



FY 2015

BUDGET

Prince William County, Virginia

Prince William County
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Melissa S. Peacor
County Executive



FY 2015

BUDGET

Prince William County, Virginia



STRATEGIC VISION

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

Information about the FY 2015 Budget is available online at
<http://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
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Prince William County
Virginia**

For the Fiscal Year Beginning

July 1, 2013

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, 2013. 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	1
Organization Chart.....	1
Board of County Supervisors	2
Transmittal Letter.....	3
Budget Highlights	5
Budget Development Process	9
State Budget Requirements	9
Elements of the PWC Budget.....	9
Policies and Practices for Budget Preparation.....	10
Adopted Policies	10
County Practices.....	15
FY 15 Budget Development	16
Amending the Budget.....	19
PWC Accounting System.....	20
Basis of Budgeting	20
Fund Types.....	20
Resource Allocation	22
From Line Item Budgeting to Outcome Budgeting	22
Defining Short-Term Initiatives	22
An Outcome Budgeting Example	23
Measuring Outcome Budget Success.....	23
Citizen Satisfaction.....	23
Resource Allocation Accomplishments.....	23
Budget Summary	25
Revenue vs. Expenditure Comparison	25
Five Year Budget Plan.....	28
Revenue Projections	28
Expenditure Projections	29
Revenue Stabilization Fund	29
Revenues	33
All Funds Revenue Summary	33
Revenue Descriptions	33
General Fund Revenue Summary	39
General Fund Revenue Summary	40
General Fund Revenue Summary	41
General Revenue	
FY 2015 Adopted Real Estate Tax Rate and Average Tax Bill	46

TABLE OF CONTENTS

Expenditures	47
Agency Page Information	61
Functional Areas	61
Agency Pages	62
Community Development	67
Development Services.....	69
Economic Development	80
Library	88
Parks & Recreation	96
Planning.....	107
PWC/Manassas Convention & Visitors Bureau.....	117
Public Works.....	121
Transit.....	148
Transportation	164
General Government	175
Board of County Supervisors	176
Audit Services	181
Contingency.....	186
County Attorney.....	188
Elections	193
Executive Management.....	198
Finance	206
Human Resources	218
Human Rights	226
Information Technology	231
Management & Budget	244
Human Services	249
Area Agency on Aging.....	251
At-Risk Youth & Family Services.....	259
Community Services	267
Housing & Community Development	284
Public Health.....	293
Social Services.....	303
Virginia Cooperative Extension.....	314

TABLE OF CONTENTS

Public Safety	321
Adult Detention Center.....	323
Circuit Court Judges	334
Clerk of the Circuit Court	338
Commonwealth's Attorney	344
Criminal Justice Services.....	349
Fire & Rescue	355
Fire & Rescue Companies, Volunteer	368
General District Court.....	385
Juvenile & Domestic Relations Court.....	389
Juvenile Court Service Unit	392
Law Library	398
Magistrate	402
Police.....	405
Public Safety Communications.....	419
Sheriff's Office	425
Education	433
Prince William County Public Schools	435
Non-Departmental	441
Community Partners	453
Funding Provided to Community Partners.....	456
General Debt	477
Capital Improvement Program (CIP)	487
Summary.....	488
Community Development	505
Historic Preservation	507
Libraries.....	508
Parks & Recreation	510
Solid Waste	520
Watershed Management.....	525
General Government	530
Technology Improvements.....	531

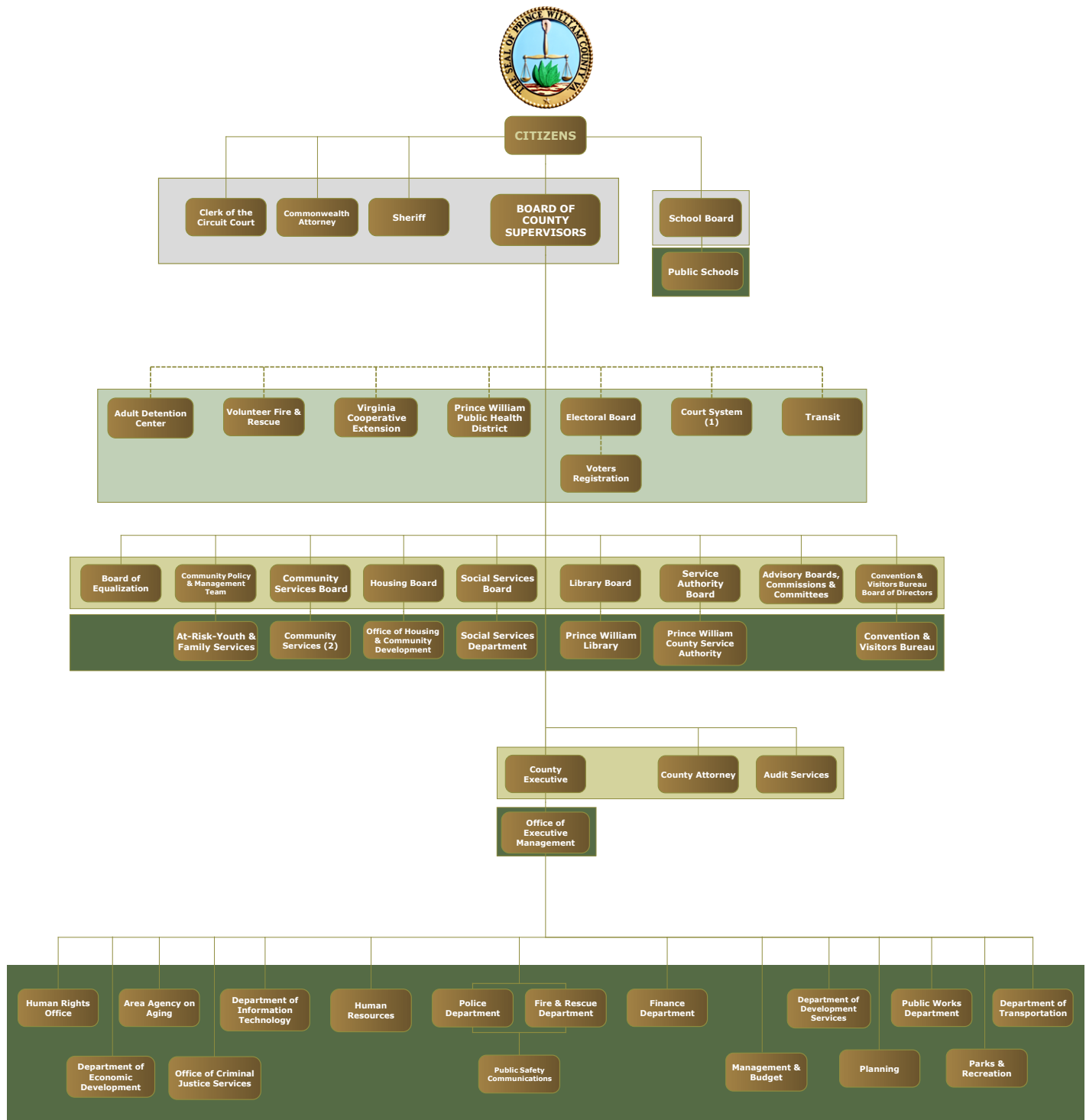
TABLE OF CONTENTS

Public Safety	551
Fire & Rescue	553
Judicial Administration	557
Police	558
Transportation	560

Appendix **579**

Map of Prince William County	579
History of Prince William County	580
Statistical & Background information	583
Statistical Information	583
Glossary	593
Abbreviations	604
Index	608

ORGANIZATION CHART



Note:

- (1) Circuit Court Judges, General District Court, Juvenile & Domestic Relations Court, Juvenile Court Services, Law Library and Magistrate
- (2) Mental Health, Intellectual Disability and Substance Abuse Services
- (3) Dotted lines are state and local services not directly accountable to the Board of County Supervisors

Legend

Elected Officials/Constitutional Officers

State and Local Services

Appointed By BOCS, Boards and Commissions

Agencies and Departments

BOARD OF COUNTY SUPERVISORS



Chairman At-Large

Corey A. Stewart

Gainesville District

Pete Candland

Brentsville District

W.S. "Wally" Covington III

Neabsco District

John D. Jenkins

Coles District

Martin E. Nohe

Occoquan District

Michael C. May, Vice Chairman

Potomac District

Maureen S. Caddigan

Woodbridge District

Frank J. Principi



FY 2015

BUDGET

Prince William County, Virginia

July 1, 2014

Prince William County Citizens:

On behalf of the Prince William Board of County Supervisors, I am pleased to present the Prince William County FY 2015 Budget, including the 2015-2020 Capital Improvement Plan and the 2015-2020 Five Year Budget Plan. This year's budget was developed through a collaborative discussion between the community, county staff, and ultimately the Board of County Supervisors.

Like many localities around the country, Prince William County was hit hard during the great recession. County government was forced to make difficult decisions, including \$143 million worth of cuts to the County's budget. Those cuts allowed us to navigate through the recession without having to place the burden squarely on the shoulders of Prince William County taxpayers.

Now as our local economy continues to rebound, the Board of County Supervisors has made the decision to begin to re-invest in our community. We were able to make these investments while still maintaining the lowest average tax bills in the region. Our tax bills are 30% below both Loudoun and Fairfax counties. Highlights in the 2015 budget include:

- A full restoration of our public safety staffing plan for the first time since the recession. This will provide for 25 new sworn police officers per year over the next five years
- Fully staffed new fire tanker and fire ladder trucks for coverage of Western Prince William County
- Approval of financing for the Montclair and Gainesville Libraries. These libraries were approved in the 2006 Bond Referendum by 72% of Prince William County voters
- Approval of the remaining \$13.7 million in available funds from the 2006 Bond Referendum dedicated for Prince William County parks, which was also approved by over 76% of voters
- The budget adopted by the Board of County Supervisors provides nearly \$17 million to Prince William County schools over what they received in FY 2014
- According to the adopted Five Year Plan, Prince William County schools will receive \$37 million in funding above the previous five year plan
- The County's Community Partners will receive a 3% increase in FY 2015. These organizations provide a tremendous savings to Prince William County taxpayers by performing services that the government would otherwise be responsible for.

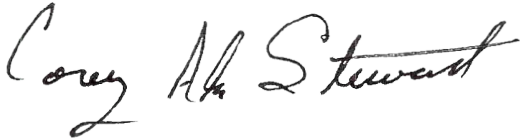
In addition to the new investments in the county's FY 15 budget, we continue to fund our Capital Improvement Program including the following significant projects:

TRANSMITTAL LETTER

- Construction of the Bacon Race Fire Station, which will provide service to Mid-County residents
- Building the Central District Police Station. This will allow our police department to have even quicker response times
- The 2006 Road Bond is now fully funded and construction on the multiple projects will be completed over the next four years
- More road improvements will be underway through funding Prince William County receives through the Northern Virginia Transportation Authority

Thank you for choosing to live in Prince William County. Our county continues to evolve into a diverse community that is both a job center as well as an attractive place to raise a family and I am sure our best days are yet to come. Please feel free to contact my office at 703-792-4640 or cstewart@pwcgov.org if I can be of assistance to you.

Sincerely,



Corey A. Stewart

Chairman, Board of County Supervisors

FY 2015 Budget Highlights

The FY 2015 Budget, including the FY 2015-2020 Capital Improvement Program (CIP) and the FY 2015-2019 Five Year Plan, implements the guidance found in the Strategic Plan, the County/School revenue agreement and the [Principles of Sound Financial Management](#). Consistent with past budgets, the \$2.65 billion all funds budget addresses the longstanding strategic priorities of public safety, schools and roads; it also addresses mandated services for the intellectually disabled and the desire to provide more recreational activities for our community.

Efficiencies and Savings

All County agencies vigorously review their activities in search of savings through efficiencies or service level reductions. Efficiencies are gained when agencies supplant County funds with the use of non-County revenue, when community partners, contracts and volunteers provide services at lower costs, and when technology upgrades save time or resources. Additionally, service levels can be reduced when service demand decreases or services are eliminated.

The FY 2015 Budget contains the following savings:

- VRS Savings = \$2.8 million in FY 15/\$23.8 million Five Year Plan
- CIP Project Timing/Just-in-Time Debt Sales = \$10.3 million in FY 15/\$13.7 million Five Year Plan
- Health and Dental Insurance = \$1.4 million in FY 15/\$6.1 million Five Year Plan
- Remove one-time expenditures = \$1.8 million in FY 15
- Continued Zero-Based Budget Analysis = \$1.7 million in FY 15
- Development Fee Reimbursement to the General Fund = \$0.5 million in FY 15/\$2.6 million Five Year Plan
- TRIP Cost Recovery = \$0.3 million in FY 15/\$1.5 million Five Year Plan

Revenues

The economic outlook continues to improve in Prince William County:

- Unemployment remains lower than national and state rates
- At-place employment is increasing
- Housing values are moving toward a more sustainable growth rate; foreclosures are down 81% since the 2009 peak
- Office, industrial and flex commercial vacancy rates are improving

The lone negative indicator is sales tax, impacted by sequestration and the federal shutdown.

The FY 2015 Budget is based on a \$1.148 real estate tax rate, generating general revenues of \$857,387,589. Additional agency revenues of \$112,802,039 and County resources of \$19,647,416 bring the FY 2015 funding total to \$989,837,044. The \$1.4 billion 2015-2020 Capital Improvement Program (CIP) funding is 65% debt, 9.5% state and federal grants, 21.5% cash to capital, and 1.8% from solid waste fees, with the remainder supplied by several local tax sources and developer paid proffers.

Five Year Budget Plan

County policy states that no additions shall be included in the annual budget unless they can be afforded throughout the life of the five year budget plan, and the five year budget plan must be balanced in all five years.

The five year budget plan also maintains the planned compensation adjustments - a 3% pay for performance increase in FY 15, 17 and 19, and a 2% market adjustment in FY 16 and 18.

New Community Investments

The FY 2015 Budget, including the FY 2015-2020 Capital Improvement Program (CIP) and the FY 2015-2019 Five Year Budget Plan, invests operating and capital funds in the four functional areas of the organization, as well as Schools (details can be found in the individual agency pages and the CIP):

Public Safety:

- Continuation of the Central District Police Station and the Bacon Race Fire and Rescue Station construction projects
- Construction and operating costs for a 204-bed expansion of the Adult Detention Center
- Police staffing complement of 25 officers and 3 civilian positions in each of the five years for patrol services
- Fire and Rescue staffing complement of 11 uniform and 2 civilian positions in FY 15 for basic life support and tanker staffing, 20 uniform positions in FY 16 for ladder truck and Bacon Race Fire and Rescue Station staffing, 16 uniform positions in FY 17 for Bacon Race Fire and Rescue Station staffing, and 43 uniform positions FY 17-19 to support County growth
- Adult Detention Center staffing complement of 7.4 officers and 2 civilian positions in FY 15 to support the existing jail population, and 82 officers and 18 civilian positions in the out years, associated with the 204-bed expansion
- Line of Duty Act support

Community Development:

- Continuation of the 2006 Library Bond projects, Montclair and Gainesville libraries, to include associated materials acquisition and 18 advance staff to prepare for the opening of these two libraries in the fall of 2015
- Continuation of the 2006 Parks Bond projects – Catharpin, Fuller Heights and Rollins Ford Road Parks, as well as improvements to existing facilities include lights, turf, restrooms, and enhanced middle and elementary school field maintenance to increase league use
- Continuation of the 2006 Road Bond projects and other congestion easing improvements – Fuller Road/Fuller Heights Road, Logmill Road, Minnieville Road, Prince William Parkway, Purcell Road/Route 234, Route 1, Route 28, Telegraph Road, U.S. Marine Corps Heritage Center Parkway and Vint Hill Road; the new Northern Virginia Transportation Authority funding opens up a new chapter of transportation investment both regionally and locally

General Government:

- Technology Improvement Plan
- Information Technology staffing complement to support public safety and organization-wide applications and systems

Human Services:

- Increased support for at-risk youth requiring residential placement
- Community Services staffing complement for the Department of Justice settlement (100% Medicaid reimbursed)
- Increased support for Birmingham Green, the interjurisdictional nursing home for the County's most vulnerable population

Schools:

- Continuation of the County/Schools revenue agreement
- 2 administrative facilities (maintenance and transportation)
- 10 new schools
- 2 replacement schools
- 9 additions to existing schools
- Renewals and repairs

Capital Improvement Program

The CIP continues to implement the County's fiscal policies regarding cash to capital and debt management:

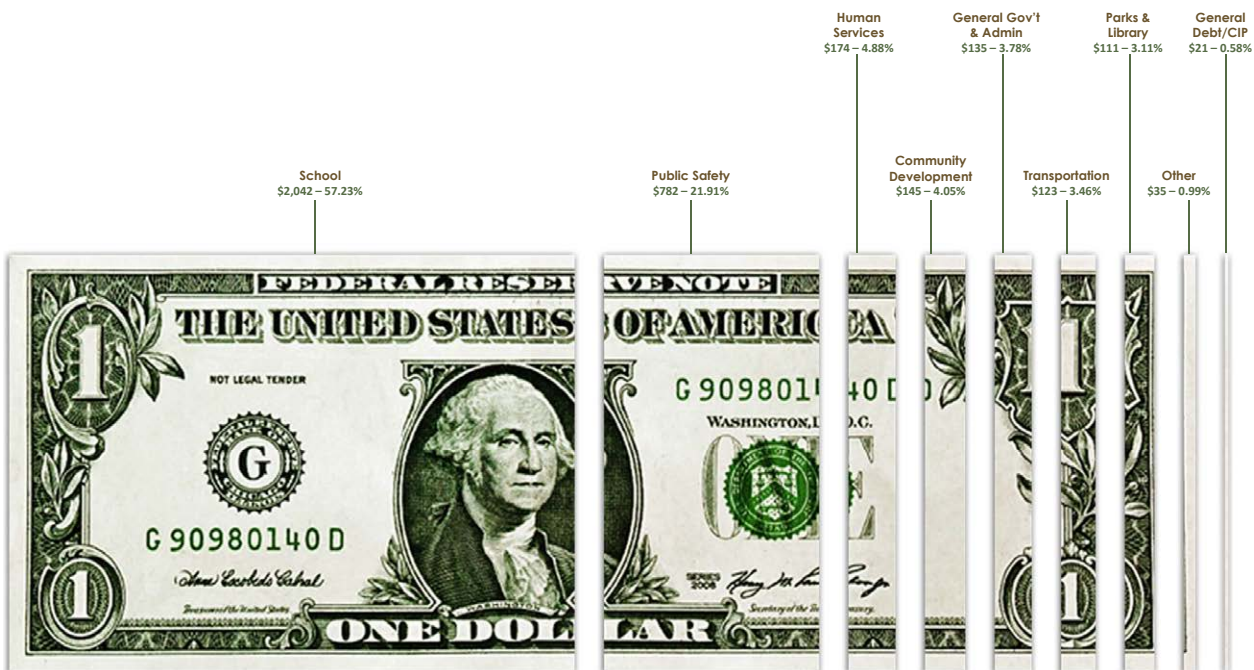
- Invest a minimum of 10% of general revenues in the CIP
- Annual debt service expenditures as a percentage of annual revenues will be capped at 10%
- Total bonded debt will not exceed 3% of net assessed valuation of taxable real and personal property in the County

Community Partners

The FY 2015 Budget includes a 3% increase in the donation to community partners and the continuation of more robust community partners section, outlining 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.

▪ FY 15 Average Residential Tax Bill - \$3,568

By Dollar Amount with Functional Areas





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 first BOCS action is to authorize the advertisement of the proposed tax and levy rates. Once the proposed rate is advertised, the BOCS can adopt lower tax and levy rates, but cannot, without additional advertisement, adopt higher rates. The timing of the advertisement is tied to the amount of increased revenue anticipated by the proposed rate. 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 order to ensure teacher contract continuity, the Schools budget must be adopted by May 1st of each year. This mandate impacts the County's schedule because the final budget includes the transfer to the Schools. It has been the BOCS' practice to adopt the final budget in April of each year to provide the continuity required by the mandate.

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 and 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 and Budget
- **Human Services** - Area Agency on Aging, Community Services, Housing and 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 and Rescue, Volunteer Fire and Rescue Companies, General District Court, Juvenile and Domestic Relations Court, Juvenile Court Services Unit, Law Library, Magistrates, Police, Public Safety Communications and Sheriff
- **Community Partners**
- **Non-Departmental**
- **General Debt/Capital Improvement Program**

Policies and 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 promote 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 receives regular review and update to ensure continued usefulness as a guide for decision making. The consistent and coordinated approach to decision making provided by the Principles has enhanced to 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 tend 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.

The following is a synopsis of the adopted principles:

1. Fund Balance

- Maintain a minimum general fund balance equal to 7.5% of General Fund revenues over the preceding year; and
- Limit the use of this general fund balance to nonrecurring operating expenditures of an emergency nature.

2. Budgeting (Virginia Code: section [15.2-516](#))

- Produce a balanced budget where funding sources (revenues plus other resources) equal funding uses (expenditures plus other allocations);
- Establish a Contingency Appropriation at a minimum of \$500,000 to be allocated only by resolution of the BOCS;
- Annually prepare a balanced five year projection of general fund revenues and expenditures;
- Implement a formal budget review process to monitor the status of the current year's fiscal plan include a quarterly report on the status of the general fund;
- Integrate performance measurement and production indicators where possible within the annual budget process;
- Replace capital assets on a cost effective and scheduled basis; and
- Prepare an annual budget consistent with guidelines established by the Government Finance Officers Association.

3. Revenues

- Maintain a diversified and stable revenue system;
- Recognize the full cost of services provided when establishing user charges and services;
- Pursue intergovernmental aid for only those programs or activities that address recognized needs and are consistent with the County's long-term strategic objectives; and

- Consider surplus revenues to be “one-time revenues” to be used only for non-recurring expenditures.

4. Capital Improvement Program

- Annually adopt an updated comprehensive multi-year capital improvement program; and
- Invest a minimum of 10% of the annual general fund revenues allocated to the County’s operating budget in the Capital Improvement Program; the amount invested can include debt service.

5. Debt Management

- Limit outstanding debt to a maximum 3% of the net assessed value of all taxable property; and
- Limit debt service expenditures to a maximum 10% of revenues.

6. Cash Management

- Maximize investment yield only after legal, safety and liquidity criteria are met;
- Invest a minimum of 100% of total book cash balances at all times; and
- Maintain a written investment policy approved by the BOCS.

7. Assessments

- Maintain sound appraisal procedures to keep property values current and equitable;
- Assess all property at 100% of market value; and
- Assess Real Property according to fair market value annually as of January 1 in accordance with Title 58.1 of the Code of Virginia.

8. Property Tax Collection

- Monitor all taxes to ensure they are equitably administered and collections are timely and accurate; and
- Aggressively collect property taxes and related penalties and interest as authorized by the Code of Virginia.

9. Procurement

- Make all purchases in accordance with the County’s purchasing policies and procedures and applicable state and federal laws;
- Endeavor to obtain supplies, equipment, and services as economically as possible;
- Maintain a purchasing system which provides needed materials in a timely manner to avoid interruptions in the delivery of services; and
- Pay all invoices within 30 days in accordance with prompt payment requirements of the Code of Virginia.

10. Risk Management

- Make diligent efforts to protect and preserve County assets against losses that could deplete County resources or impair the County’s ability to provide services to its citizens; and
- Reduce the County’s exposure to liability through training, safety, risk financing, and the transfer of risk when cost effective.

Debt Management Policy Statement

Proper debt management provides a locality and its citizens with fiscal advantages. The State does not impact a debt limitation on the County; however, a debt policy has been adopted by the Board to ensure that no under burden is placed on the County’s taxpayers. The following administrative policies provide the framework to limit the use of debt in Prince William County:

Policy V - Debt Management: The County will maintain a high credit rating in the financial community to 1) assure the County's taxpayers that the County government is well managed and financially sound, and 2) obtain reduced borrowing costs. The County will consider long-term debt financing when appropriate.

- 5.01** The County will consider the project and its useful life and utilize the most appropriate method to finance the project. Financing may include debt financing, "pay as you go," or other financing sources.
- 5.02** Whenever the County finds it necessary to issue tax supported bonds, the following policy will be adhered to:
- a) Tax supported bonds, whenever feasible, will be issued on a competitive basis unless market conditions or the nature of the project favors negotiated sales.
 - b) Average weighted maturities for general obligation (GO) bonds of the County, and whenever possible for any type of annual appropriation debt, will be maintain at ten and one half (10.5) years or less.
 - c) GO bond issues, and whenever possible for any type of annual appropriation debt, will be structured to allow an equal principal amount to be retired each year over the life of the issue, thereby producing a total debt service with an annual declining balance.
 - d) Annual tax supported debt service expenditures for all debt of the County shall not exceed ten percent (10%) of annual revenues.
 - e) Total bonded debt will not exceed three percent (3%) of the net assessed valuation of taxable real and personal property in the County.
 - f) Bond financing will be confined to projects which would not otherwise be financed from current revenues.
 - g) The term of any bond note or lease obligation will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
- 5.03** The County shall comply with all US Internal Revenue Service rules and regulations regarding issuance of tax exempt debt including arbitrage rebate requirements for bonded indebtedness, and with all Securities and Exchange Commission requirements for continuing disclosure of the County's financial condition, and with all applicable Municipal Securities Rulemaking Board requirements.
- 5.04** The County shall comply with all requirements of the Public Finance Act as included in Title 15.2 of the Code of Virginia and other legal requirements regarding the issuance of bonds and certificates of the County or its debt issuing authorities.
- 5.05** The County shall employ the Principles of Sound Financial Management in any request from a County agency or outside jurisdiction or authority for the issuance of debt.
- 5.06** The issuance of variable rate debt by the County will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 5.07** The County will adhere to the following guidelines when it finds it necessary to issue revenue bonds:
- a) For any bonds or lease anticipation or appropriation debt in which the debt service is partially paid from revenue generated by the project and partially paid from tax sources, the portion of the bond or lease to the extent that its debt service is paid from non-tax sources shall be deemed to be revenue bonds and are excluded from the calculation of the annual debt service limitation in Policy 5.02(d) and 5.02(e).
 - b) Revenue bonds of the County and any of its agencies will be analyzed carefully by the Department of Finance for fiscal soundness. The issuance of County revenue bonds will be subject to the most careful review and must be secured by covenants sufficient to protect the bondholders and the credibility of the County.
 - c) Revenue bonds will be issued on a competitive basis and will be structured to allow an approximately equal annual debt service amount over the life of the issue, whenever feasible.
 - d) Reserve funds, when required, will be provided to adequately meet debt service requirements in the subsequent years.
 - e) Interest earnings on the reserve fund balances will only be used to pay debt service on the bonds.

- f) The term of any revenue bond or lease obligation issue will not exceed the useful life of the capital project or equipment for which the borrowing is intended.

5.08 The County will not use debt financing to fund current operations.

5.09 The County does not intend to issue bond anticipation notes (BANs), tax anticipation notes (TANs), or revenue anticipation notes (RANs) for a period longer than two years. If the BAN is issued for a capital project, the BAN will be converted to a long-term bond or redeemed at its maturity.

Five Year Plan

One of these 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 budget 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 budget 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 nearly 86,000 students, 93 schools and 10,000 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 district 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 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 FY 14 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.

BUDGET DEVELOPMENT PROCESS

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. This 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.
- **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; the [Year One Update](#) is attached to this budget document. The status of the outcomes will be used to determine whether resource adjustments should be made through the annual budget process.

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 and 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 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 Budget and Management (OMB) once the prior year's budget is adopted, and others are collaborative practices between OMB and County agencies. In order to build the Proposed FY 2015 Budget, a series of adjustments are made to the FY 2014 Budget to build a "base" for FY 15 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 FY 15 budget for each agency.

Resetting Vacant Positions Back to Entry Level

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

Inflationary Adjustments

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

Replacement of Lost Revenue

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

Agency Budget Reviews

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

Collaboration Between Agencies Within and Across Functional Areas

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

and items that must be incorporated into the budget to maintain current service levels. The teams' recommendations are forwarded to the County Executive for consideration for the proposed budget.

Efficiencies

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

Add Operating Costs Associated With Capital Projects

In order to meet the balanced five year budget 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.

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. Should the BOCS continue this policy in the five year plan, the outcome would be as follows: FY 15 - 3% pay for performance; FY 16 - 2% pay plan; FY 17 - 3% pay for performance; FY 18 - 2% pay plan; and FY 19 - 3% pay for performance.

FY 15 Budget Development

Scrubbing FY 14 Adopted to Create a Starting Point

OMB, in cooperation with all County agencies, applies the BOCS' policies and County practices to the FY 2014 Budget to create a starting point for FY 15 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 entry level.

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, either because 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 can then be calculated, and the County Executive and School Superintendent know the upper limit of tax revenue that is to be split using the adopted revenue sharing agreement.

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 FY 07 and FY 13 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 sustained for at least five years. The County Executive may also recommend that surplus revenue be added to the revenue stabilization fund. 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.

FY 2015 BUDGET CALENDAR

	CITIZEN ENGAGEMENT	BOARD OF COUNTY SUPERVISOR (BOCS) ACTIONS	COUNTY ADMINISTRATION & AGENCIES
2013 PREPARATION STAGE			
July -	<ul style="list-style-type: none"> Direct contact with BOCS members Public comments at BOCS meeting 	<ul style="list-style-type: none"> Receive citizen comments 	<ul style="list-style-type: none"> Post FY 2014 Budget online
Aug -			<ul style="list-style-type: none"> Develop and distribute FY 15 budget instructions "Scrub" the FY 2014 Budget to create FY 15 starting point
Sept -			<ul style="list-style-type: none"> Report prior year's performance Prepare Strategic Plan Updates Prepare agency historical variance report Identify critical operating and capital needs
Oct -	<ul style="list-style-type: none"> Attend/view Strategic Plan Update and Critical Need presentations 	<ul style="list-style-type: none"> Receive Strategic Plan Updates and Critical Needs presentation 	<ul style="list-style-type: none"> Finalize FY 14 "scrub" in financial reporting system Agency budget review
Nov -			<ul style="list-style-type: none"> Prioritize critical needs Identify efficiencies and savings Compensation modeling Update five year plan program
Dec -		<ul style="list-style-type: none"> Receive preliminary revenue forecast Provide budget guidance to County Executive and Schools 	<ul style="list-style-type: none"> Provide preliminary revenue forecast Address critical needs in light of budget guidance
Jan -			<ul style="list-style-type: none"> Enter proposed budget into financial system to balance
2014 DEVELOPMENT STAGE			
Feb -	<ul style="list-style-type: none"> Attend/view Proposed FY 2015 Budget presentation Participate on Budget Committees Submit comments/questions to website 	<ul style="list-style-type: none"> Receive Proposed 2015 Budget presentation Set and authorize maximum tax rate to be advertised 	<ul style="list-style-type: none"> Present Proposed FY 2015 Budget to BOCS Meet with BOCS Budget Committees Address comments/questions submitted to website Finalize revenue projection
Mar -			<ul style="list-style-type: none"> Advertise authorized tax rate and public hearings Identify any recap updates
Apr -	<ul style="list-style-type: none"> Attend/speak at public hearing Attend/view recap Attend/view markup Attend/view adoption of the FY 2015 Budget 	<ul style="list-style-type: none"> Receive Schools proposed budget Hold public hearing Receive recap presentation Hold budget markup session Adopt tax rate and FY 2015 Budget 	<ul style="list-style-type: none"> Present recap updates Rebalance budget in financial system
May -			<ul style="list-style-type: none"> Finalize FY 2015 Budget document
June -			

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 Board 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 (County Executive Policy 4.11) governs transfers within or between agencies to provide operating flexibility while ensuring fiscal control, and is summarized in the budget transfer matrix:

Budget Transfer Matrix

A. Transfers Within Fund, Department and Expenditure Category (Object Level 1)

Transfer Category	Department Head Approval	BOCS Approval
Within expenditure category	\$1 +	NA

B. Transfers Within Fund and Department Between Expenditure Categories (Object Level 1)

Transfer Category	Department Head Approval	BOCS Approval
All	\$1 to \$19,999	\$20,000 +

C. Transfers Within Fund Between Departments

Transfer Category	Department Head Approval	BOCS Approval
All	\$1 to \$19,999	\$20,000 +

D. Transfers Between Funds, Subfunds¹ and Projects

Transfer Category	Department Head Approval	BOCS Approval
All	\$1 to \$19,999	\$20,000 +

¹ Transfers between subfunds within funds 11 - 39 do not require Board of County Supervisors (BOCS) approval if > \$19,999 and within an expenditure category (object level 1), BOCS approval required only if between expenditure categories (object level 1) as specified in (B) above.

In addition, the policy allows for administrative transfers to correct coding errors, comply with generally accepted accounting principles and mandated legal and accounting requirements, or to accommodate administrative reorganizations previously approved by the Board or the County Executive. All administrative transfers and all transfers affecting internal service funds require the approval of the Office of Management and Budget and the Finance Department.

PWC Accounting System

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

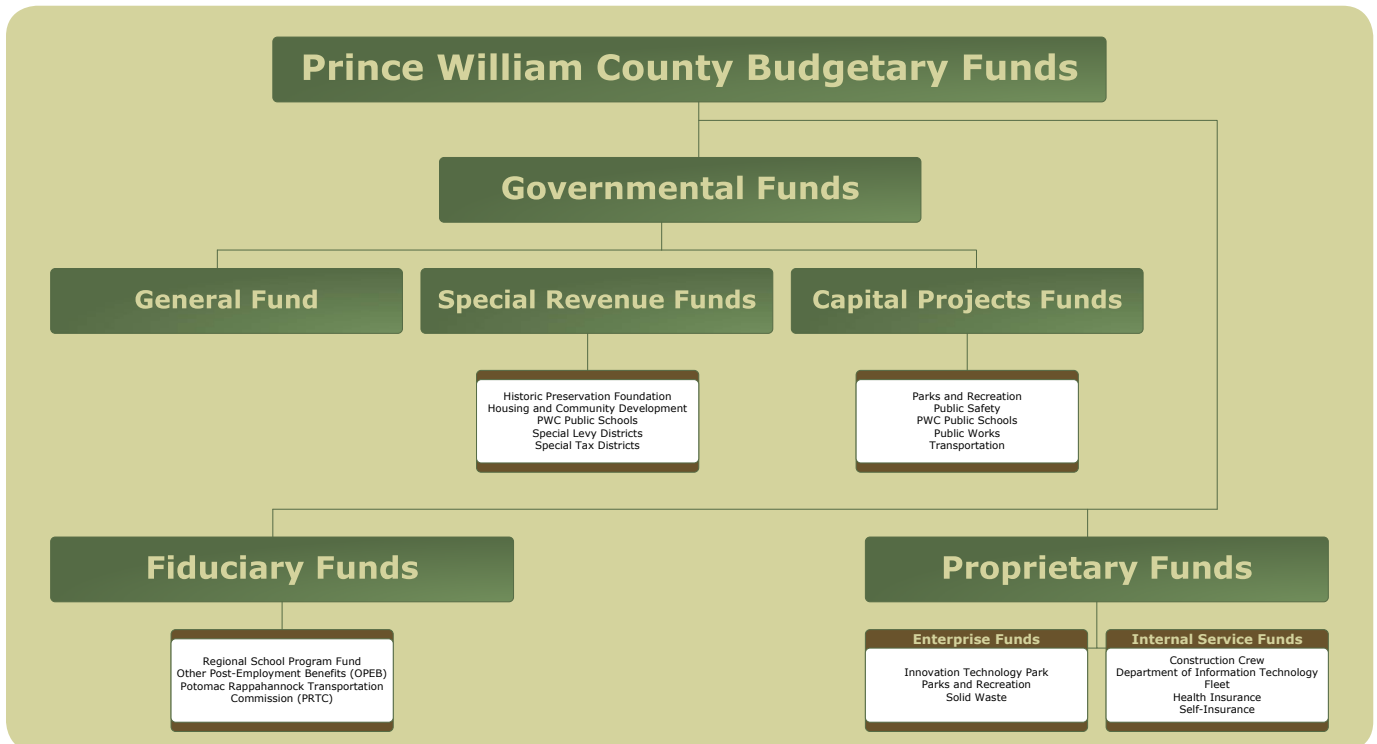
The County has three kinds of funds:

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 are 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.
 - b. **Special Revenue Funds** - Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds are used to account for volunteer fire and rescue levies, school operations and the Regional Adult Detention Center.
 - c. **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.

Note: The County does not maintain special assessment funds. The debt service fund was eliminated on July 1, 1985 because it was not required.

BUDGET DEVELOPMENT PROCESS

2. **Proprietary Funds** - Proprietary funds account for county activities, which 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:
 - a. **Enterprise Funds** - These funds are used to account for operations that are: (a) financed and operated in a manner similar to private business enterprises - where the intent of the BOCS is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the BOCS has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The following are enterprise funds: Prince William County Parks and Recreation (which provides recreational services), Prince William County Landfill (which provides solid waste disposal for the County) and Innovation Technology Park (which sells county owned land to businesses relocating to the Innovation area).
 - b. **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 data processing, vehicle maintenance, road construction and self-insurance.
3. **Fiduciary Funds (Trust and Agency Funds)** - These funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. The County has established agency and expendable trust funds to account for library donations, special welfare and certain other activities. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. Expendable trust funds are accounted for in essentially the same manner as governmental funds.



Operational Funds: Government Fund Types

General Fund

General Government

Audit Services
Board of County Supervisors
Board of Equalization
Contingency Reserve
County Attorney
Executive Management
Finance
Elections
Human Resources
Human Rights Office
Information Technology
Management & Budget

Public Safety

Adult Detention Center
Circuit Court Judges
Clerk of 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's Office

Community Development

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

Human Services

Area Agency on Aging
At-Risk Youth & Family Services
Community Services
Cooperative Extension
Public Health
Social Services

Non-Departmental

Unclassified Administrative

Debt/CIP

Capital Improvement Program
General Debt
Transfer to Construction Funds

Resource Allocation

From Line Item Budgeting to Outcome Budgeting

Prince William County has shifted focus from traditional line item budgets to outcome budgets. Outcome budgets increase accountability by measuring whether an agency achieved its targets, rather than focusing on individual line items. 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 impact, or service level target, represents the short-term fiscal year initiatives expected to occur with the new resource allocation. These initiatives are directly linked to achieving the desired community outcomes contained in the Strategic Plan.

An Outcome Budgeting Example

An example of outcome budget decision-making is the addition of patrol officers to the Police Department. In traditional line-item budgets, the focus would be on salary and equipment costs for those officers. Outcome budgets take this a step further to focus on the outcomes produced by those officers, e.g., eventual reduction in crime rate, increase in case closure rate and an increased percentage of citizens feeling safe in their neighborhoods.

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 \$338 less per capita in FY 15 than they did in FY 92. Not adjusted for inflation, the general budgeted cost per capita for County services was \$1,284 in FY 92, as compared to \$2,297 in FY 15.

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 2012, the survey showed that 92% of County residents were satisfied or very satisfied with the services provided by Prince William County Government. Also in 2012, satisfaction with the value for their tax dollar was 85%. The next survey will be conducted during the summer of 2014.

Resource Allocation 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 to be important, but not strategic.
- The Strategic Plan guides the development of the Capital Improvement Program (CIP); 92% of the funding in the County's CIP supports strategies and objectives in the Strategic Plan. In FY 13, 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 FY 87 through FY 13. This is the highest form of recognition in governmental budgeting. In FY 98 and again in FY 01, the County received an upgraded award when the GFOA recognized the Prince William County Fiscal Plan as an "Outstanding Operations Guide." Also in both FY 01 and FY 06, the GFOA recognized the County's Fiscal Plan as an "Outstanding Policy Document." In FY 05, the County's Fiscal Plan received special recognition as an "Outstanding Communication Device" as well as "Special Performance Measure Recognition" which was also recognized in FY 06. In FY 06, FY 07 and FY 08, the County's Fiscal Plan received "Special Performance Measures Recognition."
- The National Association of Counties (NACO) presented a 2014 Achievement Award to the County for Prince William's budgeting process which focuses on citizen engagement.

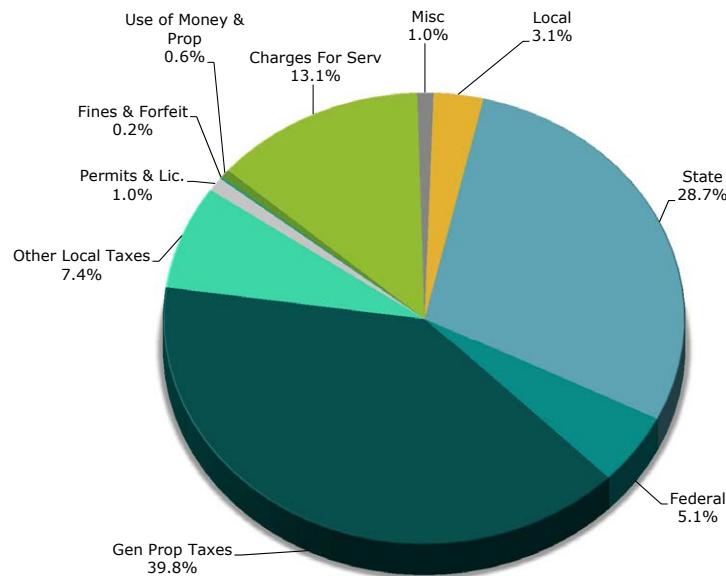


BUDGET SUMMARY

Revenue vs. Expenditure Comparison

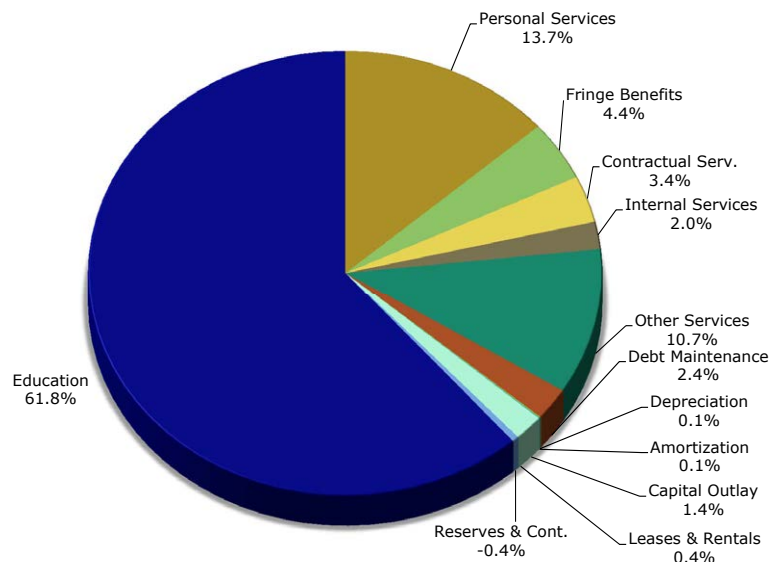
The pie charts show the expenditure and revenue budgets for all County-wide funds. The detail for these charts is displayed in the Combined Statement of Projected Revenues, Budgeted Expenditures and Projected Changes in Fund Balance located on the next page.

FY 15 Total County Revenue Sources
(Note: Excludes Operating Transfers In and Non-Revenue Receipts)



\$1,893,042,573

FY 15 Total County Budget By Category of Expenditure
(Note: Excludes Operating Transfers Out)



\$2,061,784,973

BUDGET SUMMARY

Combined Statement Of Projected Revenues, Budgeted Expenditures And Projected Changes In Fund Balance For The FY 2015 Adopted Fiscal Plan

	Governmental Fund Types				Proprietary Fund Types		Fiduciary	Total
	General Fund	Capital Projects Fund	Special Revenue Fund	Component Units	Enterprise Fund	Internal Service Fund	Fund Type	FY 15 Adopted
Net Assets:								
Invest in Cap Asset net related debt	\$0	\$0	\$0	\$0	\$36,860,000	\$28,233,684	\$0	\$65,093,684
Restricted	\$0	\$0	\$0	\$0	\$0	\$3,283,000	\$0	\$3,283,000
Unrestricted	\$0	\$0	\$0	\$0	(\$6,013,972)	\$77,443,003	\$0	\$71,429,031
Projected Fund Balance:								
Non-spendable	\$299,647	\$34,158	\$30,000	\$2,613,240	\$0	\$0	\$0	\$2,977,045
Restricted	\$2,100,839	\$19,418,090	\$84,194,809	\$23,173,432	\$0	\$0	\$0	\$128,887,170
Committed	\$62,836,981	(\$19,729,218)	\$139,578	\$6,099,801	\$0	\$0	\$0	\$49,347,142
Assigned	\$8,136,428	\$30,704,028	\$0	\$65,328,702	\$0	\$0	\$0	\$104,169,158
Unassigned	\$67,075,000	\$0	\$0	(\$6,696,353)	\$0	\$0	\$0	\$60,378,647
Total Fund Balances	\$140,448,895	\$30,427,058	\$84,364,387	\$90,518,822	\$30,846,028	\$108,959,687	\$0	\$485,564,877
Projected Revenues:								
General Property Taxes	\$713,967,754		\$38,302,954	\$0	\$0	\$0	\$0	\$752,270,708
Other Local Taxes	\$140,618,500		\$0	\$0	\$0	\$0	\$0	\$140,618,500
Permits, Priv. Fees and Reg Lic	\$2,150,768		\$16,565,081	\$0	\$8,000	\$0	\$0	\$18,723,849
Fines & Forfeitures	\$3,095,771		\$0	\$0	\$0	\$0	\$0	\$3,095,771
Rev From Use of Money & Prop	\$7,851,546	\$655	\$176,759	\$1,199,974	\$1,337,500	\$743,826	\$0	\$11,310,260
Charges for Services	\$13,631,102		\$12,823,576	\$27,826,851	\$31,994,494	\$161,823,673	\$529,548	\$248,629,244
Miscellaneous	\$5,724,977	\$7,230,736	\$305,696	\$2,057,020	\$196,576	\$3,447,000	\$0	\$18,962,005
Rev From Other Localities	\$7,372,086		\$0	\$3,563,898	\$0	\$0	\$47,417,814	\$58,353,798
Rev From the Commonwealth of Va	\$45,391,536	\$32,900,000	\$0	\$465,283,782	\$40,000	\$0	\$296,762	\$543,912,080
Rev from the Federal Gov	\$14,632,712		\$29,874,358	\$52,659,288	\$0	\$0	\$0	\$97,166,358
Total Revenues	\$954,436,752	\$40,131,391	\$98,048,424	\$552,590,813	\$33,576,570	\$166,014,499	\$48,244,124	\$1,893,042,573
Budgeted Expenditures:								
Personal Services	\$222,206,805		\$16,026,586	\$22,567,555	\$10,180,448	\$10,467,338	\$0	\$281,448,731
Fringe Benefits	\$70,924,338		\$6,140,917	\$7,533,737	\$2,431,213	\$3,435,604	\$0	\$90,465,808
Contractual Services	\$27,541,318	\$3,316,070	\$11,453,767	\$3,199,001	\$7,745,445	\$17,180,794	\$0	\$70,436,395
Internal Services	\$35,071,264		\$3,987,496	\$1,243,192	\$1,000,528	\$173,627	\$0	\$41,476,106
Other Services	\$50,143,891	\$57,203,043	\$41,228,051	\$5,016,770	\$4,908,332	\$62,665,044	\$0	\$221,165,131
Debt Maintenance	\$45,777,603	\$628,939	\$395,485	\$0	\$2,180,594	\$0	\$0	\$48,982,621
Depreciation			\$0	\$0	\$1,007,569	\$0	\$0	\$1,007,569
Amortization			\$0	\$0	\$1,755,699	\$0	\$0	\$1,755,699
Capital Outlay	\$4,778,872	\$1,433,418	\$7,126,470	\$8,000	\$12,694,000	\$3,448,382	\$0	\$29,489,142
Leases & Rentals	\$8,431,032		\$323,668	\$312,891	\$136,555	\$122,082	\$0	\$9,326,228
Reserves & Contingencies	(\$9,731,385)		\$1,094,651	\$0	\$0	\$0	\$0	(\$8,636,733)
Education		\$106,378,000	\$0	\$1,030,518,013	\$630,000	\$89,098,138	\$48,244,124	\$1,274,868,275
Total Expenditures	\$455,143,738	\$168,959,470	\$87,777,091	\$1,070,399,159	\$44,670,382	\$186,591,009	\$48,244,124	\$2,061,784,973
Excess (Deficiency) Of Revenues Over Expenditures	\$499,293,014	(\$128,828,079)	\$10,271,333	(\$517,808,346)	(\$11,093,812)	(\$20,576,510)	\$0	(\$168,742,400)
Other Financing Sources (Uses):								
Operating Transfers In	\$23,501,567	\$27,811,096	\$5,716,558	\$516,641,982	\$1,246,777	\$8,394,183	\$0	\$583,312,163
Operating Transfers Out	(\$534,693,306)	(\$8,801,106)	(\$15,362,438)	(\$19,507,529)	(\$2,126,375)	(\$2,821,409)	\$0	(\$583,312,163)
Proceeds From Loans And Bonds		\$103,077,500	\$0	\$0	\$66,000	\$0	\$0	\$103,143,500
Total Other Financing Sources (Uses)	(\$511,191,739)	\$122,087,490	(\$9,645,880)	\$497,134,453	(\$813,598)	\$5,572,774	\$0	\$103,143,500
Excess (Deficiency) Of Revenues Over Expenditures & Other Sources (Uses)	(\$11,898,725)	(\$6,740,589)	\$625,453	(\$20,673,893)	(\$11,907,410)	(\$15,003,736)	\$0	(\$65,598,900)
Projected Total Fund Balance, Ending	\$128,550,169	\$23,686,469	\$84,989,841	\$69,844,930	\$18,938,618	\$93,955,950	\$0	\$419,965,977

Note- Areas in which Fund Balance is Projected to Decline in Excess of 10% are Listed Below:

1. The Capital Projects Fund balance is projected to decline 22.2% because funding was appropriated from the County's Capital Reserve in FY 15 to begin the planning and design of a future expansion at the County's Adult Detention Center (\$5.3 million) and provide funding for the replacement of capital equipment (\$0.5 million).
2. The Component Units Fund balance is projected to decline by 22.8% because the Schools accumulated reserves from prior years which will be used to support expenditure budgets. This results in a draw down of fund balance.
3. The Enterprise Fund balance is projected to decline 38.6% due to the amounts budgeted for capital outlay expenses such as landfill caps, landfill liners, and the planned Eco Park in Solid Waste. This results in a draw down of fund balance.
4. The Internal Service Fund balance is projected to decrease by 13.8%. This is due to: 1) the Self Insurance expenditure budget including funding for the maximum exposure which could occur if a large claim is required to be expended and 2) the use of the Technology Internal Service Fund Reserve to fund planned one time technology improvements.

BUDGET SUMMARY

All Funds Summary of Revenues and Other Financing Sources and Expenditures and Other Financing Uses for Prior Year Actual (FY 13), the Current Year Budget (FY 14) and the Adopted Budget Year (FY 15)

	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change FY 14 To FY 15
Fund Bal/Net Assets, Beginning:				
Invested in Capital Assets	\$49,390,000	\$65,093,684	\$65,093,684	0.00%
Restricted	\$2,848,000	\$3,283,000	\$3,283,000	0.00%
Unrestricted	\$121,562,000	\$91,196,805	\$71,429,031	-21.68%
Fund Balances:				
Non-spendable	\$2,622,000	\$2,977,045	\$2,977,045	0.00%
Restricted	\$130,952,000	\$128,479,337	\$128,887,170	0.32%
Committed	\$190,102,000	\$189,905,949	\$49,347,142	-74.01%
Assigned	\$114,431,000	\$104,169,158	\$104,169,158	0.00%
Unassigned	\$80,693,000	\$84,689,040	\$60,378,647	-28.71%
Total Fund Balances	\$692,600,000	\$669,794,018	\$485,564,877	-27.51%
Revenues:				
General Property Taxes	\$636,788,603	\$725,138,927	\$752,270,708	3.74%
Other Local Taxes	\$135,892,678	\$137,585,000	\$140,618,500	2.20%
Permits, Priv. Fees and Reg Lic	\$16,369,915	\$15,972,583	\$18,723,849	17.22%
Fines & Forfeitures	\$3,266,143	\$3,095,771	\$3,095,771	0.00%
Rev From Use of Money & Prop	(\$4,612,710)	\$12,911,459	\$11,310,260	-12.40%
Charges for Services	\$198,814,919	\$235,716,682	\$248,629,244	5.48%
Miscellaneous	\$540,925,924	\$15,576,881	\$18,962,005	21.73%
Rev From Other Localities	\$43,020,118	\$51,007,928	\$58,353,798	14.40%
Rev From the Commonwealth of Va	\$112,064,655	\$486,840,641	\$543,912,080	11.72%
Rev from the Federal Gov	\$49,195,119	\$95,154,043	\$97,166,358	2.11%
Total Revenues	\$1,731,725,364	\$1,778,999,915	\$1,893,042,573	6.41%
Expenditures:				
Personal Services	\$246,652,131	\$264,001,737	\$281,448,731	6.61%
Fringe Benefits	\$83,167,781	\$85,173,984	\$90,465,808	6.21%
Contractual Services	\$93,984,277	\$61,995,165	\$70,436,395	13.62%
Internal Services	\$34,710,031	\$37,566,894	\$41,476,106	10.41%
Other Services	\$160,884,083	\$163,243,713	\$221,165,131	35.48%
Debt Maintenance	\$42,991,454	\$45,827,709	\$48,982,621	6.88%
Depreciation	\$10,505,392	\$1,007,569	\$1,007,569	0.00%
Amortization	\$1,748,550	\$5,480,699	\$1,755,699	-67.97%
Capital Outlay	\$10,681,018	\$38,857,994	\$29,489,142	-24.11%
Leases & Rentals	\$8,006,472	\$8,978,953	\$9,326,228	3.87%
Reserves & Contingencies	(\$646,633)	(\$7,649,131)	(\$8,636,733)	12.91%
Education	\$1,128,672,852	\$1,326,069,769	\$1,274,868,275	-3.86%
Total Expenditures	\$1,821,357,407	\$2,030,555,056	\$2,061,784,973	1.54%
Excess (Deficiency) Of Revenues Over Expenditures	(\$89,632,043)	(\$251,555,141)	(\$168,742,400)	-32.92%
Other Financing Sources (Uses):				
Operating Transfers In	\$658,555,655	\$579,312,029	\$583,312,163	0.69%
Operating Transfers Out	(\$658,555,655)	(\$579,312,029)	(\$583,312,163)	0.69%
Proceeds From Loans And Bonds	\$77,975,919	\$67,326,000	\$103,143,500	53.20%
Total Other Financing Sources (Uses)	\$77,975,919	\$67,326,000	\$103,143,500	53.20%
Excess (Deficiency) Of Revenues Over Expenditures & Other Sources (Uses)	(\$11,656,124)	(\$184,229,141)	(\$65,598,900)	-64.39%
Total Fund Balance, Ending*	\$680,943,876	\$485,564,877	\$419,965,977	-13.51%

* Fund Balance for FY 14 and FY 15 is Projected.

Five Year Budget Plan

In 1988, the Board of County Supervisors (BOCS) adopted a Financial and Program Planning Ordinance. A major focus of this ordinance is to present to the BOCS five year revenue and expenditure projections during the annual budget process. This projection process helps the BOCS gauge the multi-year impacts of fiscal decisions, and weigh the corresponding implications of tax rates and other revenue sources. For FY 15 the five year budget plan shown below gives a picture of the general fund requirements from FY 15 - FY 19.

This forecast will shape fiscal decisions over these five years. The projection is based upon the economic conditions and tax rates at the time this document was prepared.

The multi-year projections used to develop this five year forecast have two distinct parts which are independently developed.

General Fund Resource and Expenditure Projection					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Revenue and Resources:					
General Revenue	\$857,387,589	\$898,909,702	\$942,674,150	\$987,503,898	\$1,034,380,504
Agency Revenue	\$112,802,039	\$105,633,174	\$105,565,380	\$105,589,767	\$105,667,511
County Resources	\$19,647,416	\$31,381,505	\$26,789,381	\$21,049,515	\$18,442,908
Total Revenue & Resources Available	\$989,837,044	\$1,035,924,381	\$1,075,028,911	\$1,114,143,180	\$1,158,490,923
Expenditures:					
County Government	\$503,163,088	\$525,587,473	\$539,748,623	\$553,333,305	\$570,983,479
Transfer To Schools	\$486,673,956	\$510,336,908	\$535,280,288	\$560,809,875	\$587,507,444
Total Expenditures	\$989,837,044	\$1,035,924,381	\$1,075,028,911	\$1,114,143,180	\$1,158,490,923
Total Revenue & Resource Balance	\$0	\$0	\$0	\$0	\$0

Revenue Projections

Revenue forecasting begins with the work of the County's revenue committee. For non-agency revenues, the committee provides a five year forecast based on historical trends, current economic conditions, and assumptions about future trends. These projections are refined throughout the fall and winter, and finalized in a report used during the budget process. For additional detail concerning non-agency revenues, see the Revenues section.

Agency revenues are projected by the Office of Management and Budget (OMB), in conjunction with the involved agencies. Assumptions about State revenues and about local economic conditions are factored into the five year forecast of agency revenues. Historical trends are also an important part of the projection process. For additional detail concerning agency revenues, see the Agency Revenue section of the summary titled General Fund Revenue and Resource Summary in the Revenues section.

Expenditure Projections

Expenditure projections begin while the proposed budget is under development. A base budget is established for the first year. Any new initiatives begun in the first year are examined for their implications for future fiscal years and made a part of the projections. This part of the projection process is particularly useful in tracking the movement of new initiatives into the budget for future fiscal years.

Prince William County's OMB uses a computer based spreadsheet program to facilitate the preparation of expenditure projections. The program can be customized to make individual agency projections, and is updated from individual data projection modules which produce projections in the following areas:

- General fund support for capital projects
- Capital improvements operating costs
- General debt (capital improvements projects)
- Pay for performance adjustments
- Pay plan market adjustments
- Benefit adjustments
- Self-insurance
- Five year costs of FY 15 budget initiatives

Many factors play a role in the expenditure projections for Prince William County. Some of the key assumptions underlying the expenditure projections are as follows:

- Fund pay for performance in the following years FY 15-3.0%, FY 16-0.0%, FY 17-3.0%, FY 18-0.0%, FY 19-3.0%
- Fund the following COLA adjustments FY 15-0.0%, FY 16-2.0%, FY 17-0.0%; FY 18-2.0%, FY 19-0.0%
- Add 125 police officers and 15 civilian police positions from FY 15-19
- Add 90 Fire and Rescue positions from FY 15-19
- Fund annual increase in FY 15-19 for fuel and utilities
- Fund the adopted Capital Improvement Program

Revenue Stabilization Fund

Prince William County maintains a revenue stabilization fund in accordance with the Board of County Supervisors' adopted Principles of Sound Financial Management. It is intended to provide the County with sufficient working capital and a margin of safety to withstand local and regional economic shocks and unexpected revenue declines without borrowing during a fiscal year.

For budgeting purposes, the revenue stabilization fund must be maintained at a minimum 1.0% threshold of general fund revenue within each five year plan fiscal planning cycle. The planned contribution and use of the County's revenue stabilization fund within the FY 15-19 adopted five year plan is shown below. The fund remains above the minimum 1.0% threshold in each year of the adopted five year plan.

Revenue Stabilization Fund in FY 15-19 Adopted Five Year Plan					
	FY 15	FY 16	FY 17	FY 18	FY 19
Beginning Balance	\$34,978,681	\$37,490,213	\$24,655,007	\$18,199,115	\$15,110,536
Contrib. To/(Use Of)	\$2,511,532	(\$12,835,206)	(\$6,455,892)	(\$3,088,579)	(\$578,671)
Ending Balance	\$37,490,213	\$24,655,007	\$18,199,115	\$15,110,536	\$14,531,865
Percent of Revenues	3.86%	2.45%	1.74%	1.38%	1.27%
\$ Needed to Maintain @ 1%	\$9,701,896	\$10,045,429	\$10,482,395	\$10,930,937	\$11,400,480

BUDGET SUMMARY

Summary of Full Time Equivalent Positions (FTE)

Department / Agency	FY 11 Adopted FTE Positions	FY 12 Adopted FTE Positions	FY 13 Adopted FTE Positions	FY 14 Adopted FTE Positions	FY 15 Adopted FTE Positions	Position Change FY 14 to FY 15	Percent Change FY 14 to FY 15
Community Development:							
Development Services	86.50	85.50	88.50	95.50	107.00	11.50	12.04%
Economic Development	13.00	13.00	13.00	13.00	13.00	0.00	0.00%
Library	164.33	163.33	163.33	163.86	179.51	15.65	9.55%
Parks and Recreation (2)	0.00	0.00	0.00	382.07	391.68	9.61	2.52%
Planning	32.05	32.50	32.50	33.50	29.00	-4.50	-13.43%
Public Works	337.27	340.52	344.52	346.52	348.52	2.00	0.58%
Transportation	53.80	52.80	50.80	50.80	50.80	0.00	0.00%
Sub Total	686.95	687.65	692.65	1,085.25	1,119.51	34.26	3.16%
General Government:							
Board Of County Supervisors	18.00	22.00	25.00	25.00	25.00	0.00	0.00%
Audit Services (1)	7.00	7.00	7.00	1.00	1.00	0.00	0.00%
County Attorney	24.00	25.00	27.00	27.00	27.00	0.00	0.00%
Elections	11.00	11.00	11.00	13.00	13.00	0.00	0.00%
Executive Management (1)	49.95	24.00	24.00	25.00	25.00	0.00	0.00%
Finance	147.00	149.00	155.00	156.00	156.00	0.00	0.00%
Human Resources (1)	0.00	18.50	18.50	23.50	23.50	0.00	0.00%
Human Rights Office	5.00	5.00	5.00	5.00	5.00	0.00	0.00%
Information Technology	77.53	77.00	79.00	79.00	87.88	8.88	11.24%
Management & Budget (1)	0.00	11.00	11.00	11.00	11.00	0.00	0.00%
Sub Total	339.48	349.50	362.50	365.50	374.38	8.88	2.43%
Human Services:							
Area Agency On Aging	30.07	31.40	32.14	32.14	32.14	0.00	0.00%
At Risk Youth & Family Services	2.00	4.60	4.60	5.00	6.00	1.00	20.00%
Community Services	264.88	266.88	279.88	286.71	294.21	7.50	2.62%
Housing & Community Development	29.00	28.00	27.00	27.00	24.00	-3.00	-11.11%
Public Health	3.60	3.60	3.60	3.60	3.60	0.00	0.00%
Social Services	307.99	309.39	309.39	307.46	306.46	-1.00	-0.33%
Virginia Cooperative Extension Service	7.69	7.81	7.81	7.14	7.14	0.00	0.00%
Sub Total	645.23	651.68	664.42	669.05	673.55	4.50	0.67%

BUDGET SUMMARY

Summary of Full Time Equivalent Positions (FTE) (Cont.)

Department / Agency	FY 11 Adopted FTE Positions	FY 12 Adopted FTE Positions	FY 13 Adopted FTE Positions	FY 14 Adopted FTE Positions	FY 15 Adopted FTE Positions	Position Change FY 14 to FY 15	Percent Change FY 14 to FY 15
Public Safety:							
Adult Detention Center	337.00	337.00	337.00	339.00	348.40	9.40	2.77%
Circuit Court Judges	9.00	9.00	9.00	9.00	9.00	0.00	0.00%
Clerk Of The Circuit Court	46.00	46.00	46.00	46.00	46.00	0.00	0.00%
Commonwealth's Attorney	41.00	42.00	43.00	44.00	44.00	0.00	0.00%
Criminal Justice Services	37.60	37.60	39.60	39.60	39.60	0.00	0.00%
Fire & Rescue	514.50	529.50	549.70	574.70	589.70	15.00	2.61%
General District Court	1.00	1.00	1.00	1.00	1.00	0.00	0.00%
Juvenile Court Services Unit	8.00	8.00	8.00	8.00	8.00	0.00	0.00%
Law Library	1.00	1.00	1.00	1.00	1.00	0.00	0.00%
Police	747.20	751.00	763.00	792.00	820.00	28.00	3.54%
Public Safety Communications	98.00	103.00	103.00	103.00	103.00	0.00	0.00%
Sheriff	89.00	91.50	94.50	94.50	94.50	0.00	0.00%
Sub Total	1,929.30	1,956.60	1,994.80	2,051.80	2,104.20	52.40	2.55%
Total FTE Positions	3,600.96	3,645.43	3,714.37	4,171.60	4,271.64	100.04	2.40%
PWC Population (3)	409,345	413,396	418,395	424,677	430,959	---	---
PWC FTE Positions Per 1,000 Population (4)	8.80	8.82	8.88	9.82	9.91	---	---

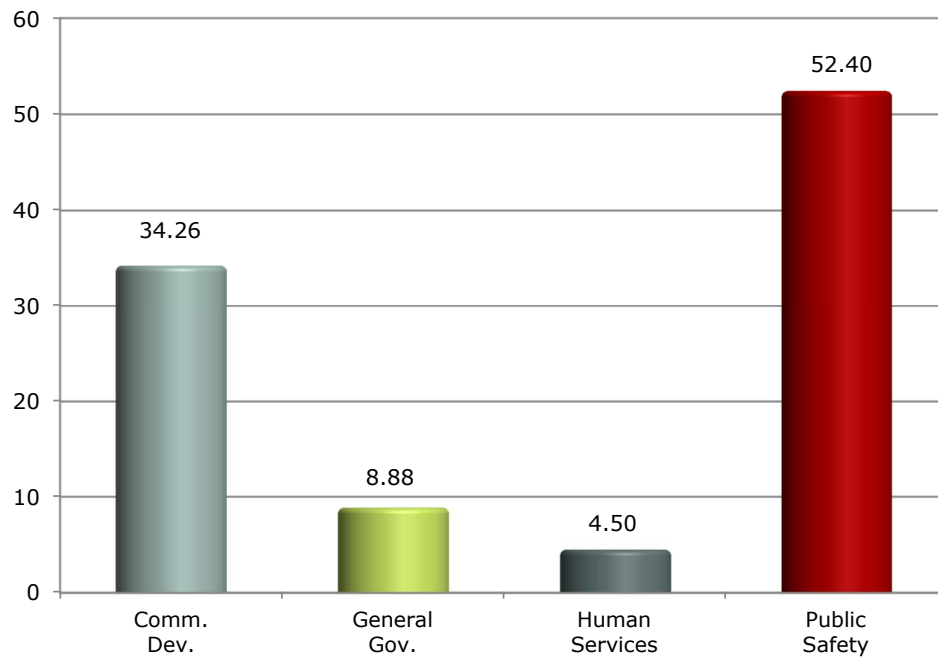
(1) For FY 11 the Audit Services portion of the Office Of Executive Management (OEM) was split out into a separate Agency. For FY 12 the Human Resources and Office of Management & Budget portions were split out into separate agencies.

