recognized in the period in which service is given and that expenses be recorded in the period in which the expenses are incurred.

Fund Types

The County has three kinds of funds:

1. **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:
 - a. **General Fund** - The general fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, license and permit fees, charges for services and interest income. A significant part of the fund's revenues is transferred to other funds to finance the operations of the County Public Schools and the Regional Adult Detention Center. Debt service expenditures for payments of principal and interest of the County's general long-term debt (bonds and other long-term debt not serviced by proprietary or special revenue funds) are included in the general fund.

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Operational Fund: Government Fund Types

General Fund

General Government

Adult Services
Board of County Supervisors
Contingency
County Attorney
Elections
Executive Management
Finance
Human Resources
Human Rights
Information Technology
Management and Budget

Public Safety

Adult Detention Center
Circuit Court Judges
Clerk of the Circuit Court
Commonwealth's Attorney
Criminal Justice Services
Fire & Rescue
General District Court
Juvenile & Domestic Relations Court
Juvenile Court Service Unit
Law Library
Magistrates
Police
Public Safety Communications
Sheriff

Community Development

Convention & Visitors Bureau
Development Services
Economic Development
Library
Parks & Recreation
Planning
Public Works
Transit
Transportation

Human Services

Area Agency on Aging
Community Services
Housing & Community Development
Public Health
Social Services
Virginia Cooperative Extension

Non-Departmental

Unclassified Administrative

General Debt/CIP

Capital Improvement Program
Debt Service
Transfer to Construction Funds

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Outcome Budgeting

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

Defining Short-Term Initiatives

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

Measuring Outcome Budget Success

Two measures of success in outcome budgeting in recent years have been the decline in the overall cost of government and the shifting of resources to strategic goal areas. The County has had much success in recent years minimizing the cost of government. When costs for general County services, including the schools transfer, are adjusted for inflation, taxpayers are paying \$356 less per capita in the FY2017 Budget than they did in FY07. Not adjusted for inflation, the general budgeted cost per capita for County services was \$2,249 in FY07, as compared to \$2,436 in the FY2017 Budget.

Citizen Satisfaction

The County is also constantly receiving input from its citizens on what services are appropriate for government to provide. This input is received through the strategic planning process and through the community survey. In 2014, the survey showed that 91% of County residents were satisfied or very satisfied with the services provided by Prince William County Government. Also in 2014, satisfaction with the value for their tax dollar was 86%. The next survey will be conducted during the summer of 2016.

Accomplishments

- The Strategic Plan has guided resource allocation in the County by increasing resources to strategic service areas while continuing to provide sufficient resources for areas considered important, but not strategic.
- The Strategic Plan and the Comprehensive Plan guide the development of the CIP. In FY14, Prince William County received a "Special Capital Recognition" award by the Government Finance Officers' Association.
- Prince William County has received the Certificate of Achievement of Distinguished Budget Presentation from the Government Finance Officers' Association (GFOA) for every budget year from FY87 through FY16. This is the highest form of recognition in governmental budgeting.
- The National Association of Counties (NACO) presented a 2014 Achievement Award to the County for Prince William's budgeting process, which focuses on citizen engagement.

Outstanding Unmet Needs

Many budget requests come forward during the budget development process that are not included in the final adopted budget. These include expanding capacity to reduce current waiting lists for services, funding enhancements requested by community members, and providing new services not currently funded by County. Budget requests are often submitted in several budget cycles before being funded. Notwithstanding the work done to address unmet needs during the development of the FY2017 Budget,

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the list of outstanding unmet needs remains long. These initiatives will be evaluated during subsequent budget development processes, or as new resources are identified off-cycle, with a goal of addressing as many of these unmet needs as can be accommodated by the Board's revenue policies. The current list of outstanding unmet needs is as follows:

FY2017 Unmet Needs		
General Fund - Operating	Budget Request	Notes
Adult Detention Center	Capital & Operating Needs for New & Existing Facilities	FY17 Future Outlook
Commonwealth Attorney	Commonwealth Attorney - Paralegal Request	FY16 Directive Response 1.28.2015
Community Services	Adult Substance Abuse Therapist II	FY16 Directive Response 1.28.2015
Community Services	Early Intervention Bilingual Assistant	FY16 Directive Response 1.28.2015
Community Services	Emergency Services Crisis Intervention/Access Therapist III	FY16 Directive Response 1.28.2015
Community Services	Emergency Services Mandatory Outpatient Therapist II	FY16 Directive Response 1.28.2015
Community Services	Emergency Services Peer Support Specialists	FY16 Directive Response 1.28.2015
Community Services	Emergency Services Program Manager	FY16 Directive Response 1.28.2015
Community Services	Medical Services Child Psychiatrist	FY16 Directive Response 1.28.2015
Community Services	Medical Services Nurse Manager	FY16 Directive Response 1.28.2015
Community Services	Mental Health Therapist II	FY16 Directive Response 1.28.2015
Criminal Justice Services	Staffing Plan Due to Increased Public Safety Needs	FY16 Directive Response 1.28.2015
Elections	Additional Assistant Registrar	FY16 Directive Response 1.28.2015
Elections	Additional Space Needed for Temporary Staff	FY17 Future Outlook
Finance	Accountant Trainee for Capital Assets	FY16 Directive Response 1.28.2015
Finance	Capital Asset Accountants	FY16 Directive Response 1.28.2015
Finance	Consultant Services Biennial Asset Inventory & Valuation	FY16 Directive Response 1.28.2015
Finance	Financial Analyst III - Treasury Management	FY16 Directive Response 1.28.2015
Finance	Real Estate Appraiser II	FY16 Directive Response 1.28.2015
Finance	Subscriptions to Provide Critical Data to Assess Commercial Property	FY16 Directive Response 1.28.2015
Finance	Tax Administration Positions (Billing, Collection, Auditing, Customer Service)	FY16 Directive Response 1.28.2015
Finance	Call Center Training	FY17 Unmet Critical Needs request
Fire & Rescue	Restoration Non-Unit/Specialty Staffing Plan: 1 Battalion Chief/EMS Staff	FY16 Directive Response 1.28.2015
Fire & Rescue	EMS Courses	FY16 Directive Response 1.28.2015
Fire & Rescue	EMS Lieutenants	FY16 Directive Response 1.28.2015
Human Resources	Funding for Maintenance of Required Certifications & Training	FY16 Directive Response 1.28.2015
Human Resources	Two recruiters, Two Classification & Compensation Analysts	FY16 Directive Response 1.28.2015
Human Resources	New Hay-Type Study	FY17 Future Outlook
Information Technology	Funding for a Technical Writer - Contracted Services	FY16 Directive Response 1.28.2015
Information Technology	Funding for Cloud Storage	FY16 Directive Response 1.28.2015
Information Technology	GIS Analyst II Position for Community Development Application Support Team to Cover Energove 48 Hour Turnaround	FY16 Directive Response 1.28.2015
Information Technology	Mobile Applications Developer	FY16 Directive Response 1.28.2015
Information Technology	System Developer II Positions (2)	FY16 Directive Response 1.28.2015
Information Technology	Technical Service Analyst I	FY16 Directive Response 1.28.2015
Information Technology	Telecommunications Field Engineer	FY16 Directive Response 1.28.2015
Information Technology	TIP Project - E911	FY16 Directive Response 1.28.2015
Information Technology	Tower Lease Payments & Equipment	FY16 Directive Response 1.28.2015
Juvenile & Domestic Relations Court	Daily Pickup & Delivery of Bank Deposits	FY16 Directive Response 1.28.2015

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FY2017 Unmet Needs		
General Fund - Operating (Continued)	Budget Request	Notes
Law Library	Meet American Association of Law Libraries print & on-line standards	FY16 Directive Response 1.28.2015
Parks & Recreation	Capital Replacement of Vehicles & Equipment	FY16 Directive Response 1.28.2015
Parks & Recreation	Dove's Landing	FY16 Directive Response 1.28.2015
Parks & Recreation	Inclusion Coordinator	FY16 Directive Response 1.28.2015
Parks & Recreation	Landscape Maintenance	FY16 Directive Response 1.28.2015
Parks & Recreation	Parts Position for Fleet	FY16 Directive Response 1.28.2015
Parks & Recreation	Sport Services Specialist	FY16 Directive Response 1.28.2015
Parks & Recreation	Trail Development/Maintenance/Potomac National Scenic Trail	FY16 Directive Response 1.28.2015
Parks & Recreation	Equipment & Vehicle Replacement	FY16 Future Outlook
Parks & Recreation	Kayaks & Canoes for Silver Lake	FY16 Budget Request
Parks & Recreation	Artificial Turf Field Testing	FY16 Budget Request
Public Health	Front Counter Administrative Support for Customer Service	FY17 Future Outlook
Public Safety Communications	Staffing Plan Due to Increased Public Safety Needs	FY16 Directive Response 1.28.2015
Public Safety Communications	Furniture Replacement	FY16 Budget Request
Public Works	Brentsville Jail Museum Operating Expenses	FY16 Directive Response 1.28.2015
Public Works	Cyclic Replacement of Systems Furniture in Ferlazzo & Sudley North	FY16 Directive Response 1.28.2015
Public Works	Management & Fiscal Analyst II to Strengthen Internal Controls	FY16 Directive Response 1.28.2015
Public Works	Neighborhood Services - BOCS landscaping Base Budget Increase	FY16 Directive Response 1.28.2015
Public Works	Shelving for Records Center	FY16 Budget Request
Sheriff's Office	Staffing Plan Due to Increased Public Safety Needs	FY16 Directive Response 1.28.2015
Social Services	Homeless Services Grants/Contract Manager	FY16 Directive Response 1.28.2015
Social Services	JDC Feasibility Study	FY16 Unmet Critical Needs Request
Transportation	Vehicle Replacement	FY16 Budget Request