(2) After the adoption of the FY 2013 Budget, the BOCS approved the creation of the Department of Parks and Recreation by merging the functions of the Prince William County Park Authority into the County government.

(3) Source County Population: Estimates and projections are from the Prince William County Department of Finance

(4) The number of PWC FTE Positions Per 1,000 Population in the FY 2014 Adopted Budget increased to 9.82 due to the merging of the Park Authority into the County government as the Department of Parks and Recreation.

FY 14 to FY 15 Full Time Equivalent Position Change



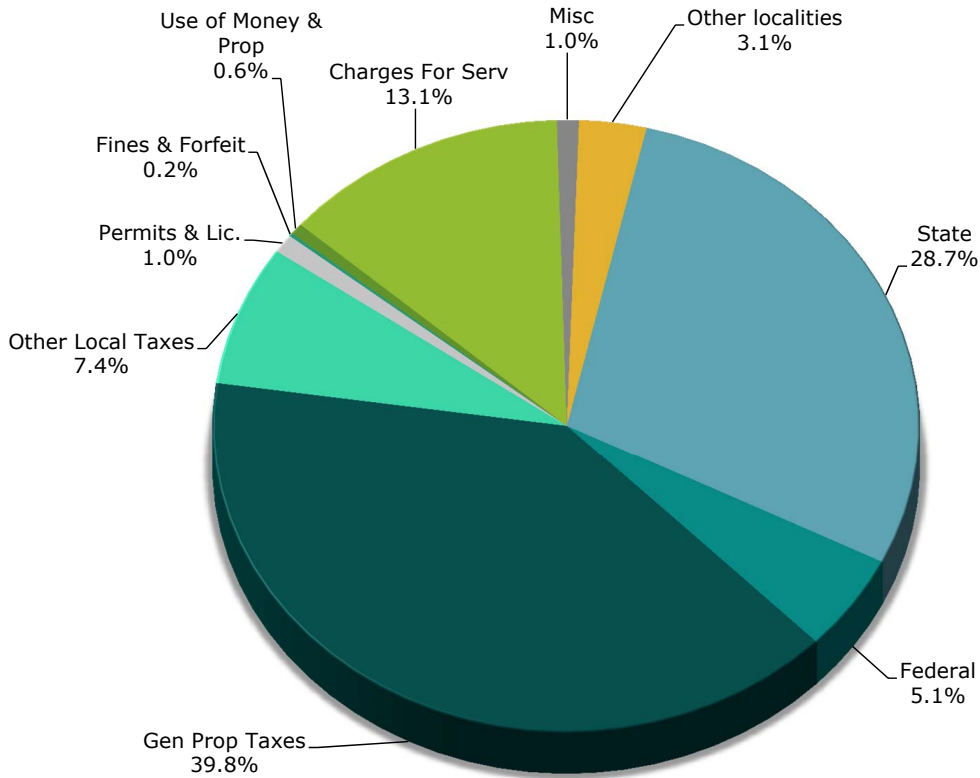
100.04 FTE Position Increase

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.

All Funds Revenue Summary

FY 15 Total County Revenue Sources

(Note: Excludes Operating Transfers In and Non-Revenue Receipts)



\$1,893,042,573

Revenue Forecasting Methodology

Prince William County's general revenue forecast is derived from key assumptions and trend analysis conducted by Finance Department staff. Their revenue forecasts are approved by a Revenue Committee comprised of a cross-section of County department managers as well as representatives from the County school system. During the general revenue forecast process, the Revenue Committee seeks input from public and private sector representatives associated with the County's major revenue sources. For example, the Revenue Committee received data and testimony on local residential and commercial real estate market trends from the Prince William Association of Realtors and the Northern Virginia Building Industry Association. National, state, and local economic trends were discussed with representatives from the Federal Reserve Bank of Richmond as well as the Virginia Department of Taxation. These discussions assisted the Revenue Committee and Finance Department staff in identifying and interpreting important local, state, and national economic conditions and trends.

Revenue Descriptions

General property tax (39.8%), revenue from the Commonwealth of Virginia (28.7%), and charges for services (13.1%) make up 81.6% of All Funds Revenue, excluding operating transfers in and non-revenue receipts from the sale of bonds. The following highlights the components of each of the All Funds Revenue sources and the percent of All Funds Revenues; key assumptions behind the FY 15 major general revenue totals are also included.

■ **General Property Tax** - \$752,270,708; 39.8% of All Funds Revenues

General Property Taxes include real estate taxes, real and personal public service taxes, personal property taxes, and penalties and interest. In addition to the general fund, the general property tax category also funds special levies such as the County's fire levy, mosquito and forest pest management levy, and special service districts.

Key Assumptions:

- During CY 13, the existing residential market continued modest, but steady appreciation of 7.5%. The projected average annual appreciation rate for CY 14-18 is 4.6% for single family/townhouse/condominium and 5% for apartments. Additionally, the volume of new home starts and new apartment units is expected to rise as the economy stabilizes.
 - During CY 13 commercial properties appreciated at a rate of 2.5%, and are projected to increase annually by 3% through CY 18. New commercial space totaling 832,000 square feet was constructed during CY 13 was comprised of retail (24%), industrial (67%) and hotels (1 new); no office buildings or special use improvements were added in CY 13.
 - Public service taxes levied on properties assessed by the State Corporation Commission are expected to decrease by 3.7% in FY 2015; average anticipated change in FY 16-19 is 0.3%
 - Personal property tax is anticipated to increase by 2.7% in FY 15. Projections assume a 0.5% increase in assessed value of vehicles and 2.5% increases in business equipment taxes in FY 15. Projected average annual increases FY 16-19 are 2.84% and 2.1%, respectively.
 - Penalties and interest on real estate taxes are projected to see an average annual increase of 4.1%, FY 15-19; the comparable projection for personal property taxes is 4%.
- ### ■ **Revenue from the Commonwealth** - \$543,912,080; 28.7% of All Funds Revenues
- Revenue from the Commonwealth includes non-categorical revenues, reimbursements and shared expenses, categorical welfare aid, categorical education aid (Local Composite Index or LCI), other categorical aid, and miscellaneous revenue. The LCI is provided through a formula that calculates the State share of the cost of education, as determined in the Standards of Quality, including basic aid, categorical areas, and sales tax. Education aid accounts for \$455.9 million or 83.8% of total revenue from the Commonwealth of Virginia.
- ### ■ **Charges for Services** - \$248,629,244, 13.1% of All Funds Revenues
- Charges for Services include court costs, Commonwealth Attorney fees, charges for correction and detention, mental health/mental retardation services, welfare and social services, libraries, sanitation and waste removal, education, parks and recreation, housing and community development, planning and community development, environmental management, public safety, internal service funds, medical insurance, and other items.
- ### ■ **Other Local Taxes** - \$140,618,500; 7.4% of All Funds Revenues
- Other Local Taxes include short term rental tax, local sales tax, consumer utility tax, bank stock taxes, business/professional/occupational license (BPOL) tax, motor vehicle licenses, taxes on recordation, hotel and motel tax, and franchise license tax.

Key Assumptions:

- Local sales tax revenue is projected to increase by 3% in each year of the five year plan due to an improving local economy, new retail establishments, a high level of household income, an improving employment picture and continued population growth.
- Consumer utility tax revenue is projected to increase, on average, by 1.9% FY 15-19 due to residential growth.
- The projected average annual growth in BPOL tax is 3.25%, FY 15-19.
- Motor vehicle license fees, levied with the personal property tax, are anticipated to see average annual growth of 2.16%, FY 15-19.
- Recordation tax is projected to see average annual growth of 2.6%, FY 15-19. This growth is driven by home sales, real estate appreciation, and refinancing activity.
- **Revenue from the Federal Government** - \$97,166,358; 5.1% of All Funds Revenues
Revenue from the Federal Government includes payments in lieu of taxes, non-categorical aid, categorical welfare aid, and other categorical aid.
- **Revenue from Other Localities** - \$58,353,798; 3.1% of All Funds Revenues
Revenue from Other Localities includes revenue and reimbursements from the City of Manassas, reimbursements from the City of Manassas Park, and revenues from other localities for services provided by the County.
- **Permits, Private Fees and Regulatory Licenses** - \$18,723,849; 1.0% of All Funds Revenues
Permits, Private Fees and Regulatory Licenses include animal licenses, development permits and licenses, fire protection permits and licenses, health protection permits and licenses, police protection permits and licenses, and other permits and licenses.
- **Miscellaneous Revenue** - \$18,962,005; 1.0% of All Funds Revenues
Miscellaneous Revenue includes recovered costs, expenditure refunds, and other miscellaneous items.
- **Revenue from Use of Money and Property** - \$11,310,260; 0.6% of All Funds Revenues
Revenue from Use of Money includes interest from pooled investments, restricted investments, market value adjustments, other interest income, banking earning credits, gain/loss on investments, and interest paid to vendors and property taxpayers. Revenue from the Use of Property includes general property rental, sale of surplus property, salvage, materials, supplies, recyclables, and recyclable bins, and gain/loss from sale of buildings, land, motor vehicles, machines and equipment.

Key Assumptions:

- Investment income is expected to grow, on average, 5.92% annually, FY 15-19. All funds are invested in accordance with the Principles of Sound Financial Management with regard to legality, safety, liquidity and yield. The projected average portfolio size in FY 15 is \$965,000,000 and \$1,044,000,000 by FY 19.
- Interest on taxes is anticipated to increase, on average, 3.94% annually, FY 15-19.
- **Fines and Forfeitures** - \$3,095,771; 0.2% of All Funds Revenues
Fines and Forfeitures include fines, court fines, parking fines, false alarm fines and return check fees.

For a more detailed description of general revenue trends, key assumptions, and projections, please go to the [Fiscal Years 2015-2019 Projections of General County Revenue](#).

The following table *Projected Revenue And Other Financing Sources For The FY 2015 Budget* outlines the dollar amount of each revenue source by fund type:

REVENUES

Projected Revenue And Other Financing Sources For The FY 2015 Budget

	Governmental Fund Types							Enterprise Fund Type				Fiduciary Fund Type	Internal Service Fund Type		Total Adopted FY 15
	General	Capital Projects	Special Revenue										Solid Waste	School Age Child Care	
			Schools	Fire And Rescue Levy	Regional Jail	Housing & Comm. Dev.	Special Levy Dist.								
Projected Revenues:															
General Property Taxes	\$713,967,754	\$0	\$0	\$34,470,000	\$0	\$0	\$3,832,954	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$752,270,708
Other Local Taxes	\$140,618,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$140,618,500
Permits, Priv. Fees and Reg Lic	\$2,150,768	\$0	\$0	\$0	\$0	\$0	\$16,565,081	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$18,723,849
Fines & Forfeitures	\$3,095,771	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,095,771
Rev From Use of Money & Prop	\$7,851,546	\$655	\$1,199,974	\$0	\$0	\$15,000	\$161,759	\$1,337,500	\$0	\$0	\$0	\$0	\$700,000	\$43,826	\$11,310,260
Charges for Services	\$13,631,102	\$0	\$27,164,077	\$0	\$662,774	\$5,124,233	\$7,699,343	\$17,810,020	\$500,000	\$0	\$13,684,474	\$529,548	\$125,398,497	\$36,425,176	\$248,629,244
Miscellaneous	\$5,724,977	\$7,230,736	\$2,000,000	\$0	\$57,020	\$30,000	\$275,696	\$120,000	\$0	\$0	\$76,576	\$0	\$3,447,000	\$0	\$18,962,005
Rev From Other Localities	\$7,372,086	\$0	\$0	\$0	\$3,563,898	\$0	\$0	\$0	\$0	\$0	\$0	\$47,417,814	\$0	\$0	\$58,353,798
Rev From the Commonwealth of Va	\$45,391,536	\$32,900,000	\$455,646,554	\$0	\$9,637,228	\$0	\$0	\$40,000	\$0	\$0	\$0	\$296,762	\$0	\$0	\$543,912,080
Rev from the Federal Gov	\$14,632,712	\$0	\$52,176,788	\$0	\$482,500	\$29,874,358	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$97,166,358
Total Revenues	\$954,436,752	\$40,131,391	\$538,187,393	\$34,470,000	\$14,403,420	\$35,043,591	\$28,534,833	\$19,315,520	\$500,000	\$0	\$13,761,050	\$48,244,124	\$129,545,497	\$36,469,002	\$1,893,042,573
Other Financing Sources (Uses):															
Operating Transfers In**	\$23,501,567	\$27,811,096	\$489,819,640	\$1,582,589	\$26,822,342	\$41,811	\$4,092,158	\$0	\$0	\$35,000	\$0	\$0	\$5,973,840	\$2,420,343	\$582,100,386
Proceeds From Loans And Bonds	\$0	\$103,077,500	\$0	\$0	\$0	\$0	\$0	\$66,000	\$0	\$0	\$0	\$0	\$0	\$0	\$103,143,500
Total Other Financing Sources (Uses)	\$23,501,567	\$130,888,596	\$489,819,640	\$1,582,589	\$26,822,342	\$41,811	\$4,092,158	\$66,000	\$0	\$35,000	\$0	\$0	\$5,973,840	\$2,420,343	\$685,243,886
Total Revenue & Other Financing Sources	\$977,938,319	\$171,019,987	\$1,028,007,033	\$36,052,589	\$41,225,762	\$35,085,402	\$32,626,991	\$19,381,520	\$500,000	\$35,000	\$13,761,050	\$48,244,124	\$135,519,337	\$38,889,345	\$2,578,286,459

Notes:

* Includes Data Processing, Fleet Maintenance and Construction Crew Internal Service Fund Budgets.

** The Operating Transfer In for the Convention and Visitors Bureau (\$1,211,777) is adopted and reported by a separate board and is excluded from this revenue report.

REVENUES

All Funds Revenue Summary

Department / Agency	FY 11 Adopted Revenue Bud.	FY 12 Adopted Revenue Bud.	FY 13 Adopted Revenue Bud.	FY 14 Adopted Revenue Bud.	FY 15 Adopted Revenue Bud.	% Change FY 14 to FY 15
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SECTION ONE: GENERAL FUND REVENUE SUMMARY:

Community Development:

Economic Development	\$14,130	\$14,130	\$14,130	\$256,250	\$270,203	5.45%
Library	\$3,178,966	\$2,928,717	\$2,857,049	\$2,986,032	\$3,187,520	6.75%
Parks and Recreation	\$0	\$0	\$0	\$1,109,540	\$1,801,342	62.35%
Planning	\$293,095	\$312,501	\$235,400	\$235,400	\$35,400	-84.96%
Public Works	\$2,931,793	\$2,966,368	\$3,039,468	\$3,848,494	\$3,665,145	-4.76%
Sub Total	\$6,417,984	\$6,221,716	\$6,146,047	\$8,435,716	\$8,959,610	6.21%

General Government:

County Attorney	\$245,186	\$245,186	\$245,186	\$245,186	\$245,186	0.00%
Elections	\$87,051	\$79,854	\$79,854	\$83,669	\$83,669	0.00%
Finance	\$1,681,240	\$2,075,240	\$2,139,803	\$2,200,808	\$2,372,308	7.79%
Human Resources	\$0	\$0	\$20,000	\$21,000	\$29,603	40.97%
Human Rights Office	\$64,580	\$64,580	\$28,580	\$28,580	\$28,580	0.00%
Information Technology	\$249,331	\$249,331	\$160,591	\$0	\$0	---
Sub Total	\$2,327,388	\$2,714,191	\$2,674,014	\$2,579,243	\$2,759,346	6.98%

Human Services:

Area Agency On Aging	\$1,101,783	\$1,377,779	\$1,735,063	\$1,846,651	\$1,963,025	6.30%
At Risk Youth And Family Services	\$5,317,823	\$5,193,327	\$5,276,365	\$5,357,922	\$5,351,509	-0.12%
Community Services	\$15,728,416	\$15,538,315	\$16,438,812	\$18,838,403	\$19,762,593	4.91%
Public Health	\$298,115	\$135,526	\$137,996	\$577,711	\$535,522	-7.30%
Social Services	\$22,759,463	\$21,648,342	\$15,824,715	\$16,437,433	\$17,827,099	8.45%
Virginia Cooperative Extension Service	\$535,255	\$496,964	\$531,051	\$514,569	\$504,836	-1.89%
Sub Total	\$45,740,855	\$44,390,253	\$39,944,002	\$43,572,689	\$45,944,584	5.44%

Public Safety:

Clerk Of The Circuit Court	\$4,148,407	\$3,997,184	\$4,188,600	\$4,288,729	\$3,308,694	-22.85%
Commonwealth's Attorney	\$1,742,500	\$1,772,306	\$1,838,664	\$1,979,894	\$2,038,246	2.95%
Criminal Justice Services	\$1,175,355	\$1,161,671	\$1,305,599	\$1,317,333	\$1,380,933	4.83%
Fire & Rescue	\$6,216,555	\$9,333,059	\$10,002,024	\$12,661,677	\$13,980,720	10.42%
General District Court	\$1,892,930	\$1,892,930	\$1,892,930	\$2,392,930	\$2,392,930	0.00%
Juvenile & Domestic Relations Court	\$60,313	\$60,313	\$81,517	\$81,517	\$81,517	0.00%
Juvenile Court Service Unit	\$136,600	\$136,600	\$50,404	\$35,643	\$35,643	0.00%
Law Library	\$150,806	\$145,670	\$145,670	\$145,670	\$145,670	0.00%
Police	\$11,085,640	\$10,936,963	\$10,424,453	\$11,257,507	\$12,165,507	8.07%
Public Safety Communications	\$1,973,252	\$2,285,235	\$2,295,235	\$2,295,235	\$2,302,892	0.33%
Sheriff	\$3,035,402	\$2,966,478	\$3,144,585	\$3,252,697	\$3,216,003	-1.13%
Sub Total	\$31,617,760	\$34,688,409	\$35,369,681	\$39,708,832	\$41,048,755	3.37%

Debt / CIP:

General Debt	\$3,432,009	\$5,044,025	\$4,852,060	\$4,379,316	\$4,344,321	-0.80%
Sub Total	\$3,432,009	\$5,044,025	\$4,852,060	\$4,379,316	\$4,344,321	-0.80%

Non-Departmental:

General Revenues	\$719,754,500	\$756,073,434	\$790,298,135	\$829,561,500	\$857,387,589	3.35%
Transfers In	\$9,193,367	\$8,009,057	\$7,671,443	\$7,398,518	\$7,748,691	4.73%
Unclassified Administrative	\$5,148,333	\$11,135,840	\$9,848,522	\$8,792,679	\$9,745,423	10.84%
Sub Total	\$734,096,200	\$775,218,331	\$807,818,100	\$845,752,697	\$874,881,703	3.44%
Total General Fund Revenue	\$823,632,196	\$868,276,925	\$896,803,904	\$944,428,493	\$977,938,319	3.55%

REVENUES

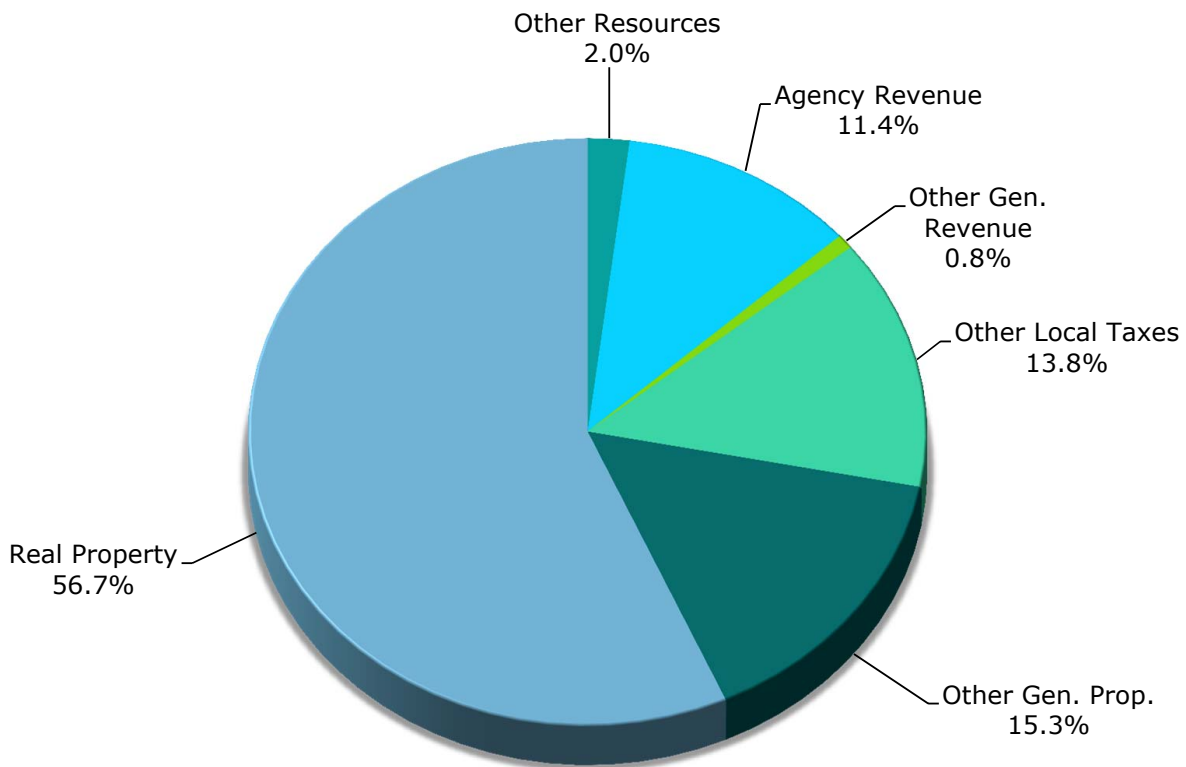
All Funds Revenue Summary (Cont.)

Department / Agency	FY 11 Adopted Revenue Bud.	FY 12 Adopted Revenue Bud.	FY 13 Adopted Revenue Bud.	FY 14 Adopted Revenue Bud.	FY 15 Adopted Revenue Bud.	% Change FY 14 to FY 15
SECTION TWO: NON GENERAL FUND REVENUE SUMMARY:						
Special Revenue Funds:						
234 Bypass Trans Improvement Dist.	\$182,274	\$186,274	\$195,246	\$220,922	\$228,529	3.44%
Adult Detention Center	\$36,251,895	\$37,071,717	\$38,192,995	\$39,458,514	\$41,225,762	4.48%
Bull Run Mountain Service District	\$240,542	\$240,542	\$232,500	\$232,500	\$200,000	-13.98%
Comm. parking lease rev bond debt	\$1,516,464	\$0	\$0	\$0	\$0	---
Development Serv. - Dev Fee	\$7,987,613	\$14,009,643	\$10,949,935	\$12,358,090	\$15,029,671	21.62%
Housing & Community Development	\$28,351,891	\$29,887,106	\$32,843,116	\$32,816,177	\$35,085,402	6.91%
Lake Jackson Service District	\$152,530	\$152,530	\$152,530	\$152,530	\$152,530	0.00%
Mosquito and Forest Pest Mgmt. Control	\$1,585,835	\$1,049,847	\$1,078,928	\$1,184,200	\$1,320,400	11.50%
P. W. Parkway Trans Improv. Dst.	\$1,884,120	\$2,025,840	\$2,096,360	\$2,261,760	\$1,969,995	-12.90%
Planning- Site Dev. Fee Supported	\$1,440,575	\$1,489,895	\$1,481,017	\$1,608,682	\$1,852,684	15.17%
Public Works- Site Dev. Fee Supp.	\$1,227,965	\$1,274,146	\$1,453,197	\$2,719,652	\$2,712,023	-0.28%
Stormwater Management	\$4,956,624	\$5,175,669	\$7,221,199	\$7,313,199	\$7,472,998	2.19%
Transportation- Site Dev Fee Supp.	\$963,361	\$1,045,252	\$1,160,104	\$1,580,674	\$1,688,161	6.80%
Total Special Revenue Funds	\$86,741,689	\$93,608,461	\$97,057,127	\$101,906,900	\$108,938,155	6.90%
Capital Projects Fund:						
Capital Improvement Projects	\$14,325,526	\$143,146,735	\$44,208,103	\$9,485,153	\$63,641,987	570.96%
Total Capital Projects Fund	\$14,325,526	\$143,146,735	\$44,208,103	\$9,485,153	\$63,641,987	570.96%
Enterprise Fund:						
Innovation @ Prince William	\$0	\$0	\$35,000	\$35,000	\$35,000	0.00%
Parks and Recreation	\$0	\$0	\$0	\$13,789,319	\$13,761,050	-0.21%
Public Works; Solid Waste	\$18,145,244	\$18,426,866	\$18,742,500	\$25,910,253	\$19,381,520	-25.20%
Total Enterprise Fund	\$18,145,244	\$18,426,866	\$18,777,500	\$39,734,572	\$33,177,570	-16.50%
Internal Service Funds:						
Information Technology; Data Processing	\$14,556,613	\$43,254,796	\$27,416,488	\$37,905,109	\$28,334,717	-25.25%
Medical Insurance	\$39,623,000	\$40,705,000	\$43,578,000	\$45,846,000	\$50,087,000	9.25%
Public Works; Fleet Management	\$6,353,693	\$6,955,056	\$8,008,678	\$8,359,115	\$8,634,276	3.29%
Public Works; Small Proj. Const.	\$2,281,407	\$2,155,770	\$1,820,351	\$1,820,352	\$1,920,352	5.49%
Total Internal Service Funds	\$62,814,713	\$93,070,622	\$80,823,517	\$93,930,576	\$88,976,345	-5.27%
Fire And Rescue Levy Funds:						
Fire and Rescue Levy Total	\$29,410,000	\$48,812,757	\$38,260,787	\$33,801,944	\$36,052,589	6.66%
Total Fire & Rescue Levy Funds	\$29,410,000	\$48,812,757	\$38,260,787	\$33,801,944	\$36,052,589	6.66%
Schools:						
Operating Fund	\$752,762,281	\$783,521,780	\$833,819,720	\$866,928,763	\$901,779,668	4.02%
School Debt Service Fund	\$58,127,770	\$67,512,184	\$70,996,885	\$74,899,758	\$77,964,481	4.09%
Construction Fund	\$62,309,000	\$84,059,000	\$87,778,461	\$88,199,161	\$107,378,000	21.74%
Food Service Fund	\$32,100,111	\$34,783,797	\$36,812,137	\$39,598,822	\$41,397,651	4.54%
Warehouse	\$5,000,000	\$5,250,000	\$5,250,000	\$5,500,000	\$5,500,000	0.00%
Facilities Use Fund	\$1,084,375	\$1,409,976	\$1,488,996	\$1,388,658	\$1,365,233	-1.69%
Self Insurance Fund	\$3,333,105	\$3,490,171	\$3,506,886	\$3,582,868	\$3,574,840	-0.22%
Health Insurance Fund	\$67,680,601	\$73,985,554	\$75,593,949	\$79,082,633	\$81,857,497	3.51%
Regional School Fund	\$33,824,760	\$33,900,309	\$34,583,749	\$40,793,831	\$47,417,814	16.24%
Gov School @ Innovation Pk	\$0	\$900,743	\$707,500	\$777,000	\$826,310	6.35%
SACC Program Fund	\$0	\$536,750	\$500,000	\$500,000	\$500,000	0.00%
Total Schools	\$1,016,222,003	\$1,089,350,264	\$1,151,038,283	\$1,201,251,494	\$1,269,561,494	5.69%
Grand Total All Funds	\$2,051,291,371	\$2,354,692,630	\$2,326,969,221	\$2,424,539,132	\$2,578,286,459	6.34%

General Fund Revenue Summary

The general fund accounts for all financial transactions and resources in Prince William County other than those required to be accounted for in another fund. Thus, the general fund is the largest and most important fund used by the County. The general fund is divided into revenues and expenditures. This pie chart shows all FY 15 adopted funding sources contained within Prince William County's general fund. In other words, the chart shows where the money comes from to support the County's expenditures. The largest slice of this pie (56.7%) comes from Real Property Taxes. This source contains revenues received from the County's real estate. The next largest sources are Other General Property (15.3%) and Other Local Taxes (13.8%). Other Local Taxes contains revenues from such sources as: Sales Tax, Business, Professional & Occupational License, Public Utility Gross Receipts Tax, Consumer Utility Tax, and the Transient Occupancy Tax. Other General Property contains revenue from such sources as Personal Property and interest on taxes. Agency Revenue (11.4%) contains revenues that are collected by individual County agencies. These revenues most typically come from federal and state grants as well as private sector sources. These four pieces of the pie, when added together, make up 97.2% of total funding sources in the general fund.

FY 15 Funding Sources General Fund



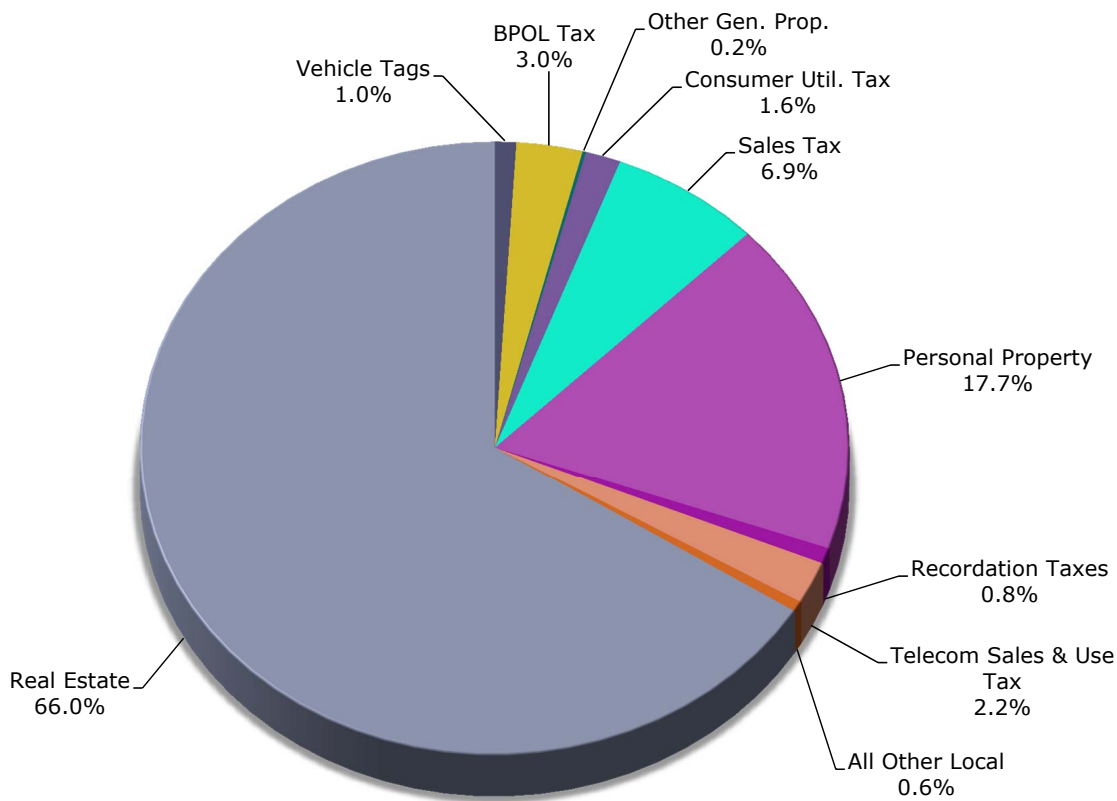
\$989,837,044

General Fund Revenue Summary

This pie chart provides detail regarding the County's FY 15 adopted local tax sources. These taxes make up a majority of the funding sources contained in the County's general fund. The largest source of local tax dollars (66.0%) comes from the real estate tax (\$1.148 per \$100 of assessed value) assessed on citizen's homes and real estate properties. The next largest source (17.7%) is Personal Property Taxes (\$3.70 per \$100 of assessed value) assessed on individual and business personal property. The next source (6.9%) is Sales Tax (a tax rate of 1%) levied on the retail sale or rent of most tangible property. These three tax sources taken together provide 90.6% of total local tax dollars coming into the County. The smaller sources of tax dollars include:

- Business, Professional, Occupational License tax (3.0%) levied on the gross receipts of County businesses;
- Telecommunication Sales and Use Tax (2.2%) is 5% levied on the following services; landline telephones, wireless telephone, cable TV, satellite TV, VOIP service and paging services.
- Consumer Utility Tax (1.6%) levied on the consumers of telephone, electric and natural gas.
- Vehicle Tags (1.0%) received from the annual sale of automobile decals;
- Recordation Taxes (0.8%) is levied when a deed or deed of trust is recorded with the clerk of the circuit court
- All Other Local (0.6%) include miscellaneous tax sources such as Transient Occupancy Tax;
- Other General Property (0.2%) is interest earned on all taxes;

Detail of FY 15 Local Tax Sources

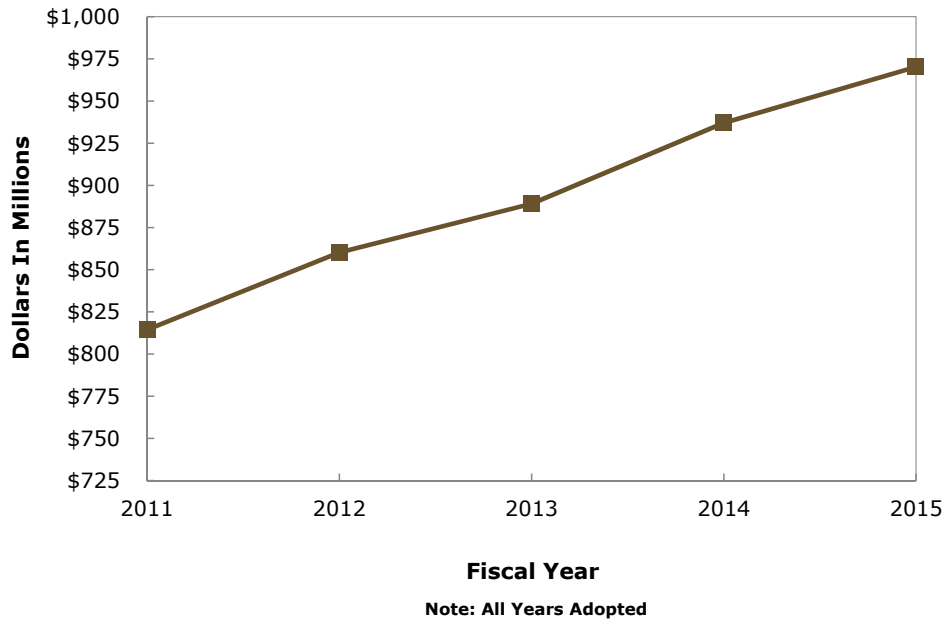


\$849,485,589

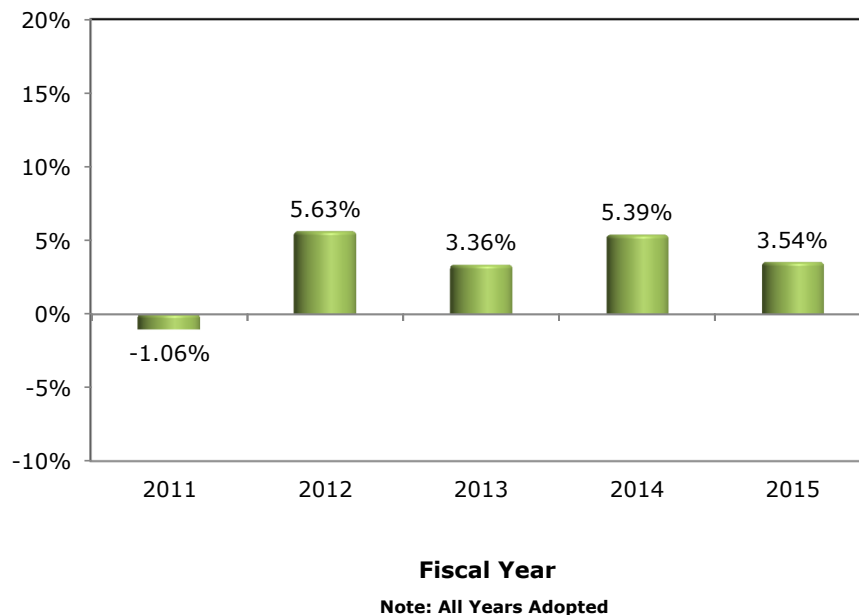
General Fund Revenue Summary

As the following graphs show, total Prince William County general fund revenues have increased 19.1% from FY 11 adopted to FY 15 adopted (from \$814.44 million to \$970.19 million).

**General Fund Revenue History
FY 11 to FY 15**



**General Fund Revenue Summary
Percent Change: FY 11 to FY 15**



REVENUES

General Fund Revenue & Resource Summary

Title	FY 14 Adopted Budget	FY 15 Adopted Budget	Dollar Change FY 14 / FY 15 Adopted	% Change FY 14 / FY 15 Adopted
General Revenues:				
All Real Estate Taxes:				
Real Estate - Current Year	\$528,871,000	\$555,687,000	\$26,816,000	5.07%
Real Estate Tax Refunds	(\$10,313,000)	(\$13,336,500)	(\$3,023,500)	29.32%
Tax Deferrals	\$0	(\$500,000)	(\$500,000)	---
Land Redemption	\$315,000	\$315,000	\$0	0.00%
Real Estate Taxes- Public Service	\$18,154,000	\$17,414,589	(\$739,411)	-4.07%
Real Estate Penalties- Current Year	\$1,597,000	\$1,412,000	(\$185,000)	-11.58%
Total All Real Estate Taxes	\$538,624,000	\$560,992,089	\$22,368,089	4.15%
All Personal Property Taxes:				
Personal Property	\$145,210,000	\$149,100,000	\$3,890,000	2.68%
Personal Property - Prior Year	\$50,000	\$50,000	\$0	0.00%
Personal Property Tax Deferrals	\$100,000	(\$500,000)	(\$600,000)	-600.00%
Personal Property Penalty-Current Year	\$1,450,000	\$1,530,000	\$80,000	5.52%
Total All Personal Property Taxes	\$146,810,000	\$150,180,000	\$3,370,000	2.30%
Interest On Taxes:				
Interest On All Taxes	\$1,328,000	\$1,314,000	(\$14,000)	-1.05%
Total Interest On Taxes	\$1,328,000	\$1,314,000	(\$14,000)	-1.05%
Total General Property Taxes	\$686,762,000	\$712,486,089	\$25,724,089	3.75%
Other Local Taxes:				
Local Sales Tax	\$57,656,000	\$58,525,000	\$869,000	1.51%
Sales Tax On Daily Rental	\$204,000	\$246,500	\$42,500	20.83%
Consumer's Utility Tax	\$13,566,000	\$13,700,000	\$134,000	0.99%
Telecommunications Sales & Use Tax	\$19,040,000	\$18,910,000	(\$130,000)	-0.68%
Bank Stock Tax	\$971,000	\$1,500,000	\$529,000	54.48%
BPOL Taxes- Local Businesses	\$23,564,000	\$24,427,000	\$863,000	3.66%
BPOL Taxes- Public Service	\$1,221,000	\$1,258,000	\$37,000	3.03%
Motor Vehicles-Regular	\$8,060,000	\$8,240,000	\$180,000	2.23%
Recordation Taxes*	\$6,868,000	\$7,005,000	\$137,000	1.99%
Additional Taxes On Deeds	\$1,475,000	\$1,742,000	\$267,000	18.10%
Transient Occupancy Tax	\$1,404,000	\$1,446,000	\$42,000	2.99%
Total Other Local Taxes	\$134,029,000	\$136,999,500	\$2,970,500	2.22%
Total Local Tax Sources	\$820,791,000	\$849,485,589	\$28,694,589	3.50%
Additional Revenue Sources:				
Revenue From Money & Property	\$7,545,000	\$6,676,000	(\$869,000)	-11.52%
Misc Revenue	\$7,000	\$7,000	\$0	0.00%
State Revenue	\$1,119,500	\$1,149,000	\$29,500	2.64%
Federal Revenue	\$99,000	\$70,000	(\$29,000)	-29.29%
Total Additional Revenue Sources	\$8,770,500	\$7,902,000	(\$868,500)	-9.90%
Total General Revenues	\$829,561,500	\$857,387,589	\$27,826,089	3.35%

REVENUES

General Fund Revenue & Resource Summary (Cont.)

Title	FY 14 Adopted Budget	FY 15 Adopted Budget	Dollar Change FY 14 / FY 15 Adopted	% Change FY 14 / FY 15 Adopted
<u>Agency Revenue:</u>				
Area Agency on Aging	\$1,846,651	\$1,963,025	\$116,374	6.30%
At Risk Youth	\$5,357,922	\$5,351,509	(\$6,413)	-0.12%
Clerk of the Court	\$4,288,729	\$3,308,694	(\$980,035)	-22.85%
Commonwealth's Attorney	\$1,979,894	\$2,038,246	\$58,352	2.95%
Community Services	\$18,838,403	\$19,762,593	\$924,190	4.91%
Cooperative Extension Service	\$514,569	\$504,836	(\$9,733)	-1.89%
County Attorney	\$245,186	\$245,186	\$0	0.00%
Criminal Justice Services	\$1,317,333	\$1,380,933	\$63,600	4.83%
Economic Development	\$256,250	\$270,203	\$13,953	5.45%
Elections	\$83,669	\$83,669	\$0	0.00%
Finance	\$2,200,808	\$2,372,308	\$171,500	7.79%
Fire and Rescue	\$12,661,677	\$13,980,720	\$1,319,043	10.42%
General Debt	\$4,379,316	\$4,344,321	(\$34,995)	-0.80%
General District Court	\$2,392,930	\$2,392,930	\$0	0.00%
Human Resources	\$21,000	\$29,603	\$8,603	40.97%
Human Rights Office	\$28,580	\$28,580	\$0	0.00%
Juv and Domestic Rel Court	\$81,517	\$81,517	\$0	0.00%
Juvenile Court Service Unit	\$35,643	\$35,643	\$0	0.00%
Law Library	\$145,670	\$145,670	\$0	0.00%
Library	\$2,986,032	\$3,187,520	\$201,488	6.75%
Parks and Recreation	\$1,109,540	\$1,801,342	\$691,802	62.35%
Planning	\$235,400	\$35,400	(\$200,000)	-84.96%
Police	\$11,257,507	\$12,165,507	\$908,000	8.07%
Public Health	\$577,711	\$535,522	(\$42,189)	-7.30%
Public Safety Communications	\$2,295,235	\$2,302,892	\$7,657	0.33%
Public Works	\$3,848,494	\$3,665,145	(\$183,349)	-4.76%
Sheriff	\$3,252,697	\$3,216,003	(\$36,694)	-1.13%
Social Services	\$16,437,433	\$17,827,099	\$1,389,666	8.45%
Non-Departmental	\$8,792,679	\$9,745,423	\$952,744	10.84%
Total Agency Revenue	\$107,468,475	\$112,802,039	\$5,333,564	4.96%
Total General Fund Revenue	\$937,029,975	\$970,189,628	\$33,159,653	3.54%
<u>County Resources:</u>				
<u>Budgeted County Resources:</u>				
Capital Reserve / CIP / One Time	\$1,000,000	\$1,000,000	\$0	0.00%
Indirect Cost Transfers:				
From Solid Waste	\$981,095	\$1,140,025	\$158,930	16.20%
From Stormwater Management	\$627,273	\$556,912	(\$70,361)	-11.22%
From Transportation Dept.	\$282,370	\$216,709	(\$65,661)	-23.25%
From Gypsy Moth/Mosquito Control	\$228,137	\$222,021	(\$6,116)	-2.68%
From Development Services	\$1,779,643	\$1,690,020	(\$89,623)	-5.04%
From Planning	\$0	\$39,105	\$39,105	---
From Fire & Rescue (Fire Marshal)	\$0	\$41,349	\$41,349	---
Development Services Repayment to GF	\$0	\$519,236	\$519,236	---
Special Taxing District Debt Support	\$2,500,000	\$2,323,314	(\$176,686)	-7.07%
Total Budgeted County Resources	\$7,398,518	\$7,748,691	\$350,173	4.73%
Total Budgeted Revenue & Resources	\$944,428,493	\$977,938,319	\$33,509,826	3.55%

REVENUES

General Fund Revenue & Resource Summary (Cont.)

Title	FY 14 Adopted Budget	FY 15 Adopted Budget	Dollar Change FY 14 / FY 15 Adopted	% Change FY 14 / FY 15 Adopted
Other County Resources:				
General Turnback	\$7,681,647	\$8,026,078	\$344,431	4.48%
Recordation Tax Revenue Committed For Transportation Projects-				
Contribution To Reserve*	(\$5,081,000)	(\$5,180,000)	(\$99,000)	1.95%
Recordation Tax Revenue Committed For Transportation Projects- Use Of	\$5,081,038	\$5,093,864	\$12,826	0.25%
Information Technology Improvement Plan Support from Year End Turnback	\$5,500,000	\$5,500,000	\$0	0.00%
Public Safety Technology Replacement Fund - Contribution To	(\$360,000)	(\$360,000)	\$0	0.00%
Revenue Stabilization-				
(Contribution To) / Use Of	(\$7,562,045)	(\$2,511,532)	\$5,050,513	-66.79%
Add Funds for Parks Golf Course Reserve	(\$80,000)	(\$80,000)	\$0	0.00%
Use of Senior Tour Bus Replacement Fund	\$24,000	\$24,000	\$0	0.00%
Use of E-911 Technology Fund Reimbursement to the General Fund				
for CAD TIP in FY 12	\$5,715,058	\$0	(\$5,715,058)	-100.00%
Use of General Fund Designated Fund Balance - Landfill Park Reserve	\$1,188,036	\$0	(\$1,188,036)	-100.00%
Use of General Fund Designated Fund Balance - Landfill Reserve	\$5,657,717	\$0	(\$5,657,717)	-100.00%
Use of E-911 Technology Fund for Public Safety Technology				
Improvement and Maint. Projects	\$0	\$550,000	\$550,000	---
Use of Transient Occupancy Tax Fund Balance for Historic Site Improvements	\$0	\$314,000	\$314,000	---
Use of Transient Occupancy Tax Fund Balance for CVB Studies	\$0	\$49,215	\$49,215	---
Use of Fire Marshal's Office Fund Balance to Development Service for				
EnerGov	\$0	\$100,000	\$100,000	---
Use of Transportation Fund	\$373,100	\$373,100	\$0	0.00%
Total Other County Resources	\$18,137,551	\$11,898,725	(\$6,238,826)	-34.40%
Total County Resources	\$25,536,069	\$19,647,416	(\$5,888,653)	-23.06%
Total Revenue & Resources	\$962,566,044	\$989,837,044	\$27,271,000	2.83%

REVENUES

General Fund Revenue & Resource Summary (Cont.)

	FY 14	FY 15	Dollar Change	% Change
Title	Adopted	Adopted	FY 14 / FY 15	FY 14 / FY 15
	Budget	Budget	Adopted	Adopted

Calculation Of County & Schools Split Of Revenue & Resources:

Revenues & Resources Which Are Split Between County & Schools:

Total General Revenues	\$829,561,500	\$857,387,589	\$27,826,089	3.35%
Less Recordation Tax Revenue*	(\$6,868,000)	(\$7,005,000)	(\$137,000)	1.99%
Total Split Between County & Schools	\$822,693,500	\$850,382,589	\$27,689,089	3.37%
General Fund Total Transferred To Schools (57.23%)	\$470,827,490	\$486,673,956	\$15,846,466	3.37%

County Share Of Split Between County & Schools (42.77%)	\$351,866,010	\$363,708,633	\$11,842,623	3.37%
---	---------------	---------------	--------------	-------

Other County Resources (Not Split):

-Agency Revenue	\$107,468,475	\$112,802,039	\$5,333,564	4.96%
-Budgeted County Resources	\$7,398,518	\$7,748,691	\$350,173	4.73%
-Other County Resources	\$18,137,551	\$11,898,725	(\$6,238,826)	-34.40%
-Recordation Tax Revenue*	\$6,868,000	\$7,005,000	\$137,000	1.99%
County Share Of	\$491,738,554	\$503,163,088	\$11,424,534	2.32%
General Fund Total				
Total County and	\$962,566,044	\$989,837,044	\$27,271,000	2.83%
Transfer To Schools				

Notes:

* Starting in FY 06 Recordation Tax Revenue is excluded from the funds split between the County & Schools. The part designated for Transportation Projects is indicated under Other County Resources.

General Revenue

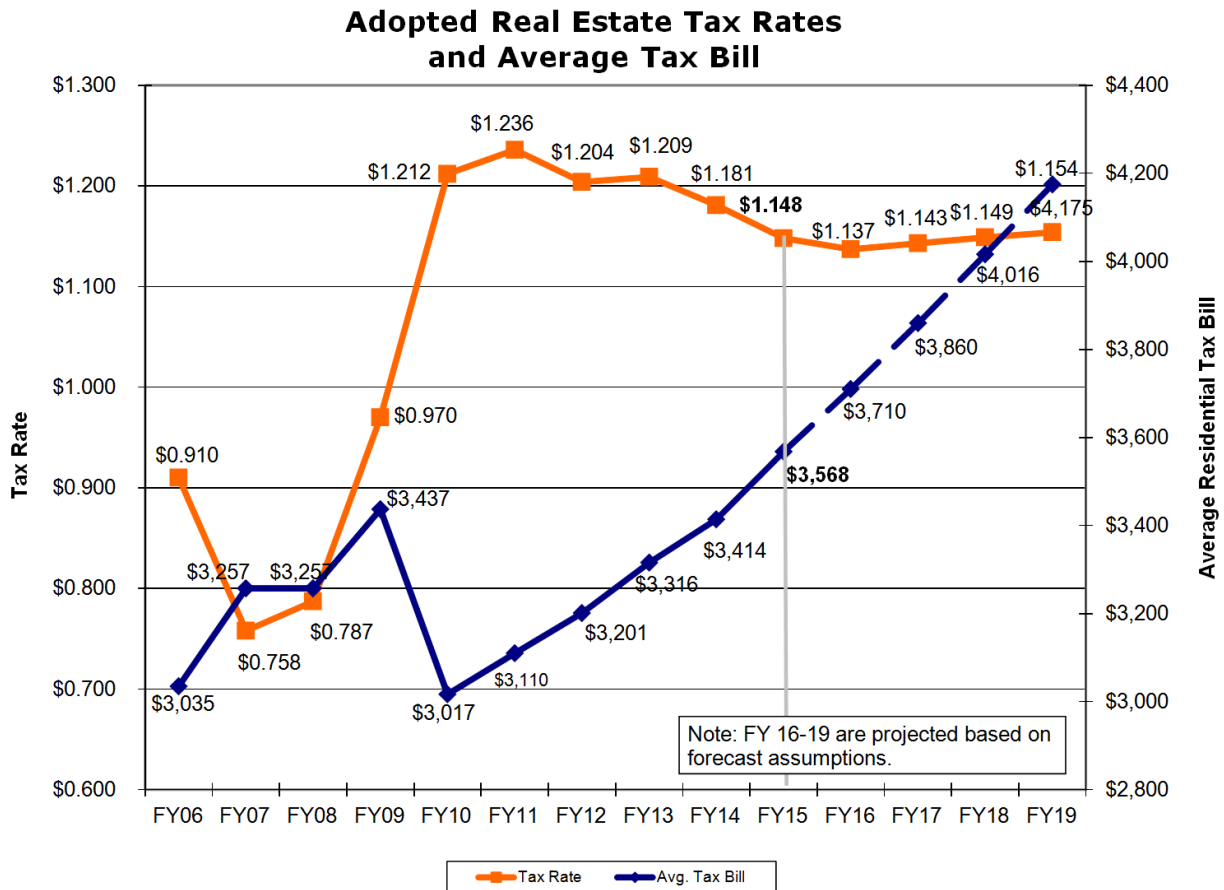
FY 2015 Adopted Real Estate Tax Rate and Average Tax Bill

During calendar year 2013, the real estate market in the County experienced moderate increases in average sale prices and declining monthly foreclosures. The commercial real estate market in Prince William County saw gradually improving conditions, although vacancy rates continue to be elevated by historic trends and new construction continued at a generally reduced level.

On April 29, 2014, the Board of County Supervisors adopted the FY 2015 Budget. The adopted real estate tax rate of \$1.148 has the following tax bill impacts on property owners:

- the “average” real estate tax bill on existing, residential properties will increase \$154 or 4.5%;
- the “average” real estate tax bill on existing, commercial properties will decrease 0.4%.

The chart below illustrates the recent history of the County’s real estate tax rate and average residential real estate tax bill. The real estate tax rate decreases to \$1.148 in FY 15. This is an increase of \$0.178 from the tax rate of \$0.970 adopted in FY 09. During that same period, the average residential tax bill will have moderately increased by \$131 or 3.8% (from \$3,437 to \$3,568). The average tax bill is proposed to increase beyond FY 15 by 4.0% annually in FY 16-19.

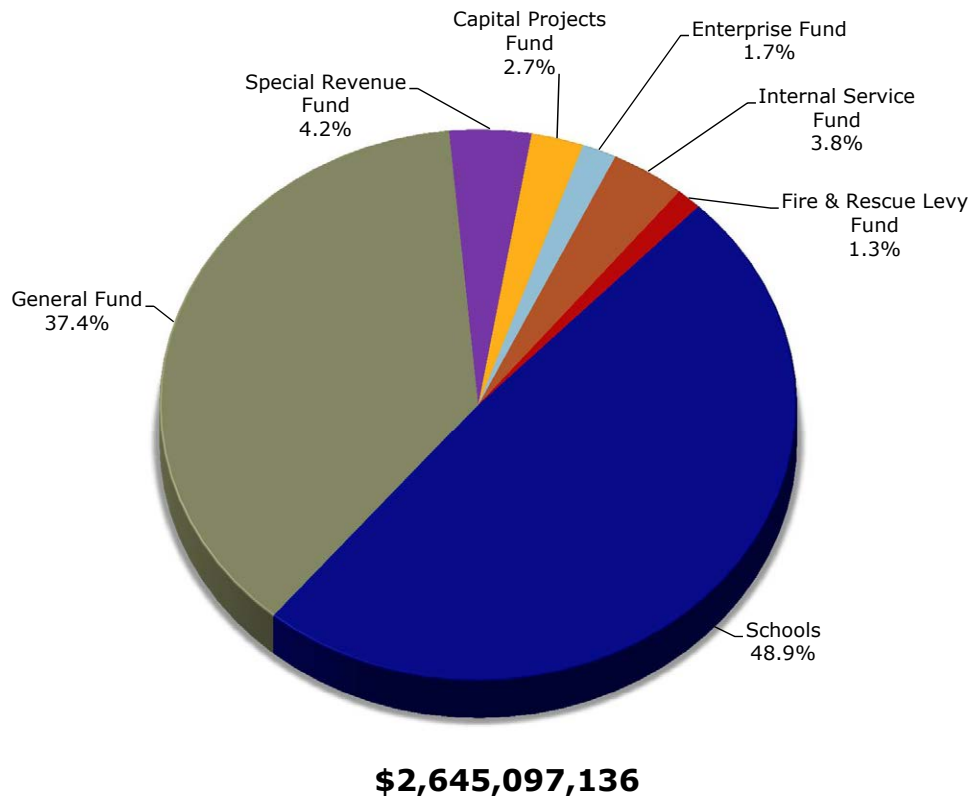


EXPENDITURES

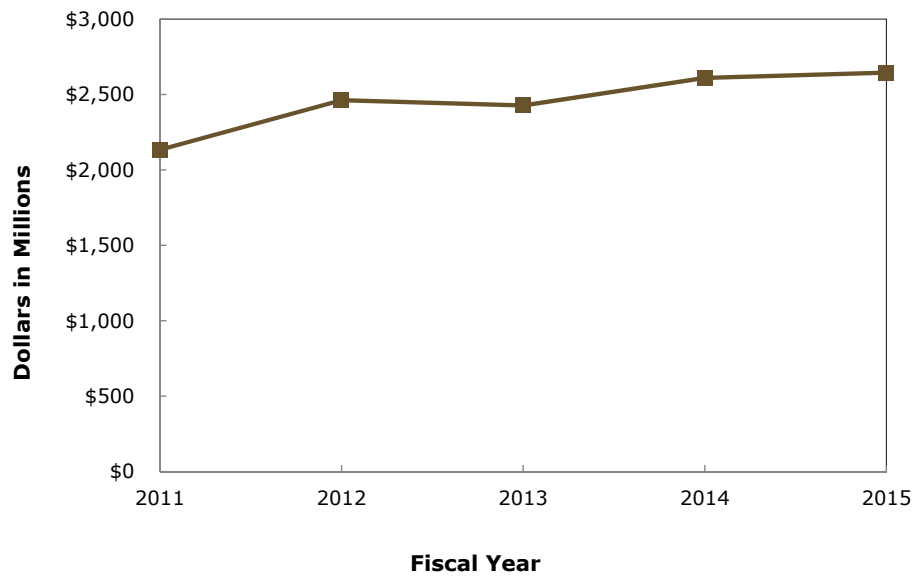
The total FY 15 adopted all funds budget is \$2.65 billion as shown below. This is an increase of 1.35% from the FY 14 adopted total.

All Funds Expenditure Summary						
Funding Area	FY 11 Adopted Budget	FY 12 Adopted Budget	FY 13 Adopted Budget	FY 14 Adopted Budget	FY 15 Adopted Budget	% Change 14 To 15 Adopted
General Fund	\$844,032,399	\$890,151,651	\$914,084,122	\$962,566,044	\$989,837,044	2.83%
Special Revenue Fund	\$92,333,014	\$95,295,934	\$101,501,857	\$102,501,378	\$110,118,021	7.43%
Capital Projects Fund	\$17,325,526	\$165,516,735	\$48,862,403	\$10,485,153	\$70,382,576	571.26%
Enterprise Fund	\$29,527,597	\$25,487,567	\$29,520,686	\$47,347,100	\$46,166,757	-2.49%
Internal Service Fund	\$71,852,714	\$101,266,872	\$88,286,902	\$105,706,467	\$100,314,280	-5.10%
Fire & Rescue Levy Fund	\$26,594,565	\$67,516,135	\$40,346,600	\$32,799,632	\$34,247,269	4.41%
Schools	\$1,051,710,928	\$1,116,903,580	\$1,204,524,999	\$1,348,461,310	\$1,294,031,188	-4.04%
Total All Funds	\$2,133,376,743	\$2,462,138,474	\$2,427,127,568	\$2,609,867,085	\$2,645,097,136	1.35%

FY 15 Total County Budget By Fund Areas
(Includes Operating Transfers Out)



All Funds Expenditure Budget History



Note: All Years Adopted

EXPENDITURES

Expenditure Summary

	FY 11	FY 12	FY 13	FY 14	FY 15	\$ Change	% Change
	Adopted	Adopted	Adopted	Adopted	Adopted	14 To 15	14 To 15
Department / Agency	Budget	Budget	Budget	Budget	Budget	Adopted	Adopted

SECTION ONE: GENERAL FUND EXPENDITURE SUMMARY:

Community Development:

Economic Development	\$2,069,913	\$2,026,654	\$2,142,551	\$2,412,715	\$2,499,531	\$86,816	3.60%
Library	\$13,477,786	\$13,433,751	\$13,651,156	\$13,653,943	\$14,518,150	\$864,207	6.33%
Park Authority Local Contribution (C)	\$13,565,037	\$13,928,716	\$15,295,235	\$0	\$0	\$0	---
Parks and Recreation (C)	\$0	\$0	\$0	\$16,551,495	\$18,399,297	\$1,847,803	11.16%
Planning	\$2,092,215	\$2,152,533	\$2,412,407	\$4,046,358	\$3,332,320	(\$714,037)	-17.65%
Public Works	\$27,381,142	\$27,815,018	\$29,508,976	\$30,061,662	\$31,003,369	\$941,707	3.13%
Transfer To Convention & Visitors Bureau	\$911,504	\$1,006,004	\$1,028,812	\$1,098,812	\$1,211,777	\$112,965	10.28%
Transfer To Special Revenue Fund	\$1,897,717	\$3,658,007	\$3,514,184	\$3,280,027	\$3,844,609	\$564,582	17.21%
Transportation	\$2,321,687	\$2,339,407	\$2,406,060	\$2,646,049	\$2,588,004	(\$58,045)	-2.19%
Sub Total	\$63,717,001	\$66,360,090	\$69,959,381	\$73,751,061	\$77,397,057	\$3,645,997	4.94%

General Government:

Board Of County Supervisors	\$2,488,110	\$3,269,674	\$3,582,572	\$3,640,802	\$3,519,497	(\$121,305)	-3.33%
Audit Services (A)	\$726,636	\$733,918	\$786,233	\$789,430	\$787,140	(\$2,290)	-0.29%
Board Of Equalization	\$53,328	\$52,148	\$52,344	\$54,254	\$0	(\$54,254)	-100.00%
Contingency	\$850,301	\$852,301	\$1,068,021	\$750,000	\$750,000	\$0	0.00%
County Attorney	\$3,108,445	\$3,148,180	\$3,443,835	\$3,425,755	\$3,538,328	\$112,573	3.29%
Elections	\$1,284,604	\$1,504,345	\$1,303,398	\$2,110,111	\$2,015,276	(\$94,834)	-4.49%
Executive Management (A)	\$5,947,019	\$3,171,608	\$3,296,866	\$3,245,761	\$3,416,832	\$171,071	5.27%
Finance	\$13,734,988	\$15,474,009	\$16,660,918	\$16,956,751	\$17,597,627	\$640,876	3.78%
Human Resources (A)	\$0	\$2,338,255	\$2,527,600	\$3,074,623	\$3,086,840	\$12,217	0.40%
Human Rights	\$539,973	\$553,900	\$582,292	\$557,428	\$586,120	\$28,692	5.15%
Information Technology	\$6,135,490	\$5,908,957	\$2,648,720	\$0	\$0	\$0	---
Management & Budget (A)	\$0	\$1,336,350	\$1,368,357	\$1,340,238	\$1,395,329	\$55,091	4.11%
Sub Total	\$34,868,894	\$38,343,644	\$37,321,156	\$35,945,155	\$36,692,990	\$747,836	2.08%

Human Services:

Area Agency On Aging	\$4,041,302	\$4,656,192	\$5,349,076	\$5,590,428	\$5,739,387	\$148,959	2.66%
At Risk Youth And Family Services	\$8,156,291	\$8,227,648	\$8,572,968	\$8,605,506	\$9,187,630	\$582,124	6.76%
Community Services	\$30,349,100	\$31,100,417	\$33,580,942	\$36,044,123	\$37,592,330	\$1,548,207	4.30%
Public Health (B)	\$3,866,400	\$4,010,827	\$4,162,645	\$4,000,292	\$3,947,974	(\$52,318)	-1.31%
Social Services	\$36,118,257	\$35,551,572	\$30,229,528	\$30,656,512	\$32,460,786	\$1,804,274	5.89%
Transfer To Housing & Community Development	\$11,082	\$21,082	\$21,082	\$21,082	\$41,811	\$20,729	98.33%
Virginia Cooperative Extension Service	\$812,898	\$795,149	\$810,422	\$798,061	\$829,639	\$31,578	3.96%
Sub Total	\$83,355,330	\$84,362,887	\$82,726,663	\$85,716,005	\$89,799,558	\$4,083,553	4.76%

EXPENDITURES

Expenditure Summary (Cont.)

Department / Agency	FY 11 Adopted Budget	FY 12 Adopted Budget	FY 13 Adopted Budget	FY 14 Adopted Budget	FY 15 Adopted Budget	\$ Change 14 To 15 Adopted	% Change 14 To 15 Adopted
Public Safety:							
Circuit Court Judges	\$620,736	\$641,379	\$690,988	\$703,435	\$692,530	(\$10,905)	-1.55%
Clerk Of The Circuit Court	\$3,649,523	\$3,578,487	\$3,715,034	\$3,836,392	\$3,821,766	(\$14,625)	-0.38%
Commonwealth's Attorney	\$4,507,877	\$4,712,109	\$4,988,482	\$5,150,403	\$5,274,094	\$123,691	2.40%
Criminal Justice Services	\$2,911,674	\$2,941,186	\$3,229,953	\$3,243,241	\$3,474,009	\$230,768	7.12%
Fire And Rescue	\$59,083,211	\$63,247,394	\$65,662,659	\$68,425,331	\$73,245,381	\$4,820,050	7.04%
General District Court	\$241,108	\$242,324	\$258,101	\$262,378	\$266,598	\$4,220	1.61%
Juvenile & Domestic Relations Court	\$62,940	\$78,636	\$110,060	\$101,184	\$102,708	\$1,524	1.51%
Juvenile Court Service Unit	\$1,046,885	\$1,028,393	\$1,082,962	\$1,082,334	\$1,119,175	\$36,841	3.40%
Law Library	\$156,272	\$147,685	\$152,423	\$161,064	\$158,723	(\$2,341)	-1.45%
Magistrate	\$191,373	\$191,373	\$208,944	\$221,389	\$222,446	\$1,057	0.48%
Police	\$74,380,042	\$76,047,885	\$80,330,712	\$85,665,079	\$96,010,296	\$10,345,217	12.08%
Public Safety Communications	\$8,648,327	\$14,514,393	\$9,525,483	\$9,474,584	\$10,383,983	\$909,399	9.60%
Sheriff	\$8,068,806	\$8,489,030	\$8,966,063	\$8,900,311	\$9,395,446	\$495,134	5.56%
Transfer To Adult Detention Center	\$22,395,601	\$23,125,242	\$24,123,180	\$25,249,492	\$26,822,342	\$1,572,850	6.23%
Sub Total	\$185,964,375	\$198,985,515	\$203,045,044	\$212,476,618	\$230,989,497	\$18,512,880	8.71%
Debt / CIP:							
Trans To Construction Funds	\$5,899,154	\$19,308,574	\$14,312,719	\$7,174,039	\$8,012,240	\$838,201	11.68%
Trans To Vol. Fire Construction Fund	\$0	\$785,273	\$177,139	\$761,944	\$582,589	(\$179,355)	-23.54%
Trans To IT Internal Serv Const Fund	\$0	\$174,072	\$7,256,072	\$14,331,072	\$1,884,072	(\$12,447,000)	-86.85%
Transfer to Enterprise Fund	\$0	\$0	\$35,000	\$6,880,753	\$35,000	(\$6,845,753)	-99.49%
General Debt	\$50,011,632	\$46,762,551	\$42,612,498	\$43,950,067	\$46,710,582	\$2,760,515	6.28%
No. Va. Crim. Just. Training Acad. Debt	\$0	\$0	\$465,015	\$453,165	\$441,565	(\$11,600)	-2.56%
UOSA Expansion Debt	\$427,000	\$427,000	\$427,000	\$0	\$0	\$0	---
Sub Total	\$56,337,786	\$67,457,470	\$65,285,443	\$73,551,040	\$57,666,048	(\$15,884,992)	-21.60%
Non-Departmental:							
Unclassified Administrative	\$13,693,633	\$8,175,643	\$9,392,529	\$9,268,301	\$9,537,562	\$269,261	2.91%
Property & Misc. Insurance	\$536,227	\$536,227	\$896,227	\$955,375	\$955,375	\$0	0.00%
Unemployment Insurance Reserve	\$83,524	\$150,000	\$150,000	\$75,000	\$125,000	\$50,000	66.67%
Sub Total	\$14,313,384	\$8,861,870	\$10,438,756	\$10,298,676	\$10,617,937	\$319,261	3.10%
Total Without School Transfer	\$438,556,770	\$464,371,477	\$468,776,443	\$491,738,554	\$503,163,088	\$11,424,534	2.32%
Transfer To Schools	\$405,475,629	\$425,780,174	\$445,307,679	\$470,827,490	\$486,673,956	\$15,846,466	3.37%
Total With School Transfer	\$844,032,399	\$890,151,651	\$914,084,122	\$962,566,044	\$989,837,044	\$27,271,000	2.83%

EXPENDITURES

Expenditure Summary (Cont.)

Department / Agency	FY 11 Adopted Budget	FY 12 Adopted Budget	FY 13 Adopted Budget	FY 14 Adopted Budget	FY 15 Adopted Budget	\$ Change 14 To 15 Adopted	% Change 14 To 15 Adopted
SECTION TWO: NON GENERAL FUND EXPENDITURE SUMMARY:							
Special Revenue Funds:							
Comm. parking lease rev bond debt	\$1,516,464	\$0	\$0	\$0	\$0	\$0	---
Adult Detention Center	\$36,937,288	\$37,757,110	\$38,878,388	\$39,458,514	\$41,225,762	\$1,767,248	4.48%
Lake Jackson Service Dist.	\$152,530	\$152,530	\$152,915	\$152,530	\$152,554	\$24	0.02%
Bull Run Mountain Serv. Dist.	\$240,542	\$240,542	\$232,500	\$232,500	\$200,000	(\$32,500)	-13.98%
Mosquito and Forest Pest Mgmt. Control Dist.	\$1,223,753	\$1,777,176	\$1,677,606	\$1,746,512	\$1,762,906	\$16,394	0.94%
P. W. Parkway Trans Imprv Dst.	\$1,884,000	\$2,100,000	\$2,200,000	\$2,300,000	\$2,068,914	(\$231,086)	-10.05%
234 Bypass Trans Imprv Dst	\$182,000	\$200,000	\$200,000	\$200,000	\$254,400	\$54,400	27.20%
Public Works- Stormwater Mgmt.	\$6,157,337	\$6,598,722	\$7,817,190	\$7,432,969	\$8,324,574	\$891,605	12.00%
Public Works- Site Dev. Fee	\$1,849,388	\$1,627,029	\$1,639,922	\$1,931,631	\$2,264,171	\$332,540	17.22%
Planning- Site Dev. Fee	\$1,325,056	\$1,348,142	\$1,400,269	\$1,472,463	\$1,912,939	\$440,476	29.91%
Transportation- Site Dev Fee	\$2,274,295	\$2,362,784	\$2,259,850	\$2,095,349	\$2,072,518	(\$22,832)	-1.09%
Development Services - Dev Fee	\$10,238,470	\$11,244,793	\$12,200,101	\$12,612,766	\$14,793,882	\$2,181,115	17.29%
Housing & Community Dev.	\$28,351,891	\$29,887,106	\$32,843,116	\$32,866,144	\$35,085,402	\$2,219,258	6.75%
Total Special Revenue Funds	\$92,333,014	\$95,295,934	\$101,501,857	\$102,501,378	\$110,118,021	\$7,616,643	7.43%
Capital Projects Fund:							
Capital Improvement Projects	\$17,325,526	\$165,516,735	\$48,862,403	\$10,485,153	\$70,382,576	\$59,897,423	571.26%
Total Capital Projects Fund	\$17,325,526	\$165,516,735	\$48,862,403	\$10,485,153	\$70,382,576	\$59,897,423	571.26%
Enterprise Fund:							
Parks and Recreation	\$0	\$0	\$0	\$14,137,921	\$14,428,391	\$290,470	2.05%
Public Works; Solid Waste	\$29,527,597	\$25,487,567	\$29,485,686	\$33,174,179	\$31,673,366	(\$1,500,813)	-4.52%
Innovation @ Prince William	\$0	\$0	\$35,000	\$35,000	\$65,000	\$30,000	85.71%
Total Enterprise Fund	\$29,527,597	\$25,487,567	\$29,520,686	\$47,347,100	\$46,166,757	(\$1,180,343)	-2.49%
Internal Service Funds:							
Public Works; Fleet Management	\$6,353,694	\$7,075,056	\$8,008,678	\$8,359,115	\$8,634,276	\$275,162	3.29%
DoIT; Data Processing	\$18,556,613	\$46,524,489	\$28,856,911	\$39,833,493	\$30,982,054	(\$8,851,439)	-22.22%
Medical Insurance	\$44,661,000	\$45,473,000	\$49,491,000	\$55,586,000	\$58,745,000	\$3,159,000	5.68%
Public Works; Small Proj. Const.	\$2,281,407	\$2,194,326	\$1,930,313	\$1,927,860	\$1,952,950	\$25,090	1.30%
Total Internal Service Funds	\$71,852,714	\$101,266,872	\$88,286,902	\$105,706,467	\$100,314,280	(\$5,392,187)	-5.10%

EXPENDITURES

Expenditure Summary (Cont.)

Department / Agency	FY 11 Adopted Budget	FY 12 Adopted Budget	FY 13 Adopted Budget	FY 14 Adopted Budget	FY 15 Adopted Budget	\$ Change 14 To 15 Adopted	% Change 14 To 15 Adopted
Schools:							
Operating Fund	\$760,300,629	\$811,314,119	\$865,926,328	\$887,971,916	\$919,386,668	\$31,414,752	3.54%
School Debt Service Fund	\$58,127,770	\$67,512,184	\$70,996,885	\$74,899,758	\$77,964,481	\$3,064,723	4.09%
Construction Fund	\$88,455,000	\$84,059,000	\$105,639,000	\$209,620,417	\$107,378,000	(\$102,242,417)	-48.78%
Food Service Fund	\$32,463,820	\$33,629,487	\$38,278,750	\$42,866,062	\$44,464,544	\$1,598,482	3.73%
Warehouse	\$5,000,000	\$5,250,000	\$5,250,000	\$5,500,000	\$5,500,000	\$0	0.00%
Facilities Use Fund	\$1,423,587	\$1,408,700	\$1,487,573	\$1,388,658	\$1,365,233	(\$23,425)	-1.69%
Self Insurance Fund	\$5,291,670	\$5,291,670	\$5,364,315	\$4,531,035	\$5,069,606	\$538,571	11.89%
Health Insurance Fund	\$66,823,692	\$73,235,554	\$75,793,949	\$79,482,633	\$84,028,532	\$4,545,899	5.72%
Regional School Fund	\$33,824,760	\$33,900,309	\$34,583,749	\$40,793,831	\$47,417,814	\$6,623,983	16.24%
Gov School @ Innovation Pk	\$0	\$900,743	\$707,500	\$777,000	\$826,310	\$49,310	6.35%
SACC Program Fund	\$0	\$401,814	\$496,950	\$630,000	\$630,000	\$0	0.00%
Total Schools	\$1,051,710,928	\$1,116,903,580	\$1,204,524,999	\$1,348,461,310	\$1,294,031,188	(\$54,430,122)	-4.04%
Grand Total All Funds	\$2,133,376,743	\$2,462,138,474	\$2,427,127,568	\$2,609,867,085	\$2,645,097,136	\$73,813,707	1.35%

Notes:

All Prior Year Budget Amounts Are Adopted. As Such, They Exclude Carryovers Of Funds From Prior Fiscal Years And Any Budget Amendments Which Occurred After Adoption.

(A) For FY 11 the Audit Services portion of the Office Of Executive Management (OEM) was split out into a separate Agency. For FY 12 the Human Resources and Office of Management & Budget portions were split out into separate agencies.

(B) The Public Health Expenditure Budget Represents The County-Held Portion Of The Total Public Health Budget Displayed In The Agency Summary Of Expenditures And Revenues.

(C) After the adoption of the FY 2013 Budget, the BOCS approved the creation of the Department of Parks and Recreation by merging the functions of the Prince William County Park Authority into the County government.

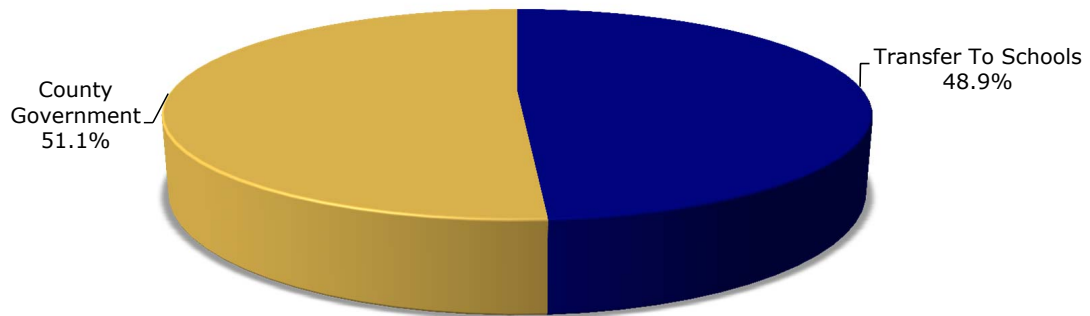
(D) For FY 11 Antioch Station #24 was split out of the Gainesville Station #4, #24 total.

EXPENDITURES

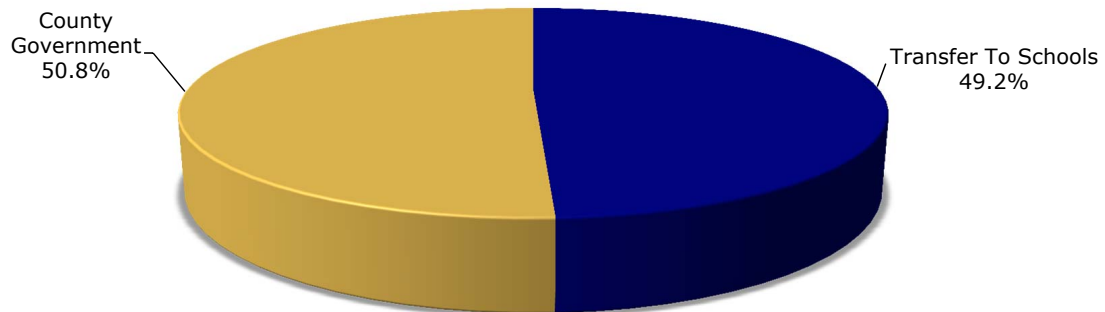
The two major components of general fund expenditures are the Prince William County Government and the local share of the Prince William County Schools budget. Shown below are the expenditure levels adopted for FY 14 and adopted for FY 15 for those two areas.

General Fund Expenditures				
Funding Area	FY 14 Adopted	FY 15 Adopted	Dollar Change	Percent Change
County Government	\$491,738,554	\$503,163,088	\$11,424,534	2.32%
Transfer To Schools	\$470,827,490	\$486,673,956	\$15,846,466	3.37%
Total General Fund	\$962,566,044	\$989,837,044	\$27,271,000	2.83%

**Fiscal Year 2014 Adopted
General Fund Budget**



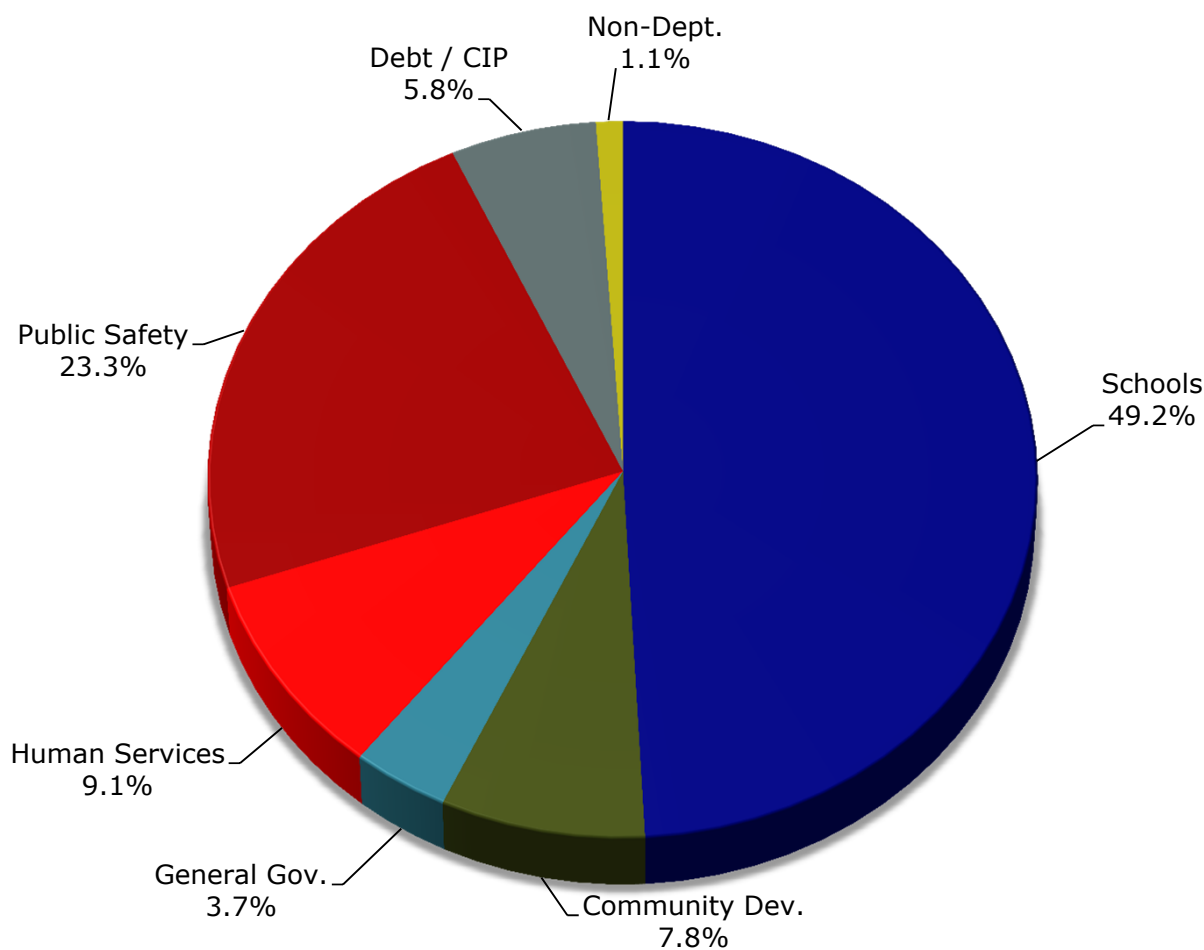
**Fiscal Year 2015 Adopted
General Fund Budget**



EXPENDITURES

The total FY 15 adopted general fund budget is \$989.8 million within the seven functional categories shown here. This pie chart indicates which services County revenues buy for the citizens of Prince William County. The largest single slice of this pie (49.2%) goes towards funding the Prince William County School System. The next largest categories are Public Safety at 23.3% and Human Services at 9.1%. These three categories are over three-quarters of the total Prince William County budget (81.6%).

FY 15 General Fund Expenditure Budget by Functional Categories (Includes School Transfer Budget)

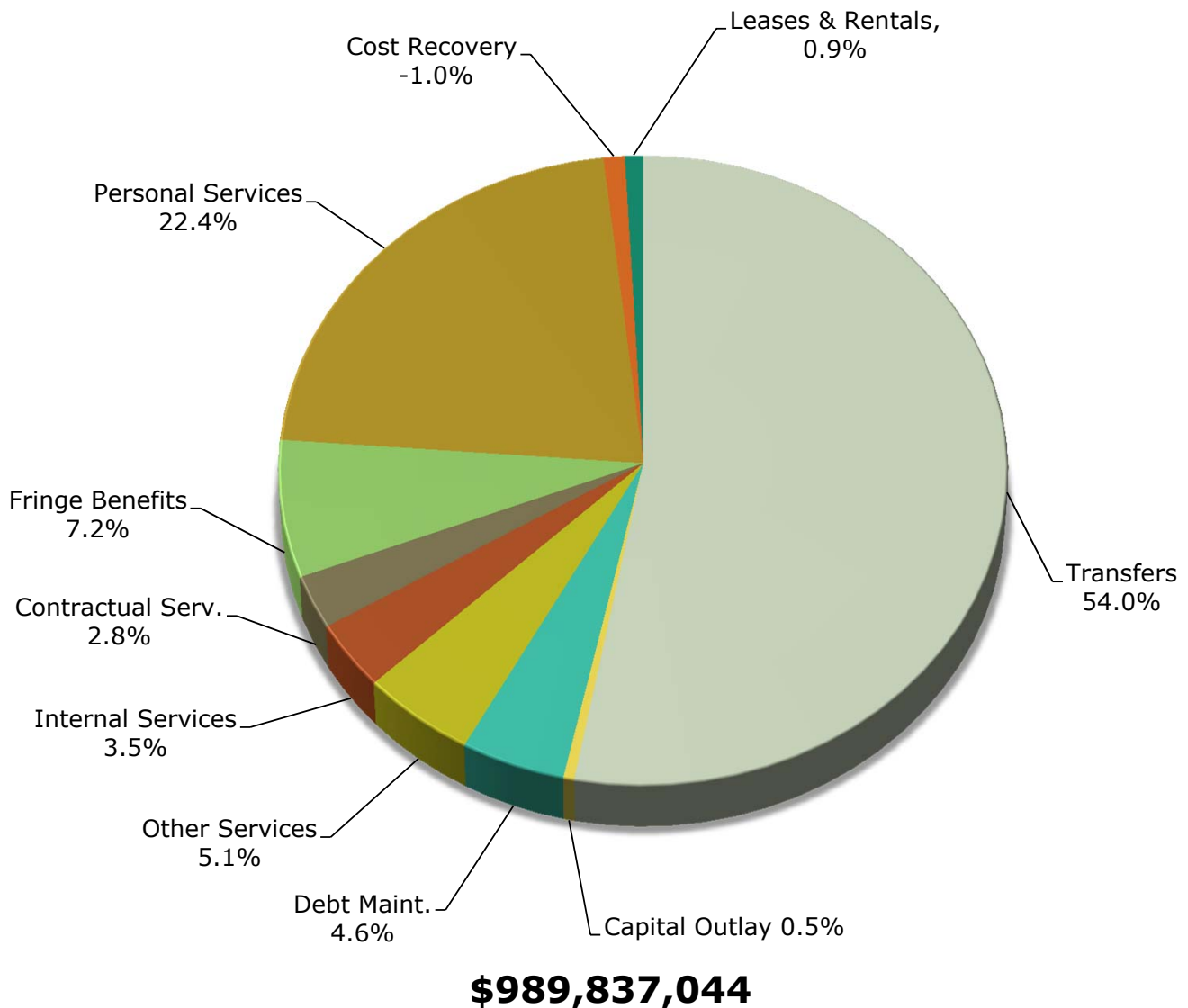


\$989,837,044

EXPENDITURES

This pie chart shows the adopted FY 15 general fund budget by expenditure categories. All general fund expenditures (totaling \$989.8 million) are grouped into ten categories of expenditures. The largest slice of this pie (54.0%) is Transfers which includes transfers to the Prince William County School System, Construction Fund, Convention and Visitors Bureau and the Adult Detention Center. The largest of these transfers is the Prince William County School System budget totaling \$486.7 million. The next largest category of expenditures (22.4%) is Personal Services which contains salaries for all full-time, part-time and temporary County employees. Combined with fringe benefits (7.2%), compensation for County employees totals 29.6% of total general fund expenditures. Together, these three categories make up 83.6% of the total general fund expenditure budget.

**FY 15 General Fund Budget
by Category of Expenditure
(Includes School Transfer Budget)**

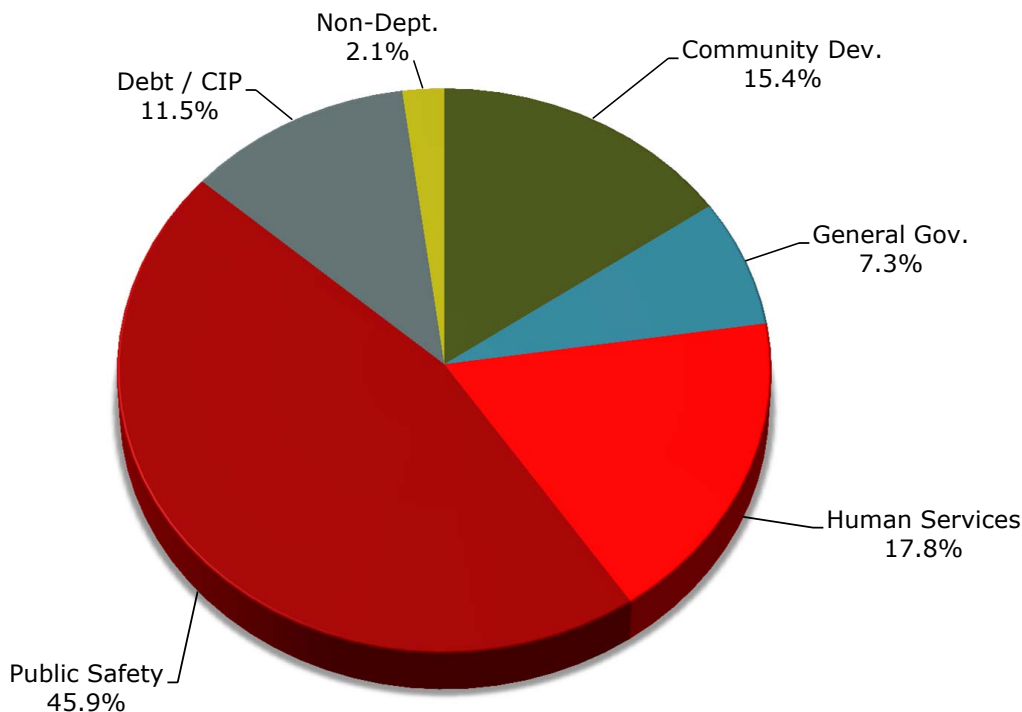


EXPENDITURES

The total adopted FY 15 general fund budget excluding the Prince William County School transfer budget is \$503.2 million within six functional categories. The various categories are shown in this pie chart. As in FY 14, Public Safety continues to receive the largest commitment of County funds with 45.9% of the total budget. This category funds: Police, Fire and Rescue, Public Safety Communications, Sheriff, the Adult Detention Center, and court services. Again as in FY 14, Human Services is the second largest category with 17.8% of the total budget. This category contains funding for such departments as: Social Services, Community Services, Aging, Cooperative Extension, At-Risk Youth, and Public Health. Taken together, these two categories command over half (63.7%) of the total Prince William County budget. The remainder of the budget is broken into the following categories:

- Community Development (15.4%) contains funding for Public Works, Transportation, Economic Development, Planning, Libraries, and the Department of Parks and Recreation;
- Debt/Capital Improvements Program (CIP) (11.5%) funds debt payments for such projects as road construction and the projects contained in the County's FY 15-20 Capital Improvement Program;
- General Government (7.3%) contains funding for the Board of County Supervisors, the County Attorney, Audit Services, and Executive Management. It also funds financial, support and community activities such as: the Finance Department, Human Rights, Office of Management and Budget and Human Resources;
- Non-Departmental (2.1%) contains funding for the County's Self-Insurance program and General Fund support for Data Processing.

**FY 15 General Fund Budget
By Functional Categories
(Excludes School Transfer Budget)**



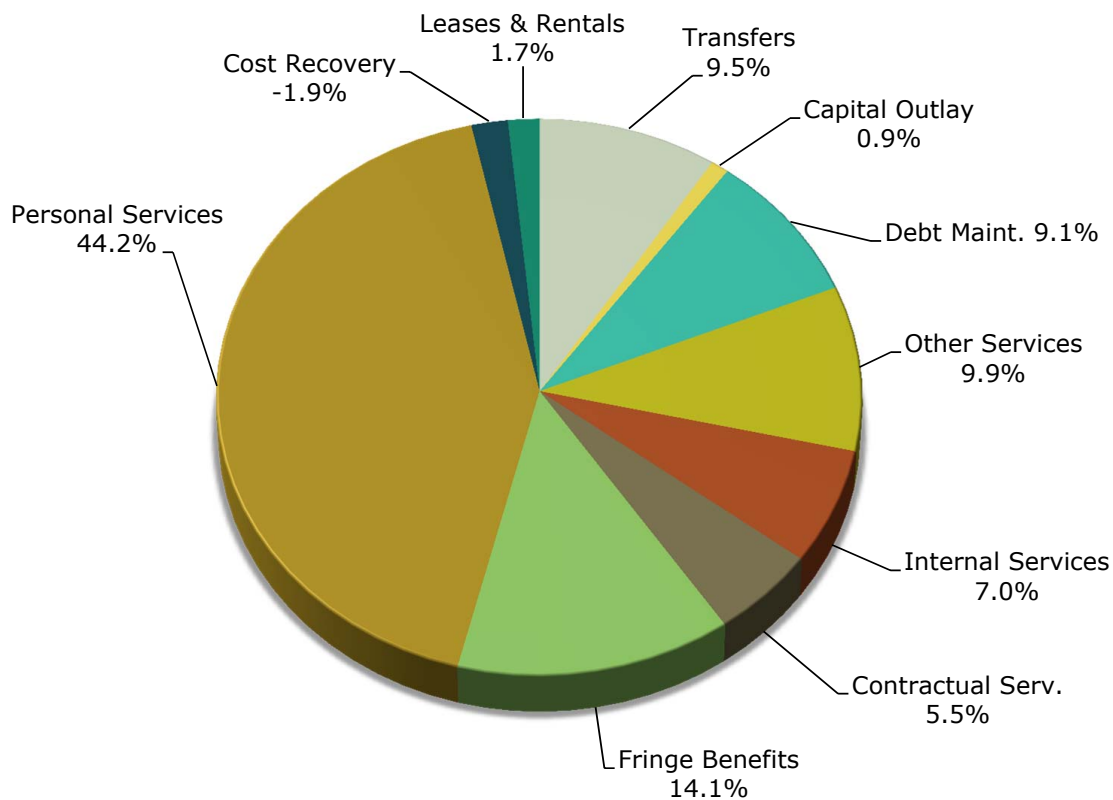
\$503,163,088

EXPENDITURES

This pie chart shows the adopted FY 15 general fund budget by expenditure categories excluding the Prince William County School budget transfer. These general fund expenditures relate only to the County government portion of the budget. The largest slice of this pie (44.2%) is Personal Services. Combined with Fringe Benefits (14.1%), compensation for all County employees accounts for over one-half (58.3%) of total general fund expenditures. The remainder of the budget is broken into the following categories:

- Other Services (9.9%) contains funds to supply, equip and train employees to perform their jobs;
- Transfers (9.5%) contains funds transferred out of the general fund to the Department of Parks and Recreation, Adult Detention Center and the Construction Fund;
- Debt Maintenance (9.1%) pays the debt service on capital projects such as roads and other construction;
- Internal Services (7.0%) contains funds to account for financing of goods or services provided by one department of the County to other departments. An example is data processing services;
- Contractual Services (5.5%) is funds to pay for products and services contracted out by the County;
- Leases and Rentals (1.7%) contains funds to pay for leases and rentals on goods and property;
- Capital Outlay (0.9%) pays for capital items, e.g., vehicles purchased by County departments.
- Cost Recovery (-1.9%) is a negative expenditure budget used to offset project management costs in the general fund that are reimbursed from capital projects.

**FY 15 General Fund Budget
By Category of Expenditure
(Excludes School Transfer Budget)**

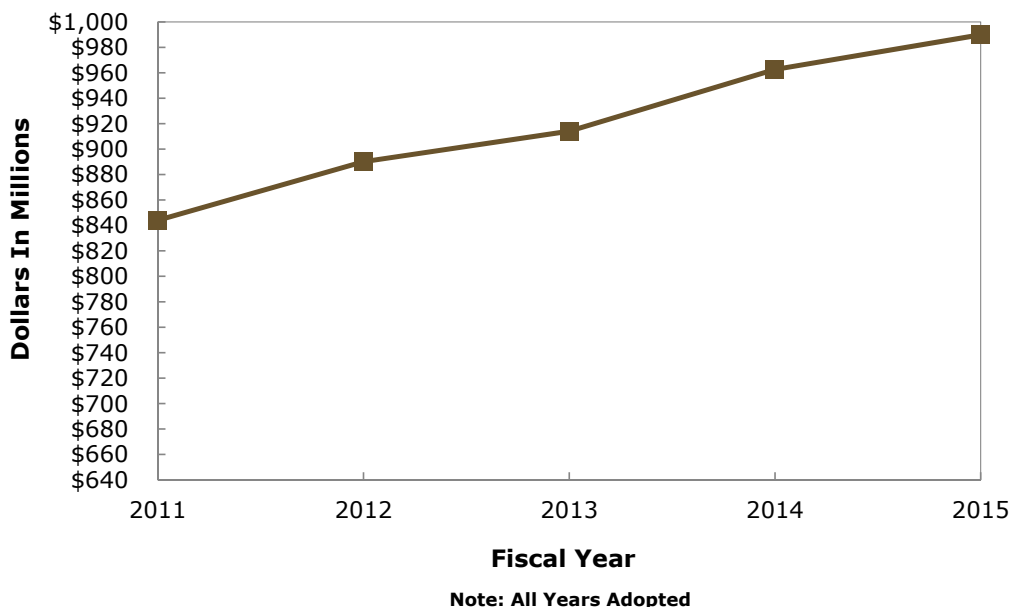


\$503,163,088

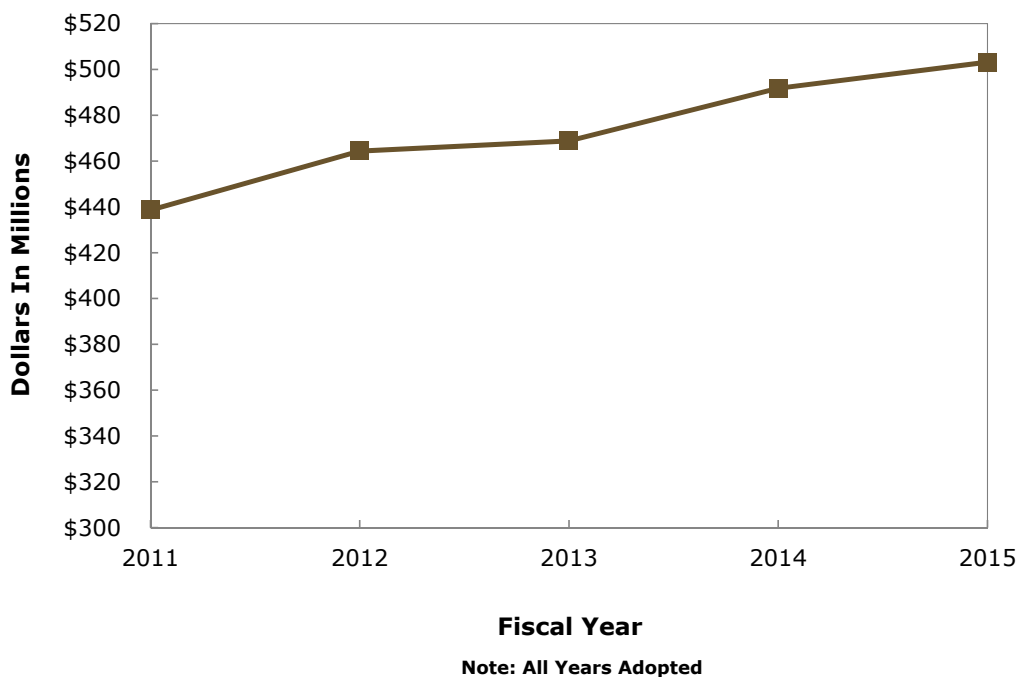
EXPENDITURES

The following graphs show the general fund budget history both including and excluding the Prince William County School transfer budget. With the Prince William County School budget included, total expenditures have increased 17.3% from FY 11 adopted to FY 15 adopted (from \$844.03 million to \$989.84 million). Excluding the Prince William County School budget, total expenditures have increased 14.7% over the same period (from \$438.56 million to \$503.16 million).

General Fund Expenditure Budget History
(Includes School Transfer Budget)

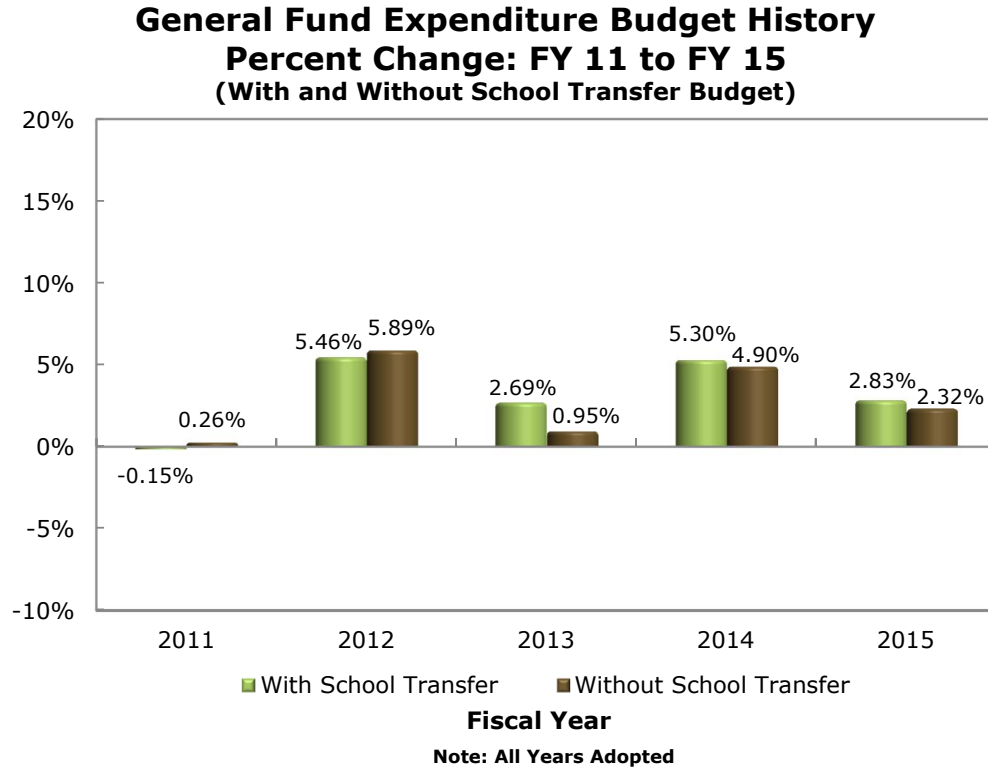


General Fund Expenditure Budget History
(Excludes School Transfer Budget)



EXPENDITURES

As the following graphs show, general fund expenditure budgets from FY 11 to FY 15 adopted including the Prince William County School transfer budget has increased an average of 3.23% per year. Excluding the Prince William County School transfer budget, total general fund expenditures have increased an average of 2.86% per year.

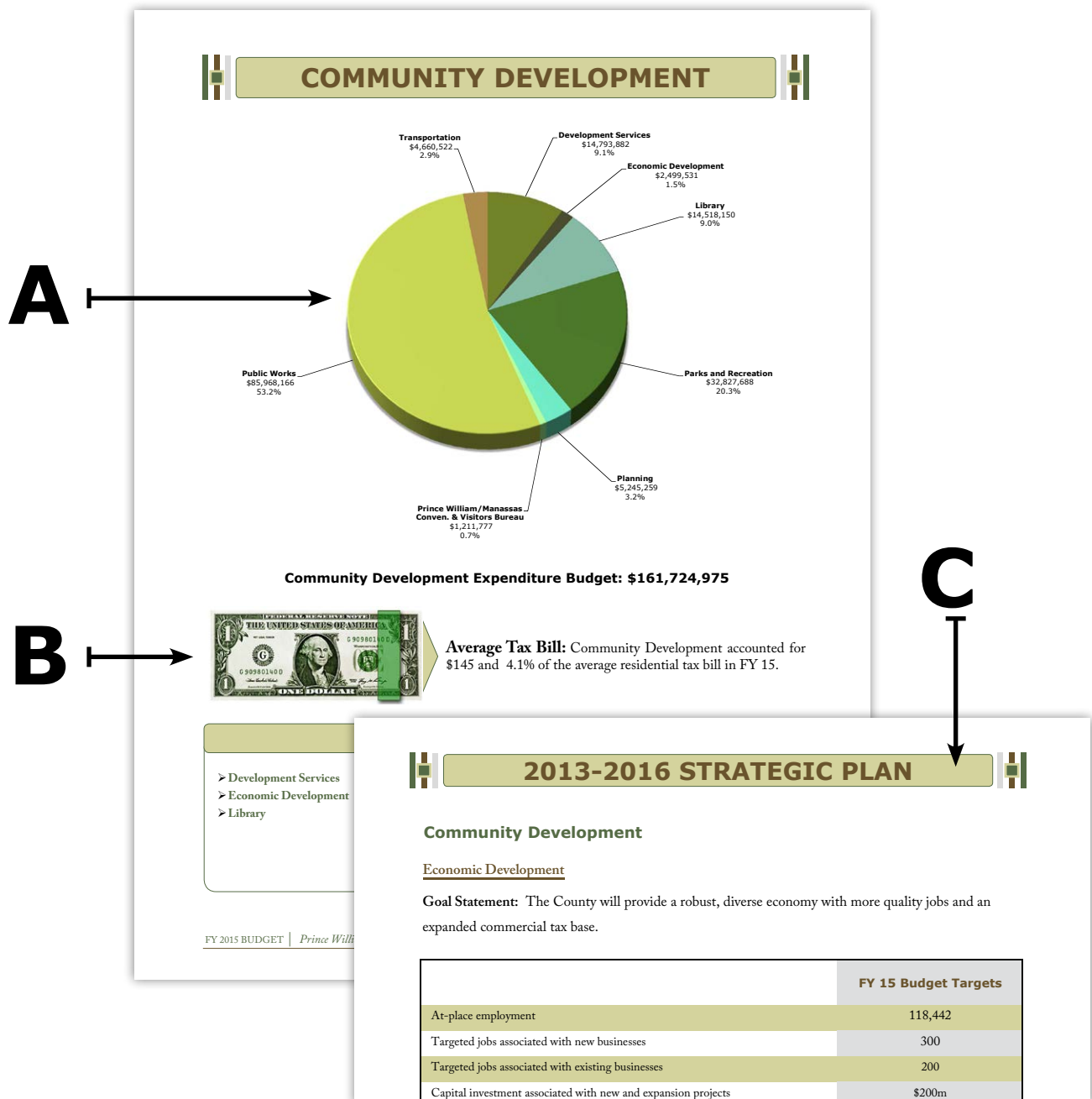




Functional Areas

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 FY 15 expenditure budget broken out by agency and a list of all the agencies included in the functional area.
- B. **Average Tax Bill** - The FY 15 budget produces an average residential tax bill of \$3,568. The portion devoted to the functional area is shown.
- C. **2013-2016 Strategic Plan Outcomes** - The [2013-2016 Strategic Plan](#) was adopted by the BOCS in January 2013. The adopted goal statement and strategic plan outcomes with the FY 15 budget targets for each functional area are listed in the front of the Community Development, Education, Human Services and Public Safety functional area sections.



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 FY 15 expenditure budget is shown in relation to other agencies within the functional area.
- C. Mandates** - Describes 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.

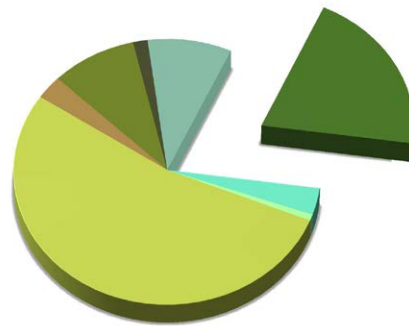
A



PARKS & RECREATION

Mission Statement

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



Community Development Expenditure Budget
\$161,724,975

Expenditure Budget:
\$32,827,688
20.3% of Community Development

Programs:

- Recreation: \$14,428,391
- Administration & Communications: \$5,865,150
- Operations, Planning & Support: \$12,534,147

B



C



Mandates

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

AGENCY PAGE INFORMATION

D. Expenditure and Revenue Summary - The revenue and expenditure summary provides historical and adopted expenditure and revenue information for each agency. For historical reference, actual expenditures and revenues are reported for FY 12 and FY 13. Adopted budget information is displayed for FY 14 and FY 15. The last column calculates the change between the FY 14 adopted and FY 15 adopted budgets. Three types of information are summarized for each fiscal year displayed:

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

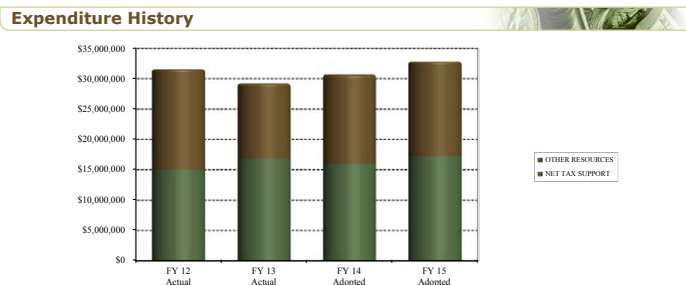
E. Expenditure History - Chart showing the expenditure history for the agency including the FY 12 actual, FY 13 actual, FY 14 adopted and FY 15 adopted expenditures.

D

PARKS & RECREATION					
Expenditure and Revenue Summary					
Funding Sources	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Park Authority* (Historical)					
1 Charges for Services	\$13,711,450	\$13,055,789	—	—	—
2 Interest Income from Investments	\$123,747	\$0	—	—	—
3 Telecom Lease Revenue	\$299,613	\$303,318	—	—	—
4 Stream Mitigation	\$0	\$582,919	—	—	—
5 Lease/Bond/Other Revenue	\$2,000,000	\$0	—	—	—
6 Transfers In PWC GF Operating	\$13,635,223	\$15,396,058	—	—	—
7 Transfers In PWC GF Cyclical maintenance	\$1,390,000	\$1,400,000	—	—	—
Department of Parks & Recreation					
1 Rev fr Use of Money & Prop	—	—	\$344,213	\$344,213	0.00%
2 Charges for Services	—	—	\$14,265,562	\$14,459,801	1.36%
3 Miscellaneous Revenue	—	—	\$76,839	\$76,576	-0.34%
4 Transfers In (from GF to Enterprise Fund)	—	—	\$212,245	\$0	-100.00%
5 Transfers In (from Capital Reserve)	—	—	\$0	\$469,138	—
6 Transfers In (from Enterprise Fund to GF)	—	—	\$0	\$212,664	—
Parks GF Revenue Subtotal	\$15,025,223	\$16,796,058	\$1,109,540	\$1,801,342	62.35%
Parks Enterprise Revenue Subtotal	\$13,711,450	\$13,055,789	\$13,789,319	\$13,761,050	-0.21%
Total Parks Revenue	\$31,160,033	\$30,738,084	\$14,898,859	\$15,562,392	4.45%
Contribution To/(From) Reserves & Retained Earnings (Enterprise Fund)	(\$2,792,778)	(\$3,427,100)	(\$345,501)	(\$454,677)	31.60%
Net General Tax Support	\$15,025,223	\$16,796,058	\$15,999,700	\$17,265,296	7.91%
Net General Tax Support	47.59%	57.49%	52.14%	52.59%	

Note: After the adoption of the FY 2013 Budget, the BOCS approved the creation of the Department of Parks & Recreation (Parks) by merging the functions of the Park Authority into the County government. Parks integrated into the County's Financial System at the beginning of calendar year 2014. It is important to note that the official financial record prior to the Parks integration into the County's Financial System remains on the Park Authority Financial System.

E



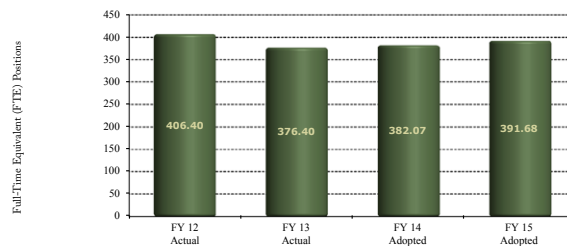
AGENCY PAGE INFORMATION

- F. Staffing History** - Chart showing the staffing history for the agency including the FY 12 actual, FY 13 actual, FY 14 adopted and FY 15 adopted staffing. Values are expressed in FTEs (full-time equivalents). One FTE is equal to one full-time position.
- G. Staffing by Program** - Table showing the total authorized full-time and part-time positions for FY 12 actual, FY 13 actual, FY 14 adopted and FY 15 adopted budgets summarized by program. Values are expressed in full-time equivalents (FTEs). One FTE is equal to one full-time position.
- H. Future Outlook** - Information on current and future issues or circumstances that impact an agency's service delivery.
- I. General Overview** - Narrative discussion summarizing major FY 15 budget changes for the agency as a whole. Supplemental budget adjustment items that have impacts on multiple programs are included.

F

PARKS & RECREATION

Staffing History



G

Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Recreation	293.90	263.90	221.35	223.85
2 Operations, Planning & Support	85.00	85.00	136.45	147.44
3 Administration & Communications	27.50	27.50	24.27	20.39
Full-Time Equivalent (FTE) Total	406.40	376.40	382.07	391.68

H

Future Outlook

Sports Fields - Parks & Recreation continues to address the sports field issues. Many issues have been raised by the citizens and the sports leagues, including, among other issues, the number and type of fields available, the allocation of field use time, the quality of the fields and the lighting of the fields. The Board of County Supervisors (BOCS) is responsive to these needs and, along with Parks & Recreation, continues to address the sports needs of the citizens.

Realign Hellwig Park Entrance - Another critical need in Parks & Recreation includes realigning the entrance to Hellwig Park. In 2007, Virginia Department of Transportation (VDOT) realigned Route 234. When that was done,

Independence
Road is
intersec
volume
Aging
must be
has been
require
and wou

I

PARKS & RECREATION

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Parks & Recreation's technology bill increased by \$84,136 to \$469,103.
- B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Parks & Recreation's salary lapse changed by \$1,850 to -\$90,033.
- C. Operating Costs Increase Associated with Park Projects** - Operating costs for Parks & Recreation increased by \$100,000 to support projects constructed with \$13.7 million of 2006 bond referendum funding.
- D. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$5,644. The increase supports existing service levels. The total donation amount provided to agency community partners is \$193,788 in FY 15. For additional detail please refer to the Community Partners section.

AGENCY PAGE INFORMATION

J. Program Summary - Information on the programs that are managed by each agency and include the following details:

- 1. Program Description** - Description of the activities performed or services that will be delivered with the budgeted expenditures.
- 2. Key Measures** - Shows important performance measures that demonstrate the productivity, efficiency and effectiveness of the program. Key measures are, generally, outcome measures which represent specific objectives to be accomplished by the program. Each measure shows the trend between the FY 12 actual to FY 13 actual, either upward, stable or downward. Trends are not assigned if there was no actual measure in either year.
- 3. Program Activities with Expenditure Dollars** - List of activities that roll up into the program including the expenditure dollars for FY 12 actual, FY 13 actual, FY 14 adopted and FY 15 adopted.
- 4. Workload Measures** - Performance measures, specifically workload (output) measures, which demonstrate an aspect of work performed within the activity.
- 5. Supplemental Budget Adjustments** - The adjustments are changes that are specific to the program. The changes to program budgets are grouped into three categories: budget reductions, budget initiatives (additions) and budget shifts.

J



PARKS & RECREATION



Program Summary

Operations, Planning & Support

Builds and maintains all recreational facilities, grounds and equipment in order to provide a quality recreational experience for all patrons.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Sports fields, pools and recreation centers meet residents' needs (community survey)	88%	88%	↔	88%	88%
Residents interacting with county parks & recreation centers (community survey)	60%	60%	↔	60%	60%
Fishing, boating and green space meet residents' needs (community survey)	88%	88%	↔	88%	88%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Grounds and Landscape Maintenance	\$6,923,324	\$4,882,422	\$5,477,557	\$6,416,043
Park acres maintained	806	806	806	1,000
School acres maintained	265	265	265	350
Fleet and Equipment Repair	\$762,524	\$790,654	\$994,452	\$1,578,947
Total work orders	1,595	1,374	—	1,400
Planning and Project Management	\$249,230	\$287,167	\$313,286	\$304,610
Land use plans reviewed	—	55	40	45
		45	71	71
	\$1,193,066	\$1,274,560	\$1,578,631	\$1,530,777
	—	1,357	1,500	1,500
	\$1,907,123	\$1,590,993	\$1,678,607	\$1,690,859
	—	—	—	50
	\$751,649	\$667,968	\$760,222	\$912,911
	—	25,452	14,000	25,000



PARKS & RECREATION



A. Budget Initiatives

1. Increase Maintenance at Elementary & Middle School Fields

Expenditure	\$366,287
Revenue	\$212,664
General Fund Impact	\$153,623
FTE Positions	5.60

a. Description - Parks & Recreation currently maintains sports fields at all elementary and middle schools. In FY 14, \$513,087 was added to Parks & Recreation budget to upgrade all middle school fields (16 schools) to the level currently in place for most park game fields. In FY 15, \$366,287 in expenditure and \$212,664 in revenue from increased fees is added to the budget to upgrade all elementary school fields (59 sites) to the level currently in place for all park practice fields. The general fund support for this initiative totals \$768,115, FY 15 through FY 19.

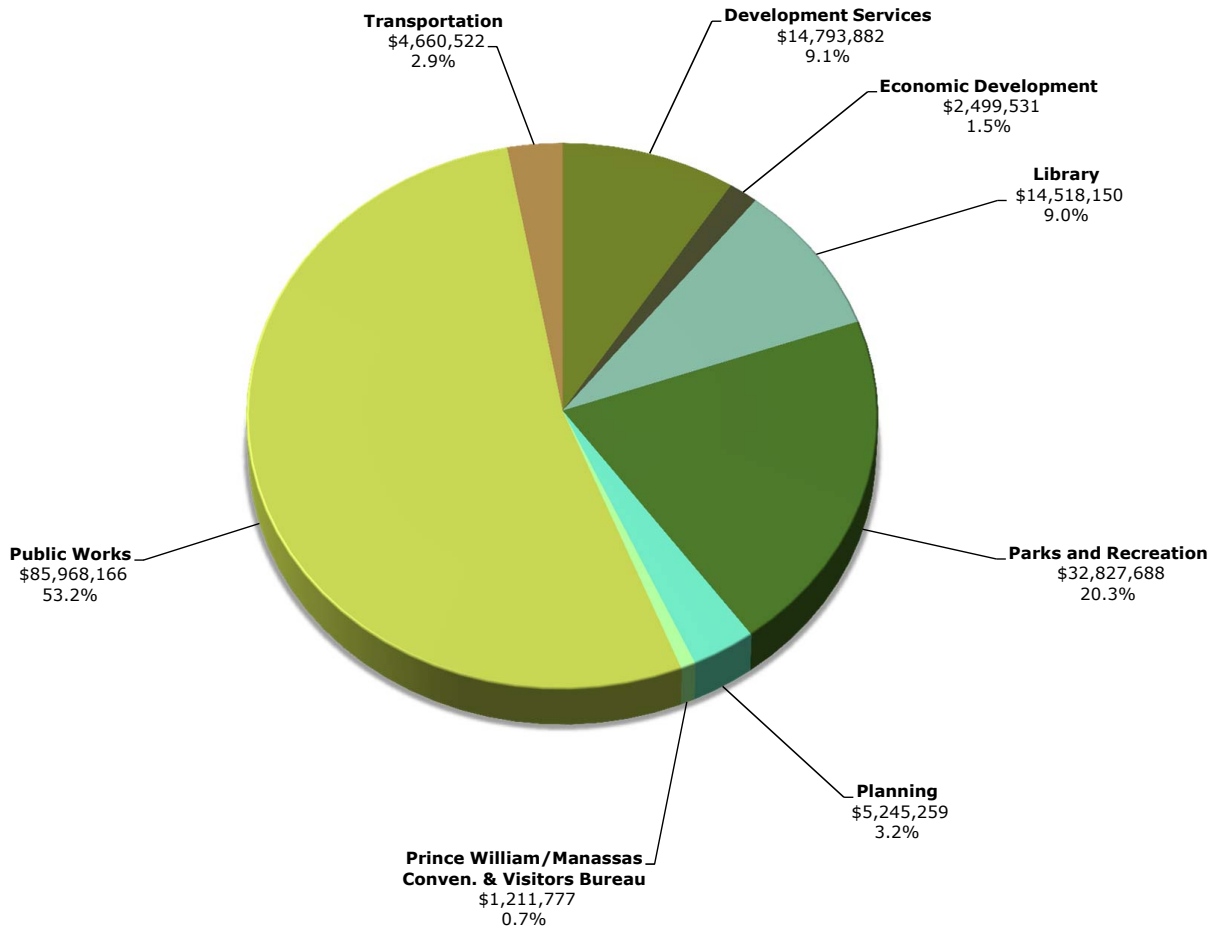
b. Service Level Impacts - This brings the total number of elementary and middle school upgraded sports fields maintained by Parks & Recreation to 160 (75 school sites totaling 253.6 acres). By maintaining all the sports fields at elementary and middle schools, Parks & Recreation can provide a unified level of service to the existing sports leagues.

COMMUNITY DEVELOPMENT

35



COMMUNITY DEVELOPMENT



Community Development Expenditure Budget: \$161,724,975



Average Tax Bill: Community Development accounted for \$145 and 4.1% of the average residential tax bill in FY 15.

DEPARTMENTS & AGENCIES

- Development Services
- Economic Development
- Library

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

- Public Works
- Transit
- Transportation

Community Development

Economic Development

Goal Statement: The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.

	FY 15 Budget Targets
At-place employment	118,442
Targeted jobs associated with new businesses	300
Targeted jobs associated with existing businesses	200
Capital investment associated with new and expansion projects	\$200m
Capital investment in targeted redevelopment areas	\$2m

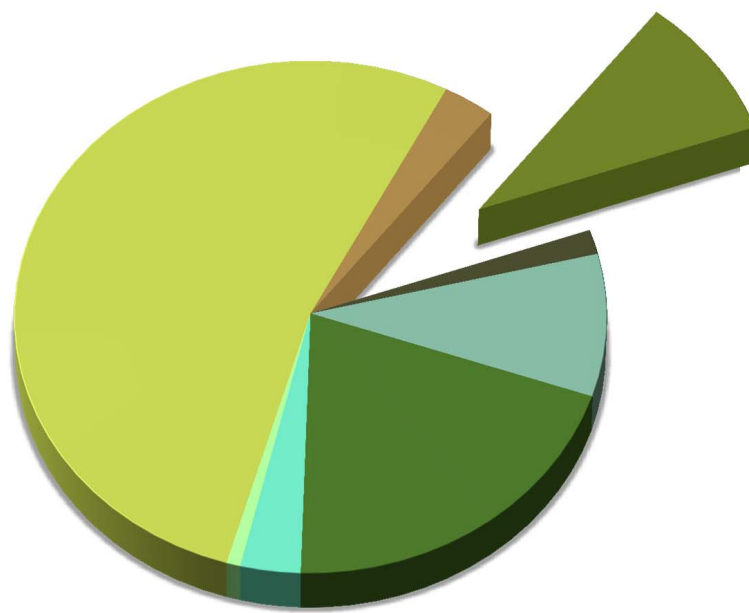
Transportation

Goal Statement: The County will provide a multi-modal transportation network that supports County and regional connectivity.

	FY 15 Budget Targets
Multi-modal trips	10,252,505
Positive responses to "I can easily get around PWC by car"	>84%
Percentage of 2006 Road Boad projects completed or under construction	80%
Miles of pedestrian trail and sidewalks constructed and added to County's comprehensive plan roads	4
County residents telecommuting (MWCOG survey)	22.25%

Mission Statement

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



Expenditure Budget:
\$14,793,882

9.2% of Community Development

Programs:

- Building Development: \$11,703,047
- Land Development: \$2,778,741
- Customer Liaison: \$312,094

Community Development Expenditure Budget
\$161,724,975

Mandates

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

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

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

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

DEVELOPMENT SERVICES

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Building Development	\$9,462,826	\$10,139,953	\$10,536,454	\$11,703,047	11.07%
2 Land Development	\$1,472,972	\$1,707,966	\$1,744,637	\$2,778,741	59.27%
3 Customer Liaison	\$333,392	\$311,414	\$331,675	\$312,094	-5.90%
Total Expenditures	\$11,269,190	\$12,159,333	\$12,612,766	\$14,793,882	17.29%

Expenditure by Classification

1 Personal Services	\$5,401,622	\$5,733,187	\$6,342,941	\$7,101,457	11.96%
2 Fringe Benefits	\$1,758,609	\$2,039,430	\$2,275,094	\$2,477,707	8.91%
3 Contractual Services	\$39,807	\$32,949	\$23,385	\$239,185	922.81%
4 Internal Services	\$1,791,379	\$1,979,731	\$1,934,236	\$1,910,702	-1.22%
5 Other Services	\$183,857	\$154,834	\$252,711	\$552,501	118.63%
6 Capital Outlay	\$71,736	\$73,423	\$0	\$241,318	—
7 Leases & Rentals	\$8,015	\$7,989	\$9,756	\$11,756	20.50%
8 Reserves & Contingencies	\$0	\$0	(\$55,000)	\$0	-100.00%
9 Transfers	\$2,014,165	\$2,137,790	\$1,829,643	\$2,259,256	23.48%
Total Expenditures	\$11,269,190	\$12,159,333	\$12,612,766	\$14,793,882	17.29%

Funding Sources

1 Permits, Privilege Fees & Regulatory Licenses	\$8,511,024	\$10,157,547	\$9,958,799	\$12,495,107	25.47%
2 Fines and Forfeitures	\$0	\$805	\$0	\$0	—
3 Revenue From Use of Money & Property	\$18,973	\$5,561	\$0	\$0	—
4 Charges for Services	\$72,698	\$163,400	\$85,563	\$85,563	0.00%
5 Miscellaneous Revenue	\$175,570	\$273,198	\$185,546	\$258,546	39.34%
6 Non-Revenue Receipts	\$8,234	\$4,969	\$0	\$0	—
7 Transfers In (Capital Projects Fund) ¹	\$3,397,578	\$0	\$0	\$0	—
8 Transfers In (Other) ²	\$192,353	\$84,263	\$217,569	\$147,549	-32.18%
Total Designated Funding Sources	\$12,376,430	\$10,689,743	\$10,447,477	\$12,986,765	24.31%

Special Revenue Fund

Contribution To/(From) Reserves & Retained Earnings	\$3,502,844	\$1,388,425	(\$254,676)	\$235,789	192.58%
Net General Tax Support³	\$2,395,604	\$2,858,015	\$1,910,613	\$2,042,906	
Net General Tax Support	21.26%	23.50%	15.15%	13.81%	

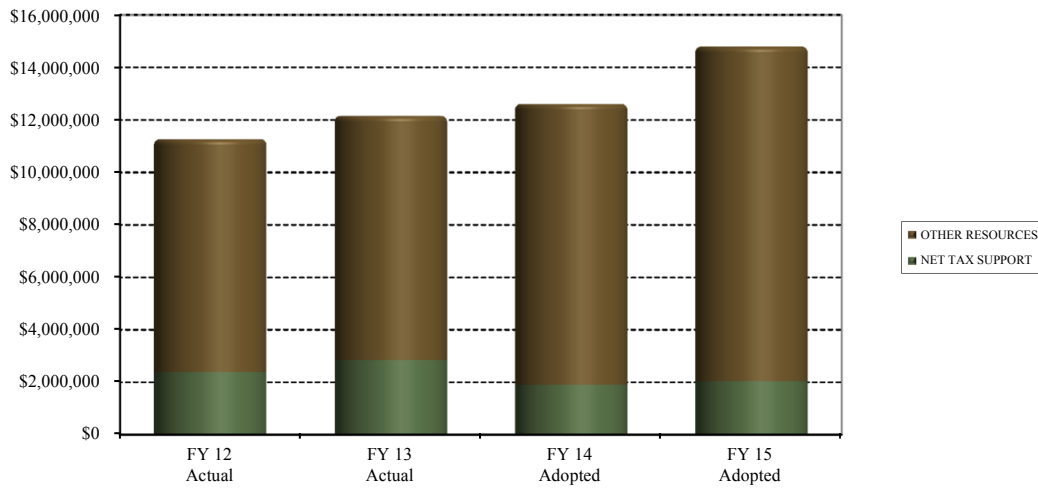
¹ **Capital Projects Fund Transfer** - One-time \$3.4M transfer in FY 12 from the Economic Development capital reserve; Development fee agencies are repaying the general fund over the next five years.

² **Other Funds Transfers** - Operating transfers between DDS and agencies not in the general fund.