FY2017 Unmet Needs		
General Fund - Operating - One-Time	Budget Request	Notes
Human Rights	New Vehicle	FY16 Future Outlook
Public Safety Communications	E911 Call Takers Space Reconfiguration, Noise Reduction & Furniture Replacement	FY17 Future Outlook
Public Works	Judicial Center Access Roads Paving Project	FY16 Directive Response 1.28.2015
Public Works	Property Management - Space Projects Funding	FY16 Directive Response 1.28.2015
Public Works	Sign Shop - Replace Sign Shop Digital Printer	FY16 Directive Response 1.28.2015
Public Works	Sign Shop - Replace Street Signs Computer, Software & Cutter	FY16 Directive Response 1.28.2015
Public Works	Sign Shop - Stairs & Safety Netting for Upper/Mezzanine Space	FY16 Directive Response 1.28.2015

Budget Development Process

FY2017 Unmet Needs		
General Fund - Capital Facilities	Budget Request	Notes
Adult Detention Center	Capital & Operating Needs for New & Existing Facilities	FY17 Future Outlook
Area Agency on Aging	Senior Center Upgrades/Replacement	FY14 Budget Presentation
Area Agency on Aging	Woodbridge Senior Center Replacement/Relocation	FY15 Unmet Critical Needs Request
Information Technology	Physical Security Technology	FY15 Future Outlook
Information Technology	Disaster Recovery	FY15 Future Outlook
Elections	New Phone System	FY17 Future Outlook
Human Resources	HR/Payroll System	FY16 Future Outlook
Library	Library Technology	FY15 Future Outlook
Library	Facility Improvements	FY17 Future Outlook
Parks & Recreation	Facility Improvements/Aging Infrastructure	FY15 Future Outlook
Parks & Recreation	Ben Lomond Maintenance Shop	FY15 Unmet Critical Needs Request
Parks & Recreation	Long Park Maintenance Shop	FY15 Unmet Critical Needs Request
Parks & Recreation	Splashdown Updates & Expansion	FY15 Future Outlook
Parks & Recreation	ADA Facility Compliance	FY15 Unmet Critical Needs Request
Parks & Recreation	Field Lighting at Tyler Elementary School	FY15 Unmet Critical Needs Request
Parks & Recreation	Locust Shade Dam	FY15 Unmet Critical Needs Request
Parks & Recreation	Long Park Entrance Road	FY15 Unmet Critical Needs Request
Parks & Recreation	Long Park Sewer	FY15 Unmet Critical Needs Request
Parks & Recreation	Pfitzner Stadium Lighting	FY15 Unmet Critical Needs Request
Parks & Recreation	PW Golf Course Maintenance Building	FY15 Unmet Critical Needs Request
Parks & Recreation	Valley View Maintenance Building	FY15 Unmet Critical Needs Request
Parks & Recreation	Ben Lomond Community Center Expansion	FY2008-13 CIP
Parks & Recreation	Chinn Center Expansion	FY2008-13 CIP
Parks & Recreation	Locust Shade Phase 2 - Mini Golf, Driving Range, 1st Tee & Office Improvements	FY2008-13 CIP
Parks & Recreation	Disaster Recovery	FY2008-13 CIP
Parks & Recreation	Trails Development	FY2008-13 CIP
Parks & Recreation	Pfitzner Stadium Replacement	FY2004-09 CIP
Parks & Recreation	Sudley Park	FY2005-10 CIP
Planning	Citizen Participation Technology	FY15 Future Outlook