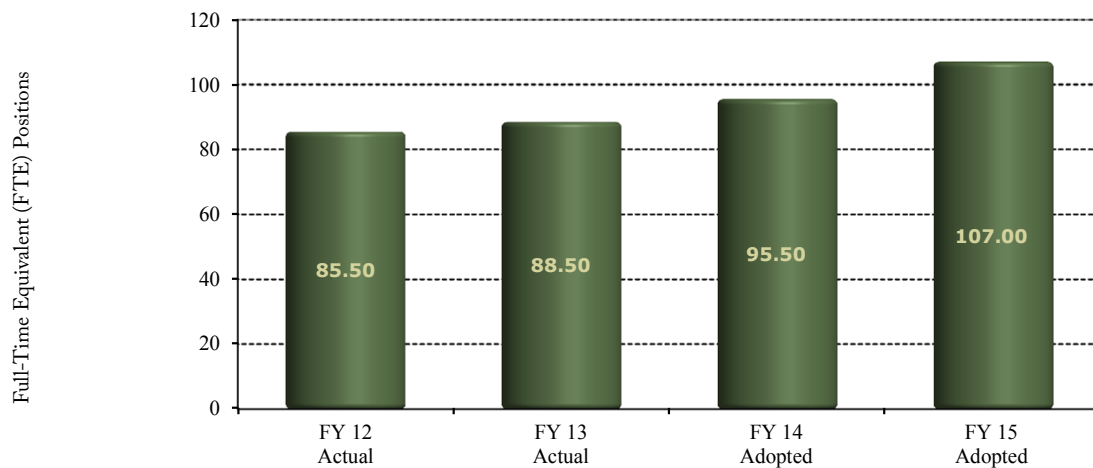
³ **General Fund Transfer** - General fund support for Building Code Enforcement, hosted enterprise IT application costs and operating transfers between DDS and agencies in the general fund.

DEVELOPMENT SERVICES

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Building Development	69.78	71.04	79.12	83.91
2 Land Development	12.98	14.22	13.66	20.54
3 Customer Liaison	2.74	3.24	2.72	2.55
Full-Time Equivalent (FTE) Total	85.50	88.50	95.50	107.00

Future Outlook

Performance “Dashboard” - Department of Development Services (DDS) identified several key measures to gauge development and construction-related activity. With these measures, DDS created a dashboard management system to monitor development activity in real-time. This information is reviewed on a weekly basis and is used by department managers to make important, data-driven decisions regarding resource deployment, program adjustments, and staffing/contracting needs. As the economic recovery continues, it is imperative that DDS continues to monitor market trends and makes programmatic decisions based on those trends in order to maintain high levels of customer service and responsiveness.

Future Growth Capacity Position Model - Given the rapid pace in which development activity can change, the Board of County Supervisors (BOCS) and County Executive (CXO) approved the implementation of the Future Growth Capacity Position Model. This model essentially seeks pre-approval from the BOCS and CXO to address staffing needs in real-time as dictated by the workload and the accompanying fees collected for performing that work. This conservative and timely approach to staffing has been extremely beneficial to the department, and DDS recommends continuing this staffing model in the future to remain flexible and responsive to changes in development-related activity.

Project Management Model - This is a very successful program that is recognized by the development community as the preferred business model for development services. This model assigns a Land and Building Project Manager to specific commercial development projects. The project manager provides the developer with a consistent point-of-contact who guides the developer through the permitting process. The development community has embraced this program because it saves them time and money in the development process. However, DDS anticipates increased demand for this level of service, which may not be sustainable with current staffing levels. Failure to provide the service may result in customer frustration, increased time-to-market and loss of money, which would hurt our competitive advantage in the marketplace.

Resource and Revenue Stability - On an annual basis, DDS reviews the Land and Building Development Fee Schedule to ensure that all fees are set at an appropriate level to cover development-related program costs. As such, in order to keep pace with program increases, DDS makes fee adjustments as necessary. However, as community development fee revenue drastically declined over the past five years, DDS relied on the Development Fee Reserve to balance the annual operating budget through FY 13. As the economy begins to stabilize and development revenues slowly return to pre-recession levels, it is incumbent upon DDS to designate a portion of the Development Fee Reserve for “future use.” The designated portion of the Development Fee Reserve should be maintained for future down-turns in the economy. It is important for DDS to identify an appropriate “designated” amount, and communicate DDS’s position relative to maintaining a designated fee reserve. A designated fee reserve is appropriate given the multi-year nature of Site Development projects and cyclical nature of development revenue and its relationship to the economy. Lastly, when customers pay building or land development fees, they expect service delivery over a multi-year period, regardless of the economic climate or staffing levels.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, DDS's technology bill increased by \$9,717 to \$1,755,955.
- B. Reduced Indirect Costs Transferred to the General Fund** - Indirect costs are expenditures charged by one unit of the County government for services rendered by another unit of the County government. These expenditures are reimbursed to the general fund for services rendered. The indirect cost allocation expense decreases \$89,623 from \$1,779,643 in FY 14 to \$1,690,020 in FY 15.
- C. Reduce Technology Cost Recovery Budget** - With the new Land Development Information System going live in FY 15, DDS will no longer recover \$55,000 in technology costs from other agencies.
- D. Permit Counter Consolidation** - On June 18, 2013, the BOCS approved consolidation of the development permit counter by transferring six positions (5.50 FTE) from the Planning Office to DDS ([BOCS Resolution 13-410](#)). In addition, \$306,060 in revenue and \$415,427 in expenditure budget authority transferred from Planning to DDS. This transfer of positions, revenue and expenditure budget is reflected in the FY 15 budget.
- E. Fee Supported Vehicle Replacement Plan** - Based on annual mileage projections, approximately seventeen vehicles will reach the terminal mileage threshold of 140,000 miles between FY 15 and FY 17. The FY 15 budget includes \$135,000 for vehicle replacement in order to minimize vehicle downtime and provide services to customers in the field.
- F. Interdepartmental Budget and Salary Shifts** - The FY 15 budget includes operational budget shifts spread across multiple OCAs in order to properly account for program expenditures. These transfers have a total net zero budget impact to the general fund. The FY 15 budget also includes salary shifts for three existing employees. These shifts will align salary expenditures in the correct account codes. These shifts have a net zero budget impact to the general fund.
- G. Fee Supported Increases for Operating Costs** - The FY 15 budget includes \$349,639 for general increases in contractual support, overtime costs and other services as a result of increased construction related activity.
- H. Compensation Increase** - Compensation adjustments totaling \$176,998 are made to support the following rate changes:
 - 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Building Development

Ensure 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Inspections performed on day requested	99.8%	99.6%	↓	93.2%	98.0%
Commercial plans reviewed within 6 weeks, first review	40%	34%	↓	90%	90%
Tenant layout plans reviewed within 3 weeks, first review	64%	49%	↓	90%	90%
Code enforcement cases that are resolved or moved to court within 100 days	—	—		—	80%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Building Plan Review	\$3,035,522	\$2,956,409	\$2,846,439	\$3,393,882
Plan submissions	8,535	10,203	—	10,713
Building Permitting Services	\$838,987	\$999,047	\$1,010,600	\$1,288,213
Permits issued	22,823	25,044	23,508	26,797
Building Construction Inspections	\$4,688,769	\$5,325,098	\$5,614,059	\$5,643,790
Inspections performed	61,102	65,627	62,935	68,908
Building Special Inspections	\$537,478	\$453,647	\$529,337	\$563,115
Field and test results, certifications and shop drawings reviewed	—	—	—	4,493
Building Code Enforcement	\$362,070	\$405,752	\$536,019	\$536,047
Building Code Enforcement cases opened	1,483	1,509	—	1,476

A. Budget Reductions

1. Decrease Community Development Applications Support

Expenditure	(\$54,020)
Revenue	(\$54,020)
General Fund Impact	\$0
FTE Positions	0.00

DEVELOPMENT SERVICES

- a. **Description** - This initiative recognizes a decrease in maintenance support required for the community development technology systems. The reduction is savings to the Technology Improvement Plan (TIP) Holding Account. The reduction is located in Development Services' 4000 series, decreasing revenue to the Information Technology internal service fund. The net decrease in FY 15 is (\$54,020), which includes a maintenance reduction of (\$70,020) to the TIP Holding Account and an increase of \$18,000 for additional maintenance being supported by fee revenue. The general fund support for the maintenance of community development systems in the TIP totals \$297,771, FY 16 through FY 19.
- b. **Service Level Impacts** - Existing service levels are maintained.

B. Budget Initiatives

1. Adjust Development Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	\$2,451,765
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This action adjusts the Land Development fee schedule to align development fees with activity costs and current revenue projections.

▪ **Building Development Fee Schedule Adjustment**

The FY 2015 Budget includes a 3% across-the-board fee increase on the Building Development fee schedule to accommodate an increase in construction related activity.

▪ **Building Development Revenue Budget Increase**

The net impact of budget adjustments between the FY 14 adopted budget and the FY 2015 Budget is an increase of \$2,451,765. This revenue increase includes provisions for: budgeted fee increases, updated revenue projections as a result of an economic recovery in the construction industry, and alignment of budget projections with historic actuals. The following table details how the revenue increase is allocated between the four agencies:

Land & Building Development Revenue Budget Increase			
Department	Land Development	Building Development	Department Total
Development Services	(\$95,653)	\$2,451,765	\$2,356,112
Transportation	\$107,487	\$0	\$107,487
Planning	\$62,874	\$0	\$62,874
Public Works	\$272,335	\$0	\$272,335
Total Development Revenue Increase	\$347,043	\$2,451,765	\$2,798,808

- b. **Service Level Impacts** - Existing service levels are maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.

2. Add Three Building Development Fee Supported Positions

Expenditure	\$269,916
Revenue	\$0
General Fund Impact	\$0
FTE Positions	3.00

a. Description - This initiative adds three fee-funded positions in the Building Development Division of Development Services. The positions are a Combination Inspector (one FTE - Building Construction Inspections section), a Development Services Technician II (one FTE - to the Plan Intake section) and an Engineer II (one FTE - Special Inspections section). These staffing additions are necessary to meet increased demand for services in Building Development and will maintain current service levels and quality standards for development inspections and plan review.

b. Service Level Impacts -

▪ **Daily inspections per one FTE (target ≤ 11)**

<i>FY 15 w/o Addition</i>	12.1
<i>FY 15 w/ Addition</i>	11.1

▪ **Annual plans processed per one FTE**

<i>FY 15 w/o Addition</i>	2,365
<i>FY 15 w/ Addition</i>	1,892

▪ **Quality control site inspections conducted on field reports & certifications**

<i>FY 15 w/o Addition</i>	35%
<i>FY 15 w/ Addition</i>	44%

3. Add Three Development Fee Supported Positions

Expenditure	\$226,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	3.00

a. Description - On August 6, 2013 and January 4, 2013, [BOCS Resolutions 13-487](#) and [14-13](#), respectively, approved the creation of eight total future growth capacity positions supported by development fees. As previously established in [BOCS Resolution 12-742](#), the County Executive is authorized to fill the positions as necessitated by workload demands. Three of the eight approved positions were approved by the County Executive in FY 14 for DDS; this action will incorporate them into the FY 15 budget.

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

4. Transfer \$100,000 from Fire Marshall's Office for Land Management System Enhancements

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

a. Description - The Land Use Information System manages land and building development and code enforcement information. This system is currently being replaced. The Fire Marshall's Office is contributing \$100,000 toward system enhancements that were not initially included in the original project scope. This project is included in the FY 2015-2020 Capital Improvement Program. See the [FY 2015-2020 Capital Improvement Program](#) pages for complete project detail.

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

5. Increase to Cover “Per Transaction Fee” for Online Payments

Expenditure	\$45,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

a. Description - DDS currently accepts online payments for small projects such as decks, sheds and the finishing of basements. With the implementation of new land management system, the County’s current e-permitting system will be replaced by a more robust online system. This system will be provided by a vendor that manages online banking transactions. As such, the vendor charges a “per transaction fee” of approximately 3%. This budget increase will cover the “per transaction fee” that will be incurred on an annual basis starting in FY 15 for the new e-permitting system.

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

6. Increase for Fee Supported Learning Management System

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

a. Description - The code academy is implementing a new Learning Management System (LMS) to manage, track and report state required training initiatives and certification requirements for all DDS staff. The addition of a robust LMS will drastically improve the department’s training initiatives by reducing staff time and increasing reporting and tracking capabilities. Once the LMS is implemented, an annual fee of \$5,000 will be required to maintain and upgrade the system as needed on an annual basis.

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

Land Development

Manage 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Total bond and escrow activities completed within 21 days	—	—		—	90%
Average number of days from first to final plan approval, non-residential	44	42	↓	44	44
Average number of days from first to final plan approval, residential	46	51	↑	46	59

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Site and Subdivision Plans	\$806,960	\$876,381	\$907,740	\$1,500,287
Plans reviewed	1,148	1,189	1,182	1,250
Bonds and Escrows	\$666,012	\$831,585	\$836,897	\$851,685
Bond and escrow activities performed	2,705	2,200	2,925	2,331
Customer Service/Zoning Permits	—	—	—	\$426,769
Zoning permits processed	6,307	6,386	6,700	6,233

A. Budget Reductions

1. Development Fund Transfer to the General Fund

Expenditure	(\$519,236)
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

a. Description - In FY 12, general funds were provided to DDS in order to stabilize service levels during the economic downturn. Beginning in FY 14, DDS will repay the general fund a total of \$3.4 million over six years with final payment scheduled in FY 19. General fund revenues increase \$2,596,180, FY 15 to FY 19.

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

2. Adjust Development Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	(\$95,653)
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This action adjusts the Land Development fee schedule to align development fees with activity costs and current revenue projections.

▪ Land Development Fee Schedule Adjustment

The FY 2015 Budget includes a 3% across-the-board fee increase and other minor increases to specific fees on the Land Development fee schedule to accommodate an increase in construction related activity. Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works and Transportation.

DEVELOPMENT SERVICES

▪ Land Development Revenue Budget Decrease

The net impact of budget adjustments between the FY 14 adopted budget and the FY 2015 Budget is a decrease of \$95,653. This revenue decrease includes provisions for: budgeted fee increases, updated revenue projections as a result of an economic recovery in the construction industry, and alignment of budget projections with historic actuals. The following table details how the revenue increase is allocated between the four agencies:

Land & Building Development Revenue Budget Increase			
Department	Land Development	Building Development	Department Total
Development Services	(\$95,653)	\$2,451,765	\$2,356,112
Transportation	\$107,487	\$0	\$107,487
Planning	\$62,874	\$0	\$62,874
Public Works	\$272,335	\$0	\$272,335
Total Development Revenue Increase	\$347,043	\$2,451,765	\$2,798,808

- b. **Service Level Impacts** - Existing service levels are maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.

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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customer transactions processed per FTE	21,884	22,737	↑	22,978	23,032

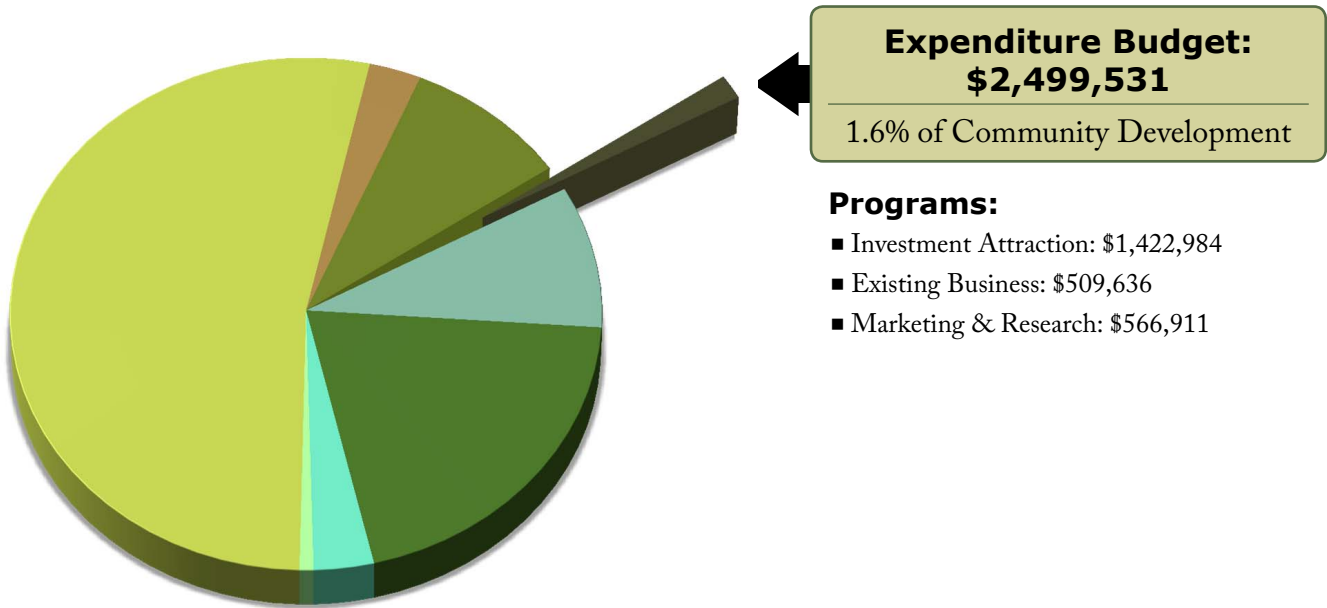
↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Early Assistance Desk	\$333,392	\$311,414	\$331,675	\$312,094
Customer transactions	43,768	45,474	45,956	46,065

Mission Statement

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



Community Development Expenditure Budget
\$161,724,975

Mandates

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

ECONOMIC DEVELOPMENT

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Investment Attraction	\$1,009,077	\$1,256,931	\$1,320,867	\$1,422,984	7.73%
2 Existing Business	\$425,980	\$468,587	\$761,521	\$509,636	-33.08%
3 Marketing & Research	\$336,357	\$306,478	\$330,327	\$566,911	71.62%
4 Contributions	\$249,400	\$231,132	\$0	\$0	—
Total Expenditures	\$2,020,814	\$2,263,128	\$2,412,715	\$2,499,531	3.60%

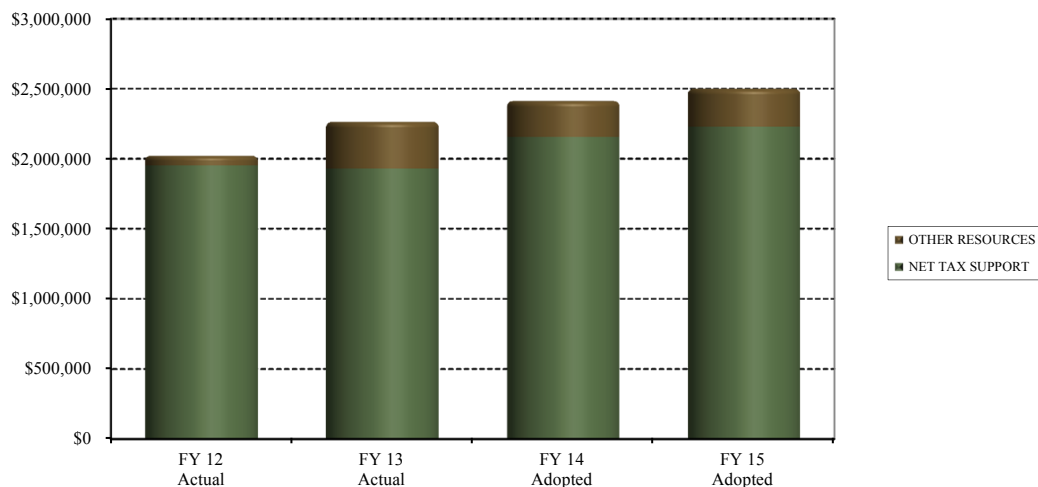
Expenditure by Classification

1 Personal Services	\$904,945	\$942,897	\$1,050,498	\$1,064,507	1.33%
2 Fringe Benefits	\$246,724	\$300,584	\$351,328	\$333,487	-5.08%
3 Contractual Services	\$420,298	\$427,001	\$302,878	\$332,878	9.90%
4 Internal Services	\$48,647	\$54,645	\$40,799	\$37,494	-8.10%
5 Other Services	\$400,201	\$462,758	\$434,630	\$484,630	11.50%
6 Capital Outlay	\$0	\$0	\$1,000	\$1,000	0.00%
7 Leases & Rentals	\$0	\$75,244	\$231,582	\$245,535	6.03%
Total Expenditures	\$2,020,814	\$2,263,128	\$2,412,715	\$2,499,531	3.60%

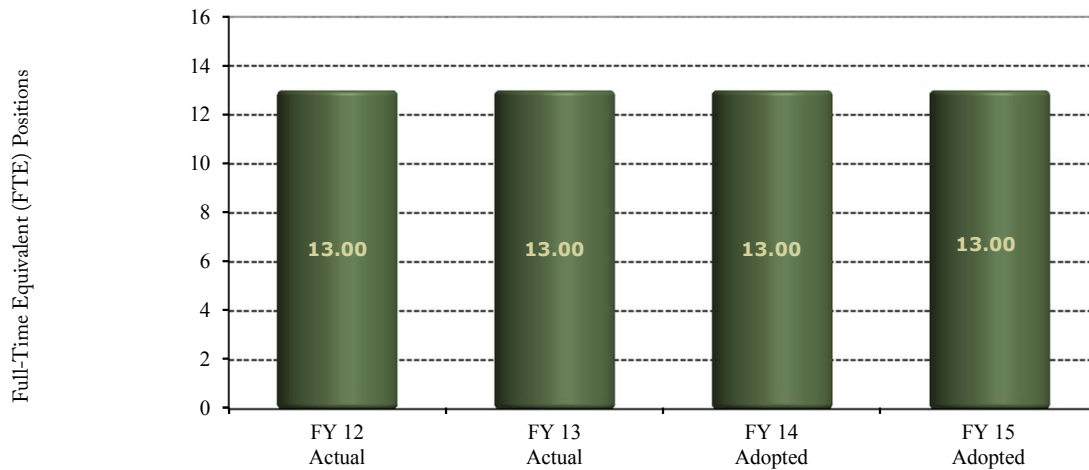
Funding Sources

1 Miscellaneous Revenue	\$47,141	(\$9,644)	\$26,568	\$26,568	0.00%
2 Transfers In	\$22,265	\$341,895	\$229,682	\$243,635	6.07%
Total Designated Funding Sources	\$69,406	\$332,251	\$256,250	\$270,203	6.07%
Net General Tax Support	\$1,951,408	\$1,930,877	\$2,156,465	\$2,229,328	3.38%
Net General Tax Support	96.57%	85.32%	89.38%	89.19%	

Expenditure History



Staffing History



Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Investment Attraction	6.35	6.10	6.10	6.10
2 Existing Business	3.95	3.95	3.95	1.85
3 Marketing & Research	2.70	2.95	2.95	5.05
Full-Time Equivalent (FTE) Total	13.00	13.00	13.00	13.00

Future Outlook

2013 Recap - Last year was a record setting year for economic development in Prince William County as companies announced their intent to invest more than \$1 billion of private capital. This is the highest amount (by more than \$340 million) since the Department of Economic Development (Economic Development) was established in 1997.

Prince William County is an integral part of the Washington, DC Metropolitan Area, which has an economy and labor market that is uniquely dependent upon national, state and local government. Many within the region's workforce are employed by the Federal government as staff, military personnel or government contractors. Each jurisdiction (Virginia, Maryland and District of Columbia) and local communities have varying policies that affect a multitude of economic development factors such as: employment and labor force participation rates, office space absorption, capital spending, land and building costs and income and wage levels. This creates unique competitive challenges for private sector economic development opportunities.

Businesses are remaining profitable due to increased productivity, adoption of new technologies and more employees teleworking, which results in fewer employees required for companies to remain profitable and for reduced demand for office space. As a result, Prince William County is witnessing a decline in space requirements that companies are seeking and in the number of employees they are hiring, particularly in the office market. This trend has been in place for a number of years and is most likely the "new normal".

However, capital expenditures by companies in new machinery, equipment and technologies continue to increase and are particularly attractive in a low interest rate environment. Prince William County's position as a premier location for data centers is a testament to this type of capital expenditure growth.

Competitive Position - Economic Development undertook a competitiveness analysis and target market study in 2013 to assess its current competitive position and business proposition both regionally and nationally. In addition, the study examined the targeted industries list established by the Board of County Supervisors (BOCS) in 1999, to examine whether the list ought to be updated and if new target markets ought to be added. The results of this extensive study will result in a highly focused marketing effort.

Technology Initiatives - The life sciences have been a focus of the County's economic development efforts for many years. Past successes such as the location of the George Mason University (GMU) Life Sciences campus and attraction of ATCC, Corning Mediatech and the Biomedical Research Laboratory among others, have laid solid groundwork for future life sciences efforts. Acting on the recommendations of our Life Sciences Strategy Assessment completed in 2012, the BOCS approved the construction of a 9,000 s.f. Science Accelerator with wet laboratory space to accommodate growing life science companies. The facility, which will open this spring 2014, is adjacent to GMU's Prince William campus, (which has an applied science and technology focus), and related life science companies and facilities at Innovation Park. This makes the facility (the only wet lab of its type in Northern Virginia), very attractive. Nurturing the growth of the life sciences requires patient investment and a long-term view, but the payoffs can be enormous and will further the County's position as a strong life science cluster.

Information technology is another focus of the County, and Prince William has worked closely with GMU to establish the Simulation & Games Institute (SGI) at the Prince William campus. Computer game design is an \$80 billion worldwide market and is growing 7% annually. The SGI is unique in the mid-Atlantic market and will both spin off new game design companies and attract new ones in the modelling/simulation arena.

Potomac Communities - Eastern Prince William County has unique assets, which make it attractive for a variety of development and re-development opportunities. With assets such as Marine Corps Base Quantico, numerous local defense contractors, Potomac Town Center at Stonebridge, Sun Cal's Potomac Shores project and many others, this corridor is attractive to both companies and developers alike. Prince William County has launched the Potomac Communities Initiative to aggressively market this area to both local and national development entities.

Innovation Park - Prince William began Innovation Park in the early 1990s with a vision to build a premier, university-anchored research park. That vision continues to be realized, and the park has attracted 54 economic development projects resulting in over 2,500 jobs and more than \$706 million in total capital investment. By any measure, Innovation Park has been a success, but new activities are underway which will take it to an even higher level. The Science Accelerator wet lab, addition of the Simulation & Games Institute, completion of University Boulevard and new signage and landscaping are indicators of continuing investment and growth at Innovation.

Development Process - A community's reputation with regard to its business environment is a critical factor when companies are evaluating expansions or a new location. Prince William County has a pro-business reputation that is bolstered by its efforts to make its development process the most user-friendly in the region. It is important that Prince William continues to refine and to improve its development processes so that it remains fast, efficient and responsive to the customer.

Another activity, which will assist in keeping our development processes user-friendly, is the planned update to the economic development chapter of the County's Comprehensive Plan, scheduled to be undertaken later in 2014.

General Overview

- A. Activity Shift** - In FY 15, the Website Marketing, Public Relations and Special Events activity (\$246,242 and 2.10 FTE) will shift from the Existing Business program to the Marketing & Research program. The Marketing & Research program supports all programs in Economic Development to help achieve their goals and reach their targets.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Economic Development's technology bill decreased by \$3,305 to \$34,253.
- C. Compensation Increase** - Compensation adjustments totaling \$24,998 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Investment Attraction

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
County at-place employment	111,000	114,942	↑	116,692	118,442
Targeted jobs associated with new businesses	303	110	↓	300	300
Capital investment associated with new and existing projects (non-retail)	\$445m	\$423m	↓	\$200m	\$200m

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Investment Attraction Marketing	\$1,009,077	\$1,256,931	\$1,320,867	\$1,422,984
Prospects hosted	67	92	75	85
Target missions/trade shows/special events attended	103	111	80	100

A. Budget Initiatives

1. Increase Consultant Services and Conference/Travel Budgets

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

- a. **Description** - Economic Development will retain a specialized consulting firm to target geographic and industry areas outside of Virginia to expand the business recruitment efforts.
- b. **Service Level Impacts** - Existing service levels are maintained.

2. Increase Life Sciences Facility Lease Costs

Expenditure	\$13,953
Revenue	\$13,953
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - In FY 13, the County signed a five year master lease for a Life Sciences facility at Innovation Technology Park. On October 15, 2013, [BOCS Resolution 13-635](#) was adopted, extending this lease from five years to ten years. The Economic Development Opportunity Fund will continue to fund the county lease payments and will be reimbursed from the tenant licensee payments. The FY 15 total lease payments are \$243,635 or \$13,953 more than the FY 14 budget.
- b. **Service Level Impacts** - Existing service levels are maintained.

Existing Business

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
County at-place employment	111,000	114,942	↑	116,692	118,442
Targeted jobs associated with existing businesses	118	484	↑	120	200
Capital investment associated with new and existing projects (non-retail)	\$445m	\$423m	↓	\$200m	\$200m

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Existing Business Outreach/Expansion	\$247,146	\$262,849	\$284,795	\$278,504
Number of downloads from the Economic Development internet site of the “Guide to Establishing a Business in Prince William County”	—	—	—	100
Local companies assisted with expansion projects	10	8	17	17
Entrepreneurship Initiatives	\$224,400	\$231,132	\$231,132	\$231,132
Jobs created	36	64	60	60
Jobs saved/retained	63	43	100	100

Marketing & Research

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
County at-place employment	111,000	114,942	↑	116,692	118,442
Capital investment associated with new and existing projects (non-retail)	\$445m	\$423m	↓	\$200m	\$200m

↑ Trending Upward ↔ Stable ↓ Trending Downward

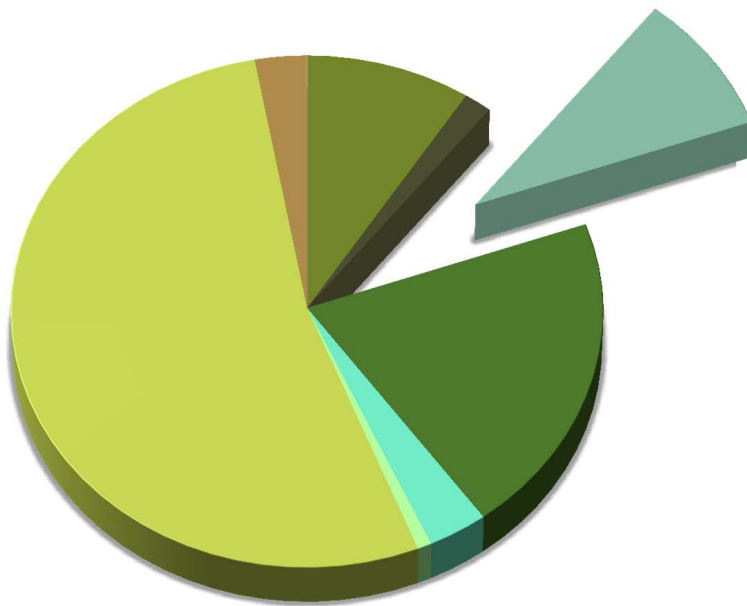
ECONOMIC DEVELOPMENT

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Business Location and Expansion Research	\$336,357	\$306,478	\$330,327	\$317,515
Site and building inventory maintained and updated	4	4	12	144
Economic development research conducted for or presented to clients	—	6	12	144
Web Site Marketing and Outreach, Public Relations and Special Events	\$178,834	\$205,739	\$245,594	\$249,396
Press releases disseminated or media calls for information/statements fielded	—	20	20	40
Property searches on the Economic Development Site and Building Database	—	6,449	2,000	6,750

Mission Statement

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



Expenditure Budget:
\$14,518,150

9.0% of Community Development

Programs:

- Library Services and Program Management: \$8,544,860
- Materials Management: \$3,411,852
- Financial Management: \$797,635
- Technology Management: \$1,763,803

Community Development Expenditure Budget
\$161,724,975

Mandates

There are no states or federal mandates affecting the Library System.

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Library Services and Program Management	\$8,039,146	\$7,810,380	\$7,884,403	\$8,544,860	8.38%
2 Materials Management	\$3,267,682	\$3,278,914	\$3,332,518	\$3,411,852	2.38%
3 Financial Management	\$876,917	\$788,483	\$793,336	\$797,635	0.54%
4 Technology Management	\$1,147,806	\$1,599,264	\$1,643,686	\$1,763,803	7.31%
Total Expenditures	\$13,331,551	\$13,477,041	\$13,653,943	\$14,518,150	6.33%

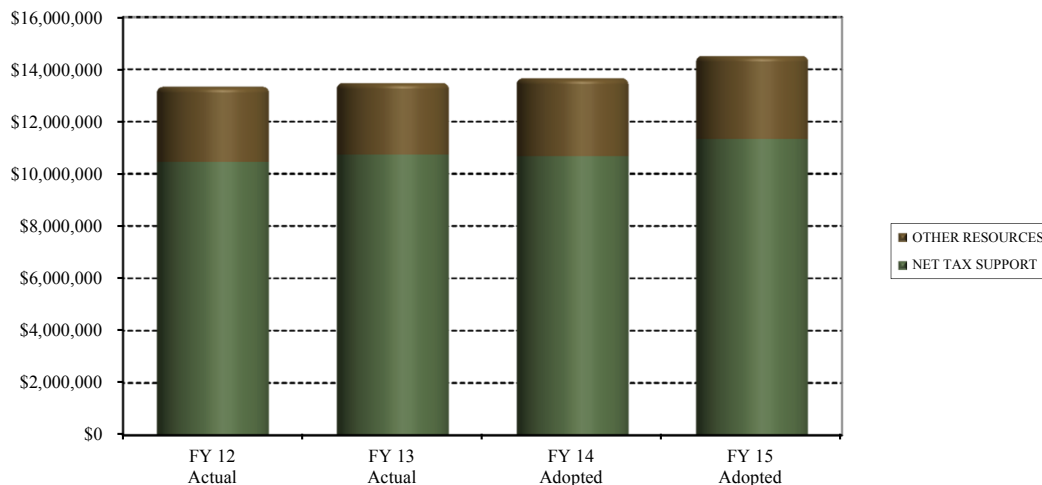
Expenditure by Classification

1 Personal Services	\$8,241,398	\$8,199,829	\$8,399,703	\$9,060,649	7.87%
2 Fringe Benefits	\$2,010,371	\$2,221,323	\$2,303,480	\$2,429,770	5.48%
3 Contractual Services	\$300,483	\$283,636	\$252,370	\$252,370	0.00%
4 Internal Services	\$819,522	\$870,977	\$718,410	\$781,902	8.84%
5 Other Services	\$1,929,273	\$1,847,565	\$1,952,068	\$1,965,547	0.69%
6 Capital Outlay	\$16,328	\$38,927	\$0	\$0	—
7 Leases & Rentals	\$14,176	\$14,784	\$27,912	\$27,912	0.00%
Total Expenditures	\$13,331,551	\$13,477,041	\$13,653,943	\$14,518,150	6.33%

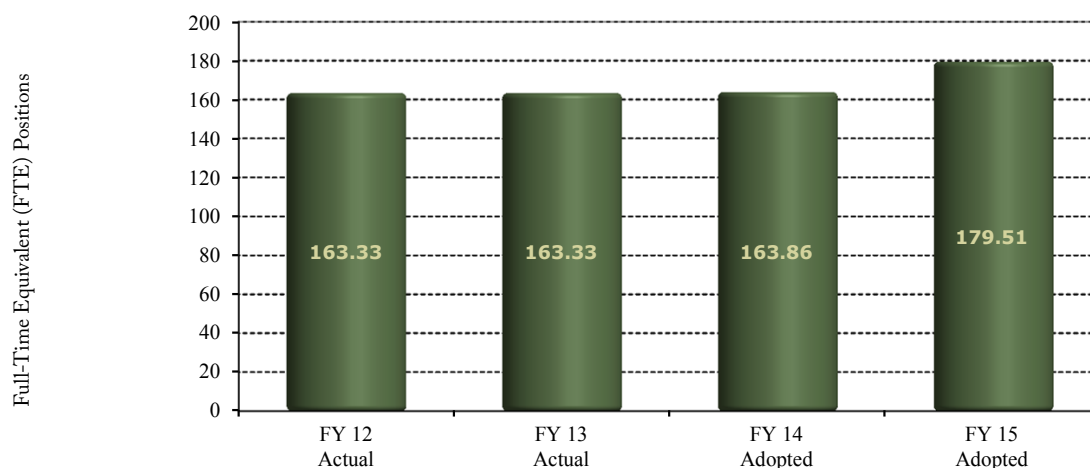
Funding Sources

1 Fines and Forfeitures	\$136	\$142	\$0	\$0	—
2 Charges for Services	\$578,239	\$547,522	\$663,492	\$663,492	0.00%
3 Revenue From Other Localities	\$1,720,176	\$1,648,512	\$1,756,068	\$1,957,556	11.47%
4 Revenue From Commonwealth	\$495,988	\$509,287	\$523,962	\$523,962	0.00%
5 Non-Revenue Receipts	\$239	\$31	\$0	\$0	—
6 Transfers In	\$84,510	\$42,510	\$42,510	\$42,510	0.00%
Total Designated Funding Sources	\$2,879,288	\$2,748,004	\$2,986,032	\$3,187,520	6.75%
Net General Tax Support	\$10,452,263	\$10,729,037	\$10,667,911	\$11,330,630	6.21%
Net General Tax Support	78.40%	79.61%	78.13%	78.04%	

Expenditure History



Staffing History



Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Library Services and Program Management	124.62	124.62	123.62	136.74
2 Materials Management	23.71	23.71	24.24	25.24
3 Financial Management	6.00	6.00	6.00	6.00
4 Technology Management	9.00	9.00	10.00	11.53
Full-Time Equivalent (FTE) Total	163.33	163.33	163.86	179.51

Future Outlook

Libraries Continue to Evolve - The Library System will need to meet the evolving technological, service and facility needs of the community it serves. Building facilities will require updates and adjustments and services will need to be increasingly mobile. The Library System must continue to offer basic library service while also being responsive to the community it serves. This includes incorporating new and emerging technologies and meeting other community needs, such as group study, tutor and meeting rooms.

Interjurisdictional Agreements - Changes to inter-jurisdictional agreements governing funding may result in possible reductions in Library System service levels, hours of operation, and library programs and events. Any reduction or loss in funding will impact the amount of state aid received and, as a result, adversely affect the Library System's print and digital materials budget, which would reduce traditional, electronic and digital materials available to citizens and residents.

Future of Neighborhood Libraries - The Library System will need to review its concept of neighborhood libraries, which was a methodology originally employed as an interim solution for the delivery of library service to all magisterial districts. As new libraries are added, the Library System will need to determine which neighborhood libraries should remain and which should be closed when an accessible full service library is nearby.

General Overview

- A. Internal Service Fund (ISF) Fleet Billing** - The County allocates fleet costs to agencies through an ISF. Fleet Management is responsible for fuel, repairs and maintenance for County vehicles and equipment. In previous fiscal years, some of the general fund fleet budget was unallocated within Non-Departmental. Using FY 13 actuals the budget is being shifted to better reflect actual fleet costs within the agencies. In FY 15 the Library's fleet budget increased by \$16,852.
- B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 the Library's salary lapse changed by \$4,576 to -\$91,496.
- C. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 the Library's technology bill decreased by \$853 to \$695,398.
- D. Advance Staff in Preparation for Opening the Montclair and Gainesville Libraries** - This initiative funds 15.65 full time equivalent (FTE) advance staff in Library Services and Program Management, Materials Management and Technology Management programs in order to hire, train and prepare for the opening of both these full service libraries. Funding advance staff allows the Library System to insure that management staff is trained and ready to hire and train all remaining staff. These positions will also insure that library policies, procedures and training materials are available, that supplies have been ordered and stocked and that the hiring and training of the remaining staff is possible prior to the opening of both libraries in September 2015.

Montclair advance staff includes a Librarian III funded for a full year with an additional 5.06 FTEs funded for one-half year for a total of 6.06 FTEs. The balance of Montclair staff is scheduled for funding in FY 16 (14.72 FTEs). Gainesville advance staff includes a Librarian III funded for a full year with an additional 5.06 FTEs funded for one-half year for a total of 6.06 FTEs. The balance of Gainesville staff is scheduled for funding in FY 16 (14.25 FTEs). Four support positions are requested (a general maintenance worker funded for a full year and a courier, graphic artist and a computer information specialist funded for one-half year) for a total of 3.53 FTEs. The computer information specialist will assist with the addition of 120 to 150 new personal computers and associated hardware and necessary changes in library specific automated systems. The graphic artist will assist in the creation of opening day publications and materials as well as the revision of current library print and electronic publications. The courier will enable current library couriers to add two new full service libraries to their route and the general maintenance worker will assist public works with the two new facilities. No additional support positions are programmed for FY 16. The Library System will provide temporary space for the advance staff for both Gainesville and Montclair. Permanent space has already been designated in the Library Administrative Support Center for the support positions.

The total cost of this initiative for 15.65 FTE staff plus support costs is \$613,357 in FY 15. The annualized costs for these positions rolling into FY 16 will be \$923,147. Existing service levels are maintained.

- E. Revenue Increase for City Billings** - City billings is a reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Historically, the total city billing reimbursement is used to balance the County-wide budget at budget recap and later allocated to specific agencies. The Library's FY 15 allocation is an increase of \$201,488.
- F. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$779. The increase supports existing service levels. The total donation amount provided to agency community partners is \$26,749 in FY 15. For additional detail please refer to the [Community Partners](#) section.

G. Compensation Increase: Compensation adjustments totaling \$208,969 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Library Services & Program Management

The Public Services Management Program of the Library System provides direct service to the public by lending materials from both its full service and neighborhood libraries, by responding to information requests from the public, and by offering educational, informational, and recreational events and activities for all ages. In addition, this program provides systemwide management, direction, policy and procedural formulation, as well as compliance with County policies and procedures through the Library Director's Office, the Human Resources work unit, Marketing and Development, and Facilities Maintenance. The Library System's Community Partner, Literacy Volunteers of America-Prince William is also a part of this program by providing free, basic literacy, computer, workplace, job skills, English as a Second Language and other tutoring services to citizens.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Residents with library cards	67%	72%	↑	59%	65%
Information requests completed within 24 hours	93%	95%	↑	93%	94%
Library services meet residents' needs	94%	94%	↔	94%	94%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Circulation	\$2,452,977	\$2,328,827	\$2,344,589	\$2,627,552
Print materials circulated	—	3.5m	—	3.5m
Digital materials circulated	—	109,672	—	120,000
Information Services	\$3,322,263	\$3,335,097	\$3,382,058	\$3,652,961
Information requests handled: staff assisted (in person, telephone, e-mail)	—	381,836	—	350,000
Information requests handled: electronic	—	3.90m	—	3.85m
Library Activities and Events	\$392,350	\$362,039	\$371,695	\$403,758
Attendees at Library programs/events	94,770	94,174	88,000	90,000
Library events and activities	2,111	2,218	2,200	2,200
Neighborhood Libraries	\$959,792	\$934,938	\$938,298	\$971,642
Materials circulated	716,445	775,021	600,000	750,000
Information requests handled (staff assisted)	—	136,677	—	136,000
Events and activities	—	261	—	260
Attendees at events and activities	—	5,699	—	5,600
Library Director's Office	\$266,528	\$266,792	\$254,702	\$235,435
Library services meet residents' needs	94%	94%	94%	94%
Human Resources	\$310,957	\$313,213	\$319,270	\$327,575
FTE of volunteer hours contributed	17.36	17.06	15.38	16.41
Marketing and Development	\$239,606	\$174,877	\$178,682	\$184,840
Generated media stories/media mentions	—	—	—	45
Facilities Maintenance	\$69,458	\$68,628	\$69,139	\$114,348
Maintenance, repair and/or special project requests	444	472	600	400
Literacy Volunteers of America-Prince William	\$25,215	\$25,970	\$25,970	\$26,749
Adults served	659	752	660	650
Tutors trained and supported	212	232	225	232
Literacy volunteer hours provided to students	15,305	15,033	14,750	14,750

Materials Management

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Materials availability survey title fill rate	76%	74%	↓	75%	74%
Subject/author fill rate	84%	81%	↓	80%	81%
Browser fill rate	94%	95%	↑	93%	93%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Library Materials Support	\$3,267,682	\$3,278,914	\$3,332,518	\$3,411,852
Items processed	—	83,458	—	82,000

Financial Management

The Financial Management Program of the Library System manages the financial, accounting and administrative services for the Library System as directed by the Library Board. This program develops, manages, and implements the Library System's adopted budget and CIP projects, including performance measurement. In addition, the program monitors library revenues and state aid grants as well as compiling and coordinating library data collection, including survey creation and annual submissions to the Library of Virginia, other specific surveys and requests for statistical information. The program follows all County budget and Finance policies and procedures and ensures that all library locations remain in compliance.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Financial transactions processed on schedule	97%	98%	↑	97%	98%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Financial Management Services	\$876,917	\$788,482	\$793,336	\$797,635
Financial transactions processed	21,057	16,705	18,000	17,000

Technology Management

The Technology Management Program of the Library System provides three distinct areas of support. The program manages the daily operations of all Library-specific automated systems, designs and maintains the Library Web and Intranet sites, and through its Graphics unit, provides library print and electronic publications to support library services and collections.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customer scheduled actions, such as new publications, completed according to schedule (Graphics)	—	—		—	95%
Customer on-site hardware/software problems resolved within 8 hours (Library Network Support Services)	99%	99%	↔	98%	98%
Customer scheduled actions (e.g. new services) completed according to schedule (Web Services)	100%	100%	↔	98%	98%

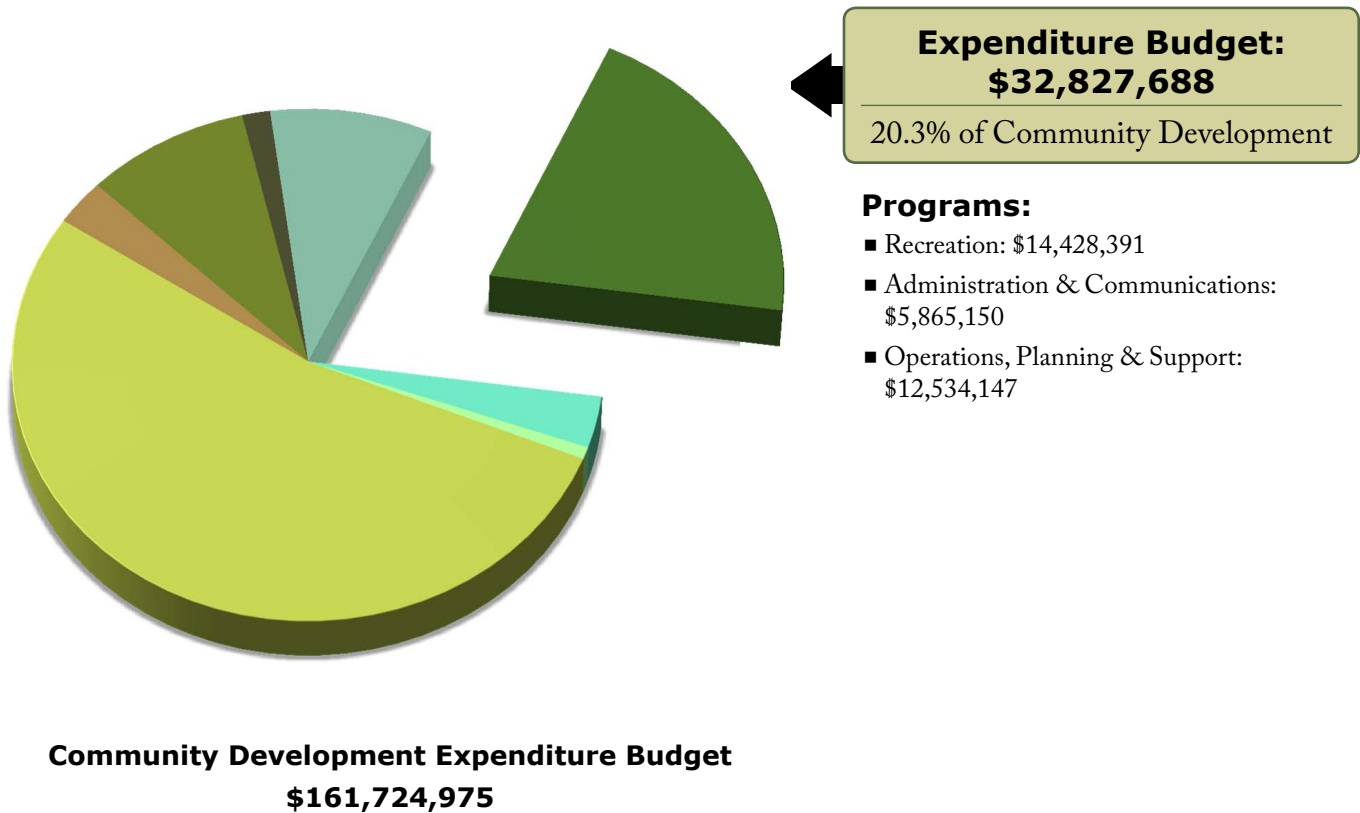
↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Library Network Support	\$1,147,806	\$1,599,264	\$1,643,686	\$1,763,803
Support requests assigned to Library Network Support Services	—	—	—	5,500
Web requests produced	—	—	—	2,900
Printed publications produced	—	—	—	3,000

Mission Statement

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



Mandates

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

PARKS & RECREATION

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
Park Authority* (Historical)					
1 Recreation	\$16,504,228	\$16,482,889	—	—	—
2 Administration, Marketing & Contributions	\$4,032,932	\$3,905,749	—	—	—
3 Operations, Planning & Support	\$11,035,266	\$8,825,796	—	—	—
Department of Parks & Recreation					
1 Recreation	—	—	\$14,134,820	\$14,428,391	2.08%
2 Administration & Communications	—	—	\$5,748,740	\$5,865,150	2.02%
3 Operations, Planning & Support	—	—	\$10,802,754	\$12,534,147	16.03%
Total Expenditures	\$31,572,426	\$29,214,434	\$30,686,314	\$32,827,688	6.98%

Expenditures by Classification

Park Authority* (Historical)					
1 Personal Services & Fringe Benefits	\$15,488,646	\$15,363,223	—	—	—
2 Contractual Services	\$3,135,686	\$3,271,084	—	—	—
3 Other Services	\$6,851,446	\$7,169,757	—	—	—
4 Capital Equipment	\$2,310,933	\$0	—	—	—
5 Debt Service	\$1,878,592	\$1,819,377	—	—	—
6 Cyclical Maintenance	\$1,907,123	\$1,590,993	—	—	—
Department of Parks & Recreation					
1 Personal Services	—	—	\$13,532,015	\$14,100,883	4.20%
2 Fringe Benefits	—	—	\$3,380,523	\$3,338,298	-1.25%
3 Contractual Services	—	—	\$4,856,280	\$6,100,168	25.61%
4 Internal Services	—	—	\$384,967	\$1,118,235	190.48%
5 Other Services	—	—	\$7,703,739	\$6,864,627	-10.89%
6 Debt Maintenance	—	—	\$100	\$0	-100.00%
7 Capital Outlay	—	—	\$340,930	\$412,642	21.03%
8 Leases and Rentals	—	—	\$487,760	\$680,171	39.45%
9 Transfers Out to GF	—	—	\$0	\$212,664	—
Total Expenditures	\$31,572,426	\$29,214,434	\$30,686,314	\$32,827,688	6.98%

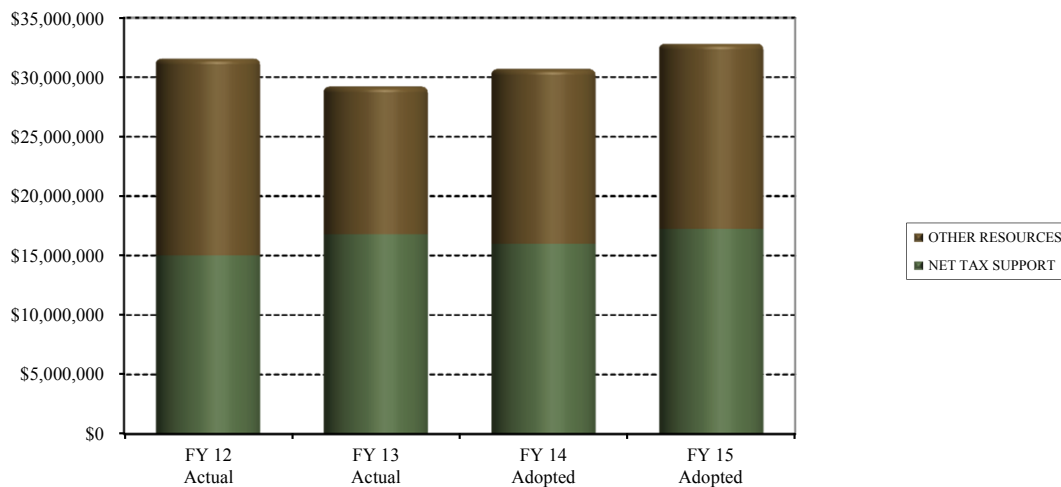
PARKS & RECREATION

Expenditure and Revenue Summary

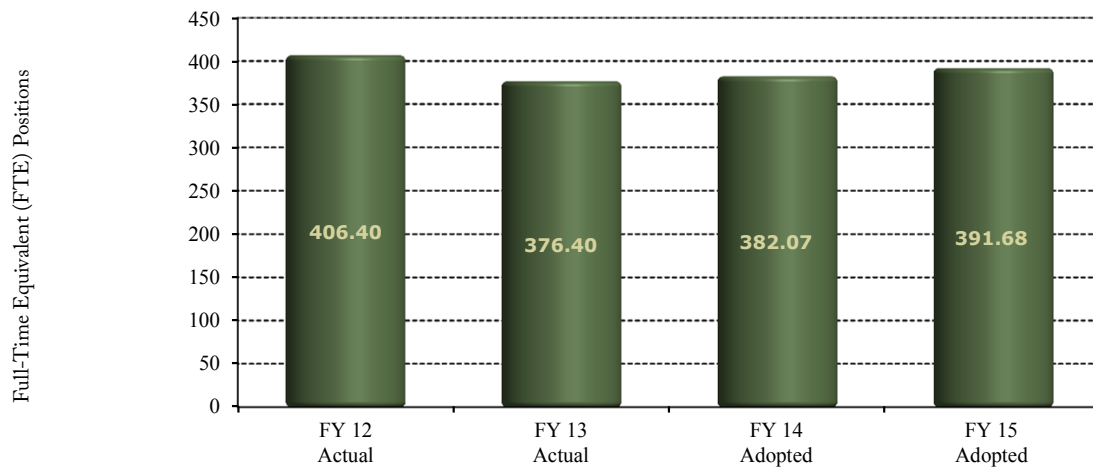
Funding Sources	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Park Authority* (Historical)					
1 Charges for Services	\$13,711,450	\$13,055,789	—	—	—
2 Interest Income from Investments	\$123,747	\$0	—	—	—
3 Telecom Lease Revenue	\$299,613	\$303,318	—	—	—
4 Stream Mitigation	\$0	\$582,919	—	—	—
5 Lease/Bond/Other Revenue	\$2,000,000	\$0	—	—	—
6 Transfers In PWC GF Operating	\$13,635,223	\$15,396,058	—	—	—
7 Transfers In PWC GF Cyclical maintenance	\$1,390,000	\$1,400,000	—	—	—
Department of Parks & Recreation					
1 Rev fr Use of Money & Prop	—	—	\$344,213	\$344,213	0.00%
2 Charges for Services	—	—	\$14,265,562	\$14,459,801	1.36%
3 Miscellaneous Revenue	—	—	\$76,839	\$76,576	-0.34%
4 Transfers In (from GF to Enterprise Fund)	—	—	\$212,245	\$0	-100.00%
5 Transfers In (from Capital Reserve)	—	—	\$0	\$469,138	—
6 Transfers In (from Enterprise Fund to GF)	—	—	\$0	\$212,664	—
Parks GF Revenue Subtotal	\$15,025,223	\$16,796,058	\$1,109,540	\$1,801,342	62.35%
Parks Enterprise Revenue Subtotal	\$13,711,450	\$13,055,789	\$13,789,319	\$13,761,050	-0.21%
Total Parks Revenue	\$31,160,033	\$30,738,084	\$14,898,859	\$15,562,392	4.45%
Contribution To/(From) Reserves & Retained Earnings (Enterprise Fund)	(\$2,792,778)	(\$3,427,100)	(\$345,501)	(\$454,677)	31.60%
Net General Tax Support	\$15,025,223	\$16,796,058	\$15,999,700	\$17,265,296	7.91%
Net General Tax Support	47.59%	57.49%	52.14%	52.59%	

Note: After the adoption of the FY 2013 Budget, the BOCS approved the creation of the Department of Parks & Recreation (Parks) by merging the functions of the Park Authority into the County government. Parks integrated into the County's Financial System at the beginning of calendar year 2014. It is important to note that the official financial record prior to the Parks integration into the County's Financial System remains on the Park Authority Financial System.

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Recreation	293.90	263.90	221.35	223.85
2 Operations, Planning & Support	85.00	85.00	136.45	147.44
3 Administration & Communications	27.50	27.50	24.27	20.39
Full-Time Equivalent (FTE) Total	406.40	376.40	382.07	391.68

Future Outlook

Sports Fields - Parks & Recreation continues to address the sports field issues. Many issues have been raised by the citizens and the sports leagues, including, among other issues, the number and type of fields available, the allocation of field use time, the quality of the fields and the lighting of the fields. The Board of County Supervisors (BOCS) is responsive to these needs and, along with Parks & Recreation, continues to address the sports needs of the citizens.

Realign Hellwig Park Entrance - Another critical need in Parks & Recreation includes realigning the entrance to Hellwig Park. In 2007, Virginia Department of Transportation (VDOT) realigned Route 234. When that was done, Independent Hill Road was constructed to connect Route 234 to Bristow Road; where that road connects to Bristow Road is approximately ten feet across from the Hellwig Park Entrance/Exit. This creates an extremely dangerous intersection where there have been multiple accidents; a fatal accident occurred September 2013. With the high volume of traffic in and out of Hellwig Park, particularly on weekends, this is a serious concern.

Aging Infrastructure - The aging infrastructure of the waterparks is another issue for which a long term solution must be found. For example, the children's pool at Waterworks has major infrastructure concerns. It has a leak that has been patched for years but is to a point now that the pool may have to be closed. Other waterpark structures will require replacement within the next five years. Reinvestment in the waterparks will improve the safety and appearance and would likely improve user revenues, which have stagnated in recent years.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Parks & Recreation's technology bill increased by \$84,136 to \$469,103.
- B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Parks & Recreation's salary lapse changed by \$1,850 to -\$90,033.
- C. Operating Costs Increase Associated with Park Projects** - Operating costs for Parks & Recreation increased by \$100,000 to support projects constructed with \$13.7 million of 2006 bond referendum funding.
- D. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$5,644. The increase supports existing service levels. The total donation amount provided to agency community partners is \$193,788 in FY 15. For additional detail please refer to the [Community Partners](#) section.
- E. Compensation Increase** - Compensation adjustments totaling \$398,877 are made to support the following rate changes:
 - 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Operations, Planning & Support

Builds and maintains all recreational facilities, grounds and equipment in order to provide a quality recreational experience for all patrons.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Sports fields, pools and recreation centers meet residents' needs (community survey)	88%	88%	↔	88%	88%
Residents interacting with county parks & recreation centers (community survey)	60%	60%	↔	60%	60%
Fishing, boating and green space meet residents' needs (community survey)	88%	88%	↔	88%	88%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Grounds and Landscape Maintenance	\$6,923,324	\$4,882,422	\$5,477,557	\$6,416,043
Park acres maintained	806	806	806	1,000
School acres maintained	265	265	265	350
Fleet and Equipment Repair	\$762,524	\$790,654	\$994,452	\$1,578,947
Total work orders	1,595	1,374	—	1,400
Planning and Project Management	\$249,230	\$287,167	\$313,286	\$304,610
Land use plans reviewed	—	55	40	45
Total projects	—	45	71	71
Facility Maintenance	\$1,193,066	\$1,274,560	\$1,578,631	\$1,530,777
Work orders completed	—	1,357	1,500	1,500
Cyclical Maintenance Plan (CMP)	\$1,907,123	\$1,590,993	\$1,678,607	\$1,690,859
Total projects	—	—	—	50
Security/Rangers	\$751,649	\$667,968	\$760,222	\$912,911
Total park patrols	—	25,452	14,000	25,000

A. Budget Initiatives

1. Increase Maintenance at Elementary & Middle School Fields

Expenditure	\$366,287
Revenue	\$212,664
General Fund Impact	\$153,623
FTE Positions	5.60

- a. **Description** - Parks & Recreation currently maintains sports fields at all elementary and middle schools. In FY 14, \$513,087 was added to Parks & Recreation budget to upgrade all middle school fields (16 schools) to the level currently in place for most park game fields. In FY 15, \$366,287 in expenditure and \$212,664 in revenue from increased fees is added to the budget to upgrade all elementary school fields (59 sites) to the level currently in place for all park practice fields. The general fund support for this initiative totals \$768,115, FY 15 through FY 19.
- b. **Service Level Impacts** - This brings the total number of elementary and middle school upgraded sports fields maintained by Parks & Recreation to 160 (75 school sites totaling 253.6 acres). By maintaining all the sports fields at elementary and middle schools, Parks & Recreation can provide a unified level of service to the existing sports leagues.

2. Increase for Vehicles and Equipment Replacement

Expenditure	\$497,638
Revenue	\$469,138
General Fund Impact	\$28,500
FTE Positions	0.00

- a. **Description** - Parks & Recreation is phasing out vehicle and equipment leasing and is implementing a cash to capital replacement plan. This increase includes a one-time \$469,138 transfer from the capital reserve to fund the new cash to capital replacement program for Parks & Recreation. Over the next three fiscal years, as lease agreements expire on existing vehicles, Parks & Recreation will transition lease payment funds to the capital replacement plan. This initiative also includes a permanent increase of \$28,500 for the purchase of additional vehicles and equipment needed to maintain existing service levels. The general fund support for this initiative totals \$142,500, FY 15 through FY 19.
- b. **Service Level Impacts** - Existing service levels are maintained.

3. Add Fuel, Utility and Chemical Increases

Expenditure	\$151,107
Revenue	\$10,000
General Fund Impact	\$141,107
FTE Positions	0.00

- a. **Description** - This addition funds fuel and utility increases (electric and water) at park facilities. Funding is also provided to cover cost increases for chemicals used at recreation centers and community pools, and turf management at park facilities. This initiative includes a \$10,000 revenue increase from user fees for the operation of field lights. The general fund support for this initiative totals \$705,535, FY 15 through FY 19.
- b. **Service Level Impacts** - Existing service levels are maintained.

4. Operating Increase for Fuller Heights Park

Expenditure	\$237,945
Revenue	\$0
General Fund Impact	\$237,945
FTE Positions	3.12

- a. **Description** - Fuller Heights is expected to open in 2015. This initiative increases operational funding and adds 3.12 FTEs for grounds maintenance. Detailed information about this park can be found in the [Capital Improvement Program \(CIP\) section](#) of this document. The general fund support for this initiative totals \$1,189,725, FY 15 through FY 19.
- b. **Service Level Impacts** - Phase I of Fuller Heights Park will add three lighted Little League fields.

5. Operating Increase for Trail Maintenance

Expenditure	\$158,887
Revenue	\$0
General Fund Impact	\$158,887
FTE Positions	2.27

- a. **Description** - New trail segments have been added to the Neabsco Trail, Potomac Heritage National Scenic Trail, Broad Run Trail and Lake Ridge Trail. This funding provides ongoing maintenance of the trails and adds 2.27 FTEs for operational support. More information about these trails can be found in the CIP section of this document. The general fund support for this initiative totals \$794,435, FY 15 through FY 19.
- b. **Service Level Impacts** - Existing service levels are maintained.

6. Operating Increase for Rollins Ford Park

Expenditure	\$103,250
Revenue	\$0
General Fund Impact	\$103,250
FTE Positions	0.00

- a. **Description** - Rollins Ford Park is expected to open in 2016. This initiative is a one-time increase to fund supplies and equipment for grounds maintenance at Rollins Ford Park in FY 15. Detailed information about this park can be found in the CIP section of this document.
- b. **Service Level Impacts** - Existing service levels are maintained.

Recreation

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Sports fields, pools and recreation centers meet residents' needs (community survey)	88%	88%	↔	88%	88%
Residents interacting with county parks & recreation centers (community survey)	60%	60%	↔	60%	60%
Fishing, boating and green space meet residents' needs (community survey)	88%	88%	↔	88%	88%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
District Parks and Centers	\$7,480,440	\$7,406,712	\$7,995,822	\$8,089,763
Park, center and program visits	1,796,000	1,574,000	1,100,000	1,500,000
Golf	\$5,165,433	\$5,189,946	\$3,633,532	\$3,454,465
Rounds of golf (18-hole equivalent)	85,231	91,000	70,000	92,000
Water Parks	\$1,819,581	\$1,796,460	\$1,917,400	\$2,070,415
Water park admissions	191,510	142,855	180,000	180,000
Community Sports	\$487,847	\$532,253	\$588,065	\$810,647
Sports youth participant visits	1,334,000	1,325,055	1,300,000	1,542,664
Sports adult participant visits	181,722	216,414	182,000	216,000
Sports tournament participants	32,940	33,975	33,000	33,000

A. Budget Reductions

1. Decrease Operating Revenue and Expenditure for Golf Course Management

Expenditure	(\$118,963)
Revenue	(\$107,355)
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Parks & Recreation utilizes contractual services to oversee all aspects of golf operations including course and property maintenance, marketing, public relations, staffing, training, merchandising, clubhouse, food and beverage, financial management, golf instruction and special events. As part of the annual operational review, operating revenues and expense are being decreased in FY 15 for management of Parks & Recreation's golf sites.