Budget Development Process

FY2017 Unmet Needs		
General Fund - Capital Facilities (Continued)	Budget Request	Notes
Police	Animal Control Facility	FY2008-13 CIP
Police	Replacement of Police Command Truck	FY16 Directive Response 1.28.2015
Police/Fire & Rescue	Public Safety Training Center - Fuel Facility	FY2008-13 CIP
Police/Fire & Rescue	Public Safety Training Center - Land Acquisition	FY2008-13 CIP
Police/Fire & Rescue	Public Safety Training Center - Parking Expansion	FY2008-13 CIP
Police/Fire & Rescue	Public Safety Training Center - Phase I Expansion (classrooms)	FY2008-13 CIP
Public Works	Fleet Facility	FY16 Unmet Critical Needs request
Public Works	McCoart & Owens Restroom	FY17 Unmet Critical Needs request
Public Works	Historic Properties ADA Upgrades	FY15 Unmet Critical Needs request
Public Works	Williams Ordinary Foundation & Wall	FY15 Unmet Critical Needs request
Public Works	Williams Ordinary Parking Lot Paving	FY15 Unmet Critical Needs request
Public Works	Bristoe Station Battlefield Heritage Park Septic& Well Upgrades	FY15 Unmet Critical Needs request
Public Works	Bristoe Station Battlefield Heritage Park Restrooms	FY15 Unmet Critical Needs request
Public Works	Bennett School Renovations	FY2004-09 CIP
Public Works	Garfield Fleet Renovation	FY2004-09 CIP
Public Works	Fleet Shop Expansion	FY17 Future Outlook
Social Services	Space at Juvenile Detention Center	FY16 Future Outlook
Social Services	Human Services Building	FY15 Unmet Critical Needs request
Social Services	Emergency Generator for the Molinari Juvenile Shelter	FY16 Directive Response 1.28.2015
Social Services	Molinari Juvenile Shelter Expansion	FY15 Unmet Critical Needs request
Transportation	Matching Funds for State & Federal Grants	FY15 Future Outlook
Transportation	TRIP Replacement Funding Source	FY15 Future Outlook
Transportation	Neabsco Mills Rd (Rt 1 to Dale)	FY16 Unmet Critical Needs request
Transportation	Balls Ford Rd (Ashton to Groveton)	FY16 Unmet Critical Needs request
Transportation	Wellington Rd (Devlin to Rt 234 Bypass)	FY16 Unmet Critical Needs request
Transportation	PW Parkway Interchange at Smoketown	FY15 Unmet Critical Needs request
Transportation	PW Parkway Interchange at Minnieville	FY15 Unmet Critical Needs request
Transportation	University Blvd (Sudley Manor to Progress)	FY14 Unmet Critical Needs request
Transportation	Van Buren Rd (Rt 234 to Cardinal)	FY14 Unmet Critical Needs request
Transportation	Rt 15 (Rt 29 to Rt 55)	FY14 Unmet Critical Needs request
Transportation	Godwin Dr (Sudley to Lomond)	FY14 Unmet Critical Needs request
Transportation	Telegraph Rd (PWP to Minnieville)	FY14 Unmet Critical Needs request
Transportation	Vint Hill Rd (Kettle Run to Sudley Manor)	FY15 Unmet Critical Needs request

Budget Development Process

FY2017 Unmet Needs		
General Fund - Capital - Technology	Budget Request	Notes
Area Agency on Aging	Senior Center Management	FY17 Budget Q&A
Community Services	Client Case Management	FY17 Budget Q&A
Development Services	Energov	FY17 Budget Q&A
Information Technology	Asset Inventory Tracking for DoIT ISF Bill	FY17 Budget Q&A
Information Technology	Network Analytics & Proactive Monitoring	FY17 Budget Q&A
Information Technology	Program Management	FY17 Budget Q&A
Elections	Poll Chief	FY17 Budget Q&A
Finance	Real Estate Assessment Tracking	FY17 Budget Q&A
Finance	Public Real Estate Portal	FY17 Budget Q&A
Finance	Tax Admin Management	FY17 Budget Q&A
Human Resources	Applicant /Recruitment Management	FY17 Budget Q&A
Human Resources	Onboarding Application	FY17 Budget Q&A
Library	Catalog/Content Management	FY17 Budget Q&A
Library	Volunteer Management	FY17 Budget Q&A
Library	Electronic Resources for Citizens	FY17 Budget Q&A
Multiple Agencies	Work Order & Inventory Tracking	FY17 Budget Q&A
Multiple Agencies	Crystal Reports	FY17 Budget Q&A
Multiple Agencies	Archival Records Management	FY17 Budget Q&A
Multiple Agencies	Enterprise EDMS	FY17 Budget Q&A
Multiple Agencies	Radio Network Diagnostic Tool	FY17 Budget Q&A
Multiple Agencies	Policy Management	FY17 Budget Q&A
Executive Management	PWC Website	FY17 Budget Q&A
Public Safety	CAD/RMS	FY17 Budget Q&A
Public Works	Facility Door Access Management	FY17 Budget Q&A
Public Works	Facility HVAC Maintenance	FY17 Budget Q&A
Social Services	Call Center for Citizen Information	FY17 Budget Q&A
Social Services	Family Assessment Case & Adoption Subsidy Payment Case Tracking	FY17 Budget Q&A