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

2. Decrease Transfer for Compensation Adjustments

Expenditure	\$0
Revenue	(\$212,245)
General Fund Impact	(\$212,245)
FTE Positions	0.00

- a. **Description** - As a result of Parks & Recreation's transition into the County government, funding for compensation adjustments was provided as revenue from the general fund to the enterprise fund. Parks & Recreation's enterprise budget can support ongoing compensation adjustments; therefore, this funding is eliminated in all years of the five year plan.
- b. **Service Level Impacts** - Existing service levels are maintained.

B. Budget Initiatives

1. Add Fee Supported Positions at Silver Lake Park

Expenditure	\$87,086
Revenue	\$90,275
General Fund Impact	\$0
FTE Positions	2.50

- a. **Description** - In order to increase programs offered to citizens in the western end of the County, Parks & Recreation will offer additional camp programs at Silver Lake Park. These programs are revenue supported and will require an additional 2.5 FTEs.
- b. **Service Level Impacts** - Parks & Recreation will be able to serve 48 additional campers at the Silver Lake camps.

Administration & Communications

Provides leadership, coordination, oversight and marketing of all Parks & Recreation programs. Also provides financial and administrative support for Parks & Recreation.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Sports fields, pools and recreation centers meet residents' needs (community survey)	88%	88%	↔	88%	88%
Residents interacting with county parks & recreation centers (community survey)	60%	60%	↔	60%	60%
Fishing, boating and green space meet residents' needs (community survey)	88%	88%	↔	88%	88%

↑ Trending Upward

↔ Stable

↓ Trending Downward

PARKS & RECREATION

Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
Executive Management/Administration	\$3,311,208	\$3,151,964	\$3,595,148	\$3,732,888
Part-time employment hours as a percent of total employment hours	62%	63%	65%	65%
Accident rate per 100,000 miles driven	2.03	0.72	2.00	1.00
Marketing	\$721,724	\$753,785	\$823,637	\$778,068
Customer surveys	5	5	13	13
Annual website visitors	—	912,000	600,000	600,000
Advertising media distribution	638,700	516,000	730,000	730,000
Multi-Jurisdictional Agreements and Contributions	\$799,277	\$889,550	\$1,329,955	\$1,354,194
Special Olympics events	—	25	25	25
ARC participants	1,040	1,050	1,080	1,080
Prince William Soccer participants	—	6,800	6,800	6,800
Freedom Center contribution	\$797,201	\$797,201	\$899,882	\$899,882
Dumfries/Manassas/Dale City Boys & Girls Club children served	8,100	3,236	8,200	3,450
Dumfries/Manassas/Dale City Boys & Girls Club volunteers	—	—	300	300

A. Budget Shifts

1. Shift 3.88 FTEs from Parks & Recreation to Community Development Application Support

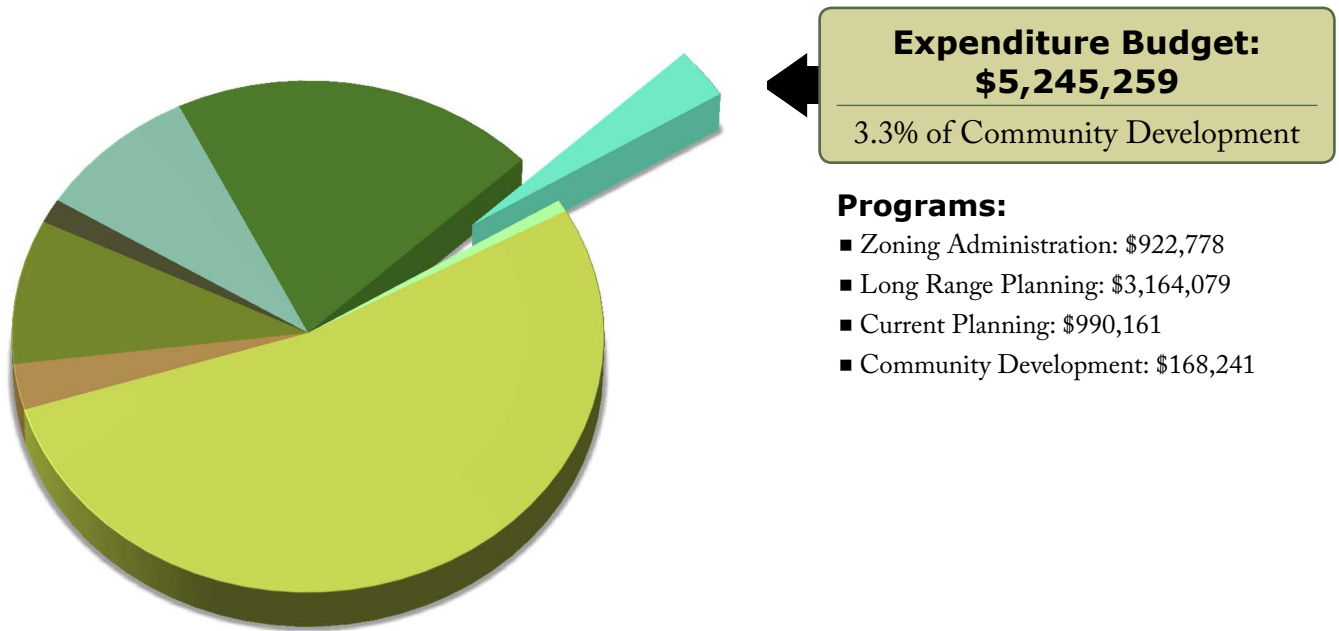
Budget Shift	(\$640,768)
Agency Impact	(\$640,768)
FTE Positions	(3.88)

a. Description - As part of the merger of Parks & Recreation into the County organization, 3.88 Parks & Recreation FTEs responsible for the management of technology within Parks & Recreation have been shifted into DoIT. No change in staff responsibilities is anticipated; this shift is aligned with the DoIT policy of retaining supervision over technology staff embedded in other agencies. The revenue to support this shift is in Parks & Recreation 4000 series.

b. Service Level Impacts - Existing service levels will be maintained.

Mission Statement

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



Community Development Expenditure Budget \$161,724,975

Mandates

Prince William County operates under state mandates to maintain a Comprehensive Plan and Zoning Ordinance. The Plan is required to contain certain elements and must be reviewed every five years. The Zoning Ordinance is also required to contain certain elements. The Planning Office serves as liaison to several state mandated advisory boards: the Agricultural and Forestal Districts Advisory Committee, the Zoning Appeals Board and the Planning Commission.

The Board of County Supervisors has enacted additional local mandates for which the Office of Planning has responsibility including liaison to the Historical Commission.

State Code: [62.1-44.15:74](#), [15.2-2223](#), [15.2-2285](#), [15.2-4304](#), [15.2-2210](#)

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

PLANNING

Expenditure and Revenue Summary

	FY 12	FY 13	FY 14	FY 15	% Change
Expenditure by Program	Actual	Actual	Adopted	Adopted	Adopt 14/ Adopted 15
1 Zoning Administration	\$743,428	\$847,128	\$871,807	\$922,778	5.85%
2 Long Range Planning	\$920,874	\$923,345	\$2,725,728	\$3,164,079	16.08%
3 Office Management	\$455,602	\$1,252,799	\$1,205,363	\$0	-100.00%
4 Current Planning	\$549,758	\$525,113	\$600,656	\$990,161	64.85%
5 Community Development	\$0	\$49,334	\$115,266	\$168,241	45.96%
Total Expenditures	\$2,669,662	\$3,597,719	\$5,518,820	\$5,245,259	-4.96%

Expenditure by Classification

1 Personal Services	\$2,030,540	\$2,053,668	\$2,258,702	\$2,097,711	-7.13%
2 Fringe Benefits	\$653,723	\$716,858	\$784,151	\$675,560	-13.85%
3 Contractual Services	\$46,716	\$21,025	\$46,782	\$47,182	0.86%
4 Internal Services	\$117,775	\$135,171	\$1,817,092	\$1,749,233	-3.73%
5 Other Services	(\$216,978)	\$534,405	\$520,252	\$544,939	4.75%
6 Capital Outlay	\$21,482	\$49,334	\$0	\$0	—
7 Leases & Rentals	\$16,404	\$14,845	\$19,428	\$19,116	-1.61%
8 Transfers Out	\$0	\$72,413	\$72,413	\$111,518	54.00%
Total Expenditures	\$2,669,662	\$3,597,719	\$5,518,820	\$5,245,259	-4.96%

Funding Sources

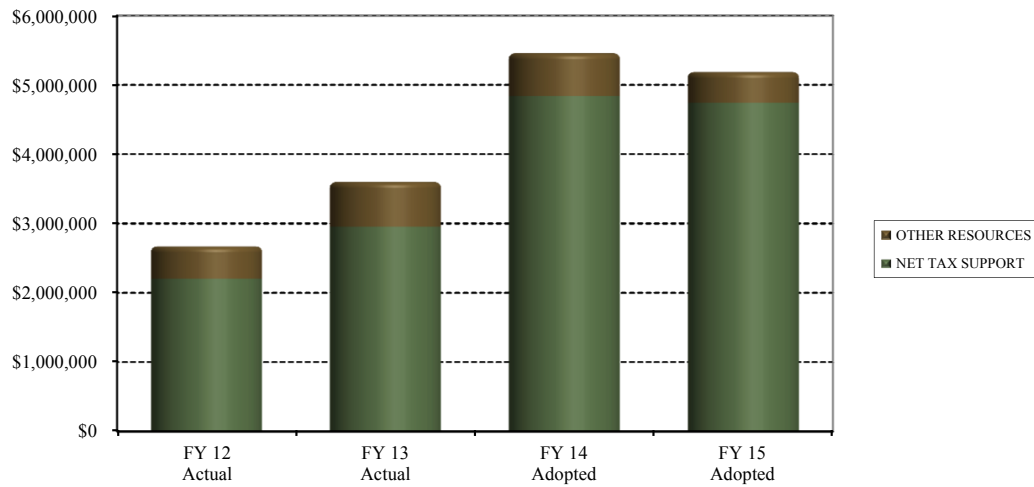
1 Permits, Privilege Fees & Regulatory Licenses	\$509,025	\$583,859	\$579,985	\$407,664	-29.71%
2 Fines and Forfeitures	\$0	\$35	\$0	\$0	—
3 Charges for Services	\$25,214	\$29,042	\$36,347	\$36,347	0.00%
4 Miscellaneous Revenue	\$6,910	\$250	\$150	\$150	0.00%
5 Revenue from Commonwealth	\$1,579	\$0	\$0	\$0	—
6 Revenue from Federal Government	(\$37,552)	\$0	\$0	\$0	—
7 Non-Revenue Receipts	\$0	\$220	\$0	\$0	—
Total Designated Funding Sources	\$505,176	\$613,406	\$616,482	\$444,161	-27.95%
Net General Tax Support [includes general fund transfer to land development and GIS System application hosting]	\$2,203,572	\$2,951,860	\$4,838,557	\$4,740,843	-2.02%
Net General Tax Support	82.54%	82.05%	87.67%	90.38%	

Special Revenue Fund - Land Development

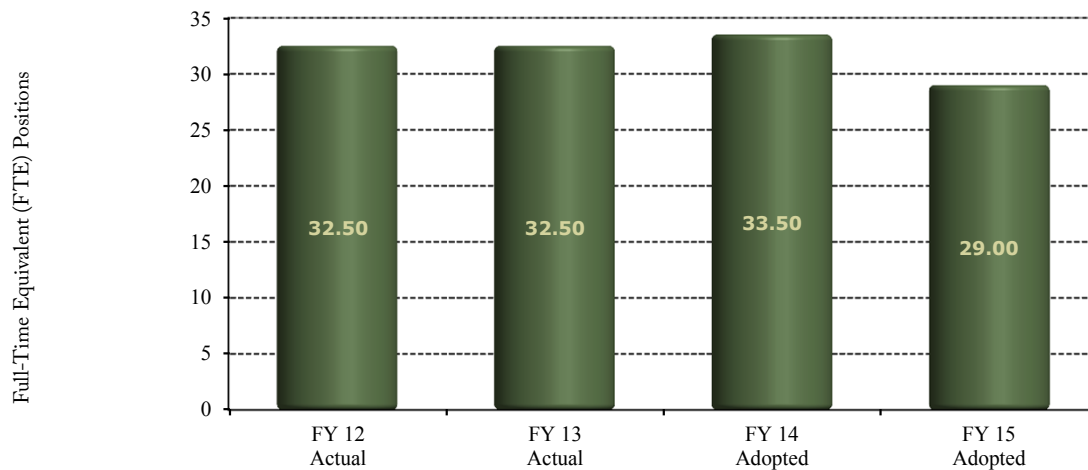
Contribution To/(From) Reserves & Retained Earnings	\$244,386	\$242,548	\$136,219	(\$60,255)	-144.23%
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PLANNING

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Zoning Administration	8.04	7.39	8.59	7.50
2 Long Range Planning	10.25	9.90	9.80	10.20
3 Office Management	8.61	9.61	8.61	0.00
4 Current Planning	5.60	5.60	5.50	9.80
5 Community Development	0.00	0.00	1.00	1.50
Full-Time Equivalent (FTE) Total	32.50	32.50	33.50	29.00

Future Outlook

Land Use Tool - There is a tremendous amount of growth and development opportunity in the County, particularly in strategic development areas and targeted redevelopment corridors. Many of the land use tools currently available to the County do not adequately implement Comprehensive Plan goals. This is especially so with regards to mixed use development, infill development, redevelopment and rural preservation. Prince William County should refine existing tools (e.g. Redevelopment Overlay District) and develop additional tools to meet stated goals and to achieve strategic objectives. Future updates to the Comprehensive Plan should be tied to achievable implementation measures.

Citizen Engagement - Ensuring public participation in the land use planning process provides a venue to engage our community, to identify and to evaluate alternative viewpoints/scenarios and to identify and to mitigate potential impacts. Because the issues we face have become more complex, the public's expectation regarding both the ways in which we engage the community and the timeliness of public input opportunities has changed. The Planning Office utilizes a variety of mechanisms to inform citizens about land use planning issues. In addition, it provides staff support to several appointed Boards, Committees and Commissions. Recently, the Planning Office has begun to be more active in soliciting input from a broad base of stakeholders. Projects such as the Stone Haven Comprehensive Plan Amendment, the Potomac Communities Design Guidelines and the Rural Preservation Study employed a variety of citizen engagement strategies. These public input opportunities have been successful and generated positive outcomes. However, they are extremely resource intensive and require a significant amount of staff time. The Planning Office will continue to refine and expand the ways in which stakeholders can participate in the planning process with a particular focus on the utilization of technology and communication tools, but will closely monitor the impact on staffing resources.

Comprehensive Plan Update - There are several updates to the Comprehensive Plan that need to be addressed over the next two years. In particular, the Planning Office must consider a technical update to the entire Comprehensive Plan, potential incorporation of recommendations from the Potomac Communities Design Guidelines and the Rural Area Study, amendments to the levels of service standards and public facility review guidelines as appropriate and updates to the Transportation and Economic Development Chapters of the Comprehensive Plan.

Redevelopment Opportunities - The Community Development program will continue to work on enhancing the County's redevelopment/infill development land use planning tools and also continue to market redevelopment opportunities. Upon implementation of the Potomac Communities Initiative, the Community Development Program will work with the Department of Economic Development to prepare similar marketing materials for other targeted redevelopment opportunity areas (e.g. Sudley Road, Dale City and Yorkshire). PWC must closely monitor program activity and performance to ensure that adequate capacity exists to respond to market opportunities.

Organizational Development - Although the Planning Office is currently operating at core staffing levels, several major planning initiatives have either been initiated recently or are on the horizon. In addition to significant amendments to the County's Comprehensive Plan and being more responsive to citizen concerns and changes in the market as we evaluate and amend our land development ordinances, the Planning Office also anticipates an increase in development activity. Further, the County looks to expand citizen engagement opportunities, to continue evaluation and improvement of planning processes and to note increasingly complex issues that require solutions across divisions (i.e. Long Range, Current, Zoning, Community Development) and across agencies. The Planning Office must consider and employ organizational changes to ensure that the needs of the community are met and that the Planning Office can maintain service levels. Work program activity will need to be carefully monitored to ensure that goals are accomplished with existing resources and to address staffing and resource issues as they are encountered.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Planning Office's technology bill decreased by \$72,178 to \$1,738,458.
- B. Permit Counter Consolidation** - On June 18, 2013, the Board of County Supervisors (BOCS) approved consolidation of the development permit counter by transferring six positions (5.50 FTE) from the Planning Office to the Department of Development Services (DDS) ([BOCS Resolution 13-410](#)). In addition, \$306,060 in revenue and \$4,976 in expenditure budget authority transferred from Planning Office to DDS. This transfer of positions, revenue and expenditure budget is reflected in the FY 15 budget.
- C. Internal Shifts to Reorganize Office Management** - This reorganization has a \$0 net impact to the Planning Office and reallocates staff and operating costs within the department. Revenue totaling \$200,000 in proffer interest and \$287,188 general fund support shifts to the special revenue fund as a result of the reallocation of staff and resources.
- D. Indirect Costs Transferred to the General Fund** - Indirect costs are expenditures charged by one unit of the County government for services rendered by another unit of the County government. These expenditures are reimbursed to the general fund for services rendered. This is the first year that the Planning Office development activities will pay indirect costs to the general fund; the indirect cost allocation expense for the Planning Office is \$39,105 in FY 15.
- E. Compensation Increase** - Compensation adjustments totaling \$48,595 are made to support the following rate changes:
 - 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Zoning Administration

Prepare, administer and interpret the County's Zoning Ordinance. Process appeals and variances to the Board of Zoning Appeals. Assist with preparing zoning text amendments and responds to zoning and proffer verification requests. Collect and manage monetary proffers and track implementation of non-monetary proffers and conditions.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
By enforcing zoning standards, the County has helped preserve the appearance and condition of our neighborhoods (community survey)	84%	84%	↔	84%	85%
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	↔	85%	85%
The County effectively manages land use and development (community survey)	77%	77%	↔	77%	77%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Zoning Administration	\$743,429	\$847,128	\$871,807	\$922,778
Zoning verifications/interpretations/certifications completed within 30 days	96%	95%	98%	98%
Zoning verifications/interpretations/certifications issued	135	182	140	185
Zoning text amendments initiated	10	10	5	10
Zoning text amendments completed	10	10	5	10

Long Range Planning

Prepare, administer, interpret and implement the Comprehensive Plan. Provide case management services for comprehensive plan amendment requests to the BOCS and process administrative and formal public facility reviews. Provide project management and technical support for planning studies, zoning text amendments, special projects related to economic/community development and transportation and other planning projects identified by the BOCS.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
The County effectively manages land use and development (community survey)	77%	77%	↔	77%	77%
Neighborhoods have or are planning adequate community facilities (community survey)	76%	76%	↔	76%	76%
County does a good job protecting our natural environment (community survey)	86%	86%	↔	86%	86%
County does a good job of preserving open space (community survey)	78%	78%	↔	78%	78%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Comprehensive Plan Maintenance and Update	\$920,874	\$923,345	\$2,725,728	\$3,164,079
Comprehensive Plan Amendments initiated	—	—	—	5
Public facility review determinations requested	—	—	—	5
Case closeout updates to GIS system completed within 14 days	—	—	—	80%

A. Budget Initiatives

1. Metropolitan Washington Council of Governments (COG) Membership Dues Increase

Expenditure	\$20,000
Revenue	\$0
General Fund Impact	\$20,000
FTE Positions	0.00

a. Description - This addition covers the annual increase in COG for membership dues.

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

PLANNING

2. Increase GIS Applications Support

Expenditure	\$4,023
Revenue	\$0
General Fund Impact	\$4,023
FTE Positions	0.00

a. Description - This initiative shifts the maintenance support of the GIS activity from the Technology Improvement Plan (TIP) Holding Account to the Planning Office, the GIS host agency. The budget is located in the Planning Office's 4000 series, providing revenue to the Information Technology internal service fund. The general fund support for GIS maintenance totals \$20,115, FY 15 through FY 19.

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

Current Planning

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	↔	85%	85%
The County effectively manages land use and development (community survey)	77%	77%	↔	77%	77%
County does a good job protecting our natural environment (community survey)	86%	86%	↔	86%	86%
County does a good job of preserving open space (community survey)	78%	78%	↔	78%	78%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Current Planning	\$549,758	\$525,113	\$600,656	\$990,161
Development review cases (rezonings & SUP)	45	44	55	60
Development review cases meeting 10 day quality control review goal	—	—	—	80%
Development review cases meeting 42 day first review comments goal	—	—	—	80%
Records Center requests fulfilled	2,542	2,406	2,600	2,500
Records Center requests fulfilled within 24 hours	99%	99%	99%	99%

A. Budget Initiatives

1. Adjust Development Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	\$62,874
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This addition adjusts the Land Development fee schedule to align development fees with activity costs and current revenue projections.

▪ Land Development Fee Schedule Adjustment

The FY 2015 Budget includes a 3% across-the-board fee increase and other minor increases to specific fees on the Land Development fee schedule to accommodate an increase in construction related activity. Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works and Transportation.

▪ Planning Revenue Budget Increase

The net impact of budget adjustments between the FY 2014 Budget and the FY 2015 Budget is an increase of \$62,874. This revenue increase includes provisions for the following: budgeted fee increases, updated revenue projections as a result of an economic recovery in the construction industry and alignment of budget projections with historic actuals. The following table details how the revenue increase is allocated between the four agencies:

Land Schedule Increase	
Department	Amount
Development Services	(\$95,653)
Transportation	\$107,487
Planning	\$62,874
Public Works	\$272,335
Total Development Fee Revenue	\$347,043

- b. **Service Level Impacts** - Existing service levels will be maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.

2. Future Growth Capacity Positions

Expenditure	\$49,583
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00

PLANNING

- a. **Description** - In FY 13, the BOCS authorized the County Executive to fill future growth capacity positions as necessary to meet workload demands when development fee revenues are sufficient to support the full cost of the positions. On August 6, 2013, [BOCS Resolution 13-487](#) approved the creation of four future growth capacity positions supported by development fees. Of the four approved future growth capacity positions, one FTE was approved by the County Executive for the Planning Office in FY 14 and this action will permanently add the position to the budget in FY 15.
- b. **Service Level Impacts** - Existing service levels will be maintained.

Community Development

Implement activities and projects across the County that enhance capital investment and job creation. Work 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	↔	85%	85%
The County effectively manages land use and development (community survey)	77%	77%	↔	—	77%
Capital investment in targeted redevelopment areas	—	\$0.0m		—	\$2.0m

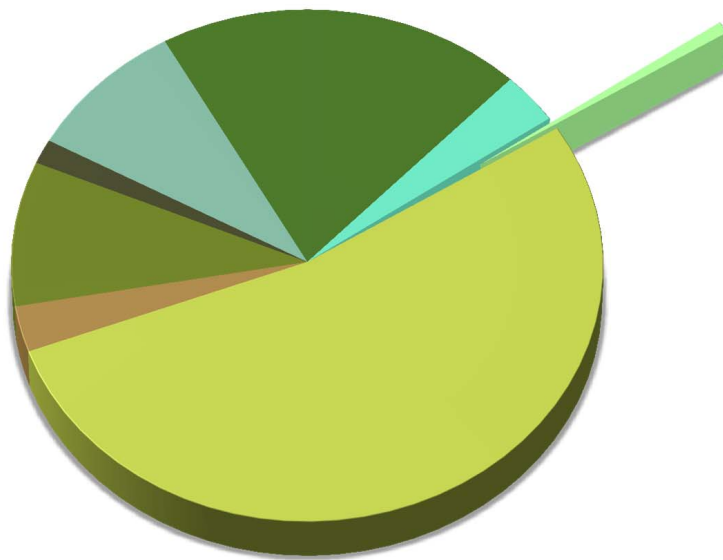
↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Community Development	\$0	\$49,334	\$115,266	\$168,241
Private industry contact inquiries/assists	—	—	—	30
Land use policy and zoning text amendments prepared	—	—	2	3
Marketing programs initiated	—	—	1	1

Mission Statement

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



Expenditure Budget:
\$1,211,777

0.8% of Community Development

Program:

- Transfer to PWC/Manassas CVB:
\$1,211,777

Community Development Expenditure Budget
\$161,724,975

Mandates

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

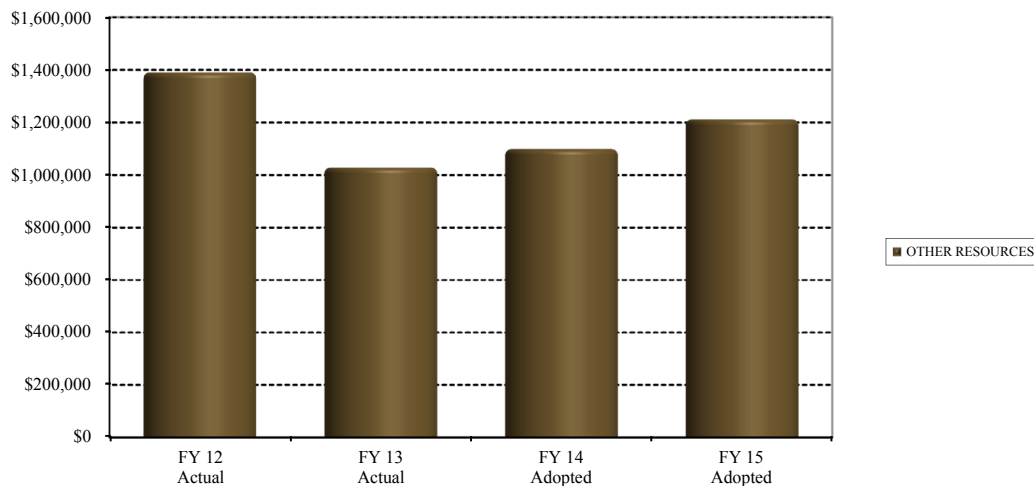
Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Transfer to PWC/Manassas CVB	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	10.28%
Total Expenditures	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	10.28%

Funding Sources

1 Designated Transient Occupancy Tax	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	10.28%
Total Designated Funding Sources	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	10.28%
Net General Tax Support	\$0	\$0	\$0	\$0	—
Net General Tax Support	0.00%	0.00%	0.00%	0.00%	

Expenditure History



General Overview

A. PWC/Manassas Convention & Visitors Bureau (CVB Operating Transfer) - An independent non-profit organization, the CVB was incorporated by the Board of County Supervisors (BOCS) in 2001 to promote and market Prince William County and the Manassas area as a tourism destination. The CVB is funded with transient occupancy tax (TOT) revenue which is derived from a levy on hotels, motels, boarding houses, travel campgrounds and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty consecutive days.

Revenues are reinvested in tourism to attract and serve more visitors. The annual operating transfer to the CVB is based on available TOT revenue and the annual marketing plan approved by the BOCS. The CVB also receives revenue from the City of Manassas.

For additional information on TOT revenue and the FY 15 TOT funding allocation, refer to the Non-Departmental/Unclassified Administration, Other Budget Adjustments section of the budget document.

Program Summary

PWC/Manassas Convention & Visitors Bureau

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Annual increase in Transient Occupancy Tax revenue collected	4.7%	7.6%	↑	4.5%	1.5%
Hotel occupancy rate	62.1%	62.8%	↑	62.5%	61.5%
Average Daily Room (ADR) rate	\$83.50	\$84.59	↑	\$84.75	\$83.51
Revenue per room (REVPAR)	\$52.13	\$53.31	↑	\$51.34	\$51.34

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
PWC/Manassas Convention & Visitors Bureau	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777
Inquiries	93,036	88,158	92,000	72,000
Tourist Information Center Visitors	28,631	23,924	29,775	22,721
Visitation at attractions and historic sites	3.1m	2.9m	3.2m	3.0m
Unique website visitors	—	—	—	140,094

A. Budget Initiatives

1. Increase Transfer to the CVB

Expenditure	\$112,965
Revenue	\$112,965
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Utilizing increased revenue from the Transient Occupancy Tax, the increased transfer from the general fund will support a 3% operating increase (\$32,965), one-time funds for marketing research (\$33,000) and one-time funds for a sports initiative (\$47,000). The one-time allocation of \$33,000 for research will improve the CVB's ability to assist tourism-related business investors interested in developing or expanding in the County and increase tourism-related grant opportunities. The research will also provide improved target market analysis to increase group business and ensure advertising/marketing effectiveness. The one-time allocation of \$47,000 for sports initiatives will enable the CVB to attract, bid upon and host new sports-related tournaments in the County, many of which require tournament host investments. The goal is to attract and secure a minimum of two new multi-day tournaments.

b. Service Level Impacts - The service level impacts are as follows:

- **Marketing Research** - With the research occurring in FY 15, the CVB anticipates that FY 16 will yield a minimum 25% increase in grant funding and 10% increase in CVB booked group business over FY 15.
- **Sports Tourism Initiatives** - Although the anticipated initial investment in attracting and securing these tournaments will occur in FY 15, the tournaments themselves may actually occur beyond the FY 15 fiscal year.

Mission Statement

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



Expenditure Budget:
\$85,968,167

53.2% of Community Development

Programs:

- Director's Office: \$724,814
- Historic Preservation: \$1,702,021
- Stormwater Infrastructure Management: \$3,237,988
- Site Development: \$3,154,625
- Watershed Improvement: \$4,252,537
- Fleet Management: \$11,713,326
- Facilities Construction Management: \$113,666
- Sign Shop: \$197,266
- Small Project Construction: \$1,952,950
- Mosquito & Forest Pest Management: \$1,762,906
- Solid Waste: \$31,673,366
- Buildings & Grounds: \$10,502,578
- Property Management: \$10,929,483
- Neighborhood Services: \$3,698,087
- Service Districts (Bull Run & Lake Jackson): \$352,554

Community Development Expenditure Budget
\$161,724,975

Mandates

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

State Code: [Chapter 7](#), Virginia Public Records Act; Highways, Bridges and Ferries, [33.1-69.01](#), Wetland Board, [28.2-1303](#), Chesapeake Bay Preservation Area Review Board, [Title 9](#), Virginia Administrative Code, [62.1-44.15:24 et seq](#)

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

PUBLIC WORKS

Expenditure and Revenue Summary

	FY 12	FY 13	FY 14	FY 15	% Change
Expenditure by Program	Actual	Actual	Adopted	Adopted	Adopt 14/ Adopted 15
1 Director's Office	\$1,207,752	\$1,433,949	\$791,938	\$724,814	-8.48%
2 Historic Preservation	\$1,243,929	\$1,437,429	\$1,340,309	\$1,702,021	26.99%
3 Stormwater Infrastructure Management	\$7,759,986	\$8,211,118	\$9,420,604	\$3,237,988	-65.63%
4 Site Development	\$0	\$0	\$0	\$3,154,625	—
5 Watershed Improvement	\$0	\$0	\$0	\$4,252,537	—
6 Fleet Management	\$10,151,126	\$10,136,244	\$11,505,165	\$11,713,326	1.81%
7 Facilities Construction Management	\$13,447	\$58,470	\$150,000	\$113,666	-24.22%
8 Sign Shop	\$515,689	\$244,810	\$180,041	\$197,266	9.57%
9 Small Project Construction	\$2,935,672	\$3,015,250	\$1,927,860	\$1,952,950	1.30%
10 Mosquito & Forest Pest Management	\$1,612,901	\$1,396,279	\$1,746,512	\$1,762,906	0.94%
11 Solid Waste	\$18,350,988	\$17,962,340	\$33,174,179	\$31,673,366	-4.52%
12 Buildings & Grounds	\$0	\$9,634,426	\$10,173,734	\$10,502,578	3.23%
13 Property Management	\$21,606,516	\$11,233,841	\$10,578,164	\$10,929,483	3.32%
14 Neighborhood Services	\$3,254,911	\$3,312,783	\$3,645,423	\$3,698,087	1.44%
15 Service Districts (Bull Run & Lake Jackson)	\$367,305	\$358,840	\$385,030	\$352,554	-8.43%
Total Expenditures	\$69,020,222	\$68,435,778	\$85,018,958	\$85,968,167	1.12%

Expenditure by Classification

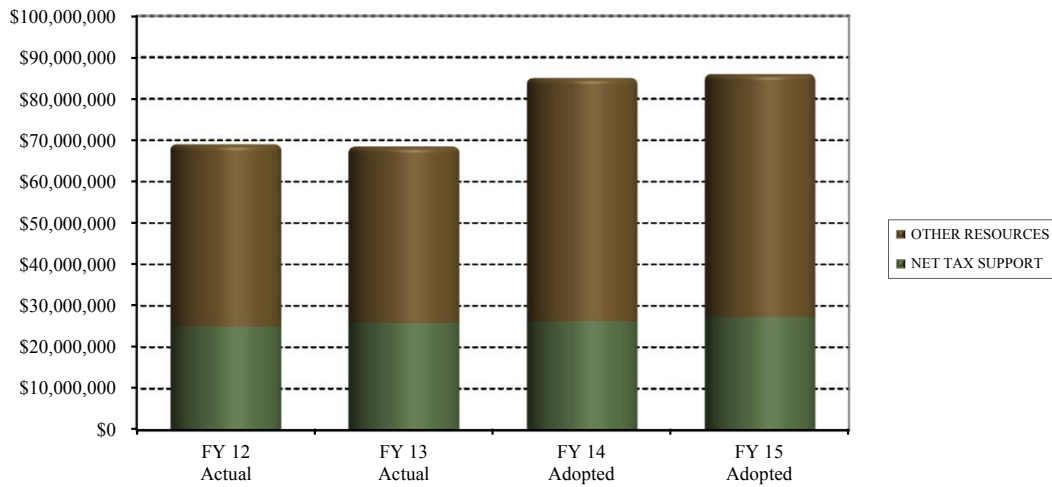
	FY 12	FY 13	FY 14	FY 15	% Change
1 Personal Services	\$16,975,549	\$18,065,424	\$18,883,819	\$19,661,469	4.12%
2 Fringe Benefits	\$5,735,161	\$6,516,792	\$6,934,991	\$6,931,767	-0.05%
3 Contractual Services	\$11,809,831	\$9,218,162	\$10,790,813	\$11,766,713	9.04%
4 Internal Services	\$3,107,287	\$3,081,607	\$2,785,036	\$2,784,833	-0.01%
5 Other Services	\$12,140,134	\$13,478,666	\$14,507,924	\$15,168,002	4.55%
6 Debt Maintenance	\$317,484	\$297,314	\$2,180,594	\$2,180,594	0.00%
7 Depreciation	\$4,667,505	\$3,342,356	\$1,007,569	\$1,007,569	0.00%
8 Amortization	\$1,503,278	\$1,748,550	\$5,480,699	\$1,755,699	-67.97%
9 Capital Outlay	\$2,966,655	\$2,314,194	\$14,536,811	\$16,225,425	11.62%
10 Leases & Rentals	\$5,678,701	\$6,293,748	\$6,140,040	\$6,648,573	8.28%
11 Reserves & Contingencies	\$0	(\$646,633)	(\$2,222,049)	(\$2,240,292)	0.82%
12 Transfers	\$4,118,637	\$4,725,599	\$3,992,711	\$4,077,815	2.13%
Total Expenditures	\$69,020,222	\$68,435,778	\$85,018,958	\$85,968,167	1.12%

Funding Sources

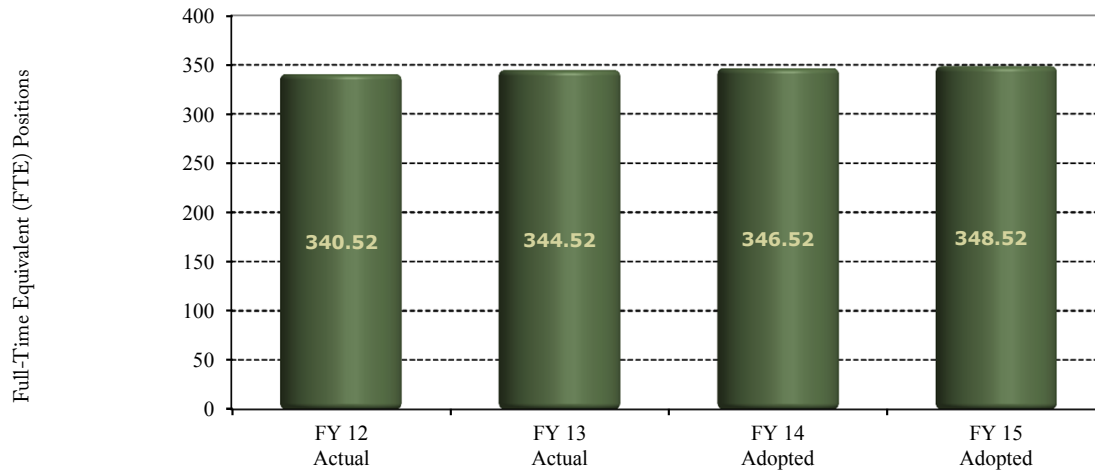
	FY 12	FY 13	FY 14	FY 15	% Change
1 General Property Taxes	\$1,443,414	\$1,474,561	\$1,515,330	\$1,634,430	7.86%
2 Permits, Privilege Fees & Regulatory License	\$1,718,728	\$2,112,441	\$2,189,202	\$2,279,845	4.14%
3 Fines & Forfeitures	\$3,040	\$6,000	\$0	\$0	—
4 Revenue From Use of Money & Property	\$1,324,200	\$584,946	\$1,640,316	\$1,618,236	-1.35%
5 Charges for Services	\$33,286,272	\$35,773,031	\$35,661,897	\$36,387,249	2.03%
6 Miscellaneous Revenue	\$202,058	\$87,116	\$220,930	\$140,000	-36.63%
7 Revenue From Other Localities	\$135	\$0	\$0	\$0	—
8 Revenue From Commonwealth	\$463,954	\$482,738	\$552,728	\$552,728	0.00%
9 Revenue From Federal Government	\$2,236,275	\$34,126	\$330,000	\$330,000	0.00%
10 Non-Revenue Receipts	\$361,587	\$331,502	\$239,700	\$239,700	0.00%
11 Transfers	\$2,261,692	\$5,178,335	\$9,190,192	\$2,277,056	-75.22%
12 Non-General Fund Adjustments	\$684,050	(\$3,560,974)	\$7,265,495	\$13,170,699	81.28%
Total Designated Funding Sources	\$43,985,404	\$42,503,821	\$58,805,790	\$58,629,943	-0.30%
Net General Tax Support	\$25,034,817	\$25,931,957	\$26,213,168	\$27,338,224	4.29%
Net General Tax Support	36.27%	37.89%	30.83%	31.80%	

PUBLIC WORKS

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Director's Office	5.27	6.77	6.77	5.77
2 Historic Preservation	14.55	14.55	14.55	14.55
3 Stormwater Infrastructure Management	54.20	57.83	60.90	24.97
4 Site Development	0.00	0.00	0.00	25.71
5 Watershed Improvement	0.00	0.00	0.00	11.93
6 Fleet Management	35.15	35.15	35.15	35.15
7 Facilities Construction Management	9.67	8.50	8.50	9.50
8 Sign Shop	3.16	3.84	3.84	4.12
9 Small Project Construction	18.86	17.34	17.20	15.11
10 Mosquito & Forest Pest Management	13.71	13.74	13.81	13.91
11 Solid Waste	58.72	59.72	59.72	59.72
12 Buildings & Grounds	72.97	72.97	72.97	74.97
13 Property Management	16.00	16.00	16.00	16.00
14 Neighborhood Services	38.26	38.11	37.11	37.11
15 Service Districts (Bull Run & Lake Jackson)	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	340.52	344.52	346.52	348.52

Future Outlook

Facility Space - In order to address the impacts of the recession, the County reduced the amount of leased space by 18% from FY 07 to FY 11. The County was able to do this by vacating leases and squeezing agencies into County buildings and lease space that could not be vacated. This strategy saved \$199,000 per year in lease costs. In FY 13, the total amount of commercial square feet leased by Public Works was 323,094 as compared to 366,672 in FY 07.

Currently, there is no longer capacity in County-owned buildings to reduce leased space. Rather, there are needs for additional space for County programs. The Ferlazzo and Sudley North facilities, which house the majority of the County's human services operations, and the Judicial Center are at capacity and cannot accommodate the additional growth of the resident agencies.

In FY 14 Public Works began a countywide space study to update the Facilities Master Plan and to determine the future growth needs of County departments. Furthermore, in FY 13 Public Works instituted a new Space Project Committee that reviews all significant office changes that occur within a fiscal year. This process ensures that all changes to office spaces are done thoughtfully and in line with existing space standards and future County needs. Any future growth in the agencies occupying the Ferlazzo, Sudley North and Judicial Center complexes will need to be housed in additional leased space or new County facilities.

Chesapeake Bay Regulations - The clean-up of the Chesapeake Bay is a multistate endeavor as mandated by the Federal order for a Chesapeake Bay Total Maximum Daily Load (TMDL). This TMDL covers all the streams and rivers that flow into the Potomac, including all of Prince William County. This means that the County must reduce, by a specific number, the amount of nitrogen, phosphorus, sediment and other potentially toxic substances flowing into the Bay from the County from non-point sources of pollution. These reduction amounts are detailed in the County's Municipal Separate Storm Sewer System (MS4) permit, new Virginia Stormwater Management Program (VSMP) requirements, Erosion and Sediment Control Program, and United States Environmental Protection Agency (EPA) Consent Order.

In the field, this translates into limits on sediment run-off from construction sites, inspections of potential pollutant "hot spots" to prevent unauthorized discharges of toxics to County storm drains, stream restorations to prevent eroding stream banks, urban nutrient management on County-owned lands to prevent excess nitrogen and phosphorus, and regular inspections and follow-up of older stormwater management facilities to ensure they are still functioning as designed.

New responsibilities include tracking, reporting and managing field data from monitoring and inspecting waterways, run-off and sites. Staff also needs to identify and monitor potential pollution problem spots and follow-up to ensure identified issues are resolved. Follow-up may include working with a variety of state and federal agencies to ensure our community complies with the new requirements as well as the County Attorney to impose penalties, fines and actions if needed to resolve the issues. Watershed is in the process of hiring two new site inspectors and one plan reviewer to address these new requirements, which begin July 1, 2014. In 2015, staff will report to the Board of County Supervisors (BOCS) if the staff level is sufficient to address these new requirements.

Funding for these program efforts is provided directly by County residents and businesses through a stormwater management fee and developers through development fees. Starting July 1, 2014, developers will also pay a new fee authorized by VSMP.

Fleet/Vehicle Replacement - Over the next five years the general fund Vehicle Replacement budget will not have sufficient funds to replace all of the County vehicles that are projected to be required in order to meet the County's vehicle replacement criteria.

As shown in the table below, the replacement budget is underfunded over the next four years with a high of \$832,122 in FY 16 (note that one ambulance is scheduled for replacement in FY 16 and could potentially be funded by the Fire Levy in order to reduce the general fund impact). Only in FY 19 do current projections indicate that the existing base budget is sufficient to meet replacement needs.

FY 15 - FY 19 Projected Shortfall	
Fiscal Year	Amount
FY 15	\$568,759
FY 16	\$832,122
FY 17	\$176,848
FY 18	\$473,061
FY 19	—

The replacement of public safety vehicles makes up more than 90% of the vehicles that are due for replacement annually. The addition of public safety staff and corresponding vehicles over the years has been the largest contributor to the increased need for funding. Furthermore, the increased costs of vehicles and their equipment unfitting is the second largest factor in the need for funding.

The replacement criteria used by the County is comparable or exceeds the criteria used by some adjacent localities such as Fairfax County and the City of Alexandria. Furthermore, the data analysis completed by Public Works indicates that replacing the vehicles using the current mileage criteria is at the point where the annual maintenance exceeds the expected return at auction. The ideal time to replace a vehicle is when the annual maintenance is less than 50% of the residual value of the vehicle. The table below shows the replacement mileage criteria used for general fund vehicles.

General Fund Vehicle Replacement Criteria		
Department	Vehicle	Replacement Mileage
Police & Sheriff	Sedans/Cruisers	110,000
Police	Motorcycles	50,000
Police	Sport Utility Vehicles	120,000
Sheriff	Sport Utility Vehicles	130,000
Fire and Rescue	Sport Utility Vehicles	140,000
Fire and Rescue	Medic Units	160,000
General Government	All Vehicles	140,000

Facility Security - In FY 13, Public Works created a Security activity within the Buildings & Grounds program. The budget for the new activity had previously been within the facilities maintenance activity. The Security activity manages facility access security systems and after hour security forces. Over the years, the complexity and volume of the security systems has grown exponentially. The addition of more leased facilities, two new libraries and the Central District Police Station are anticipated to increase the workload related to facility security. Furthermore, existing security systems and equipment need to be constantly evaluated and replaced at the end of their useful lives, either when equipment becomes obsolete or unserviceable.

Right of Way Landscaping - The right of way landscaping that was planted 10 to 20 years ago is beginning to reach the end of its lifecycle. Some of the plantings are dying, diseased or have grown too large for the right-of-way. Public Works currently has the funding to maintain existing landscaping but not to replace these sites with appropriate plantings.

General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Public Works' salary lapse changed by \$5,068 to -\$89,568.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 Public Works' technology bill decreased by \$100,186 to \$873,272.
- C. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$5,425. The increase supports existing service levels. The total donation amount provided to agency community partners is \$186,244 in FY 15. For additional detail please refer to the [Community Partners](#) section.
- D. One-Time Reductions** - A total of \$15,856,165 (predominantly for Solid Waste capital expenditures) was removed from the Public Works FY 15 budget for one-time, non-recurring items approved in FY 14.
- E. Resource Shift to Create New Programs and Activities** - The budget includes a resource shift to create two new programs (Site Development and Watershed Improvement) and one activity (Maintenance and Construction in the Historic Preservation program) in the department. Descriptions for the activities and performance measures are included in the budget summary section on the following pages. The shift has no net fiscal impact.
- F. Service Districts** - The Public Works budget includes two service districts, Bull Run Mountain and Lake Jackson, which are supported by a special levy that funds the maintenance of private local roads that do not meet State standards for acceptance into the State road maintenance system. Each service district levy is collected by the County's Finance Department and recorded in a separate special revenue fund.
 - **The Bull Run Mountain Service District** is located in the northwest corner of Prince William County. A special levy was established in 1991 to support maintenance of private local roads within the Bull Run Mountain Service District. Public Works coordinates road maintenance work requests with the Bull Run Mountain Estates Civic Association. In FY 15, the budget has been reduced by \$32,500 from the FY 14 amount to \$200,000 and the special levy was adopted at a rate of \$0.1471 per hundred dollars of assessed value.

PUBLIC WORKS

- **The Lake Jackson Service District** is located around Lake Jackson, just west of Route 234. A special levy was established in 1993 to support maintenance of private local roads within the Lake Jackson Service District. Public Works coordinates road maintenance work requests with the Lake Jackson Civic Association. In FY 15, the budget has been increased by \$24 from the FY 14 amount to \$152,554 and the special levy was adopted at a rate of \$0.1650 per hundred dollars of assessed value.

G. Indirect Cost Transfer Increase - Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government. In Public Works, there are several fee supported programs which must reimburse the general fund for the cost of office space, utilities and other basic agency support.

Indirect Cost Transfer			
	FY 14 Adopted	FY 15 Adopted	Change
Solid Waste	\$981,095	\$1,140,025	\$158,930
Mosquito & Forest Pest Management	\$228,137	\$222,021	(\$6,116)
Stormwater/Watershed Management	\$627,273	\$556,912	(\$70,361)
Total Public Works Indirect Cost Transfer	\$1,836,505	\$1,918,958	\$82,453

H. Non-General Fund Adjustment in Funding Sources - This amount is included to show adjustments to fund balances for non-general fund activities in order to calculate the net general tax support for Public Works. The fund balance changes are listed in the table below:

Non-General Fund Adjustments To Fund Balance (Required to Calculate the Net General Tax Support)					
	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/15
Mosquito & Forest Pest Management Fund Balance (Increase)/Use of	\$493,800	\$320,569	\$562,312	\$442,506	-21.31%
Stormwater Management Fund Balance (Increase)/Use of	\$431,243	(\$1,471,291)	(\$668,251)	\$403,724	-160.42%
Fleet Management Fund Balance (Increase)/Use of	(\$27,822)	(\$33,523)	\$0	\$0	—
Service Districts Fund Balance (Increase)/Use of	(\$28,108)	(\$50,405)	\$0	\$24	—
Sign Shop Fund Balance (Increase)/Use of	\$88,199	\$5,138	\$0	\$0	—
Small Project Construction Fund Balance (Increase)/Use of	(\$25,864)	\$111,642	\$107,508	\$32,598	-69.68%
Solid Waste Fund Balance (Increase)/Use of	(\$247,398)	(\$2,443,105)	\$7,263,926	\$12,291,846	69.22%
Total Non-General Fund Adjustments	\$684,050	(\$3,560,974)	\$7,265,495	\$13,170,699	81.28%

I. Compensation Increase - Compensation adjustments totaling \$530,268 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Director's Office

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Key department program measures met	100%	100%	↔	—	85%
Public Works DART Score (Days Away, Restricted or Transferred)	4.9	8.1	↑	—	4.5

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Leadership and Management	\$1,207,752	\$1,433,949	\$791,938	\$724,814
BOCS agenda items	61	50	60	55

Historic Preservation

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customer satisfaction with visit to historic site	97%	97%	↔	92%	97%
Volunteer hours value	\$140,522	\$116,114	↓	\$126,000	\$126,000
Revenue recovery rate	3.4%	10.0%	↑	4.0%	12.0%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
Preservation	\$546,028	\$623,396	\$641,739	\$409,463
Annual average hours of service per long term volunteer	40	40	60	50
Archeological collections donated to the County	12	15	14	14
Management and Events Programming	\$697,901	\$814,033	\$698,570	\$830,606
Programs at historic sites	1,183	1,076	1,100	1,100
FTE equivalent of volunteer hours contributed	3.99	3.30	3.33	3.33
Visitors to historic sites	43,485	45,357	47,250	50,000
Maintenance and Construction	—	—	—	\$461,952
Work orders for historic buildings and grounds	—	—	—	170
Construction, restoration and renovation projects	—	—	—	3

A. Budget Initiatives

1. Transfer from Transient Occupancy Tax for Tourism Fund Balance to General Fund

Expenditure	\$314,000
Revenue	\$314,000
General Fund Impact	\$0
FTE Positions	0.00

- a. Description** - This initiative provides a one-time transfer of funding from the Transient Occupancy Tax for Tourism fund balance to Public Works, Historic Preservation program to support one-time capital improvements:

- **Williams Ordinary** (\$247,000) - Wall and foundation repair.
- **Bristoe Battlefield Park** (\$59,000) - Building demolition and septic and well upgrades.
- **Ben Lomand Historic Site** (\$8,000) - Chimney repair.

TOT funding is restricted and can only be used for tourism related purposes; there is no impact to the general fund with this transfer.

- b. Service Level Impacts** - The funding will ensure that historic sites receive necessary maintenance and repairs.

Stormwater Infrastructure Management

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Drainage assistance requests responded to within 5 business days	92%	90%	↓	90%	90%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Stormwater Management Infrastructure Inspection	—	—	—	\$1,131,257
County-maintained facilities inspected and/or re-inspected	1,553	1,732	—	1,400
Privately-maintained facilities inspected and/or re-inspected	123	276	200	200
Miles of drainage systems inspected	667	627	650	650
Stormwater Management Infrastructure Maintenance	—	—	—	\$2,106,731
Major maintenance cases completed/closed within 30 business days	134	111	—	65

A. Budget Initiatives

1. Map Regulated MS4 Areas

Expenditure	\$750,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative will fund completion of one of the requirements of the new MS4 permit to be issued by the Virginia Department of Environmental Quality (DEQ), to provide a map of the regulated MS4 area. This involves mapping all of the County's stormwater outfalls, delineating the associated drainage area for each outfall and determining land use within each drainage area. In addition, the map will exclude other MS4-permitted areas, such as cities, state-owned properties and state-maintained roads not part of a subdivision. The mapping is a one-time expense and the cost is based on consultant estimates and information provided by other jurisdictions. This increase is fully supported by stormwater management fee revenue.
- b. **Service Level Impacts** - The map will satisfy one of the requirements of the County's MS4 permit to be issued by DEQ.

2. Enforcement-Related Maintenance of Private Stormwater Facilities

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

a. **Description** - This initiative funds enforcement actions for privately-maintained stormwater management facilities. Per state requirements, the County is responsible for ensuring that the maintenance of all stormwater facilities is performed (which includes private facilities). The County inspects and notifies the owner of required maintenance. If the owner does not respond, then the County performs the maintenance and bills the owner. Maintenance costs will ultimately be borne by the owner of the facility. Maintenance will be performed by the County's Small Project Construction program; therefore the internal services fund for that program will have a similar expenditure increase to bill the costs of the maintenance.

b. **Service Level Impacts** - The following service level impacts are associated with this initiative:

▪ **Number of privately-maintained SWM/BMP facilities maintained by enforcement action:**

FY 15 w/o Addition | 1

FY 15 w/ Addition | 10

3. Map and Digitize Flood Inundation Zones for Dams

Expenditure	\$75,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** - This initiative will map the flood inundation zones for all dams within the County. The mapping effort is a one-time expense. This increase is fully supported by stormwater management fee revenue.

b. **Service Level Impacts** - Mapping the inundation zones will ensure the County is in compliance with the Virginia Dam Safety Act.

4. Add Operating Costs for Mobile Tablet Devices for Drainage Inspections (SWM)

Expenditure	\$7,690
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** - This initiative funds the operating costs of mobile tablet devices purchased to streamline field inspections and reporting for drainage inspections. The devices will also integrate inspection reporting with the new land development management software system. Ongoing operating expenses will fund the necessary data plan to utilize the devices and equipment replacement.

b. **Service Level Impacts** - Mobile data access will increase the timeliness of data entry and increase access to inspections data, along with fully utilizing the functionality of the new land management system.

5. Increase Virginia Stormwater Management Program (VSMP) Budget

Expenditure	\$6,751
Revenue	\$300,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative is associated with increased VSMP requirements that take effect in FY 15. In the FY 14 Budget, three positions were added to provide for the increased plan review and inspections related to the requirements. This increase is associated with the additional revenue that will be received from implementation.

b. Service Level Impacts - Existing service levels will be maintained.

6. Potomac Shores Development Revenue Adjustment

Expenditure	\$0
Revenue	\$20,036
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative updates estimated revenue to be received for the Potomac Shores (formerly Harbor Station) development project site inspector. Supporting revenue is provided by proffer funding; as part of a rezoning approval, the applicant proffered a plan for the full-time routine inspection and continuous maintenance of all erosion and sediment control devices for the duration of the project.

b. Service Level Impacts - Existing service levels will be maintained.

7. Stormwater Management Fee Increase

Expenditure	\$0
Revenue	\$159,799
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative includes a 3.00% stormwater management fee increase to support stormwater requirements and address increasing and aging stormwater infrastructure. Program demands are in the areas of stream assessments and restorations, best management practice retrofits of residential stormwater management facilities, development of sub-watershed management plans, additional dam safety program requirements, expanded erosion control and single-family unit inspections requirements (more time required for each), and drainage systems maintenance.

The fee increase will impact citizens and businesses as follows:

- **Single Family Dwelling** - The annual fee will increase from \$37.10 per year to \$38.21.
- **Townhouses, Apartments, and Condominiums** - The annual fee will increase from \$27.85 per year to \$28.69.
- **Non-Residential** - The annual fee will increase from \$18.02 per 1,000 square feet of impervious area to \$18.56 per 1,000 square feet of impervious area.

b. Service Level Impacts - The additional revenue will help support increased program demands associated with additional federal and state compliance with stormwater requirements.

Site Development

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Site development plan submissions reviewed within standards set by the County's Administrative Procedures Manual (APM)	100%	100%	↔	98%	98%
Lot grading plan submissions reviewed within 10 business days	100%	100%	↔	97%	98%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Plan Review	—	—	—	\$1,218,422
Site development plan submissions reviewed	572	554	600	650
Lot grading lots reviewed	794	1,115	900	950
Site Inspections	—	—	—	\$1,936,203
Site and erosion and sediment control inspections	22,116	23,296	22,500	23,000

A. Budget Reductions

1. Development Fee Revenue Adjustment

Expenditure	\$0
Revenue	(\$271,706)
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative adjusts specific revenue categories based on actuals in order to align revenue budgets with estimated collections in FY 15.

b. Service Level Impacts - Existing service levels will be maintained.

B. Budget Initiatives

1. Add Operating Costs for Mobile Tablet Devices for Site Inspections (Development Fee)

Expenditure	\$10,210
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative funds the operating costs of mobile tablet devices purchased to streamline field inspections reporting. The devices will also integrate inspection reporting with the new land development management software system. Ongoing operating expenses will fund the necessary data plan to utilize the devices equipment replacement.
- b. **Service Level Impacts** - Mobile data access will increase the timeliness of data entry and increase access to inspections data, along with fully utilizing the functionality of the new land management system.

2. Land Development Fee Schedule Increase

Expenditure	\$0
Revenue	\$244,041
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative includes a 3.00% Land Development Fee increase to support land development requirements and economic growth.

- **Land Development Fee Schedule**

Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works and Transportation. The net revenue budget increase due to the fee schedule change to Public Works is \$244,041.

- b. **Service Level Impacts** - Existing service levels will be maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.

Watershed Improvement

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Industrial or high risk inspections conducted	—	9		25	10
Linear feet of stream restorations completed	2,730	2,050	↓	1,500	2,000

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Watershed Monitoring	—	—	—	\$3,824,770
Linear feet of stream assessments completed	35,407	63,250	50,000	50,000
Dry weather outfalls monitored and inspected	—	156	150	155
Watershed Improvements	—	—	—	\$427,767
Pounds of phosphorous reduction achieved with BMP retrofits	—	—	—	20

Fleet Management

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Cost per mile - light duty public safety vehicles	\$0.29	\$0.25	↓	\$0.30	\$0.28
Cost per mile - light duty non-public safety vehicles	\$0.35	\$0.34	↔	\$0.36	\$0.34
Work orders that are scheduled maintenance	58%	58%	↔	58%	58%
Availability of public service light duty vehicles	93%	95%	↔	90%	90%
Public Safety vehicles due or overdue for replacement	11%	10%	↔	<8%	<8%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
County Vehicle Maintenance	\$7,345,578	\$7,703,488	\$8,409,165	\$8,684,326
Vehicles maintained (<10,000 lbs. gross vehicle weight)	1,064	1,087	1,062	1,094
Heavy equipment maintained (>10,000 lbs. gross vehicle weight)	177	207	200	205
Work orders	6,879	7,040	6,800	7,200
County Vehicle Replacement	\$2,805,548	\$2,432,756	\$3,096,000	\$3,029,000
General fund vehicles purchased	92	119	86	107

A. Budget Initiatives

1. Increase for Fuel and Vehicle Parts

Expenditure	\$119,217
Revenue	\$119,217
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative increases funding for gasoline and diesel fuel (\$87,484) and vehicle parts (\$31,733) in the Fleet internal service fund. This addition is a companion item to the fuel and parts increase in the Non-Departmental Unclassified Administration section of this document.

b. Service Level Impacts - Existing service levels will be maintained.

2. Vehicle Replacement Budget Increase

Expenditure	\$405,000
Revenue	\$0
General Fund Impact	\$405,000
FTE Positions	0.00

a. Description - This initiative increases the vehicle replacement budget:

- **Additional Funding for Vehicles Due for Replacement** (\$300,000) - Funding to support current vehicles due for replacement based on Fleet replacement criteria. General fund impact is \$1,500,000, FY 15 through FY 19.
- **Additional Replacement for New Vehicles in FY 15 Budget** (\$105,000) - Funding to support future vehicle replacement for new Police vehicles related to the Police staffing plan approved in FY 15 budget. Staffing plan details are in the Police Department budget pages in the Public Safety section of this document. General fund impact is \$525,000, FY 15 through FY 19.

b. Service Level Impacts - This addition will reduce the number of public safety vehicles due or overdue for replacement.

Facilities Construction Management

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customers satisfied with overall project management	95%	100%	↑	—	4.5
CIP construction change orders less than 10% of original contracted amount ¹	100%	100%	↔	<10%	<10%
CIP construction change orders based on user requested changes/scope increase less than 5% total change order costs ²	NR	100%		<7%	<5%

↑ Trending Upward ↔ Stable ↓ Trending Downward

¹ In FY 14 & FY 15, the measure will report actual percent of construction change order difference from the original contracted amount.

² In FY 14 & FY 15, the measure will report actual percent of user initiated construction change order difference from the original contracted amount.

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
County Facility Construction	\$13,447	\$58,470	\$150,000	\$113,666
Total CIP projects	—	7	—	8
Total non-CIP projects	—	7	—	4

Sign Shop

The Sign Shop inspects, fabricates, installs and maintains all street name signs as mandated by the Virginia Code § [33.1-69.01](#), the Code of Ordinances, County of Prince William Section 24-3 and the County's Design and Construction Standards Manual (DCSM) Section 604.06. In addition, the program produces high quality graphics for the County's public safety 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Street name signs replaced within 7 days of inspection	97%	94%	↓	95%	95%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Street Name Signs	\$515,689	\$244,810	\$180,041	\$197,266
Streets requiring street name signs	9,232	9,357	9,480	9,600
Street name signs fabricated for maintenance	870	760	700	700
Signs and Graphics	—	—	—	\$0
Signs fabricated for revenue	11,519	10,892	10,000	10,000
Sign and graphic jobs completed	541	625	700	785

Small Project Construction

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Community improvement projects completed within 10% of estimated cost	97%	95%	↓	95%	95%
Community improvement projects completed on time	98%	93%	↓	96%	96%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Small Community Improvement Construction	\$3,066,858	\$3,117,874	\$2,080,390	\$1,952,950
Community improvement projects completed	41	46	50	50

A. Budget Initiatives

1. Enforcement-Related Maintenance of Private Stormwater Facilities

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

a. Description - This initiative funds maintenance performed on privately-maintained stormwater management facilities. Per state requirements, the County is responsible for ensuring that the maintenance of all stormwater facilities is performed (which includes private facilities). The County inspects and notifies the owner of required maintenance. If the owner does not respond, then the County performs the maintenance and bills the owner, therefore any maintenance actions will ultimately be funded by the owners of the facility. Since the maintenance will be performed by the County's Small Project Construction Program, this increase in the internal services fund will allow for billing the expenditure costs of the maintenance.

b. Service Level Impacts - The following service level impacts are associated with this initiative:

▪ **Number of privately-maintained SWM/BMP facilities maintained by enforcement action:**

FY 15 w/o Addition | 1

FY 15 w/ Addition | 10

Mosquito & Forest Pest Management

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Mosquito traps identified within 48 hours	—	—		—	90%
Gypsy moth egg mass surveys done within allotted time frame	—	—		—	90%
Citizen site visit requests responded to within 24 hours	94%	97%	↑	—	98%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Mosquito/Forest Pest Control Monitoring	\$980,135	\$826,874	\$988,257	\$1,025,085
Larval mosquito habitat inspections	2,669	4,265	2,500	4,000
Reduction and Response	\$632,766	\$569,405	\$758,255	\$737,821
Mosquito larvicide applications	1,295	1,549	1,100	1,300

B. Budget Initiatives

1. Revenue Adjustment

Expenditure	\$0
Revenue	\$136,200
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative increases the revenue collected from the Mosquito Control and Forest Pest (MCFP) levy. Total anticipated to be collected by the levy revenue in FY 15 is \$1,273,500. The levy amount remains unchanged at \$0.0025 cents per \$100 of assessed value.
- b. **Service Level Impacts** - Existing service levels will be maintained.

Solid Waste

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Refuse recycled	40.7%	41.3%	↑	40.0%	42.0%
Tons of refuse processed	320,751	320,058	↓	320,000	325,000

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Solid Waste Management and Administration	\$6,302,625	\$5,010,077	\$8,456,224	\$8,757,709
Non-residential accounts processed	3,889	3,914	3,900	3,950
Appeals completed within 30 days	100%	100%	>99%	>99%
Yard Waste Composting	\$3,051,036	\$3,322,576	\$3,592,989	\$3,637,267
Tons of County yard waste diverted from waste stream	22,990	22,174	25,000	23,000
Solid Waste Facilities Operation	\$8,403,206	\$8,960,444	\$7,442,219	\$7,753,846
Refuse trucks inspected	3,347	4,401	3,500	4,000
Pounds of Household Hazardous Waste and eWaste collected	1,600,000	1,474,520	1,700,000	1,700,000
Citizens trips to Solid Waste facilities	518,413	479,695	500,000	500,000

Program Activities & Workload Measures (continued)

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Recyclable Materials Collected, Processed and Marketed	\$594,121	\$669,243	\$769,711	\$1,330,544
Tons of recyclables processed by County and marketed	14,394	13,174	15,000	15,000
Revenue generated from sale of recyclables	\$606,242	\$561,694	\$600,000	\$600,000
Capital Projects	—	—	\$12,913,036	\$10,194,000
CIP projects completed within budget	100%	100%	100%	100%

A. Budget Initiatives**1. Increase Solid Waste Capital Projects**

Expenditure	\$10,194,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

a. Description - The following Solid Waste projects are included in the FY 2015-2020 CIP:

- **ECO Park Complex** - \$6,000,000
- **Landfill Wetlands Mitigation** - \$4,194,000

All of the above capital projects are fully funded by existing Solid Waste Fee revenues and reserve fund balances. For more information on these projects, please review the project pages in the [capital improvements section](#) of this document.

b. Service Level Impacts - Service level impacts associated with these projects are detailed in the CIP.