Budget Development Process

FY2017 Unmet Needs		
Non-General Fund Operating & Capital	Budget Request	Notes
Development Fee Agencies	Increases to cover program costs	FY16 Directive Response 1.28.2015
Development Services	Code Compliance Inspector (BCE)	FY16 Directive Response 1.28.2015
Development Services	Combination Inspector - Construction Inspections	FY16 Directive Response 1.28.2015
Development Services	Development Services Technician II - Plan In-Take	FY16 Directive Response 1.28.2015
Development Services	Energov Phase 3	FY16 Directive Response 1.28.2015
Development Services	Operating Budget Increases	FY16 Directive Response 1.28.2015
Development Services	Shift Revenue from Development Fees to Offset BCE Expenditure	FY16 Directive Response 1.28.2015
Development Services	Vehicle Replacement	FY16 Directive Response 1.28.2015
Development Services	Assistant Trade Chief	FY16 Directive Response 1.28.2015
Parks & Recreation	Enterprise Fund - Utilities	FY16 Directive Response 1.28.2015
Public Works	Solid Waste Landfill Capital Equipment Needs	FY16 Directive Response 1.28.2015
Public Works	Public Works: Solid Waste - Electronics Disposal Increase	FY16 Directive Response 1.28.2015
Public Works	<u>INNOVATION@Prince William - Increase Clearing & Mowing Budget</u>	FY16 Directive Response 1.28.2015
Public Works	Solid Waste - Administrative Support Assistant II	FY16 Directive Response 1.28.2015
Public Works	Solid Waste - Recycling Education & supplies Increase	FY16 Directive Response 1.28.2015
Public Works	Solid Waste - Replace Seven (7) Recycling Trailers	FY16 Directive Response 1.28.2015
Public Works	Solid Waste - Upgrade Weighmaster Scale Operating System	FY16 Directive Response 1.28.2015
Public Works	Solid Waste - Vehicle & Equipment Replacement	FY16 Directive Response 1.28.2015
Transit	Additional Funding Needed in FY18 to Maintain FY17 Level of Service	FY17 Future Outlook

FY2017 Unmet Needs		
Non-General Fund - Operating	Budget Request	Notes
Development Fee Agencies	Increases to Cover Program Costs	
Development Services	Code Compliance Inspector (BCE)	
Development Services	Combination Inspector - Construction Inspections	
Development Services	Development Services Technician II - Plan In-Take	
Development Services	Energov Phase 3	
Development Services	Operating Budget Increases	
Development Services	Shift Revenue from Development Fees to Offset BCE Expenditure	
Development Services	Vehicle Replacement	
Development Services	Assistant Trade Chief	
Public Works	Solid Waste Landfill Capital Equipment Needs	
Public Works	Public Works: Solid Waste - Electronics Disposal Increase	
Public Works	Public Works: Solid Waste - Increase Transfer for Litter Crew Overtime & Equipment Rental Budget	
Public Works	<u>INNOVATION@Prince William (Enterprise Fund) - Increase Clearing & Mowing Budget</u>	
Public Works	Solid Waste - Administrative Support Assistant II (Salary & Benefits Cost=\$45,255, p)	
Public Works	Solid Waste - Recycling Education & Supplies Increase	
Public Works	Solid Waste - Replace seven (7) Recycling Trailers	
Public Works	Solid Waste - Upgrade Weighmaster Scale Operating System	
Public Works	Solid Waste - Vehicle & Equipment Replacement	