2. Increase Solid Waste Equipment and Vehicle Replacement

Expenditure	\$670,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds the scheduled replacement of solid waste equipment. Machines and vehicles are scheduled for replacement in FY 15 and are fully supported by existing revenue from the Solid Waste Fee. The equipment being replaced includes a wheel loader (\$400,000), a roll-off truck (\$165,000) and seven recycling trailers (\$105,000).

b. Service Level Impacts - Existing service levels will be maintained.

3. Engineering and Groundwater Protection

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

- a. Description** - This initiative funds additional engineering at the landfill to meet laws and regulations mandated by the DEQ. This also funds the maintenance of DEQ's solid waste management groundwater protection standards.
- b. Service Level Impacts** - Existing service levels will be maintained.

4. Fuel Increase

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

- a. Description** - This initiative increases funding for gasoline and diesel fuel to support landfill operations.
- b. Service Level Impacts** - Existing service levels will be maintained.

5. Replace Tanks and Add Lights at Balls Ford Road Facility

Expenditure	\$45,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. Description** - This initiative will replace the used oil and antifreeze tanks at the Balls Ford Road Facility. Also, light poles will be installed in the citizen convenience and yard waste processing areas.
- b. Service Level Impacts** - The original tanks were purchased when the facility opened in 1995. Replacement will help the facility adhere to the state facilities permit requirements regarding spill prevention control. Lights in the processing areas will provide a more safe and secure facility for citizens and county employees.

6. Recycling Education

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

- a. Description** - This initiative will support recycling education events, including the annual Recycles Day event, the annual Compost Awareness Day event and community special events. Donations from private community partners offset the costs of these events.
- b. Service Level Impacts** - The events engage citizens and emphasize the importance of recycling and composting in our community. Increased recycling and composting helps to extend the life of the landfill.

7. Revenue Adjustment

Expenditure	\$0
Revenue	\$302,020
General Fund Impact	\$0
FTE Positions	0.00

- a. Description** - This adjusts the Solid Waste revenue budget by 2% due to growth due to commercial and residential growth.
- b. Service Level Impacts** - Existing service levels will be maintained.

Buildings & Grounds

Provide building maintenance services to over 125 owned facilities and selected leased properties; landscaping, grounds maintenance, paving repair and installation, and moving services; custodial services for over one million square feet; and mail and printing services supporting the needs of the County government. Provide 24/7 operation and responsive emergency support to address natural or manmade disasters. Snow removal to keep the County functional is a major effort. Our work is done with an efficient combination of in-house and contract staff.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Cost per square foot for custodial services	\$2.22	\$2.31	↑	\$2.30	\$2.31
Routine maintenance work requests completed within ten (10) working days	—	—		—	73%
Cost per square foot for building maintenance program service	\$3.54	\$3.06	↓	\$3.40	\$3.06
Printing jobs completed on time	—	—		—	95%
Routine grounds maintenance requests completed within ten (10) working days	—	—		—	97%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Building Maintenance	\$4,690,930	\$4,398,755	\$4,746,595	\$4,942,525
Work orders	4,933	5,072	4,920	4,920
Grounds Maintenance	\$1,512,725	\$1,122,668	\$1,026,321	\$1,052,994
Grounds work requests	665	798	675	798
Custodial Services	\$2,459,975	\$2,474,592	\$2,696,996	\$2,773,094
Square footage maintained	1,068,964	1,068,964	1,068,630	1,068,964

Program Activities & Workload Measures (continued)

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
Graphics Arts and Print Shop	\$653,466	\$679,331	\$647,872	\$671,037
Copies produced in-house	8.1m	7.2m	7.5m	7.2m
Printing jobs completed	1,388	1,241	1,300	1,241
Mail Room and Courier Service	\$356,135	\$246,382	\$359,441	\$353,131
Total pieces of mail handled	1.4m	1.3m	1.4m	1.4m
Security	\$0	\$712,698	\$696,509	\$709,797
Citizen meetings supported by guard service	—	95%	85%	88%
Alarms and access devices work orders	—	—	—	830

A. Budget Initiatives

1. Contract Increases and Facility Maintenance Costs

Expenditure	\$206,006
Revenue	\$0
General Fund Impact	\$206,006
FTE Positions	0.00

a. **Description** - This initiative includes the following budget adjustments:

- **Grounds Maintenance** (\$84,850) - Contract increase for landscaping/mowing services, snow removal, lot sweeping, tree removal and storm damage support; non-cyclic asphalt and concrete projects and other related services. The five year plan impact is \$424,250, FY 15 through FY 19.
- **Unarmed Security Guards** (\$58,256) - Contract increase for unarmed security guard services at County facilities. The five year plan impact is \$291,280, FY 15 through FY 19.
- **Custodial** (\$48,500) - Contract increase for custodial services at County facilities. The five year plan impact is \$242,500, FY 15 through FY 19.
- **Additional Facility Maintenance Costs** (\$14,400) - Several County facilities require additional funding for maintenance support and supplies, including the Fleet facility, Animal Shelter grounds and Police impound lot grounds. Custodial supplies at the Manassas Senior Center and building maintenance at the Gar-field fuel facility. The five year plan impact is \$72,000, FY 15 through FY 19.

b. **Service Level Impacts** - Existing service levels will be maintained.

2. Preventive MRSA Treatments and Pest Control

Expenditure	\$74,800
Revenue	\$0
General Fund Impact	\$74,800
FTE Positions	0.00

a. **Description** - This initiative includes the following budget adjustments:

- **Preventive MRSA Treatment** (\$46,800) - Costs for preventive MRSA treatment of public safety exercise facilities. MRSA was detected at the Public Safety Training Center in FY 11 and preventive cleanings will help to mitigate risk of future occurrences. The five year plan impact is \$234,000, FY 15 through FY 19.
- **Pest Control/Bed Bug Removal Contract** (\$28,000) - Costs for pest control and ongoing inspection of County facilities. The five year plan impact is \$140,000, FY 15 through FY 19.

b. **Service Level Impacts** - Funding preventive MRSA treatments will reduce the potential for MRSA outbreaks in County facilities. The pest control contract will ensure ongoing inspection and treatment of County facilities.

3. Advanced Staffing for Montclair and Gainesville Libraries

Expenditure \$47,064

Revenue \$0

General Fund Impact \$47,064

FTE Positions 2.00

a. **Description** - This initiative funds advanced staffing of two full-time equivalent positions for the Montclair and Gainesville community libraries. The new positions include a Maintenance Mechanic II and a Maintenance Worker. In FY 15, the positions are half year funded and the total cost includes salary and benefits. The five year impact is \$423,576, FY 15 through FY 19.

b. **Service Level Impacts** - The positions will support the facility maintenance at both libraries.

Property Management

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customers satisfied with overall project management	99%	98%	↓	97%	98%
Average cost per square foot of leased space	\$16.31	\$16.74	↑	\$18.50	\$16.86
Cost avoidance realized by redeploying surplus items	—	\$184,079		—	\$175,000

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Property Management	\$1,634,011	\$2,221,843	\$1,302,002	\$1,336,080
Projects completed	—	405	—	350
Energy Management	\$4,256,368	\$2,982,524	\$3,122,813	\$3,023,022
Annual facility electric cost per square foot	\$1.72	\$1.67	\$1.72	\$1.72
Real Estate	\$5,614,768	\$5,909,507	\$6,018,883	\$6,433,483
Commercial square feet leased	322,404	323,094	325,000	331,094
Records Management	\$428,138	\$119,967	\$134,466	\$136,898
Boxes delivered/picked up	—	4,497	4,000	4,000
Records checked in/checked out	13,576	14,638	11,000	14,000

A. Budget Initiatives

1. Additional Funding for Leased Space

Expenditure	\$313,965
Revenue	\$0
General Fund Impact	\$313,965
FTE Positions	0.00

a. **Description** - This initiative includes the following increases:

- **Lease Cost Escalation** (\$190,203) - Funds lease contract escalations for existing County leased space. General fund impact is \$951,015, FY 15 through FY 19.
- **Additional Space for Community Services** (\$123,762) - Funds to support additional leased space for Community Services' Intellectual Disability Case Management program approved in [BOCS Resolution 13-700](#). In FY 16 the cost of the lease will escalate to \$127,475 per year. The five year impact is \$618,810, FY 15 through FY 19.

b. **Service Level Impacts** - Additional funding will fully fund the lease budget.

Neighborhood Services

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Founded current year Property Code Enforcement cases resolved or moved to court action within 100 days	96.3%	96.0%	↔	94.0%	94.0%
Average litter rating for designated County roads (Note: one represents no visible trash and five represents a trash dumping site)	1.23	1.39	↑	1.45	1.45
First inspection of complaint within five days	85%	86%	↔	75%	86%
Average time to resolve cases (calendar days)	—	30		40	35

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Litter Control	\$648,647	\$671,739	\$747,726	\$747,775
Tons of trash removed by County Litter Crew	182.22	173.99	170.00	170.00
Illegal signs removed from State right-of-way	21,638	10,938	15,000	12,500
Landscaping	\$306,241	\$321,727	\$277,000	\$277,000
Landscaping areas maintained	44	38	44	39
Acres of medians and rights-of-way maintained	23	23	23	27
Property Code Enforcement	\$2,300,023	\$2,329,318	\$2,620,697	\$2,673,312
Total cases resolved	6,111	4,608	4,200	4,600
Total inspections conducted	13,701	11,505	11,000	11,000

Mission Statement

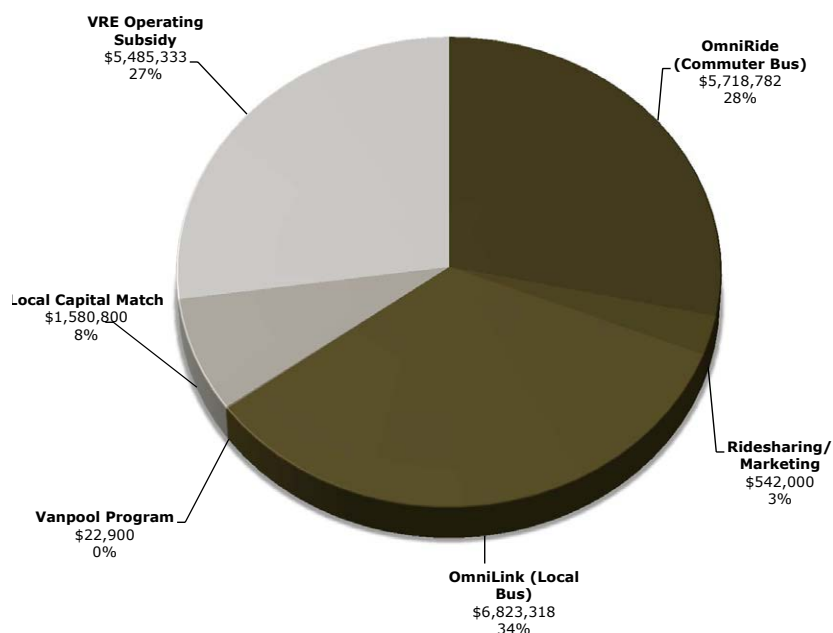
The Potomac and Rappahannock Transportation Commission (PRTC) is a multi-jurisdictional agency representing Prince William, Stafford and Spotsylvania Counties and the Cities of Manassas, Manassas Park and Fredericksburg. Located in Virginia about 25 miles southwest of Washington, D.C., PRTC provides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

For more information go to www.prtctransit.org

Expenditure Budget: \$20,173,133

Programs:

- OmniRide (Commuter Bus): \$5,718,782
- Ridesharing/Marketing: \$542,000
- OmniLink (Local Bus): \$6,823,318
- Vanpool Program: \$22,900
- Local Capital Match: \$1,580,800
- VRE Operating Subsidy: \$5,485,333



Community Development Expenditure Budget \$161,724,975

Mandates

There are no state or federal mandates 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.

HB [2313](#) passed by the Virginia General Assembly in 2013 requires that Prince William County 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 or debt service payments and federal or state grants. If the County does not expend or disburse this amount, the County shall not be the direct beneficiary of any of the revenues generated by the state taxes and fees imposed by HB [2313](#) in the immediately succeeding year. The three year average disbursements for transportation purposes for the County is \$25,489,910 of which \$15,646,208 was expended for PRTC bus and rail subsidies. The source of funds for the bus and rail subsidies is the 2.1% wholesale motor fuels tax.

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
PWC Net Local Transit Expenditure PRTC					
1 PRTC Admin Subsidy*	\$0	\$0	\$0	\$0	—
2 OmniRide (Commuter Bus)	\$2,381,847	\$3,868,221	\$5,542,536	\$5,718,782	3.18%
3 Ridesharing/Marketing	\$664,100	\$652,000	\$557,000	\$542,000	-2.69%
4 OmniLink (Local Bus)	\$6,112,853	\$6,364,465	\$7,508,164	\$6,823,318	-9.12%
5 Vanpool Program	\$0	\$0	\$0	\$22,900	—
6 Local Capital Match	\$689,995	\$1,099,800	\$952,000	\$1,580,800	66.05%
PRTC Sub-Total	\$9,848,795	\$11,984,486	\$14,559,700	\$14,687,800	0.88%
7 VRE Operating Subsidy	\$5,495,551	\$5,687,222	\$5,748,203	\$5,485,333	-4.57%
8 VRE Debt Service - Bi-Level Railcars	\$363,456	\$0	\$0	\$0	—
VRE Sub-Total	\$5,859,007	\$5,687,222	\$5,748,203	\$5,485,333	-4.57%
Total Expenditures	\$15,707,802	\$17,671,708	\$20,307,903	\$20,173,133	-0.66%

Recurring Funding Sources

1 Fuel Tax Receipts	\$13,139,828	\$14,250,517	\$15,315,213	\$15,236,014	-0.52%
2 Interest on Investments	\$5,000	\$5,000	\$5,000	\$5,000	0.00%

One-Time Revenues

1 Trust Fund Balance	\$8,466,775	\$12,608,614	\$15,779,882	\$14,346,280	-9.08%
2 Operating Fund Balance	\$3,220,232	\$1,965,132	\$2,138,399	\$0	-100.00%
3 Use of Virginia Railway Express Railcar Reserve	\$363,456	\$0	\$0	\$0	—
4 Spotsylvania Deferred VRE/PRTC Subsidy	\$0	\$985,598	\$0	\$0	—
5 Surplus in First Year of Five Year Plan	(\$9,487,489)	(\$12,143,153)	(\$12,930,591)	(\$9,414,161)	-27.19%
Net General Tax Support	\$0	\$0	\$0	\$0	—

*Note: FY 15 PRTC Administrative Subsidy of \$246,700 has been reallocated to OmniRide (46%) and OmniLink (54%).

Future Issues

Evolving Requirements of Title VI of the Civil Rights Act Pertaining to Public Transportation - Title VI of the Civil Rights Act requires recipients of federal transit funds to establish a plan to insure that there is no discrimination based on race, color or national origin in federally supported programs. In October 2012, the federal government issued new guidance on the subject - enumerating planning, policy analysis and service delivery requirements. Grantees must create updated plans to account for the new guidance no later than April 1, 2015. PRTC has commenced work on its update in conjunction with VRE staff.

PRTC's current Title VI practice has been to conduct analyses of prospective fare and service changes so comparisons are within a service type (e.g., OmniRide) rather than across service types. While PRTC envisions the update emulating this approach, it remains to be seen whether the Federal Transit Administration will accept that approach, or insist on more all-encompassing analysis across service types common to a particular service provider. If analysis across service types ends up being required, there is greater potential for claims of discrimination.

VRE Capital Investments - System Projects vs. Jurisdictionally Sponsored Projects - VRE-related capital projects have been distinguished in this fashion since VRE's inception. "System investments" are those that VRE's member governments collectively sponsor, while "jurisdictionally sponsored investments" are those that individual member jurisdictions sponsor. For reasons described next, this distinction is becoming harder to make and thus a reexamination of this issue is looming.

First, the incidence of riders boarding at certain stations who reside outside that jurisdiction is growing (e.g. Broad Run), such that station/parking improvements benefit more than one jurisdiction's residents. Second, the statute levying taxes for regional transportation investments (HB 2313) requires careful accounting of which jurisdictions' residents benefit from each investment to insure that, over time, taxpayers are receiving value commensurate with the investments they have made.

Jointly Sponsored PRTC Bus Services - An Assessment of the Current Local Cost-sharing Model - The only bus service PRTC operates that is jointly sponsored locally is the OmniLink service on the western side of the County, which serves Prince William County and the cities of Manassas and Manassas Park. Local costs are shared using a formula weighted 40% by the residency of riders and 60% based on the population.

An unintended consequence of this model is that the subject service is limited by the lowest level of financial support a sponsoring jurisdiction is willing to provide (for many years, that has been the City of Manassas). This explains, in part, why the frequency and duration of the westerly OmniLink routes are more limited than those on the eastern side of the County. That difference also reflects the fact that development densities are generally higher in the area served by the easterly routes and the easterly area has a higher incidence of "transit dependent" riders. However, the willingness of the joint sponsors of the westerly routes to fund service unmistakably plays a part.

Looking ahead, the policy question - whether the level of service offered on the westerly routes should continue to be limited to only as much as the least willing local sponsor is prepared to fund - could become a bone of contention. Already, residents in the area served by the westerly routes repeatedly ask PRTC why they do not provide service comparable to what is provided elsewhere in the County.

It should also be said in the context of this discussion that the County is the sole local sponsor of the OmniRide services, including services that have a sizable number of Manassas and Manassas Park riders. However, the routes are configured to best serve County residents and the routes must be operated in an "open door" fashion such that anyone wanting to ride them can do so without discrimination because they are federally and state supported.

General Overview

A. PRTC Expenditures - The County share of PRTC expenditures is made up of three parts: PRTC bus and administrative operations, VRE and PRTC capital expenditures. System generated revenues (such as fares, advertising, interest earnings and other incidentals) that support bus and rail operations do not fully cover operating expenditures in providing these transportation services. The difference between operating expenditures and system generated revenues (referred to as subsidy) is made up utilizing a 2.1% tax on the price of motor fuels sold by distributors to retailers in the County and fuel tax fund balance, coupled with state and federal funding. In addition, 100% of system capital expenditures (e.g. equipment purchases) must be funded with a combination of federal and state grants and the 2.1% motor fuels tax.

The County funds 100% of the local subsidies required for OmniRide and Metro-Direct routes. Local subsidies for the eastern OmniLink routes are funded 100% by the County, while the subsidies for the western OmniLink routes are shared with the Cities of Manassas and Manassas Park on a 60% population, 40% ridership basis. This percentage was calculated based on a survey of riders conducted in the fall of 2013 to establish “residency” shares (the County had 41% of the ridership) and updated population estimates from the Weldon Cooper Center for Public Service at the University of Virginia. For FY 15, the local subsidy percentage for the County’s share of westerly OmniLink services is 69.32%. The County’s overall subsidy percentage for OmniLink is 93.39%.

Total subsidy requirements in FY 15 for both PRTC and VRE are \$20.2 million, a decrease of \$135K or less than 1% than the FY 14 budget. Of this amount PRTC utilizes 73% of the total subsidy and VRE the remaining 27%.

PRTC’s subsidy requirements have increased by \$128K in FY 15 to \$14.7 million or less than 1% compared to the FY 14 budget.

VRE subsidy requirements decreased by \$262,870 in FY 15 to \$5.5 million or 4.6% compared to the FY 14 budget due to the percentage share of the County’s residents riding VRE trains rising less compared to other participating jurisdictions percentage shares during the annual ridership survey conducted in October 2013.

1. Bus and Administrative Operations - Bus and administrative operations over the six year plan are shown in *Table A: Bus and Administrative Operations*:

Table A: Bus and Administrative Operations						
	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
Administration	\$1,107,200	\$1,041,700	\$1,084,000	\$1,107,600	\$1,148,500	\$1,191,600
OmniRide	\$21,126,200	\$21,942,700	\$23,144,300	\$24,223,300	\$25,390,300	\$26,618,100
OmniLink	\$9,711,500	\$10,083,100	\$10,490,600	\$10,818,400	\$11,214,000	\$11,634,400
Marketing/Ridesharing	\$1,150,600	\$1,183,600	\$1,225,100	\$1,257,200	\$1,298,200	\$1,342,400
Vanpool Incentive Program	\$1,217,200	\$1,509,500	\$1,675,200	\$1,679,100	\$1,686,800	\$1,696,100
Total Operating Expenses	\$34,312,700	\$35,760,600	\$37,619,200	\$39,085,600	\$40,737,800	\$42,482,600
County Subsidy Percentage	38.2%	38.6%	39.7%	38.4%	39.7%	38.7%

- **Administration** - A combined three percent cost of living/merit adjustments for PRTC employees in FY 15 have been included contingent upon how PRTC member governments choose to handle these adjustments for their own staffs. In addition, one additional full-time equivalent (FTE) customer service agent position has been included in the FY 15 budget beginning in January 2015 for the Customer Service department in case it is needed to maintain call waiting and other call center performance standards. It remains to be seen whether technological enhancements such as computer aided dispatch and the automated vehicle locator system targeted for completion in FY 14 will lessen the need for this position. A final determination will be made once the project has been completed. If the position is added, it will increase the total number of FTEs handling calls in customer service from 6.5 to 7.5 FTEs and would increase the total of PRTC FTEs from 53 in FY 14 to 54 in the second half of FY 15. The partial year for this additional position is included at a cost of \$39,100 (salary and fringes). The County's share is 93% or \$36,400.

- **OmniRide Bus Service Expansions** - The following bus service expansions are provided for in the six year plan.

- Additional Service on I-95 During the Express Toll Lanes Construction - During the development of the I-95 Express Toll Lanes Plan a number of PRTC's existing express bus service trips were experiencing overcrowding. PRTC and the Virginia Department of Rail and Public Transportation (DRPT) agreed to remedy this situation by PRTC deploying retirement age buses with the understanding that DRPT would bear both the operating and the capital expense for the acquisition of replacement buses for this service beginning in FY 15. PRTC's adopted budget assumes state funding for 55% of the gross operating costs of the additional revenue hours (i.e. the hours that the bus is picking up and discharging riders) that were added to provide overcrowding relief, 45% from farebox recovery and 100% funding for the acquisition of the four buses to replace the retirement aged buses PRTC deployed: *Reference Table A1: Additional Service on I-95:*

Table A1: Additional Service on I-95						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Additional Revenue Hours	16.5	16.5	16.5	16.5	16.5	16.5
County Subsidy	\$0	\$0	\$0	\$0	\$0	\$0

- Retention of Saturday Metro-Direct Service - For the past few months, PRTC has been operating Saturday Metro-Direct service linking eastern Prince William County with the Franconia-Springfield Metrorail station. Subsidies for this service are currently being funded by the Virginia Megaprojects office as an I-95 express toll lanes mitigation project. Megaprojects funding will cease in May 2014 because weekend construction of the express toll lanes project in the area traversed by this route is scheduled to be completed. PRTC is proposing to retain this as locally funded service in FY 15 because it is one of the most frequently requested service additions requested by PRTC riders. Service will run every 90 minutes between 7:30 a.m. and 11:00 p.m. and is expected to average 300 riders per day. The County's share of the subsidy is shown in *Table A2: Saturday Metro-Direct Service:*

Table A2: Saturday Metro-Direct Service						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Additional Revenue Hours	16	16	16	16	16	16
County Subsidy	\$67,064	\$65,855	\$67,889	\$69,476	\$68,780	\$67,956

- **OmniRide Bus Service Adjustments** - The following OmniRide service adjustments are provided for in the six year plan:

- OmniRide Route Restructuring - In July 2010, the Commission endorsed a multi-staged route restructuring plan in anticipation of the extension of the I-66 High Occupancy Vehicle lanes (now completed), the new commuter park-ride lot at the junction of the Prince William Parkway and I-66 (Cushing Road) and the

planned opening of the first phase of the Metrorail Silver Line. The first stage (to serve the park-ride lot) and the second stage (the launch of the new Gainesville to DC route) were implemented on July 8, 2013 and November 4, 2013, respectively, while the last stage (rerouting of the Linton Hall and Manassas Metro-Direct services to Tysons instead of the West Falls Church Metrorail station) will be implemented when the first phase of the Metrorail Silver line opens in the spring of 2014. This means that the Linton Hall and the Manassas Metro-Direct extension to Tysons will be operational for all of FY 15. The County's share of the subsidy is shown in *Table A3: OmniRide Route Restructuring*.

Table A3: OmniRide Route Restructuring						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Daily Revenue Hours	5.14	5.14	5.14	5.14	5.14	5.14
County Subsidy	\$58,907	\$62,040	\$68,972	\$65,474	\$71,271	\$67,080

- **Contingency Hours** - An additional 14 daily revenue hours are included as part of the FY 15 budget and ten daily revenue hours each year thereafter in the six year plan to adjust schedules as necessary to compensate for slowing traffic and associated on-time performance challenges. These hours are used as necessary during PRTC's twice-annual schedule adjustments. There are no additional buses required.
- **Tysons Express Route** - This route is currently subsidized through the Virginia Megaprojects office as an express toll lanes construction mitigation project. No local subsidy is included in the FY 15 adopted budget to sustain this service. Ridership is approximately 140 per day with riders paying one-half fare. State subsidies for this route will end around the end of calendar 2014. It is expected that ridership would drop if full fares were instituted. Moreover, Fairfax County recently implemented service from the Lorton VRE station to Tysons with lower fares and more frequent service than PRTC. Should no other source of funding materialize, this should lessen the impact on existing riders.

2. PRTC Capital Expenditures - The PRTC capital expenditure plan is shown in *Table B: PRTC Capital Expenditures*:

Table B: PRTC Capital Expenditures						
	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
Bus Replacement/Rehab/Other Capital (State)	\$3,915,700	\$10,419,400	\$17,828,600	\$888,000	\$5,801,200	\$2,500,800
Bus Replacement/Rehab/Other Capital (PWC)	\$1,580,800	\$1,525,600	\$1,539,100	\$1,967,100	\$3,028,000	\$2,186,000
Bus Replacement/Rehab/Other Capital (Federal)	\$39,100	\$2,317,600	\$841,700	\$417,700	\$1,829,600	\$1,645,700
Bus Replacement/Rehab/Other Capital (Bond Proceeds)	\$0	\$245,200	\$7,578,600	\$0	\$1,231,200	\$521,900
Bus Replacement/Rehab/Other Capital (NVTAR Regional)	\$0	\$14,625,100	\$0	\$0	\$0	\$0
Capital Carryover (PWC)	\$0	\$0	\$571,700	\$0	\$0	\$0
Total Capital Expenditures	\$5,535,600	\$29,132,900	\$28,359,700	\$3,272,800	\$11,890,000	\$6,854,400
County Subsidy Percentage	28.6%	5.2%	5.4%	60.1%	25.5%	31.9%

- **OmniRide Expansion Buses** - Purchases of expansion buses over the six year plan are shown in *Table C1: OmniRide Expansion Buses*. Four MCI (over-the-road) buses are funded in FY 15. These four buses are 100% state-funded due to the fact that PRTC deployed retirement age buses to ease OmniRide overcrowding while the I-95 Express Toll Lanes plan was being prepared, which the Department of Rail and Public Transportation agreed warranted state funding.

	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Expansion Cost	\$2,506,000	\$0	\$0	\$0	\$0	\$0
Federal Share of Expansion Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Expansion Cost	\$2,506,000	\$0	\$0	\$0	\$0	\$0
PWC Local Match	\$0	\$0	\$0	\$0	\$0	\$0
# Buses	4	0	0	0	0	0
County Subsidy Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

- **OmniRide Replacement Buses** - Purchases of replacement buses reaching retirement age over the six year plan are shown in *Table C2: OmniRide Replacement Buses*. While the Federal Transit Administration (FTA) standards are 12 years for the use of federal funds for bus replacement purchases, OmniRide 45 foot buses of the “over-the-road” coach design are kept in service for 16 years. OmniRide buses that are conventional “transit bus” design are replaced when they are 12 years old due to their less sturdy construction. Keeping the over-the-road coaches in service for 16 years increases the return on investment and is possible because most mileage is on well-maintained interstate highways, the coaches are used on weekdays only, the buses receive mid-life overhauls and a rigorous preventative maintenance program is in place. Of the 56 OmniRide buses programmed for replacement over the six year plan 51 are the 45 foot “over-the-road” coach design. The remaining five are the 40 foot “transit” bus design. In general, replacement buses will be acquired using mostly state and local funding because the Moving Ahead for Progress in the 21st Century (MAP-21) funding and authorization bill substantially reduced the magnitude of federal formula funding PRTC received. Replacement buses do not qualify for Northern Virginia Transportation Authority (NVTA) regional funding but do qualify for the “Tier 1” state funding share of 68% of the total cost of the bus. In order to ensure that buses are not kept beyond their retirement age, the six year plan provides debt financing for the County’s share of the local match for 55 buses in order to spread the expense.

	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Replacement Cost	\$0	\$1,766,400	\$25,254,800	\$468,400	\$5,640,800	\$3,631,000
Federal Share of Replacement Cost	\$0	\$800,000	\$800,000	\$374,700	\$1,785,300	\$1,600,000
State Share of Replacement Cost	\$0	\$721,200	\$16,304,500	\$93,700	\$2,764,600	\$1,509,100
Local Carryforward	\$0	\$0	\$571,700	\$0	\$0	\$0
PWC Local Match (Bond Proceeds)	\$0	\$245,200	\$7,578,600	\$0	\$1,090,900	\$521,900
# Buses	0	4	38	1	8	5
County Subsidy Percentage	0.0%	13.9%	30.0%	0.0%	19.3%	14.4%

- OmniLink Replacement Buses** - Purchases of replacement buses over the six year plan are shown in *Table C3: OmniLink Replacement Buses*. An OmniLink bus has a federally prescribed average life expectancy of ten years. The six year plan also assumes a retirement age of ten years or 350,000 miles whichever comes first. No increased replacement life expectancy is assumed for OmniLink buses because they are used more intensively, are subject to stop and go traffic and they traverse streets that are not as well maintained as interstate roadways. Due to the lead time between contract and delivery, funding is budgeted two years prior to anticipated delivery. They will replace 2006 and 2010 model year buses respectively. As with OmniRide buses, in order to ensure that buses are not kept beyond their retirement age, the six year plan provides debt financing of the County's share of the local match beginning in FY 19.

Table C3: OmniLink Replacement Buses						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
PWC Share of Replacement Cost*	\$1,559,000	\$0	\$0	\$0	\$438,600	\$0
Federal Share of Replacement Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Replacement Cost	\$1,060,100	\$0	\$0	\$0	\$298,300	\$0
PWC Local Match	\$498,900	\$0	\$0	\$0	\$140,300	\$0
# Buses	4	0	0	0	1	0
County Subsidy Percentage	32.0%	0.0%	0.0%	0.0%	32.0%	0.0%

* OmniLink bus replacements are shared with the Cities of Manassas and Manassas Park.

- Bus Rehabilitation and Powertrain Replacements** - Expenditures for mid-life bus overhauls including powertrain replacements are shown in *Table D: Bus Overhauls and Powertrain Replacements*. Mid-life overhauls of 45 foot "over the road" coaches are programmed when they reach eight years old and the 40 foot "transit" buses when they reach six years old.

Table D: Bus Overhauls and Powertrain Replacements						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Bus Overhaul Costs	\$0	\$2,403,500	\$2,003,200	\$927,200	\$3,756,300	\$1,229,500
# Buses	0	11	9	4	17	5
Powertrain and Engine Replacements/Extended Warranties/Line Inspections Costs	\$112,900	\$273,700	\$227,900	\$179,000	\$356,300	\$189,600
Federal Share	\$0	\$0	\$0	\$0	\$0	\$0
State Share	\$19,200	\$1,681,000	\$1,401,000	\$660,900	\$2,614,800	\$868,000
PWC Local Match	\$93,700	\$996,200	\$830,100	\$445,300	\$1,497,800	\$551,100
County Subsidy Percentage	83.0%	37.2%	37.2%	40.3%	36.4%	38.8%

- Western Maintenance Facility** - A western maintenance facility is needed because the existing bus maintenance facility in Woodbridge constructed in 1997 is operating well beyond its design capacity. The existing facility was originally designed to maintain and store 100 buses. A yard expansion project increased the storage capacity to 124 buses. The maintenance design capacity remains unchanged while the active bus fleet has grown to 153 buses, five of which are being stored on adjacent property. The new facility design at full build out includes a

building with eight maintenance bays and four specialty bays, limited administrative offices, a fueling station, bus washer and farebox recovery building. Limited maintenance would be performed at the western facility such as brake work and oil changes; major maintenance would continue to be performed at the PRTC Transit Center. Due to funding constraints the construction of the facility will have to be accomplished in phases. The first phase will consist of an eight-bay maintenance facility, a limited employee parking area, bus parking for 68 buses and a fleet service building with fueling and bus wash.

Total cost of the first phase of the project is estimated at \$34.7 million. Virginia DRPT grants (\$227,000), federal earmarks (\$2.3 million) and Congestion Mitigation and Air Quality funding (\$7.7 million) combined with \$347,000 in required local match (of which the County's share is 92.3% or \$320,189) totaling \$10.6 million has already been secured. The balance of \$24.1 million will be submitted as part of a state grant application (\$8.1 million) that will be used to match NVTa funding of (\$16 million) in FY 16.

PRTC has determined that initially 31 buses (26 OmniRide and 5 OmniLink) would be maintained and stored at this facility, although the facility is being designed to accommodate the 84 buses in PRTC's Long Range Plan, with ultimate capacity for 118 buses. PRTC acquired the preferred site in July 2013 after Federal Transit Administration concurrence on the appraised fair market value. In January 2014 a contract was awarded for final design, which is anticipated to be finished before the end of FY 15 after which construction can commence with occupancy no later than FY 17. Approximately \$100,000 in FY 17 and \$200,000 in FY 18 and beyond are programmed in the six year plan for facility and other operating costs.

3. **Bus Shelters** - PRTC has programmed \$281,000 (\$20,300 federal funding, \$88,700 state and \$172,000 local of which the County's share is 97.35% or \$167,495) for the installation of seven bus shelters in FY 15. A bus shelter siting plan was completed in September 2007 and is updated annually. Stops having the highest boardings or near identified neighboring uses such as schools, senior centers, libraries, clinics or hospitals receive the highest priority. This funding purchases the shelters and solar lighting (if warranted), site design and permits, site preparation and construction including any needed sidewalks, inspections and shelter installation.
4. **Vanpool Incentive Program** - PRTC is the administrative home for a regional vanpool incentive program that is expected to be financially self-supporting by FY 17. Increased Federal Transit Administration formula funding is available based on the PRTC vanpool statistics submitted to the annual National Transit Database. Because of the two year lead time for formula funding to materialize \$3.5 million has been provided by the Virginia DRPT to offset start-up expenses. In addition, \$131,800 in County local subsidy (\$22,900 in FY 15 and \$108,900 in FY 16) will be required. It is estimated that vanpool program revenues in the form of additional formula earnings will exceed program expenses by \$22,100 in FY 17, \$535,200 in FY 18, \$845,000 in FY 19 and \$1,026,000 in FY 20. Anticipated net program earnings will be used to support the County's bus expenses, reducing the strain on the 2.1% motor fuels tax.
5. **Virginia Railway Express** - The VRE FY 15 enterprise budget totals almost \$128 million: \$74.3 million in operating expenses, \$7.3 million in non-operating expenses and \$46.4 million in capital expenditures. This is a \$35 million or 37.6% increase over the FY 14 adopted budget. The FY 15 VRE operating budget funds 34 total trains (of which 32 are revenue trains) with no fare increase. Copies of the VRE FY 15 budget can be obtained from the VRE executive offices in Alexandria, Virginia.
 - **VRE Operating Expenses** - VRE's operating expenses increased \$6.9 million or 10.2% over the FY 2014 Adopted Budget. Significant increases in the FY 15 budget include the following: Mobilization costs for a potential new commuter rail contract operator (existing contract with the current operator Keolis expires in July 2015) - \$2 million; the addition of two revenue trains on the Fredericksburg line commencing with the opening of the new Spotsylvania station estimated completion in October 2014 - \$1.6 million; repairs and maintenance increases - \$707,000; salaries and benefits increases including \$266,000 for two additional full-time equivalent personnel (offset by reductions in contract services) - \$630,000; diesel fuel cost increases - \$332,000.

- **VRE Non-Operating Expenses** - VRE's non-operating expenses decreased 49.6% or almost \$7.2 million from the FY 14 budget. The decrease was almost entirely due to reductions in debt service expenses. Non-operating expenses are primarily composed of debt service and operating reserves.
- **VRE Capital Program** - VRE's capital program increased 316% or \$35.3 million over the FY 14 budget. This was due to significant increases in federal formula funding allocated to the Capital Improvement Program under MAP-21 in FY 15 (\$15.2 million); increased state funding provided under HB 2313 and a change from allocating state funding provided by the Virginia DRPT on the basis of the non-federal share of project costs to the total cost of the project with a minimum 4% local match (\$11.1 million). A total of \$5.5 million of other funding is also included. Projects include \$13.1 million for the acquisition of five expansion railcars, \$17.1 million for a heavy maintenance facility at the Crossroads Yard, \$5.3 million for equipment storage and \$2 million for installation of positive train control equipment in VRE locomotives and cab cars.
- **Fare Revenue** - Total fare revenue is projected to increase less than 1% or \$300,000 over the FY 14 budget in spite of a decrease in average daily ridership from 20,100 in FY 14 to 19,200 in FY 15. Fare revenue projections are based on the assumption that the Spotsylvania station will open in October 2014 with 1,500 parking spaces. Average daily ridership projections in the FY 14 budget were based on the assumption that the Spotsylvania station would open in January 2014 hence the average daily ridership decrease. Despite the decrease in average daily ridership a policy of 100% ticket checks instituted in July 2013 by VRE is expected to maintain VRE fare revenues.
- **Jurisdictional Subsidy** - The FY 15 VRE budget maintains the total \$16.4 million jurisdictional subsidy with no increase over the FY 14 budget level. The County's share of the VRE subsidy based on the October 2013 ridership survey is \$5,485,333, a decrease of \$262,870 or 4.6% less than the FY 14 budget. The County's share of the subsidy decreased due to the percentage share of Prince William County residents riding VRE trains rising less compared to other participating jurisdictions percentage shares in FY 15. For subsidy allocation purposes, the County has 33.4% of the total jurisdictional ridership and 33.4% of the total jurisdictional subsidy.
- **VRE Six Year Budget Subsidy Projection** - Projected subsidies are shown in *Table E: Virginia Railway Express*. Assumptions include a 3% annual jurisdictional subsidy increase programmed through FY 20. Total number of trains operated increases from 32 in FY 14 to 34 in FY 15 (with the number of revenue trains increasing from 30 to 32 in FY 15) and remains at 34 through FY 20. County subsidy amounts are calculated on VRE's budget projections contained in their six year plan but do not include local subsidy requirements for \$113 million in non-programmed projects identified by VRE during this time period.

Table E: Virginia Railway Express						
	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
Net VRE Subsidy (PWC Share)	\$5,485,333	\$6,067,343	\$6,125,798	\$5,802,691	\$6,294,226	\$6,000,095

- B. PRTC Revenues** - PRTC revenues are comprised of two parts: recurring and one-time revenues. Recurring revenues are predictable with a high degree of certainty over the six year plan. The largest recurring revenue is the motor fuel tax. The 2.1% tax is collected from the distributors of motor fuels. Historical amounts collected in Prince William County from the motor fuels tax are shown in *Table F: PRTC Tax Revenue*.

Table F: PRTC Tax Revenue

	FY 10	FY 11	FY 12	FY 13	FY 14 Revised Estimate
Percentage	2% until 12/31/09 and 2.1% thereafter	2.1%	2.1%	2.1%	2.1%
Fuel Tax	\$11,345,652	\$14,089,151	\$17,043,061	\$17,061,648	\$15,247,882

1. Recurring Revenue - Total recurring revenues in the six year plan are shown in *Table G: PRTC Recurring Revenue Forecast*.

Table G: PRTC Recurring Revenue Forecast

	FY 14 Revised Estimate	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
Fuel Tax Receipts	\$15,247,882	\$15,236,014	\$14,804,644	\$14,679,683	\$14,644,423	\$14,696,604	\$14,784,783
Van Pool 5307 (Net of Expenses)	\$0	\$0	\$0	\$22,100	\$535,200	\$845,000	\$1,026,000
Farebox (Net of Returned Checks)	\$11,462,300	\$11,393,700	\$11,974,200	\$12,308,200	\$13,606,100	\$13,984,400	\$15,356,600
Fuel Tax Interest	\$5,000	\$5,000	\$5,000	\$4,000	\$2,000	\$1,000	\$0
State Formula Assistance	\$3,114,200	\$4,807,600	\$4,807,700	\$4,807,600	\$4,807,500	\$4,807,500	\$4,807,500
State Capital Grants - Bus Repl/Engine Rebuild	\$1,437,700	\$3,915,700	\$10,419,400	\$17,828,600	\$888,000	\$5,801,200	\$2,500,800
State Ridesharing	\$151,700	\$150,600	\$150,600	\$150,600	\$150,600	\$150,600	\$150,600
State T/A/TEIF/Match to Federal Ridesharing/Intern	\$79,100	\$93,200	\$93,300	\$93,300	\$93,300	\$93,300	\$93,300
PRTC VRE Reimbursements	\$44,200	\$40,300	\$41,400	\$42,700	\$44,100	\$45,800	\$46,900
Interest Income-Operating Fund	\$1,800	\$1,700	\$3,800	\$5,500	\$7,500	\$9,000	\$11,000
Advertising Revenue	\$136,200	\$183,600	\$183,600	\$183,700	\$183,600	\$183,600	\$183,600
Federal 5307	\$2,837,600	\$2,676,700	\$2,758,300	\$2,842,300	\$2,928,800	\$3,018,000	\$3,109,800
Misc. Revenue	\$0	\$46,500	\$221,300	\$0	\$0	\$0	\$0
Total Recurring Revenue	\$34,517,682	\$38,550,614	\$45,463,244	\$52,968,283	\$37,891,123	\$43,636,004	\$42,070,883

- **Fuel Tax** - Total fuel tax revenues over the six year plan (FY 15 - FY 20) are forecast to decrease approximately 2.3% from the FY 14 to FY 19 adopted six year plan. This slight decline is due to a lower percentage of total fuel tax revenues for Prince William County compared with other PRTC jurisdictions despite slightly higher average cost per gallon per year over the prior six year plan and modest increases in consumption.
- **Farebox** - Farebox revenues should increase from \$11.4 million to \$15.4 million over the six year plan due to a programmed 10% fare increase in FY 16, FY 18 and FY 20. While no fare increase is included in FY 15, the roll-back of the maximum allowable commuter benefit from \$245 per month at the beginning of calendar 2014 to \$130 per month is equivalent to a sizable fare increase for the two-thirds of PRTC OmniRide riders who receive this benefit. For six year plan purposes, PRTC has assumed the \$130 per month commuter benefit for ridership and revenue estimation.
- **State Formula Assistance** - Additional funding provided by HB 2313 passed by the 2013 General Assembly coupled with a new formula for allocating state operating assistance of over \$160 million results in a \$1.7 million increase in FY 15 over the FY 14 budget of \$3.1 million. State formula assistance is held constant at the FY 15 level over the six year plan.

- **State Capital Assistance** - State capital assistance allocations for FY 15 and beyond were revised to reflect state participation based on the total cost of the project instead of being based on the non-federal share. All projects require a minimum 4% local match. The Commonwealth Transportation Board in December 2013 adopted the following funding levels for state participation in capital projects:

- Tier 1 - Rolling stock for replacement or expansion and related items (68%)
- Tier 2 - Infrastructure and facilities (34%)
- Tier 3 - All other e.g. support vehicles, shop equipment, spare parts, etc. (17%)

Revenue from PRTC's overall level of state capital assistance remains essentially unchanged over the adopted six year plan at approximately \$42 million.

- **Federal 5307 Formula Funding** - Federal 5307 formula funding increases slightly over the six year plan exclusive of funding generated by the vanpool incentive program. The existing federal transportation bill (MAP-21) expires on September 30, 2014. Given the length of time it took for MAP-21 to be enacted, revenue estimates in the six year plan are assumed to continue at prevailing levels with only modest out year increases.

2. One-Time Revenue - Total one-time revenues in the six year plan are shown in *Table H: One-Time Revenue*.

	FY 14 Revised Forecast	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
One-Time Revenue	\$22,936,675	\$16,197,180	\$28,332,761	\$14,063,562	\$2,666,900	\$5,328,500	\$4,455,800

- **Debt Financing for OmniRide and OmniLink Bus Purchases** - PRTC will seek debt financing of the local match for the acquisition of 55 OmniRide and one OmniLink replacement bus over the six year plan in order to ensure that buses are not kept in service beyond their retirement age. Prince William County match is shown in *Table I: PRTC Debt Financing*. Estimated debt service expense for these projects has been programmed in FY 16 through FY 20 of the six year plan.

	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
PWC Local Match from Bond Proceeds for OmniRide Bus Purchases	\$0	\$245,200	\$7,578,600	\$0	\$1,090,900	\$521,900
Number of Buses	0	4	38	0	8	5
PWC Local Match from Bond Proceeds for OmniLink Bus Purchases	\$0	\$0	\$0	\$0	\$140,300	\$0
Number of Buses	0	0	0	0	1	0

- **Federal Capital Assistance** - Federal capital assistance to PRTC decreases \$7.5 million over the adopted six year plan. MAP-21 significantly lessened federal capital assistance for bus only systems. Funding that was available previously for bus purposes was halved by MAP-21 and turned into a formula grant program. Equally significant, funding that was previously received under prior authorizations for express bus services in HOV lanes was lost when HOV lanes were eliminated from the federal definition of fixed guideway. For six year plan purposes federal capital assistance has been assumed to continue at prevailing levels.

- C. PRTC Six Year Plan** - There is sufficient motor fuels tax funding to maintain bus and rail operations and fund the County's share of projected bus and base rail capital needs through FY 16. Annual revenues from the 2.1% motor fuels tax continue to fall short of the combined VRE and PRTC annual subsidies resulting in PRTC utilizing prior year fund balances to bridge the gap. Overall, recurring revenues fund just 75% of current subsidies in FY 15.

There remain two significant uncertainties which could impact PRTC six year plan estimates. The first is the composition of a successor transportation bill to MAP-21 which expires on September 30, 2014. As noted above MAP-21 significantly lessened federal capital assistance for bus systems and funding for bus service in HOV lanes. Whether the new authorization can be completed in time to impact the FY 16 budget and restore some or all of the previous level of bus funding remains to be seen. The second is the commuter benefit reduction from \$245 per month in calendar 2013 to \$130 per month in calendar 2014. Restoration by Congress in calendar 2014 would provide a more favorable fare revenue variance for PRTC than has been assumed in FY 15 and the six year plan but this too remains uncertain.

No general fund subsidies or NVTA local funding for transit is assumed in the County's five year plan. The Board of County Supervisors on April 15, 2014 created a task force of appropriate experts to investigate all available options that would avert a projected shortfall in FY 17. PRTC expenditures and revenues in the six year plan are shown below in *Table J: PRTC Six Year Plan*.

Table J: PRTC Six Year Plan						
	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
Bus and Admin Operations	\$34,312,700	\$35,760,600	\$37,619,200	\$39,085,600	\$40,737,800	\$42,482,600
Capital Expenditures	\$5,535,600	\$29,132,900	\$28,359,700	\$3,272,800	\$11,890,000	\$6,854,400
Virginia Railway Express	\$5,485,333	\$6,067,343	\$6,125,798	\$5,802,691	\$6,294,226	\$6,000,095
Sub-Total Expenditures	\$45,333,633	\$70,960,843	\$72,104,698	\$48,161,091	\$58,922,026	\$55,337,095
Recurring Revenues	\$38,550,614	\$45,463,244	\$52,968,283	\$37,891,123	\$43,636,004	\$42,070,883
One-Time Revenues	\$16,197,180	\$28,332,761	\$14,063,562	\$2,666,900	\$5,328,500	\$4,455,800
Sub-Total Revenues	\$54,747,794	\$73,796,005	\$67,031,845	\$40,558,023	\$48,964,504	\$46,526,683
Surplus (Deficit)	\$9,414,161	\$2,835,162	(\$5,072,853)	(\$7,603,068)	(\$9,957,522)	(\$8,810,412)

Program Summary

Commuter Bus Service (OmniRide)

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Complaints per 10,000 passenger trips	8.1	6.8	↓	8.0	8.0
Farebox recovery	57.9%	61.1%	↑	47.4%	45.3%
Passenger trips per vehicle revenue hour	23.5	22.5	↓	19.5	19.2
PWC local subsidy per passenger trip	\$1.09	\$1.82	↑	\$2.51	\$2.57

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Commuter Bus Service (OmniRide)	\$2,381,847	\$3,868,221	\$5,542,536	\$5,718,782
Passenger trips	2,365,366	2,258,836	2,301,112	2,319,436

Local Bus Services (OmniLink)

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Complaints per 10,000 passenger trips	5.8	5.6	↓	5.25	5.25
Farebox recovery	9.6%	9.0%	↓	7.9%	7.9%
Passenger trips per vehicle revenue hour	16.6	15.7	↓	15.9	15.7
PWC local subsidy per passenger trip	\$6.11	\$6.58	↑	\$7.33	\$6.74

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Local Bus Service (OmniLink)	\$6,112,853	\$6,364,465	\$7,508,164	\$6,823,318
Passenger trips	1,079,274	1,028,317	1,068,445	1,056,099

Commuter Rail Services (Virginia Railway Express)

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Trips on-time	95%	96%	↑	92%	92%
Cost recovery ratio	57%	58%	↑	54%	50%
Passenger trips per vehicle revenue hour	72.4	69.8	↓	75.5	73.0
Local subsidy (all jurisdictions) per passenger trip	\$3.39	\$3.54	↑	\$3.27	\$3.38

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Virginia Railway Express	\$5,859,007	\$5,687,222	\$5,748,203	\$5,485,333
Passenger trips	4,702,161	4,643,898	5,045,100	4,857,600

Ridesharing Services

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Annual vehicle trips reduced by slugging/carpool/vanpools	3,161,990	4,465,557	↑	3,266,032	3,365,326

↑ Trending Upward

↔ Stable

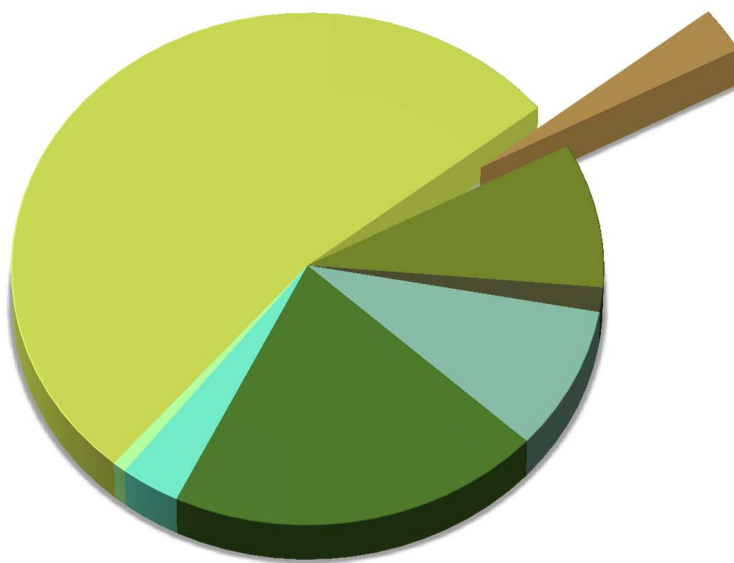
↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Ridesharing Services	\$664,100	\$652,000	\$557,000	\$542,000
Carpool, vanpool, slugging trips	4,346,664	4,809,053	4,611,952	5,254,532
Customer inquiries	107,471	89,321	90,584	92,000

Mission Statement

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



Expenditure Budget:
\$4,660,522

2.9% of Community Development

Programs:

- Administration: \$114,753
- Planning & Programming: \$4,545,768
- Capital: \$0 (Costs recovered from projects)

Community Development Expenditure Budget
\$161,724,975

Mandates

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

TRANSPORTATION

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Administration	\$361,661	\$547,882	\$80,136	\$114,753	43.20%
2 Capital	\$255,849	\$278,847	\$409,074	\$0	-100.00%
3 Planning & Programming	\$4,180,849	\$4,250,393	\$4,252,188	\$4,545,768	6.90%
Total Expenditures	\$4,798,359	\$5,077,121	\$4,741,399	\$4,660,522	-1.71%

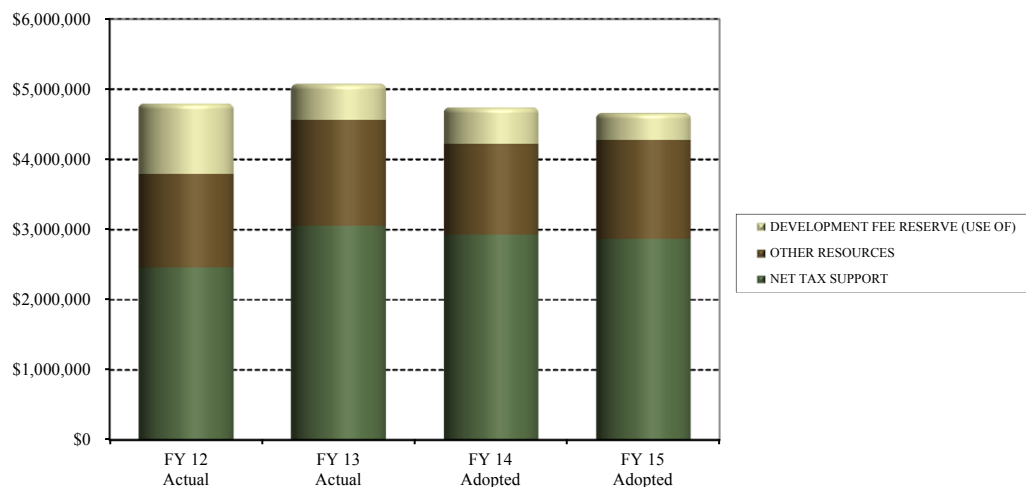
Expenditure by Classification

1 Personal Services	\$1,674,048	\$1,659,807	\$3,553,577	\$3,675,515	3.43%
2 Fringe Benefits	\$549,120	\$601,032	\$1,220,300	\$1,218,590	-0.14%
3 Contractual Services	\$4,735	\$119,145	\$140,968	\$150,856	7.01%
4 Internal Services	\$146,723	\$157,968	\$188,369	\$203,175	7.86%
5 Other Services	\$1,570,295	\$1,691,559	\$1,910,380	\$2,115,757	10.75%
6 Capital Outlay	\$0	\$0	\$20,776	\$77,094	271.07%
7 Leases & Rentals	\$199,944	\$74,165	\$61,374	\$55,866	-8.97%
8 Reserves & Contingencies	\$0	\$0	(\$2,636,716)	(\$3,053,040)	15.79%
9 Transfers Out	\$653,493	\$773,446	\$282,370	\$216,709	0.00%
Total Expenditures	\$4,798,359	\$5,077,121	\$4,741,399	\$4,660,522	-1.71%

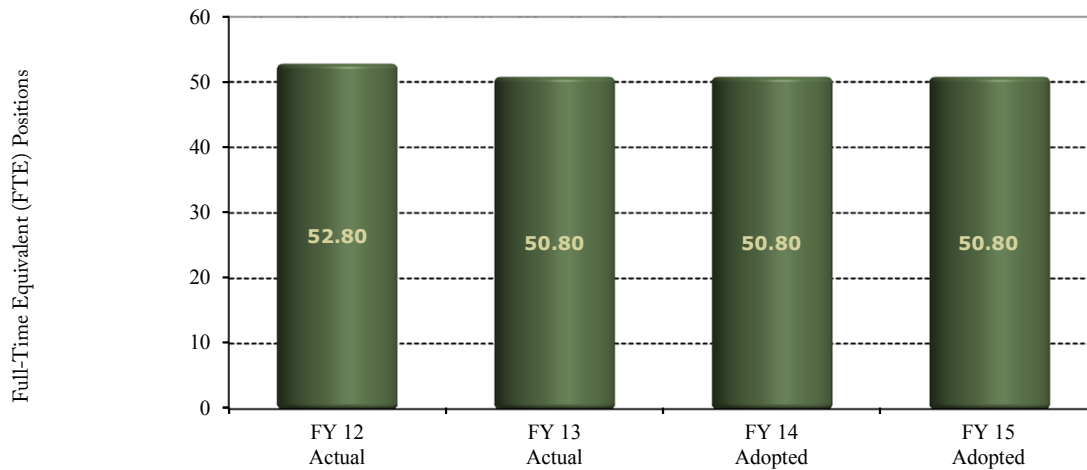
Funding Sources

1 Permits Priv Fees & Reg Lic	\$1,039,039	\$1,332,949	\$1,283,829	\$1,390,465	8.31%
2 Charges for Services	\$5,388	\$10,638	\$12,021	\$12,872	7.08%
3 Miscellaneous Revenue	\$128,823	\$0	\$0	\$0	—
4 Revenue from Commonwealth	\$144,219	\$120,990	\$0	\$0	—
5 Transfers In	\$297,133	\$323,003	\$284,824	\$284,824	0.00%
Total Designated Funding Sources	\$1,614,602	\$1,787,580	\$1,580,674	\$1,688,161	6.80%
Contribution To/(From) Reserves & Retained Earnings	(\$1,000,068)	(\$513,107)	(\$514,675)	(\$384,357)	-25.32%
Net General Tax Support	\$2,464,622	\$3,061,257	\$2,930,873	\$2,872,828	-1.98%
Net General Tax Support	51.36%	60.30%	61.81%	61.64%	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Administration	0.40	0.40	0.40	0.70
2 Capital	33.07	30.57	30.57	28.75
3 Planning & Programming	19.33	19.83	19.83	21.35
Full-Time Equivalent (FTE) Total	52.80	50.80	50.80	50.80

Future Outlook

Road Projects Underway - The Department of Transportation (DOT) has implemented six road bonds to build 246.5 miles of roads throughout the County over the past 25 years. The DOT is currently working on completing the 2006 road bond projects including:

- Route 1 (Neabsco Mills Road to Featherstone Drive)
- Minnieville Road (Spriggs Road to Route 234)
- Prince William Parkway (Hoadly Road to Minnieville Road)
- Route 28 (Linton Hall Road to Fitzwater Drive)
- Rollins Ford Road

In addition to the road bond projects, the DOT is currently working on the following transportation projects listed with funding sources:

- Burwell/Fitzwater Drive Improvements - Brentsville Transportation Roadway Improvement Program (TRIP) funds
- Heritage Center Parkway Design-Build and Route 1 Improvements - Federal Transportation Partnership Opportunity Funds (TPOF), Private Donations and United States Marine Corps

TRANSPORTATION

- Logmill Road Improvements - Federal Highway Safety Improvement Program (HSIP), State Revenue Sharing, Gainesville TRIP funds and Proffers
- Gideon Drive Sidewalk (Dale Boulevard to Opitz Boulevard) - Neabsco TRIP funds, Proffers and Federal Congestion Mitigation and Air Quality Improvement (CMAQ)
- Telegraph Road Commuter Lot and Road Improvements - Proffers, Private Developer Contribution and Federal CMAQ
- Hoadly Road Sidewalk (Dale Boulevard to Spriggs Road) - Proffers, Coles TRIP
- Old Bridge Road Sidewalk (Dillingham Square to Mohican Road) - Proffers, State Secondary, Federal HSIP and CMAQ

As the DOT continues to work toward goals articulated in the County's Strategic Plan, both new and ongoing issues will be encountered.

Northern Virginia Transportation Authority Funding - The newest and most obvious adjustment the DOT will face is transitioning to Northern Virginia Transportation Authority (NVTA) funding. The introduction of HB 2313 provides additional transportation funding for the Commonwealth of Virginia and the Northern Virginia region. The NVTA is the authorized regional entity responsible for the implementation of this funding for the Northern Virginia region, which includes the County. Transportation funding to the County will be split into two categories. Projects with regional congestion relief benefits will constitute 70% of the NVTA funds. The remaining 30% of NVTA funds will be transferred directly to the County for urban or secondary road construction, capital improvements that reduce congestion, projects included in the regional road network plan TransAction 2040 or its future updates and/or for public transportation purposes. This funding may be used at the County's discretion.

HB 2313 funds cannot be used to supplant current transportation funding efforts. HB 2313 requires that each local jurisdiction maintain the same level of spending on transportation as it did on average in FY 11, FY 12 and FY 13 (excluding bonds, bond debt service, state aid and federal funding). If a locality does not contribute this minimum level of local funding, they will not receive any of the regional transportation funding in the following year. HB 2313 requires localities to enact a Commercial and Industrial Property (C&I) tax at \$.125 per \$100 valuation or dedicate an equivalent amount of locally generated funding for transportation in order to receive the 30% funds. HB 2313 states that if a jurisdiction fails to do either, the amount of money it will receive from NVTA as part of the distribution of the 30% of revenue will be reduced. The County has elected to dedicate the equivalent amount for transportation purposes.

NVTA Maintenance of Effort		
Source	Three Year Total	Three Year Average
Local General Fund	\$12,392,808	\$4,130,936
Recordation Tax	\$10,068,812	\$3,356,271
Proffers or Developer Contributions	\$6,911,827	\$2,303,942
Regional Gas Tax	\$46,938,624	\$15,646,208
Other ¹	\$157,660	\$52,553
Total:	\$76,469,731	\$25,489,910

1. Transfer from the Capital Reserve Fund to Wellington Road Right-of-Way in FY 13.

In FY 15 and moving forward, the DOT will work with the NVT, Virginia Department of Transportation (VDOT) and the Commonwealth Transportation Board to program the funding into the NVT's Six-Year Program. The DOT is developed a list of road and transit projects for BOCS consideration. These projects included both road and transit needs. The funding received for projects is included in the County's Capital Improvement Program (CIP). The list of County NVT-funded projects in FY 14 includes:

- 70% (Regionally Significant Projects)
 - Route 28 Improvements Phase II from Vint Hill Road to Fitzwater Drive
 - Route 1 from Mary's Way to Featherstone Road - design only
- 30% (Locally Significant Projects)
 - Minnieville Road from Spriggs Road to Route 234 - to match State Revenue Sharing Funds

Small Construction Projects/District Requests - With the elimination of additional funding to the TRIP program, the DOT faces challenges related to construction funding for small-scale capital improvements to County roadways, trails, sidewalks and other transportation facilities. Previously, funding was designated by Magisterial District to complete eligible projects. This funding will no longer be available and other resources will have to be utilized. The DOT, therefore, does not have a budget to cover miscellaneous special projects. Although the DOT is still finishing some small projects using TRIP funding, when these projects are completed no more will be initiated unless another source of funding is identified.

Federal and State Grant Matches - Similarly, the DOT has been able to use bond program funds in the past as matches for grants and state funding. The County has received \$25 million in revenue sharing funds in the last three years, which were matched with bond funding on 2006 road bond projects. Previously, Transportation Alternatives Program (TAP) and Safe Routes to School (SRTS) funds were acquired with a local match from magisterial TRIP funds. These fund matching options are no longer available and funds must be found in order to continue leveraging these dollars in the County.

Traffic Safety - The Planning & Programming program (which includes streetlights) faces financial and time constraint issues in the future. The cost of streetlight implementation continues to increase and the DOT has limited funds to meet the County's streetlight needs. Furthermore, with the addition of each new streetlight comes an additional cost associated with growing utility bills and maintenance fees as well as our commitment to install and maintain lighting on bridges and overpasses.

Requests for traffic safety studies continue to increase. Limited financial and personnel resources are the two biggest constraints to the Traffic Safety activity. The Traffic Safety activity sign budget is consistently spent prior to the end of each fiscal year. Depending on request type, the time period for review and response of traffic safety issues vary significantly. The average time to complete a request is approximately 30 days; however, some items can be answered instantaneously, while other requests can take over a year for a satisfactory resolution. The longer requests can involve collecting and analyzing traffic counts, coordinating with other departments and/or agencies, public meetings as well as collecting citizen comments.

General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 DOT's salary lapse changed by \$994 to -\$19,870.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 DOT's technology bill decreased by \$937 to \$116,140.
- C. Reduced Indirect Costs Transferred to the General Fund from Development Revenue** - Indirect costs are expenditures charged by one unit of the County government for services rendered by another unit of the County government. These expenditures are reimbursed to the general fund for services rendered. The indirect cost allocation expense decreases \$65,661 from \$282,370 in FY 14 to \$216,709 in FY 15.
- D. Vehicle Replacement** - Funds the purchase of two replacement vehicles each costing \$28,159 (total cost of \$56,318). One for the Capital program and the other for the Planning and Programming program. Neither purchase impacts the general fund. Existing service level impacts will be maintained.
- E. Cost Recovery from Capital Projects** - The Capital program includes road design, construction, project management and right of way acquisition activities that cost recover expenditure costs from BOCS approved road improvement projects. DOT staff provides project management and oversight of large and small scale road projects, often funded by multiple revenue sources. The FY 15 budget includes \$2.97 million in expenditure costs and 28.75 FTEs that are recovered from projects and this represents the budgeted cost of administering the capital road building program in Prince William County.
- F. Compensation Increase** - Compensation adjustments totaling \$102,384 are made to support the following rate changes:
 - 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Administration

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Trackers responded to on time	76%	95%	↑	100%	100%
2006 Road Bond projects completed or under construction	—	69%		73%	80%
Evaluations performed on time	0%	31%	↑	100%	100%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Administration	\$361,661	\$547,882	\$80,136	\$114,753
BOCS agenda items	96	99	85	95

Capital

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
2006 Road Bond projects completed or under construction	—	69%		73%	80%
Settlement to appraisal value	127%	137%	↑	120%	130%
Projects completed within 60 days of original contract completion date	100%	100%	↔	100%	100%
Projects completed within 20% of original contract amount (without scope change)	100%	100%	↔	100%	100%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Transportation and Roadway Improvement Program (TRIP)	\$255,471	\$270,915	\$409,074	\$0
Total active improvement projects	9	3	10	5
Improvement project designs completed	4	1	6	3
Right of Way Acquisition	\$0	\$182	\$0	\$0
Parcels acquired	45	36	50	40
Road Design and Construction	\$377	\$7,750	\$0	\$0
Contracts and task orders let	7	12	8	10

A. Budget Reductions

1. Convert TRIP Activity Expenditures to Cost Recovery

Expenditure	(\$269,954)
Revenue	\$0
General Fund Impact	(\$269,954)
FTE Positions	0.00

- a. **Description** - The reduction coverts the expenditures for TRIP to cost recovery. The activity designs and manages construction of small scale improvements within the seven magisterial districts. In FY 14, additional funding for TRIP projects was eliminated from the CIP; however there are active projects and remaining balances within districts that will provide roadway improvements over the next several years. Any expenditure in the TRIP activity, from FY 15 forward, will be recovered from existing magisterial district project balances, thus resulting in a savings to the general fund. The five year plan impact is -\$1,329,210, FY 15 through FY19.
- b. **Service Level Impacts** - The staff associated with this activity will continue to provide TRIP projects utilizing the remaining project funding previously appropriated. There will be less project funds for design and construction of small scale roadway improvements due to personnel costs being paid directly by the project budget versus the general fund.

Planning & Programming

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Plans reviewed within established deadline	99%	99%	↔	100%	100%
Residents can easily get around PWC by car (community survey)	84%	84%	↔	84%	84%
Street light outages reported to power companies within three working days	98%	96%	↓	100%	100%
Transportation dollars allocated to Northern Virginia obtained by the County (only includes regional grant allocation, not VDOT Primary and Secondary Road Program, which are formula driven)	18.0%	18.0%	↔	17.5%	18.0%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Plan Review	\$1,108,972	\$995,612	\$988,633	\$1,017,350
Plans reviewed per FTE	116	107	135	110
Total plans reviewed	697	645	—	660
Inspections	\$1,216,456	\$1,145,907	\$1,106,717	\$1,055,168
Construction inspections	15,950	18,066	18,400	18,400
Traffic Safety	\$156,205	\$233,790	\$171,721	\$222,065
Traffic safety requests received and reviewed	310	378	250	320
Street Lighting	\$1,549,873	\$1,719,030	\$1,760,087	\$1,986,298
County-funded street lights installed and upgraded	51	23	40	35
Regional Planning	\$149,343	\$156,055	\$225,030	\$264,887
Transportation planning grants received	0	1	3	2

A. Budget Initiatives

1. Streetlight Electricity & Maintenance/Repair Increase

Expenditure	\$220,000
Revenue	\$0
General Fund Impact	\$220,000
FTE Positions	0.00

- a. **Description** - This initiative provides \$200,000 funding for increased electricity costs associated with more than 13,000 streetlights throughout the County. More lights are added to the County's inventory each year.

In addition, this initiative includes \$20,000 for repair and maintenance of installed streetlights that are not maintained by either VDOT or electric utility providers. The lights included are located on bridges on Rollins Ford Road, Old Carolina Road and Route 123 (over the Occoquan Bridge). The added expenditure will be included in each year of the five year plan; the five year impact is \$1,100,000, FY 15 through FY-19.

- b. **Service Level Impacts** - This initiative will ensure timely payment to electric utility providers. Streetlights help maintain the percentage of residents satisfied with their ease of getting around PWC. The following service level impacts are associated with this initiative:

▪ **County-funded street lights installed and upgraded:**

FY 15 w/o Addition | 20

FY 15 w/ Addition | 35

2. Adjustment to Land Development Fee Schedule

Expenditure	\$0
Revenue	\$107,487
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This addition adjusts the Land Development fee schedule to align development fees with activity costs and current revenue projections.

▪ **Land Development Fee Schedule Adjustment**

The FY 15 Budget includes a 3.0% across the board fee increase to the Land Development fee schedule and revenue increases to accommodate economic growth. Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works and Transportation.

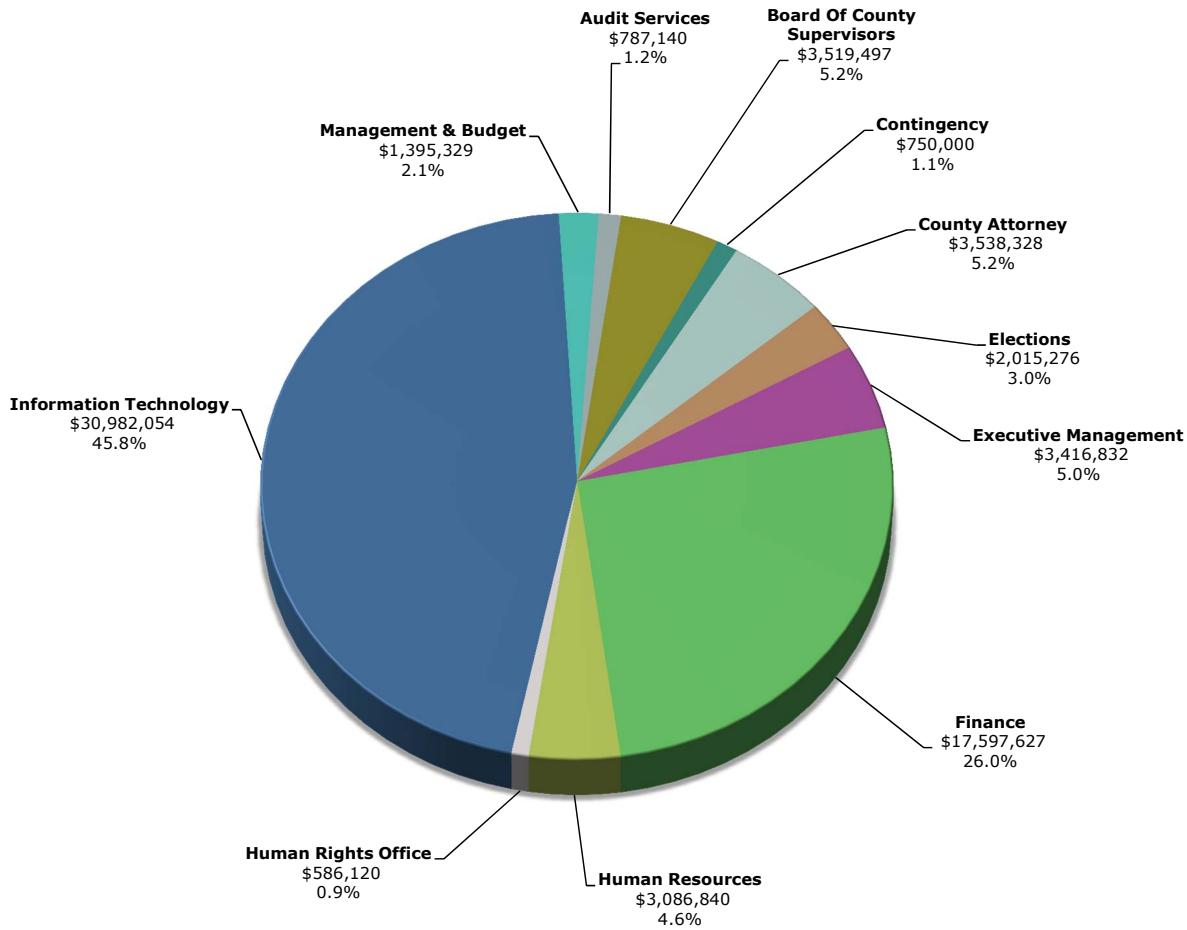
▪ **Revenue Budget Increase**

The net impact of budget adjustments between the FY 14 Budget and FY 15 Budget is an increase of \$107,487 to the DOT revenue budget. This revenue increase includes provisions for: budgeted fee increases, updated revenue projections as a result of an economic recovery in the construction industry and alignment of budget projections with historic actuals. The following table details how the revenue increase is split between the four agencies.

Land Schedule Changes	
Department	Amount
Development Services	(\$95,653)
Transportation	\$107,487
Planning	\$62,874
Public Works	\$272,335
Total Development Fee Revenue	\$347,043

- b. **Service Level Impacts** - Existing service levels will be maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.

GENERAL GOVERNMENT



General Government Expenditure Budget: \$67,675,043



Average Tax Bill: General Government accounted for \$135 and 3.8% of the average residential tax bill in FY 15.

DEPARTMENTS & AGENCIES

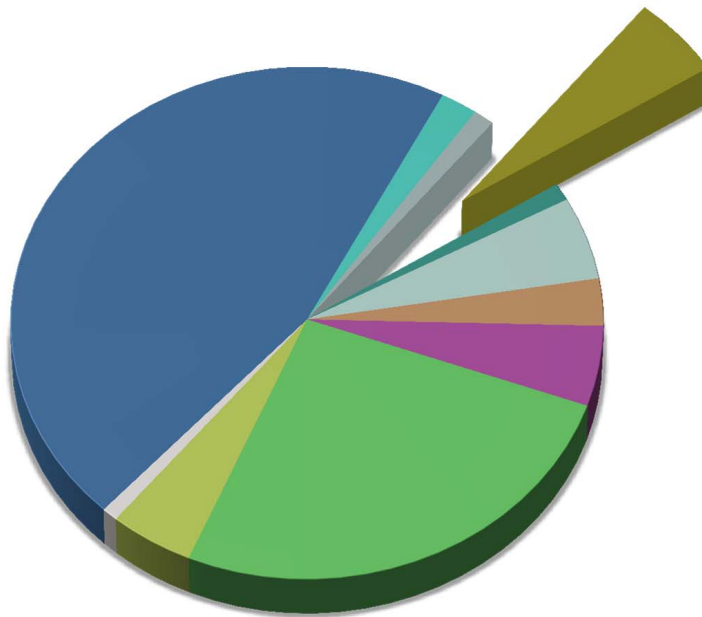
- Board of County Supervisors
- Audit Services
- Contingency
- County Attorney

- Elections
- Executive Management
- Finance
- Human Resources

- Human Rights
- Information Technology
- Management & Budget

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.



Expenditure Budget:
\$3,519,497

5.2% of General Government

Programs:

- Administration: \$534,382
- Brentsville District: \$375,558
- Coles District: \$371,145
- Potomac District: \$366,914
- Gainesville District: \$359,526
- Neabsco District: \$389,088
- Occoquan District: \$346,707
- Woodbridge District: \$379,179
- Board-Chair: \$396,998

General Government Expenditure Budget
\$67,675,043

Mandates

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

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

BOARD OF COUNTY SUPERVISORS

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Administration	\$769,692	\$647,434	\$617,930	\$534,382	-13.52%
2 Brentsville District	\$238,017	\$512,947	\$409,932	\$375,558	-8.39%
3 Coles District	\$323,114	\$481,680	\$352,218	\$371,145	5.37%
4 Potomac District	\$369,471	\$416,644	\$411,681	\$366,914	-10.87%
5 Gainesville District	\$339,323	\$360,111	\$350,433	\$359,526	2.59%
6 Neabsco District	\$344,517	\$359,763	\$365,272	\$389,088	6.52%
7 Occoquan District	\$273,212	\$289,963	\$384,691	\$346,707	-9.87%
8 Woodbridge District	\$356,113	\$338,479	\$362,332	\$379,179	4.65%
9 Board-Chair	\$326,246	\$335,252	\$386,313	\$396,998	2.77%
Total Expenditures	\$3,339,705	\$3,742,273	\$3,640,802	\$3,519,497	-3.33%

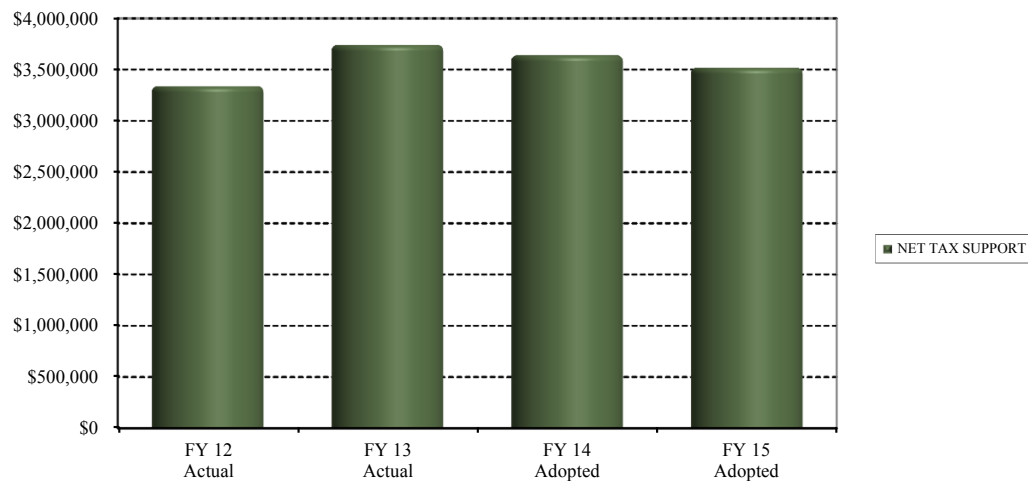
Expenditure by Classification

1 Personal Services	\$1,687,649	\$1,770,584	\$1,850,616	\$1,782,803	-3.66%
2 Fringe Benefits	\$485,025	\$555,912	\$614,848	\$560,944	-8.77%
3 Contractual Services	\$42,938	\$43,895	\$70,600	\$95,900	35.84%
4 Internal Services	\$97,977	\$118,349	\$107,016	\$107,428	0.38%
5 Other Services	\$914,596	\$560,575	\$993,537	\$944,237	-4.96%
6 Capital Outlay	\$0	\$0	\$1,185	\$1,185	0.00%
7 Leases & Rentals	\$22,520	\$23,090	\$3,000	\$27,000	800.00%
8 Transfers Out	\$89,000	\$669,868	\$0	\$0	—
Total Expenditures	\$3,339,705	\$3,742,273	\$3,640,802	\$3,519,497	-3.33%

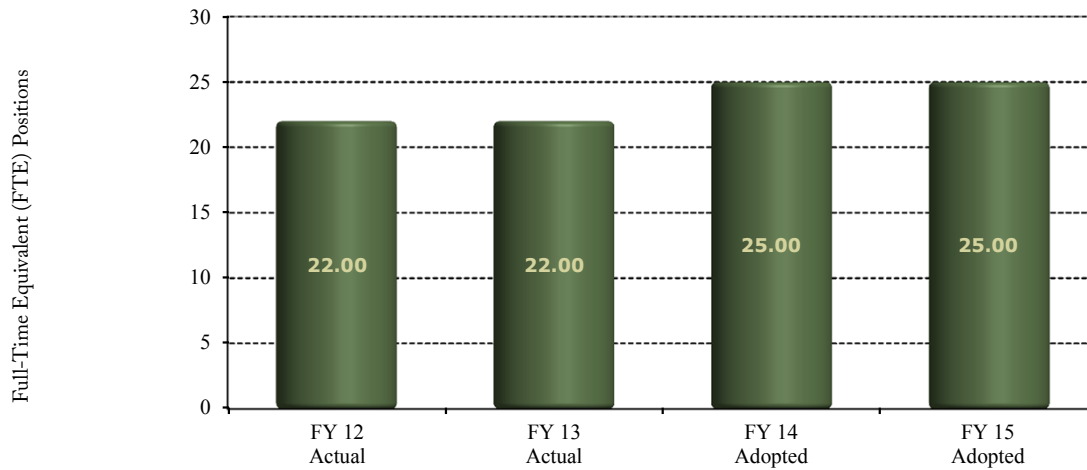
Funding Sources

1 Non-Revenue Receipts	\$0	\$3	\$0	\$0	—
2 Transfers In	\$0	\$60,000	\$0	\$0	—
Total Designated Funding Sources	\$0	\$60,000	\$0	\$0	—
Net General Tax Support	\$3,339,705	\$3,682,273	\$3,640,802	\$3,519,497	-3.33%
Net General Tax Support	100.00%	98.40%	100.00%	100.00%	

Expenditure History



Staffing History



Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Administration	1.00	1.00	1.00	1.00
2 Brentsville District*	2.00	2.00	3.00	3.00
3 Coles District*	3.00	3.00	3.00	3.00
4 Potomac District*	2.00	2.00	3.00	3.00
5 Gainesville District*	3.00	3.00	3.00	3.00
6 Neabsco District*	3.00	3.00	3.00	3.00
7 Occoquan District*	2.00	2.00	3.00	3.00
8 Woodbridge District*	3.00	3.00	3.00	3.00
9 Board-Chair*	3.00	3.00	3.00	3.00
Full-Time Equivalent (FTE) Total	22.00	22.00	25.00	25.00

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

Strategic Plan Vision and Outcomes

The budget provides resources to allow Prince William County to pursue our community vision and our strategic goals:

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

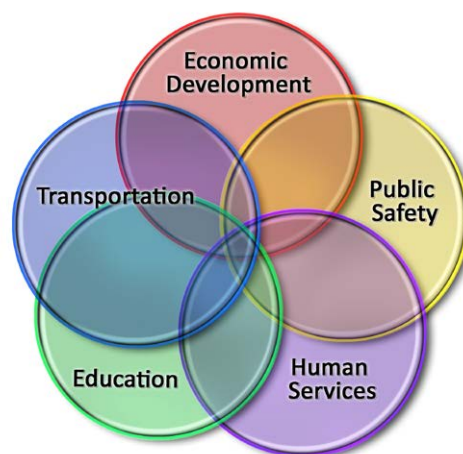
Human Services - The County will provide human services to individuals and families most at risk, through innovative and effective leveraging of state and federal funds and community partnerships.

Public Safety - The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies.

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

There is clear and convincing evidence that we are already becoming a community of choice:

- Our population grew 48% from 2000 to 2012. Families are choosing to live in Prince William, measured by our annual growth in student population of 2,500 students.
- Businesses are choosing to locate in Prince William. At place employment grew by 48% since 2000 (7% during the recession) and targeted employment - high paying jobs - increased by 61%, with over 15% growth during the recession.
- Wages have increased by 50% since 2000 and by 11% through the recession, with the highest wage increases in targeted areas - Finance/Insurance, Manufacturing, Company Management, Real Estate and Information Technology.
- For the third year in a row, Prince William County was named as one of the 100 best places in the nation for young people.
- Our citizens give us high marks - 90% say their quality of life meets their expectations, 85% say our government can be trusted to do the right thing, and 90% believe the County organization is effective and efficient.



General Overview

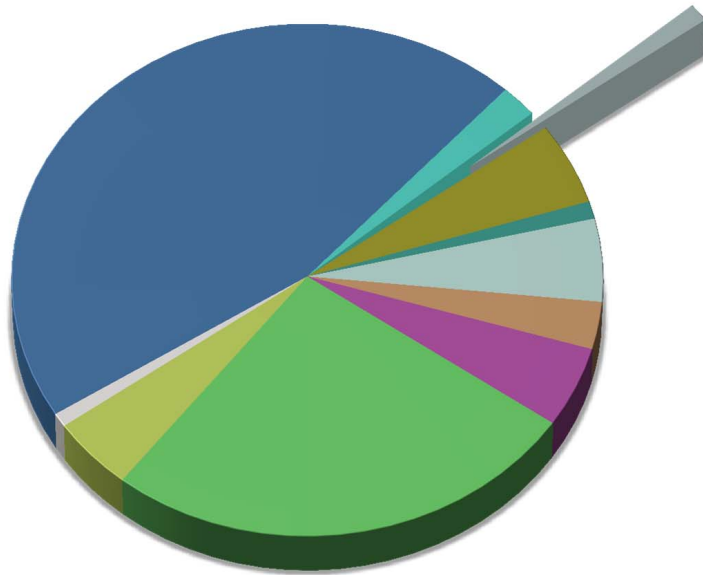
- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Board of County Supervisors (BOCS) technology bill increased by \$412 to \$107,362.
- B. Compensation Increase** - Compensation adjustments totaling \$44,518 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Mission Statement

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 and administers the contract(s) for any internal audit work performed by third-party independent contractors on behalf of the Board of County Supervisors and Board Audit Committee. Audit Services independently reports to the Board of County Supervisors through the Board Audit Committee.

Audit Services also conducts independent internal investigations based on information provided by others including callers to its voicemail hotline (703-792-6884) for reporting fraud, waste, or abuse of County resources.



Expenditure Budget:
\$787,140

1.2 % of General Government

Program:

■ Audit Services: \$787,140

General Government Expenditure Budget
\$67,675,043

Mandates

Audit Services does not provide a state or federal mandated service.

AUDIT SERVICES

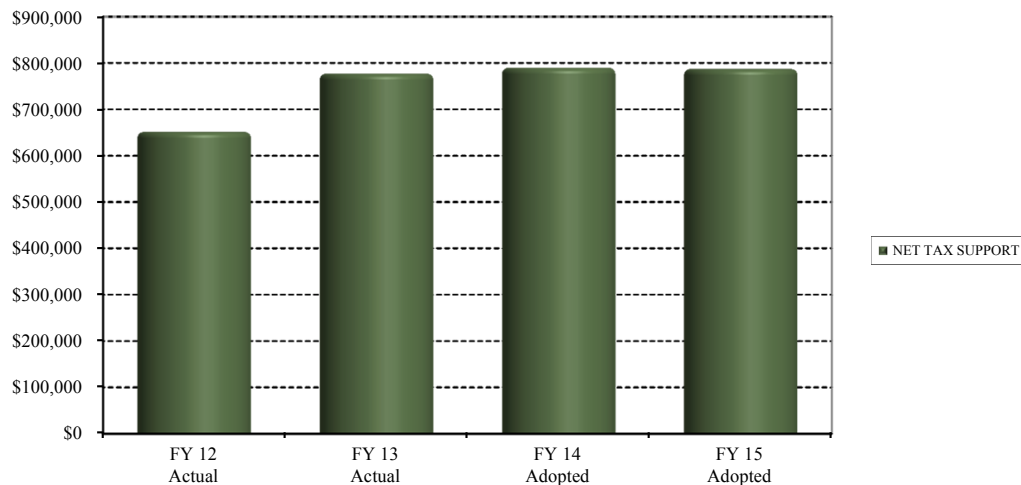
Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Audit Services	\$651,057	\$776,783	\$789,430	\$787,140	-0.29%
Total Expenditures	\$651,057	\$776,783	\$789,430	\$787,140	-0.29%

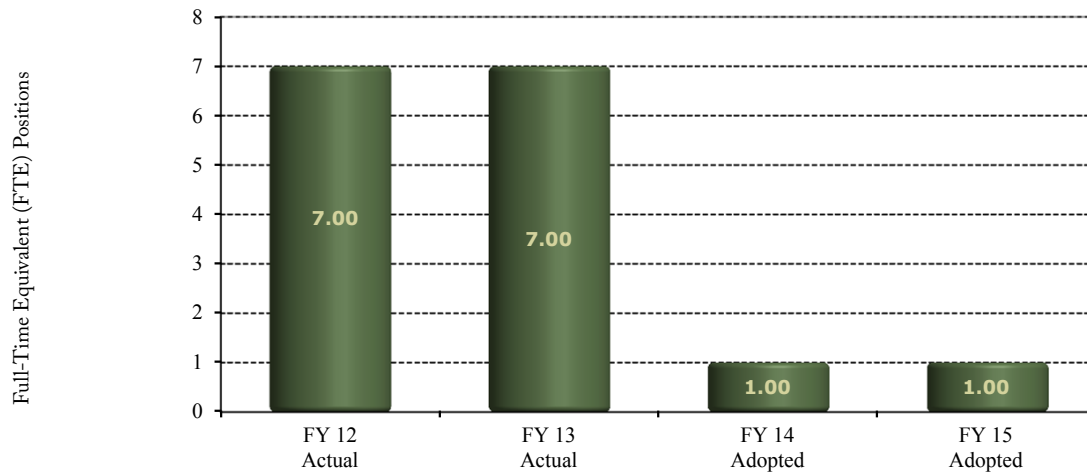
Expenditure by Classification

1 Personal Services	\$472,819	\$233,049	\$82,120	\$88,288	7.51%
2 Fringe Benefits	\$130,546	\$66,224	\$26,591	\$32,518	22.29%
3 Contractual Services	\$480	\$451,670	\$644,958	\$644,958	0.00%
4 Internal Services	\$21,990	\$19,070	\$18,603	\$4,218	-77.33%
5 Other Services	\$23,061	\$5,330	\$14,946	\$17,158	14.80%
6 Leases & Rentals	\$2,161	\$1,440	\$2,212	\$0	-100.00%
Total Expenditures	\$651,057	\$776,783	\$789,430	\$787,140	-0.29%
Net General Tax Support	\$651,057	\$776,783	\$789,430	\$787,140	-0.29%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Audit Services	7.00	7.00	1.00	1.00
Full-Time Equivalent (FTE) Total	7.00	7.00	1.00	1.00

Future Outlook

Based on the Risk Assessment done by McGladrey, the County's internal audit contractor, a three year audit plan was approved by the Board Audit Committee.

During FY 14 the internal audits have included and will include the following:

- Payroll/Timekeeping
- Parks & Recreation - Transition
- Business Continuity Planning
- Volunteer Fire Companies
- Transportation - Road Construction
- Human Resources - New Hires
- Social Services Operations
- Asset Management Follow-Up
- Transition Audits
- Update Risk Assessment

Although subject to change, the audits planned for FY 15 include:

- Accounts Payable/Purchasing Card
- Billing and Collection - Tax Assessments
- Public Works - Building and Ground Maintenance
- Volunteer Fire Companies
- DoIT - Remediation
- Human Resources Follow-Up
- Transition Audits
- Update Risk Assessment

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Audit Services' technology bill decreased by \$14,385 to \$4,131.
- B. Interdepartmental Shifts** - Audit Services shifted \$12,847 between accounting codes to align expenses more accurately in the budget. All the shifts are within the department and general fund.
- C. Compensation Increase** - Compensation adjustments totaling \$2,400 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Audit Services

Prince William County 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 its voicemail hotline (703-792-6884) for reporting fraud, waste, or abuse of County resources.

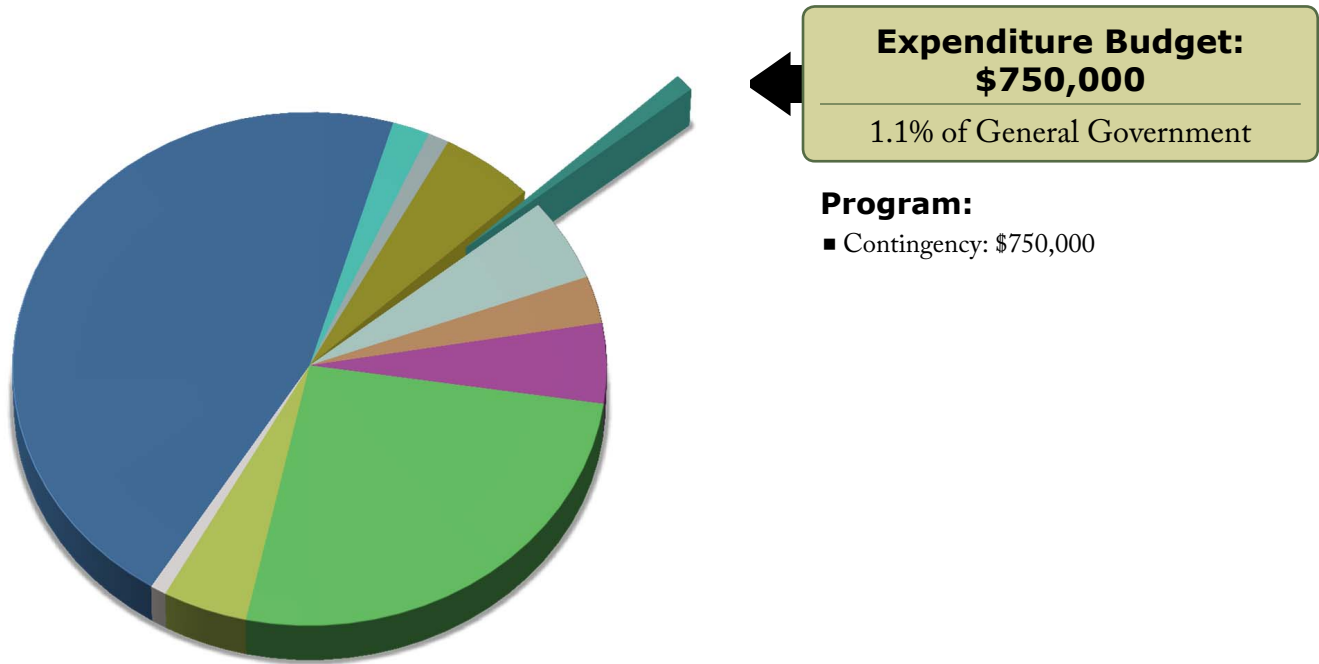
Audit Services works for the Board of County Supervisors and the Board Audit Committee; works with County senior management; and is accountable to the citizens of Prince William County. The values of Audit Services are integrity, independence, accountability, and reliability.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Planned audits completed	—	100%		100%	100%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Internal Audit Engagements	\$441,993	\$454,720	\$672,190	\$644,959
Internal audits completed	5	5	6	6
Internal Audit Administration	\$209,064	\$322,063	\$117,240	\$142,182
Staff hours responding to hotline & performing investigations	—	300	300	250



General Government Expenditure Budget
\$67,675,043

Mandates

There is no federal or state requirement for a contingency budget. The Board of County Supervisors adopted the Principles of Sound Financial Management which require the County to maintain a minimum annual contingency budget of \$500,000.

CONTINGENCY

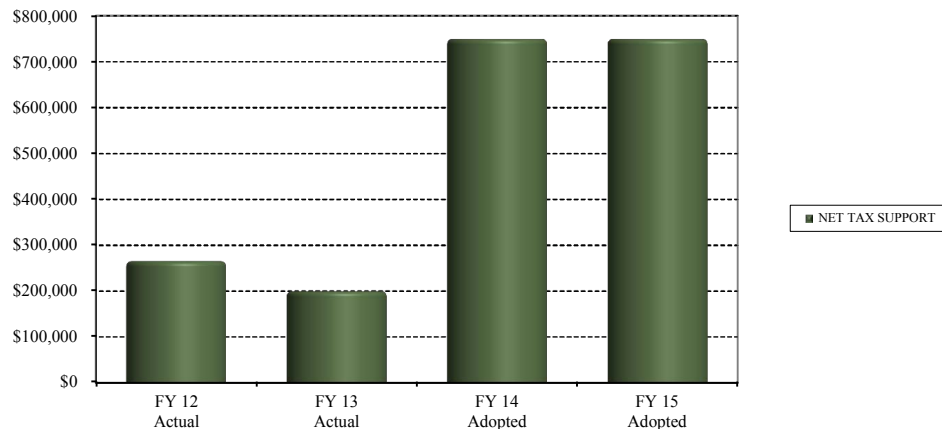
Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Contingency	\$265,404	\$200,000	\$750,000	\$750,000	0.00%
Total Expenditures	\$265,404	\$200,000	\$750,000	\$750,000	0.00%

Expenditure by Classification

1 Other Services	\$0	\$0	\$750,000	\$750,000	0.00%
2 Transfers Out	\$265,404	\$200,000	\$0	\$0	—
Total Expenditures	\$265,404	\$200,000	\$750,000	\$750,000	0.00%
Net General Tax Support	\$265,404	\$200,000	\$750,000	\$750,000	0.00%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	

Expenditure History

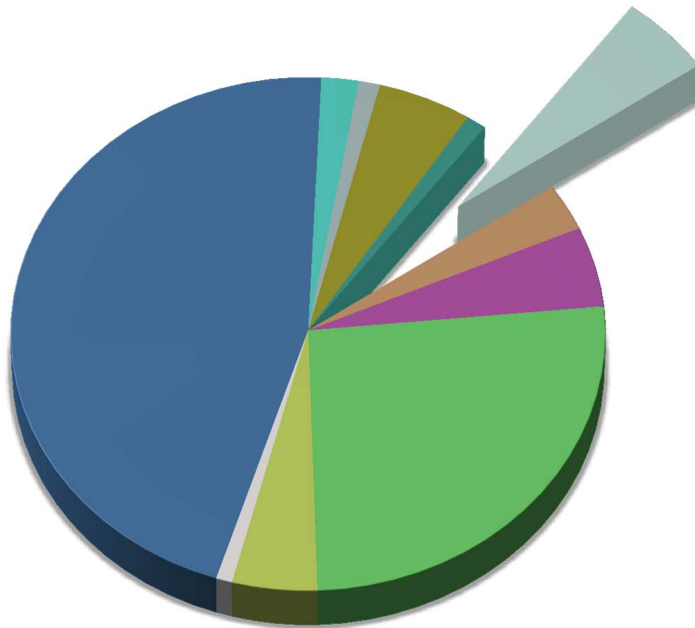


General Overview

- A contingency is established within the General Fund to provide limited funding for service delivery costs and unanticipated agency revenue shortfalls.
- The Principles of Sound Financial Management (PSFM) (Policy Statement 2.14) as adopted by the BOCS during FY 98 and amended in FY 13 calls for a minimum contingency of \$500,000 to be appropriated each fiscal year.
- Homeland Security Reserve Shift in FY 14 moved \$250,000 into the Contingency from the Homeland Security budget, bringing the total Contingency to \$750,000.

Mission Statement

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



Expenditure Budget:
\$3,538,328

5.2% of General Government

Program:

■ County Attorney: \$3,538,328

General Government Expenditure Budget
\$67,675,043

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 BOCS has enacted additional local mandates for which the County Attorney has responsibility.

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

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

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 County Attorney	\$3,095,422	\$3,511,990	\$3,425,755	\$3,538,328	3.29%
Total Expenditures	\$3,095,422	\$3,511,990	\$3,425,755	\$3,538,328	3.29%

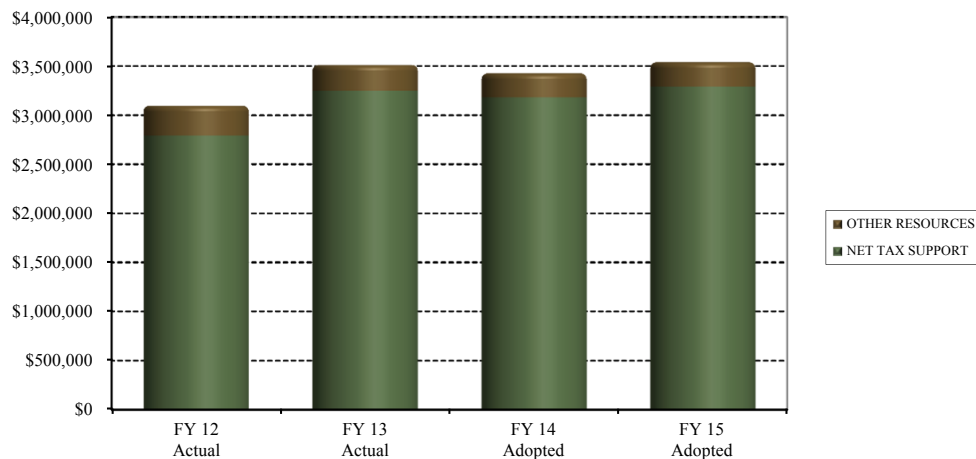
Expenditure by Classification

1 Personal Services	\$2,230,815	\$2,406,846	\$2,477,950	\$2,586,408	4.38%
2 Fringe Benefits	\$643,438	\$758,323	\$773,239	\$776,408	0.41%
3 Contractual Services	\$33,123	\$128,203	\$56,014	\$56,014	0.00%
4 Internal Services	\$80,884	\$96,235	\$75,298	\$76,244	1.26%
5 Other Services	\$102,416	\$118,035	\$125,977	\$125,977	0.00%
6 Capital Outlay	\$0	\$0	\$1,128	\$1,128	0.00%
7 Leases & Rentals	\$4,746	\$4,348	\$4,845	\$4,845	0.00%
8 Reserves & Contingencies	\$0	\$0	(\$88,696)	(\$88,696)	0.00%
Total Expenditures	\$3,095,422	\$3,511,990	\$3,425,755	\$3,538,328	3.29%

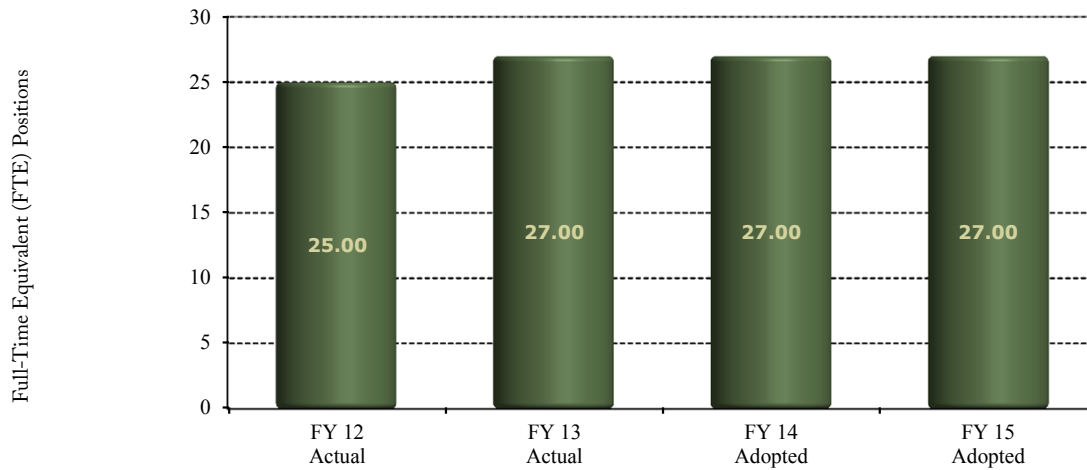
Funding Sources

1 Charges for Services	\$248,000	\$209,000	\$180,186	\$180,186	0.00%
2 Miscellaneous Revenue	\$6,318	\$1,859	\$15,000	\$15,000	0.00%
3 Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Total Designated Funding Sources	\$304,318	\$260,859	\$245,186	\$245,186	0.00%
Net General Tax Support	\$2,791,104	\$3,251,131	\$3,180,569	\$3,293,142	3.54%
Net General Tax Support	90.17%	92.57%	92.84%	93.07%	

Expenditure History



Staffing History



Staffing by Program



		FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1	County Attorney	25.00	27.00	27.00	27.00
Full-Time Equivalent (FTE) Total		25.00	27.00	27.00	27.00

Future Outlook

As with the County as a whole, the County Attorney's Office will be facing many future challenges. Primary among them will be the increased complexity in the nature of cases particularly in transportation and public safety; continued demands on time and resources related to transportation issues with the Northern Virginia Transportation Authority (NVTa) and compensation for condemnation; anticipated increases in property acquisitions by the County for the construction of new roads and improvements to existing roads throughout the County; anticipated increase in Freedom of Information Act requests (FOIAs) and subpoenas; and we also foresee an increase in personnel matters.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the County Attorney's technology bill increased by \$946 to \$75,790.

B. Compensation Adjustment - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15, the County Attorney's salary lapse changed by \$757 to -\$15,125.

C. Compensation Increase - Compensation adjustments totaling \$69,072 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

County Attorney

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Claims/litigation cases closed with results satisfactory to the County	100%	100%	↔	100%	100%
Thoroughness of response to client request for assistance (based on 4-point scale)	4.0	3.9	↓	3.9	3.9
Founded current year Property Code Enforcement cases resolved or moved to court action within 100 days	96.3%	96.0%	↓	94.0%	94.0%

↑ Trending Upward ↔ Stable ↓ Trending Downward

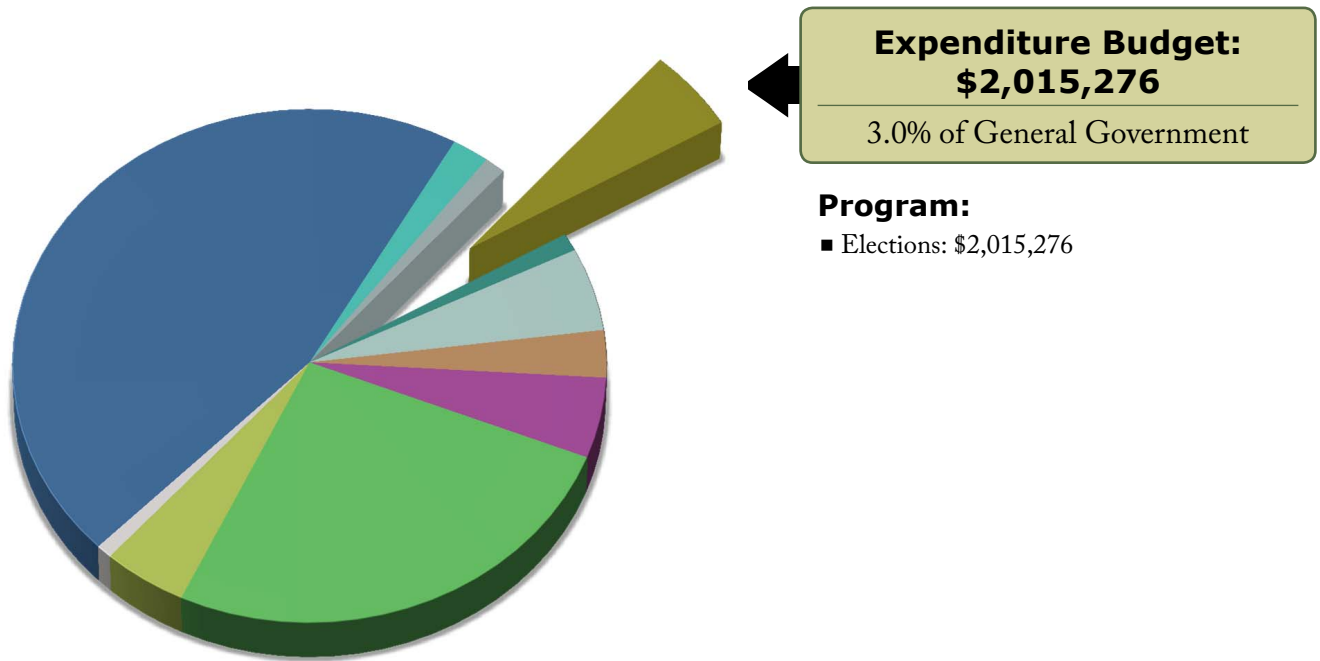
Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Legal Services	\$2,876,681	\$3,283,708	\$1,986,139	\$1,826,857
Average number of days to close Board of County Supervisors trackers	24	35	14	14
Requests for legal advice/assistance responded to	—	991	—	991
FOIA requests responded to	—	244	—	244
Staff time devoted to rendering legal opinion and advice relating to legal services activities	50%	85%	50%	80%
Collections	\$75,070	\$78,230	\$355,512	\$572,325
Delinquent Real Estate taxes collected prior to litigation	—	72%	—	72%
Commercial Real Estate assessments challenges with results satisfactory to the County	—	100%	—	100%
Staff time devoted to rendering legal opinion and advice relating to collections activities	54%	35%	54%	40%
Protective Services	\$143,671	\$150,052	\$578,623	\$606,553
Cases involving child abuse or neglect opened	393	373	375	375
Cases involving child abuse or neglect closed	270	295	250	250
Staff time devoted to rendering legal opinion and advice relating to protective service activities	40%	40%	40%	40%
Transportation	—	—	\$505,481	\$532,593
Property acquisitions closed	53	73	50	50
Transportation contracts reviewed	8	6	8	6
Staff time devoted to providing legal opinion and advice relating to transportation activities	62%	70%	62%	65%

Mission Statement

The mission of the Office of Elections is to:

- Provide equal opportunity for all qualified citizens of Prince William County to register to vote
- Maintain accurate voter records used in elections
- Conduct all elections at the highest level of professional standards, ensuring public confidence in the integrity of the results
- Be an information resource for citizens regarding voter registration, absentee voting, elections, and elected officials



General Government Expenditure Budget
\$67,675,043

Mandates

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

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

ELECTIONS

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Elections	\$1,470,826	\$1,425,157	\$2,110,111	\$2,015,276	-4.49%
Total Expenditures	\$1,470,826	\$1,425,157	\$2,110,111	\$2,015,276	-4.49%

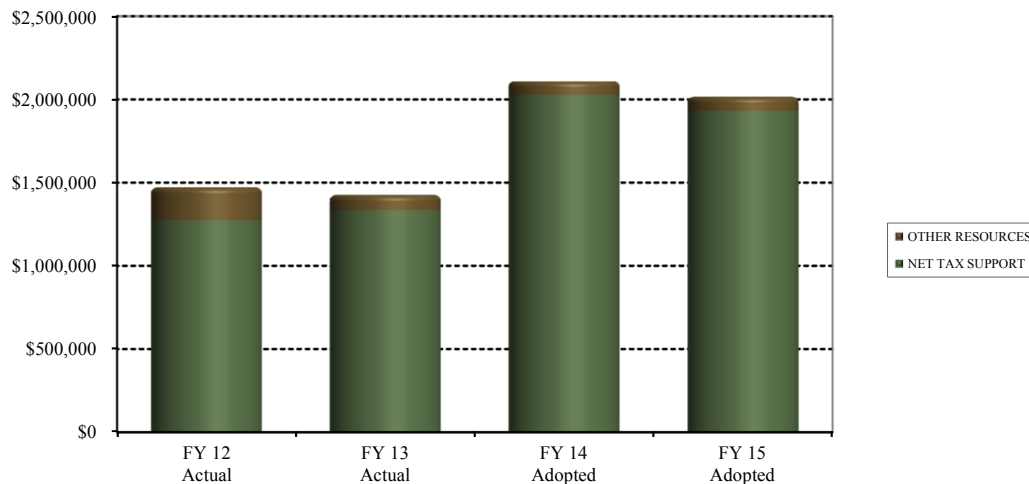
Expenditure by Classification

1 Personal Services	\$896,964	\$658,212	\$634,368	\$646,642	1.93%
2 Fringe Benefits	\$162,883	\$181,886	\$210,173	\$219,474	4.43%
3 Contractual Services	\$277,748	\$452,455	\$574,650	\$469,650	-18.27%
4 Internal Services	\$47,767	\$69,421	\$107,656	\$57,456	-46.63%
5 Other Services	\$77,429	\$55,246	\$75,540	\$114,330	51.35%
6 Capital Outlay	\$0	\$0	\$500,000	\$500,000	0.00%
7 Leases & Rentals	\$8,035	\$7,937	\$7,724	\$7,724	0.00%
Total Expenditures	\$1,470,826	\$1,425,157	\$2,110,111	\$2,015,276	-4.49%

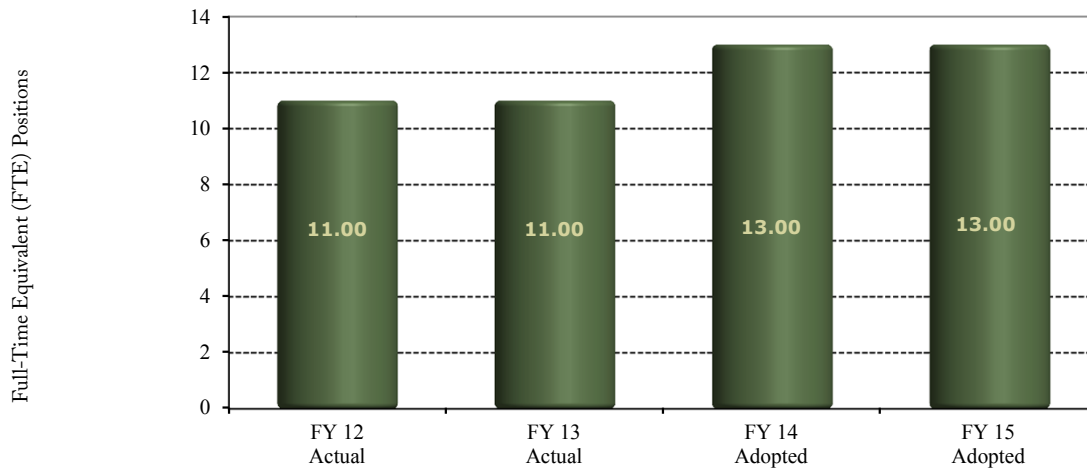
Funding Sources

1 Revenue From Commonwealth	\$174,027	\$78,773	\$83,669	\$83,669	0.00%
2 Revenue From Other Localities	\$0	\$0	\$0	\$0	—
3 Miscellaneous Revenue	\$10,933	\$5,595	\$0	\$0	—
Total Designated Funding Sources	\$184,960	\$84,368	\$83,669	\$83,669	0.00%
Net General Tax Support	\$1,285,866	\$1,340,789	\$2,026,442	\$1,931,607	-4.68%
Net General Tax Support	87.42%	94.08%	96.03%	95.85%	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Elections	11.00	11.00	13.00	13.00
Full-Time Equivalent (FTE) Total	11.00	11.00	13.00	13.00

Future Outlook

Subdividing Existing Precincts - Due to population growth, Prince William County had approximately a 10% increase in the number of registered voters from 2008 to 2012. There was also a corresponding increase in precinct size, which put stress on resources and led to inadequate service to voters in portions of the County during the 2012 November General Election. A bipartisan Elections Task Force was established by the Board of County Supervisors (BOCS) to offer guidance in addressing the service issues and improving future service. A top priority identified by the Elections Task Force is to subdivide precincts with more than 4,000 registered voters and to align them with the optimum of 3,500 voters per precinct. The Electoral Board is proposing a plan to subdivide the precincts that are currently over the 4,000 registered voter threshold. These subdivisions will result in sixteen new precincts requiring ongoing costs for additional Election Officer staffing; leasing of facilities; and storage, programing and transportation of voting machines to precincts.

Voting Equipment - The Task Force identified “old, obsolete” voting equipment as a primary cause of inadequate service to voters in the 2012 November General Election and recommends replacing the current inventory of direct-recording electronic (DRE) vote machines. Due to a statutory ban on the purchase of replacement DRE equipment, the Office of Elections is researching a new generation of optical scan systems that are State certified or on track for certification. Evaluation of two of these systems will include a public “Mock Election” in early 2014 for side by side comparison, performance assessment and community comment with the objective to roll out the new system by the November 2014 General Election. Additional peripheral voting equipment designed to increase precinct efficiency includes scanning devices to search for voters checking in at the poll book table. Two precincts successfully tested the scanners in a live election environment in November 2013.

Other Task Force Recommendations - The Task Force presented a list of primary, secondary and tertiary recommendations to the BOCS in an effort to improve the voter experience. In addition to new equipment and smaller precincts, these recommendations include using polling places with adequate parking and space, closing schools to all activities during Election Day, supporting legislation for no-excuse early voting and using a thirty minute maximum voting standard for precinct resource allocation. One essential resource that is a consistent need is the human element - the need for election officers to work in the polling place. Elections depend on having officers to staff the precinct and the Office of Elections continually solicits the community for additional workers to fill the need.

General Overview

A. Internal Service Fund (ISF) Technology Billing - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency’s ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Election’s technology bill decreased by \$50,200 to \$57,456.

B. Compensation Increase - Compensation adjustments totaling \$19,572 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Elections

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
It is easy to register to vote (community survey)	97%	97%	↔	97%	97%
Voting at polling places is quick and easy (community survey)	96%	96%	↔	96%	96%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Register Voters	\$471,380	\$567,127	\$460,728	\$376,697
Transactions involving citizen voting records	406,068	250,556	200,000	250,000
Registered County Voters	233,045	254,649	250,000	258,600
Conduct and Certify Elections	\$999,446	\$858,030	\$1,649,383	\$1,638,579
Election voter turnout	81,975	202,230	87,000	129,300

A. Budget Initiatives

1. Paper Ballots for Optical Scan Voting Equipment

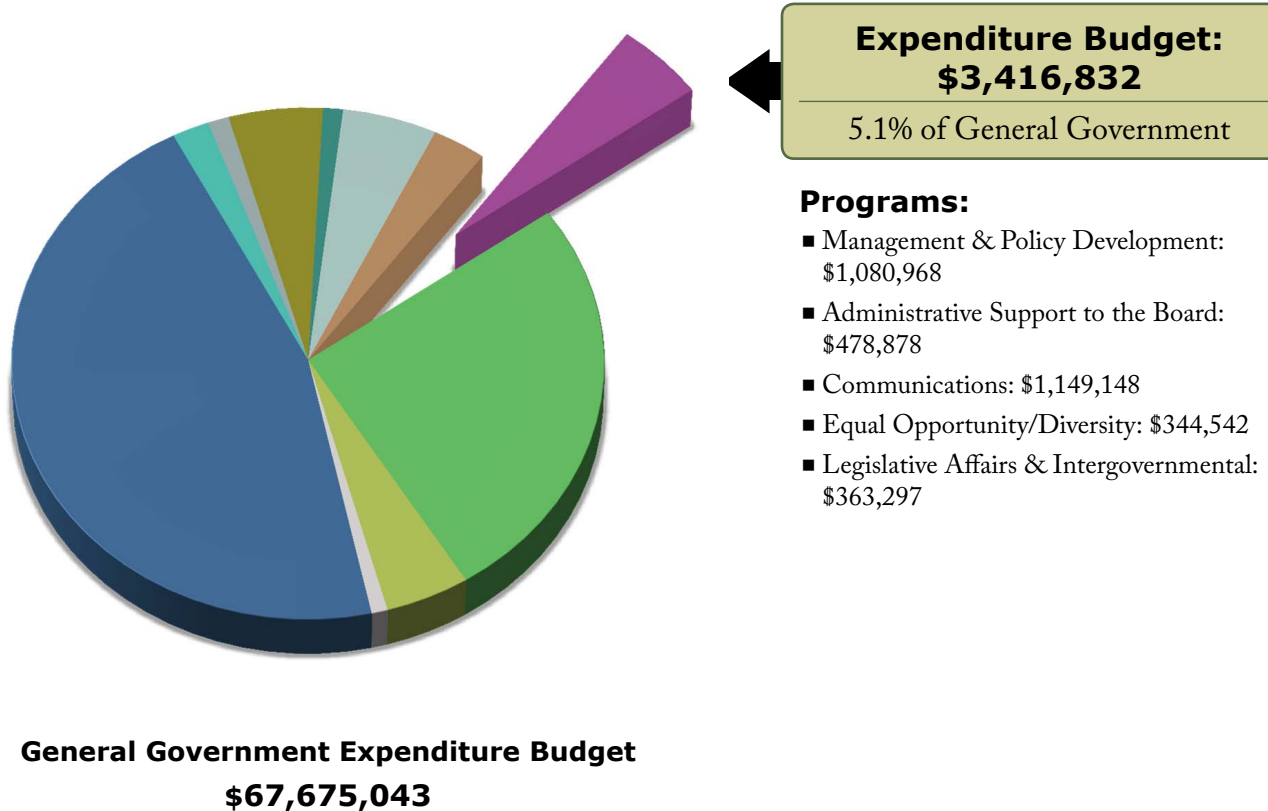
Expenditure	\$38,790
Revenue	\$0
General Fund Impact	\$38,790
FTE Positions	0.00

- a. **Description** - This initiative funds paper ballots for use in optical scan voting equipment. Beginning in November 2014, Prince William County elections will use digital optical scanned based voting equipment requiring the use of paper ballots. It is anticipated that there will be two elections during FY 15; a November 2014 General Election and party primary in June 2015. An additional \$20,688 will be required in FY 16 for paper ballots for a November 2015 General Election, a March 2016 Presidential Primary and a June 2016 party primary.

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

Mission Statement

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



Mandates

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

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

State Code: [15.2-500](#) thru [15.2-542](#); Chapter 39, [Virginia Human Rights Act](#)

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

EXECUTIVE MANAGEMENT

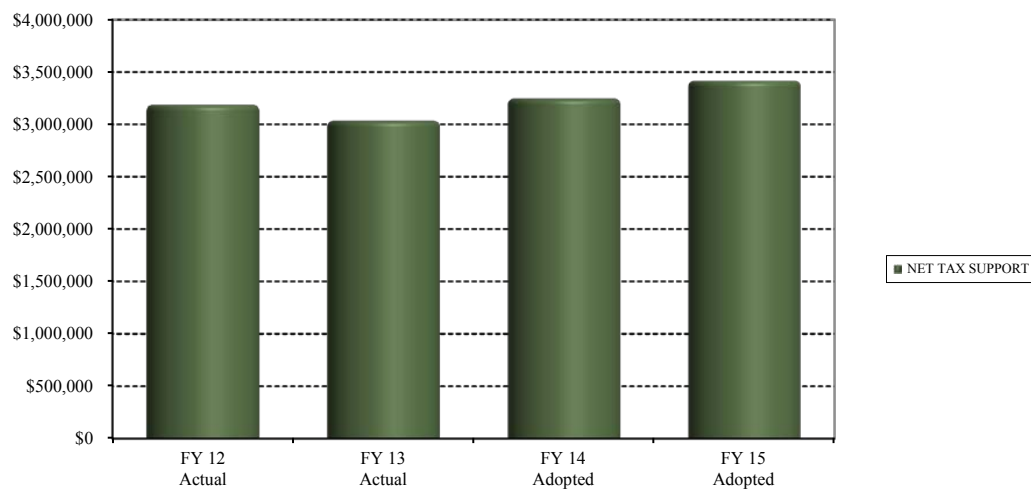
Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Management & Policy Development	\$1,358,548	\$1,378,141	\$1,384,493	\$1,080,968	-21.92%
2 Administrative Support to the Board	\$482,931	\$406,090	\$458,003	\$478,878	4.56%
3 Communications	\$1,052,231	\$964,542	\$1,077,946	\$1,149,148	6.61%
4 Equal Opportunity/Diversity	\$292,702	\$285,639	\$325,319	\$344,542	5.91%
5 Legislative Affairs & Intergovt Relations	\$0	\$0	\$0	\$363,297	—
Total Expenditures	\$3,186,412	\$3,034,413	\$3,245,761	\$3,416,832	5.27%

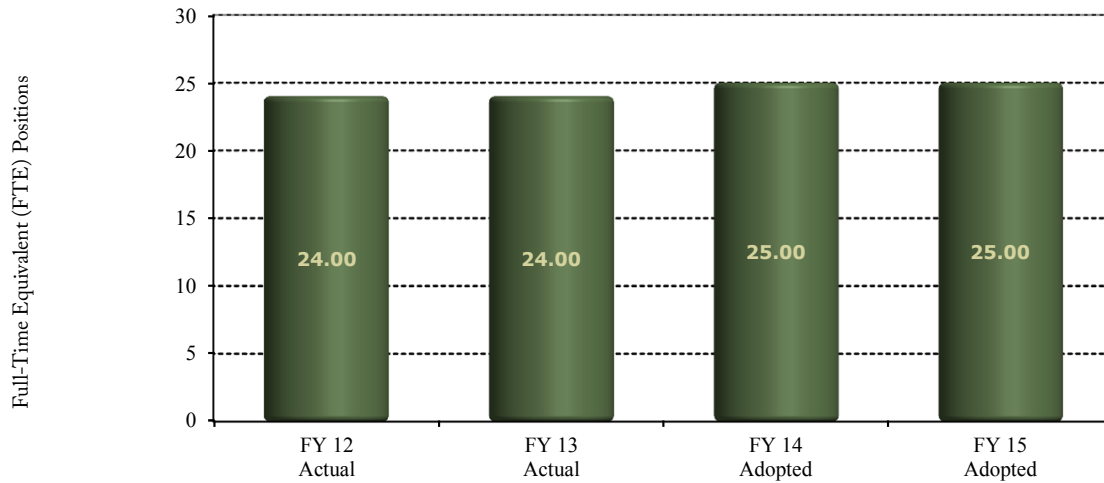
Expenditure by Classification

1 Personal Services	\$1,910,288	\$1,873,168	\$2,056,092	\$2,185,884	6.31%
2 Fringe Benefits	\$563,311	\$615,426	\$662,088	\$684,879	3.44%
3 Contractual Services	\$343,841	\$288,499	\$268,488	\$268,488	0.00%
4 Internal Services	\$100,610	\$102,667	\$88,099	\$101,587	15.31%
5 Other Services	\$258,145	\$145,002	\$155,214	\$160,214	3.22%
6 Leases & Rentals	\$10,217	\$9,651	\$15,780	\$15,780	0.00%
Total Expenditures	\$3,186,412	\$3,034,413	\$3,245,761	\$3,416,832	5.27%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	—
Net General Tax Support	\$3,186,412	\$3,034,413	\$3,245,761	\$3,416,832	5.27%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	

Expenditure History



Staffing History



Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Management & Policy Development	7.00	7.00	7.00	5.50
2 Administrative Support to the Board	5.00	5.00	5.00	5.00
3 Communications	9.00	9.00	10.00	10.00
4 Equal Opportunity/Diversity	3.00	3.00	3.00	3.00
5 Legislative & Intergovernmental Relations	0.00	0.00	0.00	1.50
Full-Time Equivalent (FTE) Total	24.00	24.00	25.00	25.00

Future Outlook

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

Clerk to the BOCS - The Clerk and staff schedule and prepare data and information presented for BOCS consideration. Automation is becoming increasingly important to handle the voluminous amount of documentation created each year. Expectations for easy access to information by citizens, elected officials and staff are growing, and appropriate technologies can assist in meeting that demand. The Clerk will need to investigate future automation and bring these solutions to the BOCS for consideration.

Communications - The Communications Office is responsible for providing the public with timely and accurate information about Prince William County Government and BOCS policies. In Prince William County and throughout the nation, citizens are seeking opportunities to engage with local government. As technologies continue to advance, there is a heightened expectation for immediate and interactive access to information and the ability to communicate directly through online media. Therefore, it is imperative that local governments seize opportunities to engage citizens and to improve the customer experience for those who come in contact with local government. Citizen engagement is vital to Prince William County's success in delivering the services and products that residents demand. Enhanced citizen engagement allows citizens not only to understand what services and amenities they desire, but also for the County government to inform citizens what services and amenities are currently delivered to the community.

Equal Employment Opportunities & Diversity - Prince William County believes equality and diversity in thought and approach makes an organization stronger and more appealing to people and customers. OEM recognizes that good business is based on understanding others. Currently the County government has four generations in the workplace. Each generation is defined by certain core values, and therefore it is important to understand and acknowledge these differences. The County government must prepare now for the needs and expectations hyper-connected generations bring to the workplace.

Legislative Affairs & Intergovernmental Relations - Prince William County is part of a governmental network that serves citizens in partnership with the Commonwealth of Virginia, the federal government and increasingly, through regional efforts with neighboring local governments. The Legislative Affairs and Intergovernmental Relations program of OEM ensures optimal collaboration with those partners by advocating for the interests of the County. These activities include educating state and federal legislators on the practical implementation of policy at the local level and pursuing state and federal funds for County services and capital investments.

General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 OEM's salary lapse changed by \$112 to - \$14,005.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 OEM's technology bill increased by \$13,488 to \$96,276.
- C. Resource Shift to Create New Program** - The budget includes a resource shift to create one new program in the department named Legislative Affairs & Intergovernmental Relations. The resources were formerly concentrated within an activity in the Management & Policy Development program. Descriptions for the activities and performance measures are included in the budget summary section on the following pages. The shift has no net fiscal impact.

D. Compensation Increase - Compensation adjustments totaling \$57,110 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Management & Policy Development

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Measures trending positively towards 4 year strategic goal target	72%	77%	↑	100%	100%
Overall quality of PWC services meets residents' expectations (community survey)	90%	90%	↔	90%	90%
County provides efficient and effective services (community survey)	90%	90%	↔	90%	90%
County services and facilities are a fair value for the tax dollar (community survey)	85%	85%	↔	85%	85%
County employees are courteous and helpful (community survey)	92%	92%	↔	92%	92%

↑ Trending Upward ↔ Stable ↓ Trending Downward

EXECUTIVE MANAGEMENT

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Effective & Efficient Delivery of County Government Services	\$302,086	\$235,083	\$262,417	\$363,506
AAA bond ratings	3	3	3	3
Strategic Planning	\$134,861	\$151,481	\$147,252	\$253,197
Projects completed	0	1	0	1
Policy Development	\$247,710	\$281,100	\$277,591	\$258,044
BOCS meetings	28	26	30	30
Board Response	\$134,450	\$151,485	\$147,063	\$206,221
Trackers responded to within 15 days	76%	59%	80%	80%
Legislative & Intergovernmental Relations	\$471,415	\$558,567	\$550,116	—
Virginia House & Senate bills analyzed	2,876	2,575	2,700	—

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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
BOCS agenda dispatch packages available to BOCS by deadline	100%	100%	↔	100%	100%
BOCS agenda/briefs available for citizens by deadline	100%	100%	↔	100%	100%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Administrative Support to the Board and Executive	\$482,931	\$406,090	\$458,003	\$478,878
Ordinances processed	76	64	100	100
Resolutions processed	970	587	1,000	1,000

Communications

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Total web page views	—	—		—	3m
Online, print & video pieces produced	—	—		—	287
Social media growth rate	—	—		—	50%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Information Dissemination	\$707,449	\$637,484	\$667,344	\$583,850
Video views online	—	—	—	35,000
Social media reach	—	—	—	250,000
Media Production	\$344,782	\$327,058	\$410,602	\$565,298
Email newsletters produced	—	—	—	12
BOCS meetings broadcast live	—	—	—	100%

Equal Opportunity/Diversity

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Diversity of County females representation	48%	49%	↑	45%	47%
Diversity of County minority representation	29%	29%	↔	15%	20%
Management satisfaction with EEO consultation services	—	98%		—	95%
Internal EEO inquiries successfully resolved and closed without litigation	—	95%		—	95%

↑ Trending Upward ↔ Stable ↓ Trending Downward

EXECUTIVE MANAGEMENT

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Inquiries & Complaints (formerly Employee Relations)	\$155,497	\$153,324	\$174,040	\$184,676
EEO inquiries received	3,264	3,417	800	1,600
Compliance and Program Analysis (formerly EEO Training and Outreach)	\$137,205	\$132,315	\$151,279	\$159,866
EEO trainings provided	—	42	10	15

Legislative Affairs & Intergovernmental Relations

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
State legislative program outcomes success rate	50%	83%	↑	50%	50%

↑ Trending Upward

↔ Stable

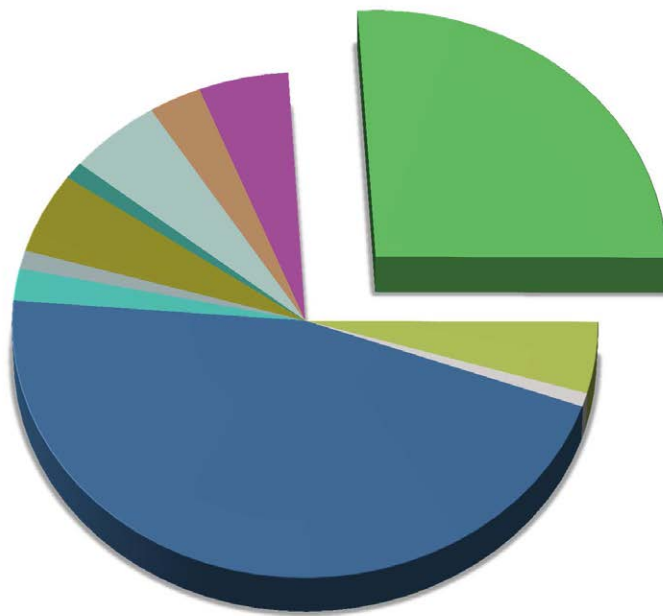
↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Legislative Affairs & Intergovernmental Relations	—	—	—	\$363,297
Virginia House & Senate bills analyzed	2,876	2,575	2,700	2,700

Mission Statement

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



Expenditure Budget:
\$17,597,627

26.0% of General Government

Programs:

- Financial Reporting & Control: \$4,497,603
- Risk Management: \$1,226,254
- Real Estate Assessments: \$3,238,201
- Purchasing: \$1,167,381
- Tax Administration: \$5,758,933
- Treasury Management: \$1,093,915
- Director's Office: \$615,341

General Government Expenditure Budget
\$67,675,043

Mandates

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

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

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

FINANCE

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Financial Reporting & Control	\$4,392,471	\$4,320,061	\$4,436,217	\$4,497,603	1.38%
2 Risk Management	\$990,930	\$1,062,074	\$1,179,707	\$1,226,254	3.95%
3 Real Estate Assessments	\$2,870,278	\$3,090,404	\$3,089,165	\$3,238,201	4.82%
4 Purchasing	\$823,279	\$968,822	\$1,053,401	\$1,167,381	10.82%
5 Tax Administration	\$5,108,318	\$5,241,455	\$5,474,901	\$5,758,933	5.19%
6 Treasury Management	\$884,363	\$1,008,554	\$1,061,697	\$1,093,915	3.03%
7 Director's Office	\$706,166	\$700,883	\$661,663	\$615,341	-7.00%
Total Expenditures	\$15,775,806	\$16,392,254	\$16,956,751	\$17,597,627	3.78%

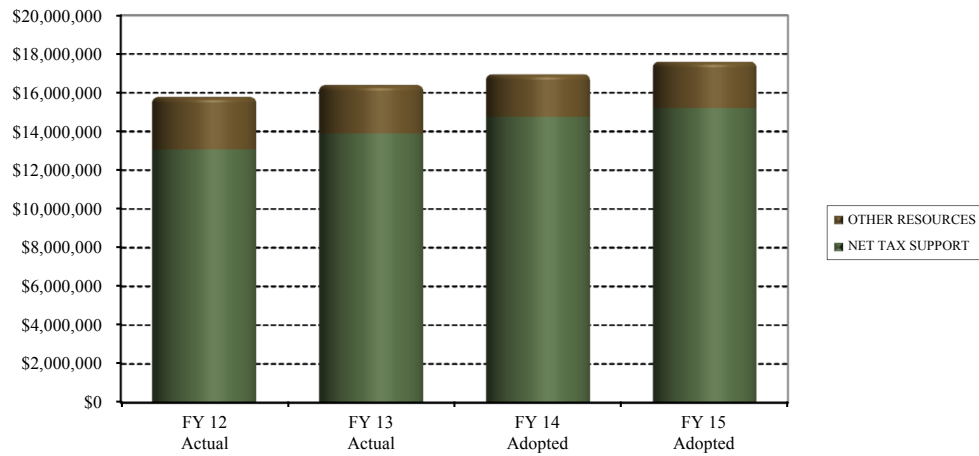
Expenditure by Classification

1 Personal Services	\$8,554,780	\$8,649,692	\$9,322,068	\$9,702,578	4.08%
2 Fringe Benefits	\$2,812,674	\$3,120,092	\$3,369,696	\$3,335,576	-1.01%
3 Contractual Services	\$1,542,484	\$1,501,382	\$1,571,495	\$1,646,595	4.78%
4 Internal Services	\$1,969,863	\$2,196,017	\$2,232,668	\$2,338,704	4.75%
5 Other Services	\$860,536	\$888,336	\$828,143	\$935,993	13.02%
6 Capital Outlay	\$0	\$0	\$17,909	\$17,909	0.00%
7 Leases and Rentals	\$35,468	\$36,734	\$47,784	\$53,284	11.51%
8 Reserves and Contingencies	\$0	\$0	(\$433,012)	(\$433,012)	0.00%
Total Expenditures	\$15,775,806	\$16,392,254	\$16,956,751	\$17,597,627	3.78%

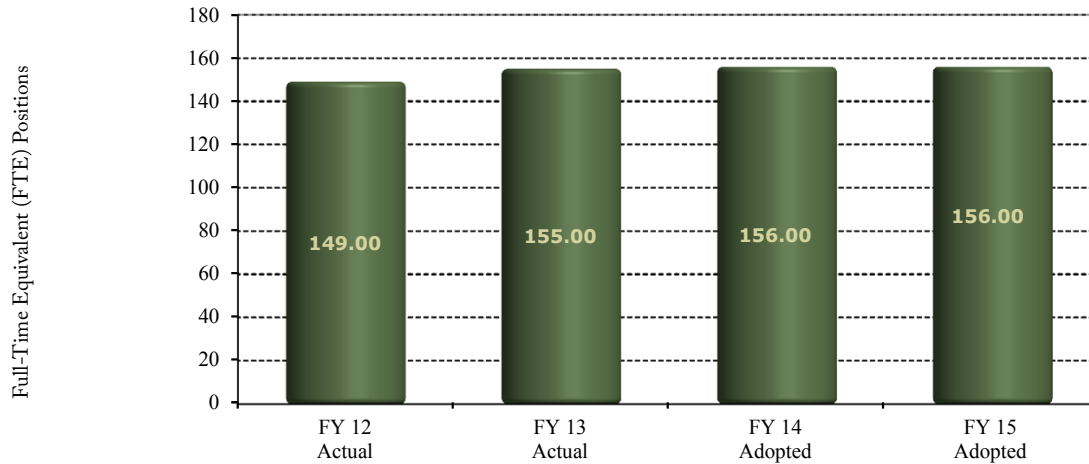
Funding Sources

1 General Property Taxes	\$1,555,192	\$1,565,477	\$1,338,915	\$1,481,665	10.66%
2 Permits, Privilege Fees and Regulatory License	\$560	\$80	\$250	\$250	0.00%
3 Fines and Forfeitures	\$19,230	\$21,903	\$12,000	\$12,000	0.00%
4 Revenue From Use of Money and Property	\$107,557	\$168,756	\$7,200	\$7,200	0.00%
5 Charges for Services	\$128,800	\$128,800	\$145,181	\$125,181	-13.78%
6 Miscellaneous Revenue	\$27,473	\$8,538	\$81,338	\$81,338	0.00%
7 Revenue From Commonwealth	\$587,557	\$593,257	\$559,724	\$559,724	0.00%
8 Transfers In	\$278,908	\$20,425	\$56,200	\$104,950	86.74%
Total Designated Funding Sources	\$2,705,276	\$2,507,237	\$2,200,808	\$2,372,308	7.79%
Net General Tax Support	\$13,070,530	\$13,885,017	\$14,755,943	\$15,225,319	3.18%
Net General Tax Support	82.85%	84.70%	87.02%	86.52%	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Financial Reporting & Control	25.00	27.00	24.00	24.00
2 Risk Management	8.00	8.00	10.00	10.00
3 Real Estate Assessments	33.00	34.00	34.00	34.00
4 Purchasing	10.00	12.00	13.00	13.00
5 Tax Administration	61.00	63.00	64.00	64.00
6 Treasury Management	8.00	7.00	7.00	7.00
7 Director's Office	4.00	4.00	4.00	4.00
Full-Time Equivalent (FTE) Total	149.00	155.00	156.00	156.00

Future Outlook

Debt Capacity - The County is growing rapidly which creates additional demand for services and the capital infrastructure to support them. Whether it is additional police and fire personnel with additional stations needed for public safety, more schools to house the growing student population, additional libraries to meet the needs of a growing population or more roads to support the ever growing demands to ease traffic congestion, the County will be looking to utilize its Triple AAA credit rating to provide low cost financing for these important capital projects.

The County's Principles of Sound Financial Management sets out very specific policy limits on how much debt the County is permitted to incur. The primary metrics are that the level of annual debt service should not exceed 10% of total revenue or 3% of land book assessments. While today we are within both of these limits, the need for roads, parks, public safety and school facilities will quickly consume the remainder of our debt capacity. The equation is a simple one, the solution is not. The County must either increase its revenues or it must reduce its capital improvement plan, either of which will create additional debt capacity. Absent these actions, the only other alternative upon reaching capacity is to suspend debt issuances and employ cash-to-capital until further capacity becomes available through the course of normal principal reduction payments, or through growth in the tax base. It is important to note that this alternative would significantly slow down the construction of needed facilities.

Federal Government Tax Policy - Closely related to the debt capacity issue is the direction of federal government tax policy with regard to the tax exemption currently afforded to municipalities. The question at hand is whether the federal tax code will continue to allow municipalities to issue fully tax exempt debt. If the tax exemption is abandoned, or even capped, it will result in higher interest costs for debt issuances. The hidden impact is the reduction of future debt capacity. If future debt service becomes more expensive, it will reduce available debt capacity more quickly, leading to higher costs and fewer projects.

Technology - The County is faced with the need to replace many of its core financial systems due to obsolescence and the need for improved technology to support a growing community and more complex financial activities. The Finance Department is embarking on the replacement of its financial management system (Performance), originally implemented in 1998, with a new Enterprise Resource Planning (ERP) system. This endeavor will require significant staff hours and resources from across the organization over a period of 18 to 24 months to ensure success. In addition, the Finance Department will be replacing its Tax Administration System, the primary tool used for the collection of general revenues. This project follows on the heels of the successful replacement of the Real Estate Assessment System, which derives the values for the County's major source of revenue – real estate taxes. Finally, technological shifts at the state level are impacting the local level. The Commonwealth is in the midst of a technology upgrade to its Virginia Retirement System (VRS), known as VRS Modernization. This overhaul has a tremendous trickle-down effect on local governments as much of the maintenance and monitoring efforts have been shifted from the State to localities, significantly impacting the workload of both the Finance Department and Human Resources Office.

Internal Controls - An on-going priority of Prince William County is strong internal controls. As the lead department for this government-wide initiative, Finance continues to promulgate the need and tools for a strong internal control environment. The control environment is ever-changing due to turnover of key staff and leadership, technological changes, new business processes and lines of business, consolidations, and regulatory and statutory changes. Therefore, internal controls must be continually re-evaluated and modified to ensure they are still relevant and operating as intended. Through the work of the Internal Control Council and its Internal Controls & Ethics Accountability Program a formalized process is now in place to assess control risks throughout the organization. In addition, new policies and procedures have been developed and/or updated for high-risk areas and more will be developed/updated as needed. The challenge Finance faces is lean staffing levels for the general administration of County government. Administrative support to the organization is critical to ensure strong controls, timely processing of transactions and accurate, reliable information for reporting and decision-making. As an example the Real Estate Assessments Division and the Tax Administration Division have 25% and 40% less staff, respectively, than other Virginia jurisdictions of comparable size.

Government Accounting Standards Board (GASB) - The GASB continues to issue new accounting pronouncements that change the way local governments must account for and report certain transactions. One new standard, No. 68, will have tremendous impact on the County's level of effort to report its pension obligations. GASB No. 68 will now require the County, including the School Board Component Unit, to report its unfunded pension obligation as a liability, rather than the current footnote disclosure, using new, more conservative assumptions. The implementation of this standard will be a significant effort for Finance in the coming years.

General Overview

- A. Board of Equalization** - The Board of Equalization (BOE), which is comprised of eight County taxpayers and holds public hearings for individual taxpayers who file applications for assessment reconsideration, is shifting into the Finance Department. Historically, the BOE has been a separate agency; however, like other BOCS appointed boards, the costs associated with boards should be included within the related department budget. The amount shifted into the Real Estate Assessments program is \$54,288.
- B. Print Shop Services** - Every year Finance prints and mails tax bills. Prior to FY 14, the Department of Information Technology (DoIT) leased a printer for these mass mailings. However, when the lease expired in FY 14 it was determined that the Prince William County Print Shop has the capability to print these bills.
- C. Internal Service Fund (ISF) Fleet Billing** - The County allocates fleet costs to agencies through an ISF. Fleet Management is responsible for fuel, repairs and maintenance for County vehicles and equipment. In previous fiscal years, some of the general fund fleet budget was unallocated, within Non-Departmental. Using FY 13 actuals the budget is being shifted to better reflect actual fleet costs within the agencies. In FY 15, Finance fleet budget increased by \$9,992.
- D. Change in Revenue Source** - In FY 11, the Treasury Management division added subscriptions to the Bloomberg financial system to provide instantaneous market data for more timely and accurate pricing on the purchase and sales of securities. The Treasury Management division invests all County funds and prior to the Park Authority becoming a county agency, Finance received a \$20,000 investment fee from the Park Authority. This revenue helped offset the annual Bloomberg subscription. Since the Park Authority is no longer a separate entity, the revenue to offset the subscription will be administrative fees on delinquent taxes collected by the Tax Administration division.
- E. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15, Finance's salary lapse changed by \$3,783 to - \$87,389.
- F. ISF Technology Billing** - The County allocates all technology costs to agencies through an ISF. DoIT annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Finance's technology bill increased by \$84,694 to \$2,298,204.

G. Compensation Increase - Compensation adjustments totaling \$182,995 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Financial Reporting & Control

The Financial Reporting & Control program maintains the County's books and records in accordance with Generally Accepted Accounting Principles (GAAP) and complies with the Single Audit Act of 1984, as amended. The program manages and coordinates the annual audit of the County's financial statements as required by the Code of Virginia. Program activities include making payments to employees and vendors and all related tax reporting to federal and state agencies.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Receive Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	↔	Yes	Yes
Compliance with relevant Principles of Sound Financial Management	100%	100%	↔	100%	100%
Audit adjustments	0	2	↑	<5	<5

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Pay Bills	\$366,099	\$385,485	\$366,171	\$376,787
Vendor transactions	148,385	154,481	150,000	150,000
Maintain the County's Financial Records	\$3,413,743	\$3,389,302	\$3,557,930	\$3,613,280
Financial transactions	484,384	485,330	490,000	490,000
Capital asset transactions	2,744	3,183	2,400	2,700
Payroll Processing	\$612,629	\$545,273	\$512,116	\$507,536
Payroll payments	102,768	107,964	97,000	123,700

A. Budget Initiatives

1. Increase General Government Application Support

Expenditure	\$48,750
Revenue	\$48,750
General Fund Impact	\$0
FTE Positions	0.00

- a. Description** - This initiative funds 85% of the increase in maintenance support of the general government technology systems. The maintenance is funded in the Technology Improvement Plan (TIP) Holding Account and the budget is located in Finance's 4000 series, providing revenue to the Information Technology internal service fund. The remaining 15% of the maintenance and staff is funded in the Human Resources budget. Finance's share of the maintenance support for general government systems in the TIP totals \$4,280,994, FY 16 through FY 19.
- b. Service Level Impacts** - Existing service levels are maintained.

Risk Management

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Injury Incident Rate (IIR) - Countywide	5.67	6.07	↑	6.22	5.82
DART Rate – Countywide (Days away, restricted or transferred)	4.13	4.13	↔	4.04	4.04
Preventable Collision Frequency Rate - Countywide	11.8	9.7	↓	10.7	10.7

↑ Upward Trend ↔ Stable Trend ↓ Downward Trend

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Risk Management	\$808,370	\$912,532	\$1,015,129	\$1,056,315
Incidents reported	1,257	1,534	<1,200	<1,200
Safety inspections made	64	76	104	104
Environmental Management	\$182,560	\$149,542	\$164,577	\$169,939
Environmental audits	4	9	2	6
Environmental inspections	27	37	22	22

Real Estate Assessments

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Overall accuracy in annual assessment	92.9%	93.1%	↑	92.0%	92.0%
Appealed real estate assessments upheld by the Board of Equalization	94%	96%	↑	90%	90%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Mass Appraisal of Real Property	\$2,262,791	\$2,451,483	\$2,510,770	\$2,629,048
Sales transferring ownership of property	12,373	12,601	12,000	12,000
Sales verified to establish the assessments	8,531	9,328	8,000	8,000
Parcels per appraiser	6,374	6,298	6,100	6,220
Customer Service	\$607,487	\$638,920	\$578,395	\$609,153
Total inquiries	17,084	12,780	14,000	14,000
Internet user sessions on Real Property Assessment site	540,347	515,723	500,000	520,000

Purchasing

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Vendors who rate the procurement process as good or excellent	95%	94%	↓	93%	93%
Customers rating their purchasing experiences as good or excellent	96%	93%	↓	93%	93%
Solicitations and awards without protest	96%	99%	↑	95%	95%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Procure Goods and Services	\$823,279	\$968,822	\$1,053,401	\$1,167,381
Solicitations issued annually	75	77	—	75

A. Budget Initiatives

1. Postage Increase

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

a. Description - Due to the increased cost for mailing postcards to potential vendors for all County solicitations over \$50,000 and the impact of the Department of Parks & Recreation integration into the County procurement system, the postage budget will be increased by \$3,000. When taxpayers pay delinquent taxes, they are charged an administrative fee. The administrative fee is collected by Finance and is considered agency revenue. This revenue will offset the postage budget increase.

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

Tax Administration

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Cumulative delinquent tax as a percent of total tax levy	1.7%	1.6%	↓	2.4%	2.4%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Bill Tax Items	\$2,753,905	\$2,958,323	\$3,048,737	\$3,081,208
Business license and personal property tax items processed	486,151	500,179	480,000	480,000
Collect County Revenue	\$2,354,413	\$2,283,131	\$2,426,163	\$2,677,725
Manual payment transactions	25%	25%	<30%	<30%
Delinquency notices sent	115,347	114,941	100,000	100,000

A. Budget Initiatives

1. DMV Registration Hold Program

Expenditure	\$70,000
Revenue	\$70,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - In FY 02, Finance started placing holds on registration or re-registration of vehicles with DMV if the individuals or businesses were past due paying personal property taxes. The current budget for this program is \$442,000. An increase of \$70,000 will align the budget with the actual expenditure levels. The entire cost of this program is passed on to the delinquent taxpayer so the revenue budget is also increased by \$70,000.

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

2. Postage Increase

Expenditure	\$40,750
Revenue	\$40,750
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Since FY 12, the number of mail pieces has increased by approximately 45,000 each year. Over the same time period, postage has increased \$0.02/piece. When taxpayers pay delinquent taxes, they are charged an administrative fee. The administrative fee is collected by Finance and is considered agency revenue. This revenue will offset the postage budget increase.

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

3. Debit Card Charges

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

a. Description - In FY 13 Tax Administration started accepting debit cards at each of the three walk-in locations. From September 2012 to September 2013, \$1.3 million in tax collections were from debit cards and the expected use of debit cards will increase considerably by FY 15. The cost to accept debit cards is approximately \$6,000. This cost will be offset by the administrative fee collected by Tax Administration.

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

4. Lease Inserter Machine

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

a. Description - Tax Administration purchased an inserter machine over 10 years ago. The inserter is used to assemble, fold and insert tax bills and reply envelopes into outgoing envelopes for mailings of up to 2,500 pieces. The machine needs to be replaced and it is more cost effective to lease one instead of purchasing a replacement. This cost will be offset by the administrative fee collected by Tax Administration.

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

Treasury Management

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
First year accuracy of the five year revenue forecast	0.59%	0.30%	↓	+2%/-1%	+2%/-1%
↑ Trending Upward ↔ Stable ↓ Trending Downward					

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Financial Analysis	\$448,205	\$451,261	\$445,159	\$463,532
Financial planning documents prepared	51	114	45	50
Finance issues reviewed or analyzed	260	243	150	150
Debt Management	\$242,485	\$261,573	\$296,740	\$307,747
Bond sales executed	3	4	1	1
Cash Management/Investments/Banking Services	\$193,673	\$295,720	\$319,798	\$322,636
Investment transactions	1,051	1,092	—	1,071

Director's Office

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
AAA bond ratings	3	3	↔	3	3
Compliance with Principles of Sound Financial Management	98%	100%	↑	98%	100%

↑ Trending Upward

↔ Stable

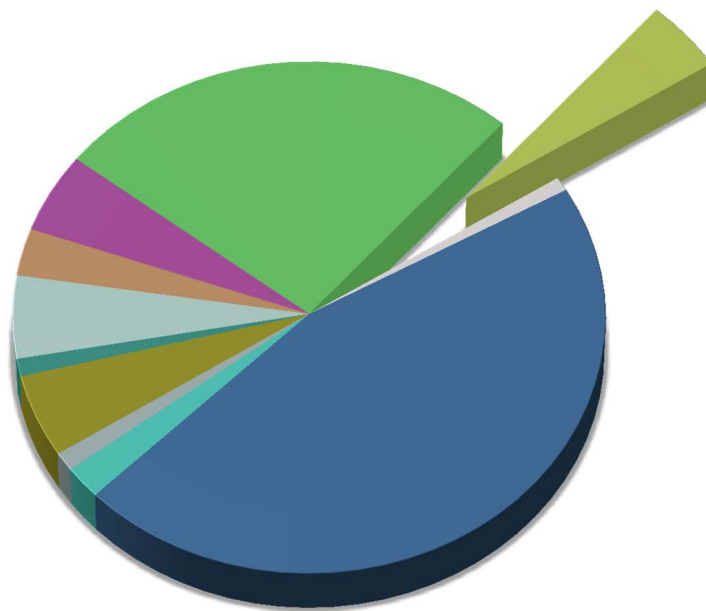
↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Leadership, Coordination and Oversight	\$706,166	\$700,883	\$661,663	\$615,341
Trackers received	15	17	—	17
Revenue forecasts generated	55	65	—	70

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.



Expenditure Budget:
\$3,086,840

4.6% of General Government

Programs:

- Classification & Compensation: \$441,436
- Employee Benefits Administration: \$708,407
- Human Resources Information System: \$352,032
- Recruitment & Retention: \$756,652
- Training & Development: \$828,314

General Government Expenditure Budget
\$67,675,043

Mandates

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

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

HUMAN RESOURCES

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Classification & Compensation	\$469,724	\$450,586	\$396,374	\$441,436	11.37%
2 Employee Benefits Administration	\$810,147	\$1,065,423	\$806,051	\$708,407	-12.11%
3 Human Resources Information System	\$0	\$0	\$281,987	\$352,032	24.84%
4 Recruitment & Retention	\$497,047	\$641,180	\$789,860	\$756,652	-4.20%
5 Training & Development	\$607,988	\$571,275	\$800,353	\$828,314	3.49%
Total Expenditures	\$2,384,907	\$2,728,464	\$3,074,624	\$3,086,840	0.40%

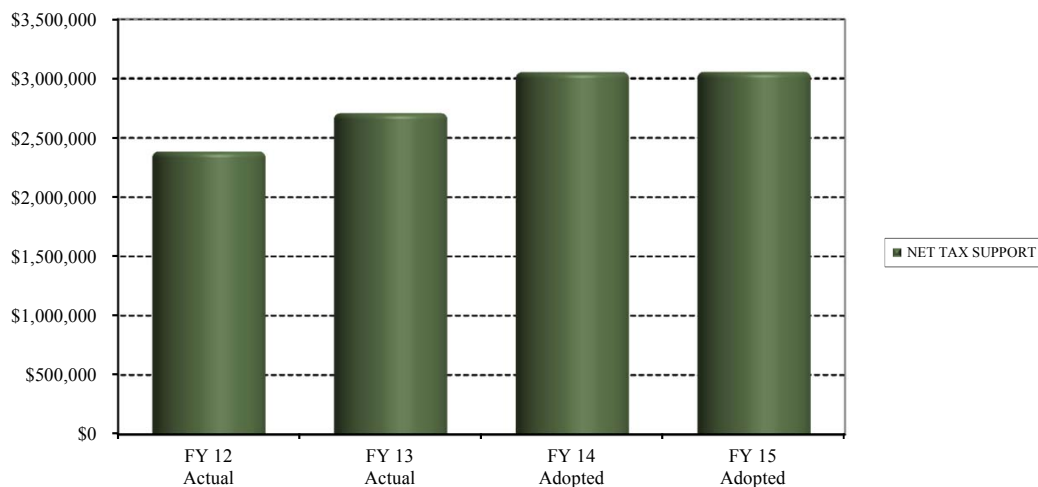
Expenditure by Classification

1 Personal Services	\$1,388,924	\$1,598,891	\$1,857,122	\$1,871,243	0.76%
2 Fringe Benefits	\$393,666	\$500,709	\$580,167	\$557,954	-3.83%
3 Contractual Services	\$168,815	\$148,778	\$220,083	\$220,083	0.00%
4 Internal Services	\$318,874	\$365,391	\$377,845	\$398,155	5.38%
5 Other Services	\$100,642	\$96,704	\$100,731	\$100,731	0.00%
6 Leases & Rentals	\$13,985	\$17,991	\$12,962	\$12,962	0.00%
7 Recovered Costs	\$0	\$0	(\$74,287)	(\$74,287)	0.00%
Total Expenditures	\$2,384,907	\$2,728,464	\$3,074,623	\$3,086,840	0.40%

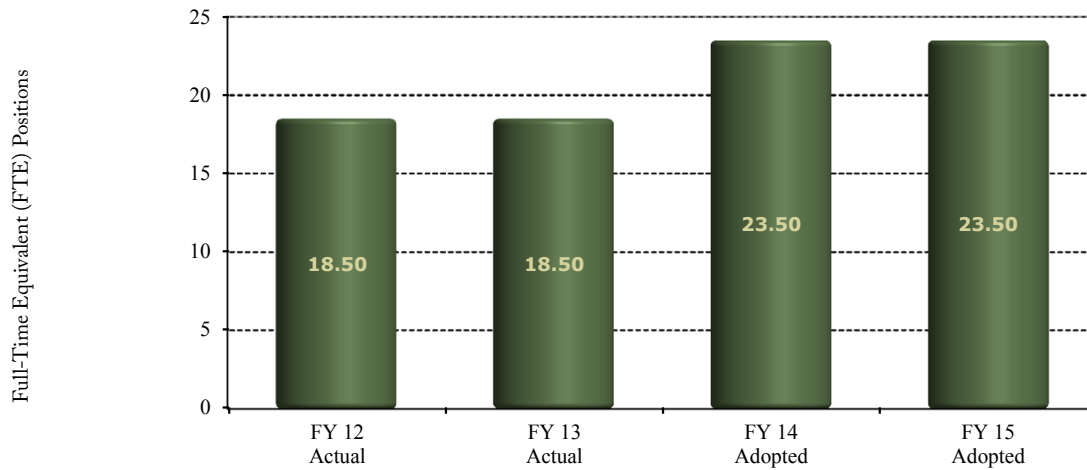
Funding Sources

1 Transfers In	\$0	\$20,000	\$21,000	\$29,603	40.97%
Total Designated Funding Sources	\$0	\$20,000	\$21,000	\$29,603	40.97%
Net General Tax Support	\$2,384,907	\$2,708,464	\$3,053,623	\$3,057,237	0.12%
Net General Tax Support	100.00%	99.27%	99.32%	99.04%	

Expenditure History



Staffing History



Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Classification & Compensation	4.35	4.30	4.00	4.20
2 Employee Benefits Administration	5.00	5.30	5.50	4.20
3 Human Resources Information System	0.00	0.00	3.00	3.70
4 Recruitment & Retention	5.00	4.90	6.00	6.20
5 Training & Development	4.15	4.00	5.00	5.20
Full-Time Equivalent (FTE) Total	18.50	18.50	23.50	23.50

Future Outlook

Compensation - In order to attract and retain quality employees, the County must seek employee satisfaction and engagement through a Total Rewards program (i.e. comparable compensation, competitive benefits, work-life balance, performance management, enlightening recognition programs, training and development and internal career opportunities). The Board of County Supervisors (BOCS) has a policy stating that the County will maintain competitive salaries with our competing jurisdictions, and has been proactive in adopting a five year pay plan for County employees. Currently that plan keeps the County externally competitive and internally equitable. Over time, the County will have to ensure that those factors are maintained so the County can continue to attract excellent employees and enjoy low turnover rates.

Affordable Care Act (ACA) - Currently, Prince William County is meeting all requirements of the ACA. As the implementation of the ACA continues, the County must keep abreast and comply with all regulations, timelines, accounting and reporting requirements and provide new and on-going employee communications for the ACA. All compliance must be accomplished while simultaneously ensuring the financial integrity of the County's self-insured health insurance program, which is critical to attracting and retaining employees.

Pension Reform - Resources must be allocated to the management, communication and administration of the three distinct pension plans for regular employees and two additional plans for public safety employees. The new Virginia Retirement System (VRS) “Hybrid Plan” will be especially labor intensive to administer due to its voluntary employee contribution with employer match and separate associated short and long term disability programs.

Succession Planning - Data shows in most jurisdictions across the country, baby boomers are starting to retire, often leaving skill gaps in their wake. It is crucial that the County analyze its current workforce in relation to the workforce needed to support organizational focus and initiatives five to ten years in the future. A gap analysis must be conducted between the current workforce and the needs of the future workforce. Once this analysis is complete, a plan must be developed to help all County departments address identified gaps and better plan and prepare for succession.

Human Resources (HR) Staffing - HR offers the County core human resource services, (i.e. Benefits, Recruitment & Retention, Classification and Compensation, Human Resources Information System and Training & Development) with a lean compliment of staff. The HR staff works to be efficient and timely in the services it delivers, while assuring that the services are accurate and value-added. It is the vision of the HR staff that by partnering with County departments to understand their needs, HR will be able to more efficiently support department efforts to provide services to Prince William County citizens. The ability to keep up with the human resources needs of the County government will ultimately require more staff to meet the varied needs of the County’s workforce.

General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Human Resources’ salary lapse changed by \$13,164 to - \$13,164.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency’s ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 Human Resources’ technology bill increased by \$11,707 to \$389,552.
- C. Resource Shift and Program Consolidation** - The budget includes a shift that consolidates the resources and activities of the Employee Relations/Performance Management program that was established in the prior budget into other programs within HR. The shift has no net fiscal impact.
- D. Compensation Increase** - Compensation adjustments totaling \$42,861 are made to support the following rate changes:
 - 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Classification & Compensation

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Classification within competitive range (+5/-5%) compared to the labor market	96%	72%	↓	95%	100%
Class specifications revised	45%	61%	↑	45%	60%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Employee Classification and Compensation Management	\$469,724	\$450,586	\$396,374	\$441,436
Classification studies	544	477	502	480
Classifications reviewed for internal and external compensation equity	—	109	240	200

Employee Benefits Administration

Designs, recommends and administers competitive, sustainable, cost-effective benefits programs for employees, dependents and retirees to attract and retain employees, promote productivity, morale and work-life balance.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Inquiries answered within 24 hours	95%	95%	↔	98%	98%
Employees satisfied with benefit program services	—	75%		65%	75%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Benefits Management	\$810,147	\$1,065,423	\$806,051	\$708,407
Employees enrolled in County healthcare	2,771	2,807	2,978	3,069
Employees provided orientation and training	—	875	800	800
Individual retirement consultations/hours spent	—	100/380	96/368	100/380

A. Budget Initiatives

1. Increase General Government Application Support

Expenditure	\$8,603
Revenue	\$8,603
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds 15% of the increase in maintenance support of the general government technology systems and 15% of the two new general government applications' staff. The maintenance is funded in the Technology Improvement Plan (TIP) Holding Account and the two positions are funded in the general fund. The budget is located in Human Resources' 4000 series, providing revenue to the Information Technology internal service fund. The remaining 85% of the maintenance and staff is funded in the Finance budget. Human Resource's share of general fund support for the maintenance of general government systems in the TIP totals \$775,469, FY 16 through FY 19.

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

Human Resources Information System

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Personnel actions processed electronically	—	95%		75%	80%
Personnel Action Forms (PAFs) processed within pay period received	—	97%		95%	95%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Human Resources Information System	—	—	\$281,987	\$352,032
Personnel documents scanned into the Electronic Data Management System (EDMS) and filed	—	53,370	51,500	54,000
Process reviews completed/major data audits performed	—	—	—	4
Monthly average of retroactive payroll payments processed	—	88	40	27

Recruitment & Retention

Manage the recruitment and continuous improvement of a talented workforce, which fosters organization-wide collaboration that promotes engaged employees striving for excellence in the accomplishment of County goals. Guides and supports employees, supervisors and appointing authorities regarding disciplinary, grievance and performance management issues to ensure fair and uniform application of related laws, policies and procedures.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Hires occurring within 90 days from advertisement to acceptance	—	—		90%	90%
County turnover rate without retirement	5.5%	5.9%	↔	6.0%	6.0%
County turnover rate with retirement	7.1%	7.7%	↔	7.5%	7.5%
Satisfaction with recruitment services	—	—		—	95%
Agencies/departments receiving applications within 10 business days	75%	90%	↑	90%	90%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Recruitment	\$497,047	\$641,180	\$789,860	\$756,652
Positions advertised and filled	510	541	500	525
Applications received and processed per year	37,200	47,974	36,000	50,000

Training & Development

Provide a variety of learning and personal/professional growth opportunities enabling employees to perform effectively in their role and deliver high quality customer service. Serve as a trusted advisor and consultant to all departments supporting alignment with the County's Mission, Vision and Values.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Employee satisfaction effectiveness of training (on a 5 point scale)	4.3	4.1	↓	4.2	4.3
eLearning licenses used	—	—		60%	70%

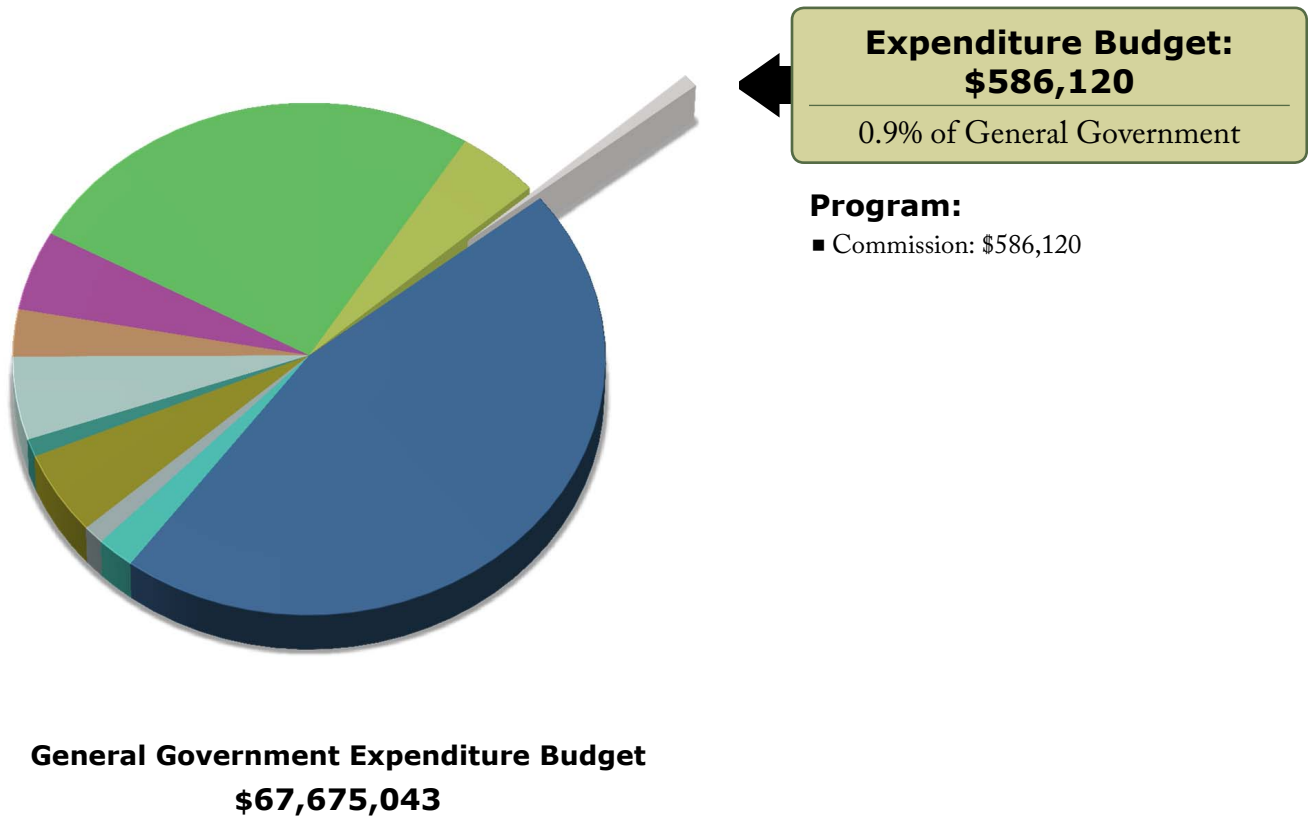
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Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Training, Development and Presentation	\$607,988	\$571,275	\$800,353	\$828,314
Instructor-led sessions offered and scheduled by T&D	—	154	225	250
Individuals attending Instructor-led training	—	1,069	1,100	1,200
eLearning training completions	—	6,115	8,000	9,500

Mission Statement

The mission of the Prince William County Human Rights Commission 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.



Mandates

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

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](#))

HUMAN RIGHTS

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Commission	\$536,047	\$533,283	\$557,428	\$586,120	5.15%
Total Expenditures	\$536,047	\$533,283	\$557,428	\$586,120	5.15%

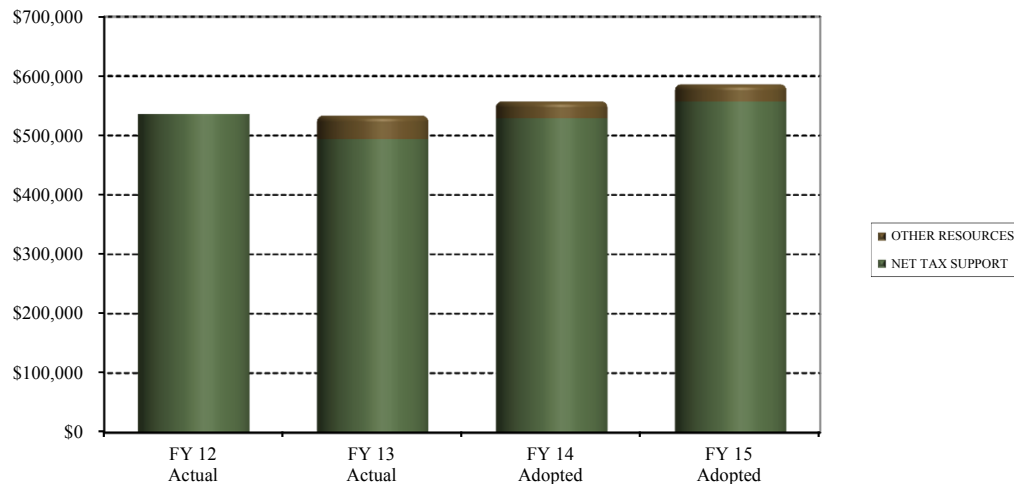
Expenditure by Classification

1 Personal Services	\$385,906	\$365,893	\$386,255	\$412,987	6.92%
2 Fringe Benefits	\$113,565	\$123,407	\$128,680	\$130,003	1.03%
3 Contractual Services	\$1,333	\$2,744	\$3,652	\$3,652	0.00%
4 Internal Services	\$20,123	\$26,231	\$18,848	\$19,485	3.38%
5 Other Services	\$12,694	\$13,113	\$15,894	\$15,894	0.00%
6 Leases & Rentals	\$2,427	\$1,896	\$4,099	\$4,099	0.00%
Total Expenditures	\$536,047	\$533,283	\$557,428	\$586,120	5.15%

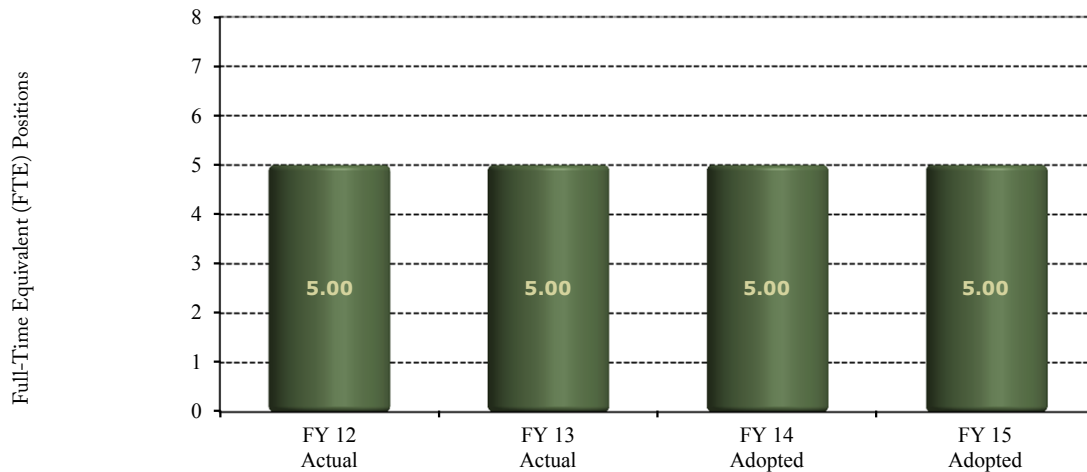
Funding Sources

1 Federal Revenue	\$0	\$39,600	\$28,580	\$28,580	0.00%
Total Designated Funding Sources	\$0	\$39,600	\$28,580	\$28,580	0.00%
Net General Tax Support	\$536,047	\$493,683	\$528,848	\$557,540	5.43%
Net General Tax Support	100.00%	92.57%	94.87%	95.12%	

Expenditure History



Staffing History



Staffing by Program



		FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1	Commission	5.00	5.00	5.00	5.00
Full-Time Equivalent (FTE) Total		5.00	5.00	5.00	5.00

Future Outlook

Review of Civil Rights Act Title II (Public Accommodation) - Title II currently addresses issues from the 1960s regarding lunch counters, hotels/motels and movie theaters. It needs to address current issues such as racial profiling of minorities in businesses, such as retail stores, banks, etc. This is an emerging issue that will be addressed at the Federal level.

Review of Local Human Rights Code - The commission will review the County's human rights ordinance to bring it into compliance with new state and federal laws. The federal statutes have been amended as follows: elderliness is a new protected class in the fair housing law and genetic information and equal pay act are new employee protections that have been added to the federal employment law. These new mandates will be added to the local code.

Fair Housing Issues - Local home owner associations (HOAs) are concerned with the large number of fair housing cases. The Human Rights Office (HRO) staff will offer annual training to the HOAs and other interested parties. HRO will apply for annual funds from Department of Housing Urban Development (HUD) for fair housing education.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In the FY 15 budget, Human Right's technology bill increased by \$637 to \$19,485.
- B. Compensation Increase** - Compensation adjustments totaling \$11,300 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Commission

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Favorable customer survey responses	70%	72%	↑	70%	70%
Enforcement compliance rate	100%	100%	↔	100%	100%
Cases resolved through mediation and conciliation processes	16%	19%	↑	20%	20%

↑ Trending Upward

↔ Stable

↓ Trending Downward

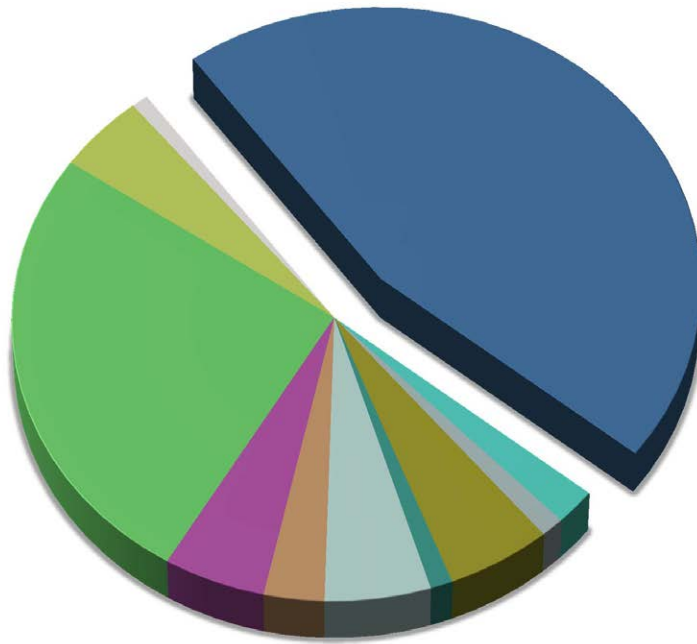
HUMAN RIGHTS

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Charge Management	\$378,491	\$374,977	\$397,052	\$417,486
Inquiries processed	598	582	575	575
Cases worked	138	141	120	130
Outreach/Education	\$27,044	\$27,270	\$29,907	\$31,309
Customers seeking services as a result of outreach efforts	1,580	1,567	1,550	1,550
Persons attending training or benefiting from civil rights enforcement	652	701	600	600
Public Information	\$15,583	\$16,008	\$17,328	\$18,170
Requests for public information	75	76	75	75
Staff Support to the Human Rights Commission	\$114,928	\$115,029	\$113,141	\$119,155
Staff time supporting the Human Rights Commissioners	20%	20%	20%	20%

Mission Statement

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



Expenditure Budget:
\$30,982,054

45.8% of General Government

Programs:

- Leadership, Management & Security (formerly Chief Information Officer): \$2,166,852
- Communications & Infrastructure: \$7,483,530
- GIS (formerly Customer Service & Solutions): \$1,830,803
- Business Applications Support: \$9,560,373
- Customer Service & Business Group: \$5,009,086
- Technology Improvement Plan (capital): \$4,931,409

General Government Expenditure Budget
\$67,675,043

Mandates

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

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

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

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

INFORMATION TECHNOLOGY

Expenditure and Revenue Summary

	FY 12	FY 13	FY 14	FY 15	% Change
Expenditure by Program	Actual	Actual	Adopted	Adopted	Adopt 14/ Adopted 15
1 Leadership, Management & Security (formerly Chief Information Officer)	\$1,186,979	\$1,247,430	\$1,986,414	\$2,166,852	9.08%
2 Communications & Infrastructure	\$6,180,254	\$8,390,738	\$7,523,217	\$7,483,530	-0.53%
3 GIS (formerly Customer Service & Solutions)	\$6,794,582	\$6,433,494	\$7,666,941	\$1,830,803	-76.12%
4 Business Applications Support	\$3,316,761	\$8,269,554	\$5,431,465	\$9,560,373	76.02%
5 Customer Service & Business Group	\$0	\$0	\$0	\$5,009,086	—
6 Technology Improvement Plan (capital)	\$12,507,529	\$3,505,483	\$17,225,456	\$4,931,409	-71.37%
Total Expenditures	\$29,986,105	\$27,846,699	\$39,833,493	\$30,982,053	-22.22%

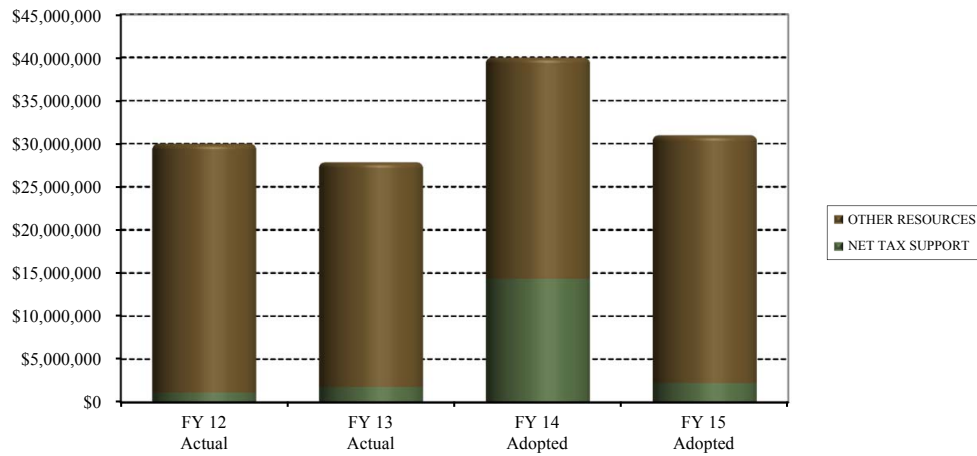
Expenditure by Classification

1 Personal Services	\$5,767,338	\$5,959,123	\$6,315,870	\$7,303,567	15.64%
2 Fringe Benefits	\$1,649,185	\$1,855,384	\$2,088,432	\$2,331,240	11.63%
3 Contractual Services	\$7,972,990	\$7,379,357	\$9,439,533	\$11,503,693	21.87%
4 Internal Services	\$90,415	\$89,205	\$23,702	\$23,702	0.00%
5 Other Services	\$2,190,995	\$3,399,015	\$4,054,000	\$3,786,061	-6.61%
6 Debt Maintenance	\$51,176	\$51,167	\$80,000	\$0	-100.00%
7 Depreciation	\$1,545,174	\$3,368,243	\$0	\$0	0.00%
8 Capital Outlay	(\$1,235,322)	(\$717,382)	\$15,723,000	\$3,208,382	-79.59%
9 Leases & Rentals	\$4,159	\$3,425	\$6,500	\$4,000	-38.46%
10 Transfers Out	\$11,949,995	\$6,459,162	\$2,102,456	\$2,821,409	0.00%
Total Expenditures	\$29,986,105	\$27,846,699	\$39,833,493	\$30,982,054	-22.22%

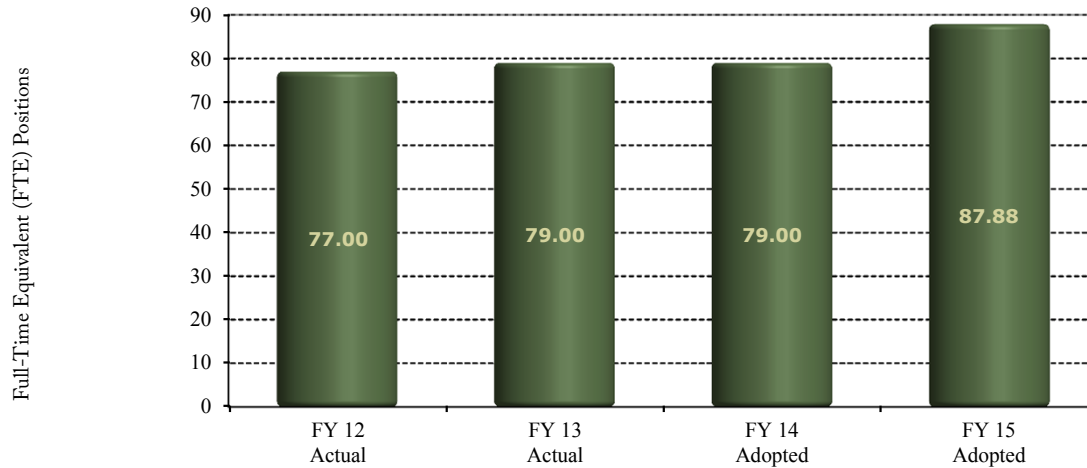
Funding Sources

1 Revenue From Use of Money & Property	\$831,900	(\$141,185)	\$43,826	\$43,826	0.00%
2 Charges for Services	\$14,959,473	\$18,420,535	\$22,369,752	\$25,870,548	15.65%
3 Miscellaneous Revenue	\$704	\$916	\$0	\$0	0.00%
4 Revenue From Commonwealth	\$4,922	(\$4,922)	\$53,868	\$0	-100.00%
5 Non-Revenue Receipts	\$7,754	\$2,174,760	\$0	\$0	0.00%
6 Transfers In	\$22,289,469	\$499,610	\$1,106,591	\$136,271	-87.69%
7 Use of Fund Balance	\$13,441,344	\$4,706,510	\$2,102,456	\$2,647,337	0.00%
Total Designated Funding Sources	\$51,535,566	\$25,656,224	\$25,676,493	\$28,697,982	11.77%
Net General Tax Support	\$8,364,394	\$7,404,776	\$14,331,072	\$2,284,072	0.00%
Net General Tax Support	27.89%	26.59%	35.98%	7.37%	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Leadership, Management & Security (formerly Chief Information Officer)	9.04	10.04	9.04	5.39
2 Communications & Infrastructure	25.00	26.00	27.00	26.00
3 GIS (formerly Customer Service & Solutions)	24.00	24.00	24.00	17.00
4 Business Applications Support	18.96	18.96	18.96	33.84
5 Customer Service & Business Group	0.00	0.00	0.00	5.65
Full-Time Equivalent (FTE) Total	77.00	79.00	79.00	87.88

Future Outlook

Physical Security - Ensuring the security of County facilities, assets, staff and the general public encompasses not only physical barriers such as keys and locks but electronic means as well. Public Works and Information Technology (DoIT) are collaborating to research and address the various aspects of security technology that will provide the most effective means of securing government assets.

Cyber Security - Cyber-attacks worldwide increased 800% between 2006 and 2012. DoIT continues to expand Cyber Security efforts while maintaining a reasonable balance with system users to avoid extensive interruptions to County operations.

Transparency - Determining what information is made available to the public, how it is made available and when it is made available, are the driving issues surrounding transparency. Federal, state and local laws (i.e. Freedom of Information Act (FOIA) and the Health Insurance Portability and Accountability Act (HIPAA)) along with court rulings and industry best practices continue to shape the roles and responsibilities of government to provide access to public information, to secure privacy of citizens and to ensure effective and prudent operation of government. Transparency issues must continue to be monitored by DoIT to offer solutions and services that allow the organization to comply with laws and meet the needs of the community.

Cloud Opportunities - With cloud solution opportunities growing, DoIT must consider what organizational applications, software and services are appropriate for cloud environments. Cost, security, speed to implement, disaster recovery and scalability are several of the important decision factors in evaluating cloud solutions appropriate for local government technology applications.

Mobility - As mobile device hardware options increase, security issues surrounding these devices increase as well. DoIT's position is to allow only corporate mobile devices access to County data within the constraints of the responsible use policy, which vastly limits personal use of corporate assets. We continue to support this position, but as technology advances, the issue must be revisited regularly.

Technology Improvement Plan (TIP) - The Board of County Supervisors dedicates \$5.5 million annually in year-end savings to the TIP for investment in new technologies. By FY 18, the entire \$5.5 million will be consumed by maintenance costs for the new systems currently under development, leaving no funding for replacement of critical applications and systems approaching obsolescence. This approach to technology replacement must be addressed within the next two years in order for Prince William County to have necessary technologies to provide satisfactory levels of service.

Life Cycle Management - Systems have a limited life cycle and must be replaced on a timely basis to avoid service disruption. The County's flexibility to move to new operating systems is constrained when existing application systems cannot work on newer operating systems. Mergers and acquisitions of products and vendors also impair life cycle management planning and can create immediate resource demands not anticipated in the budgeting process.

Disaster Recovery - Maintaining redundancies on critical infrastructure requires constant monitoring. The technology field continues to advance at accelerating speed. Risk management of key assets and service delivery systems requires strategic planning and ability to adapt to unexpected obstacles. Collaboration with trusted partners, staying abreast with industry trends and exercising Continuity of Operations Plan (COOP) and Disaster Recovery Plans (DRP) will assist in preventing catastrophic outages and service disruptions.

Human Capital Management - Data security concerns requiring full background investigations combined with high industry demand has created a challenge in recruiting and retaining qualified personnel. This in turn has led to high turnover rates of 29-35% in some divisions. DoIT, with the assistance of Human Resources, has engaged the services of a contracted consultant to identify and recommend resolutions for the human capital management issues encountered in recent years.

General Overview

- A. Technology Improvement Plan (TIP)** - The capital subfund within the DoIT internal service fund (ISF) was reduced by \$16,089,000 because of one time capital funding for TIP projects. These projects have not been completed, but have been fully funded.
- B. Outside Revenue** - DoIT has two primary revenue sources - billing County agencies and outside revenues. In FY 15 DoIT reduced their outside revenues in several activities where historically the anticipated revenue, such as radio revenues, had not been collected. Outside revenues, and the corresponding expenditures, were reduced in Radio Communications (-\$4,995), Network Communications (-\$53,868) and Business Group (-\$35,512).
- C. Tax Bill Printing** - In FY 14 DoIT turned over the responsibility for printing tax bills to the Department of Finance, eliminating the need to continue leasing a specialized printer. This shift decreased DoIT's FY 15 revenues and expenditures by \$60,000.
- D. Compensation Adjustments** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. DoIT is an ISF agency, which means that it is funded through billings to County and outside agencies based on services provided. DoIT is included in salary lapse, however, because it is funded primarily through charges to general fund agencies. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 DoIT's salary lapse changed by \$30,703 to -\$44,255. Additionally, the FY 13 DoIT merit increases have been incorporated into the FY 15 budget, increasing the agency total by \$195,796.
- E. Reorganization** - DoIT has reorganized its structure, shifting activities between programs and reallocating funds between activities. The impact of these shifts, inclusive of B, C and D above, and prior to any new initiatives, is as follows:

Reorganization					
FY 14			FY 15		
Program	Activity	Allocation	Program	Activity	Allocation
Chief Information Officer	Administration	\$477,200	Leadership, Management & Security	Executive Management	\$594,633
	Cyber Security	\$799,000		Cyber Security	\$1,064,886
	Business Group	\$241,220		Disaster Recovery	\$138,082
	Project Management/ IV&V	\$468,993			
Subtotal		\$1,986,413	Subtotal		\$1,797,601
Communications & Infrastructure	Network Communications	\$5,156,971	Communications & Infrastructure	Network Communications	\$5,320,021
	Technology Hosting Centers	\$1,377,864		Technology Hosting Centers	\$1,062,322
	Capital Replacement	\$988,382		Capital Replacement	\$928,382
Subtotal		\$7,523,217	Subtotal		\$7,310,725
Customer Service & Solutions	GIS Data Services	\$1,119,779	Geographic Information Systems (GIS)	GIS Data Services	\$1,104,745
	GIS Technical Services	\$785,768		GIS Technical Services	\$705,561
	Customer & Technology Advocate	\$4,374,589			
	Web Solutions & Services	\$1,386,805			
Subtotal		\$7,666,941	Subtotal		\$1,810,306
Business Applications Support	Public Safety	\$1,706,585	Business Applications Support	Public Safety	\$1,678,009
	Community Development	\$1,432,012		Community Development	\$1,371,376
	General Government	\$1,893,207		General Government	\$1,893,393
	Human Services	\$399,661		Human Services	\$396,994
Subtotal		\$5,431,465		Web Services	\$1,382,943
			Subtotal		\$6,722,715
			Customer Services & Business Group	Business Group	\$312,767
				Technology Advocate	\$4,301,882
				Project Management/ Independent Validation & Verification	\$364,055
			Subtotal		\$4,978,704
Total		\$22,608,036	Total		\$22,620,052

- F. Technology Improvement Plan (TIP)** - The TIP portion of the Capital Improvement Program (CIP) totals \$2,110,000 in FY 15; \$400,000 is funded by the E-911 fund balance and the remaining \$1,710,000 comes into the DoIT ISF as a transfer from the general fund. The new FY 15 TIP projects are as follows: Voice Logging System (\$750,000), Disaster Recovery/Business Continuity (\$560,000), Social Services Electronic Document Management (\$400,000), and Central Rings (\$400,000). The service level impacts of these projects are included in the [CIP](#).
- G. TIP Holding Account Transfer** - The TIP holding account transfer for the maintenance of technology systems increases by \$1,684,953 in FY 15. The costs are hosted in the 4000 series of various County agencies to support contractual systems maintenance increases and are collected through the annual DoIT billing process.
- H. Internal Shifts to Increase Cyber Security** - Agency funds totaling \$500,000 have been shifted from Web Services, Technology Hosting and Project Management activities into Cyber Security for the expansion of security strategies recommended by the recently hired Chief Information Security Officer, to include additional audits, training, authentication tools, vulnerability tools and maintenance.
- I. Compensation Increase** - Compensation adjustments totaling \$647,696 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Leadership & Executive Management (formerly Chief Information Officer)

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customer satisfaction level for all DoIT services	94%	NA		96%	96%
Technology Improvement Plan (TIP) projects completed on time, within budget and to customer satisfaction	—	67%		65%	65%
Security breaches	—	—		—	0
Disaster recovery exercises meeting system restoration time objectives	—	—		—	90%
Personnel evaluations completed on time	—	—		—	100%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Executive Management (formerly Administration)	\$539,414	\$554,384	\$477,200	\$454,360
Leadership meetings	—	—	—	12
IT Business Group (moved to Customer Service & Business Group)	\$181,825	\$180,135	\$241,220	—
Cyber Security & IT Policy Group	\$185,841	\$306,063	\$799,000	\$1,572,945
Information and network security audits	—	—	—	2
Project Management/Independent Validation and Verification Group (moved to Customer Service & Business Group)	\$189,347	\$206,847	\$468,993	—
Disaster Recovery Group	—	—	—	\$139,547
Disaster recovery exercises conducted for major applications	—	—	—	10

Communications & Infrastructure Division (CID)

The CID develops and maintains the local and wide-area data networks, telecommunications infrastructure, server infrastructure, and the 800 MHz public safety radio system.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Communications and infrastructure network availability	—	—		—	99.95%
Capital replacement projects completed on schedule	—	23%		90%	90%
Customer satisfaction level with CID services	97%	96%	↓	95%	95%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Radio Communications	\$1,291,864	\$1,173,081	\$1,535,724	\$1,639,085
Work requests completed	—	—	—	1,000
Public Safety radio repairs completed within 8 business hours	87%	99%	75%	75%
Network Communications	\$3,075,793	\$3,362,794	\$3,621,247	\$3,882,883
Work requests completed	—	—	—	850
Voice and data service calls completed within 8 business hours	95%	93%	94%	94%
Technology Hosting Centers	\$1,241,735	\$1,395,530	\$1,377,864	\$1,033,180
Work requests completed	—	—	—	275
Capital Replacement Plan	\$667,808	\$2,467,318	\$988,382	\$928,382
Capital asset replacements	—	—	—	18

Geographic Information Systems (GIS) Division (formerly Customer Service & Solutions)

The GIS Division provides County agencies and citizens with efficient, easy and cost effective means to access and obtain geographic information.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customer satisfaction level for GIS services	—	—		—	94%
Property address projects completed on time	100%	71%	↓	98%	98%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
GIS Data Services	\$1,147,377	\$1,014,516	\$1,119,779	\$1,112,620
Parcel data projects completed	—	—	—	265
Parcel data projects updated in the GIS and permitting databases within 15 days	60%	71%	75%	75%
Property address projects completed	—	—	—	350
GIS Technical Solutions	\$607,935	\$685,990	\$785,768	\$718,183
GIS internet mapping application hits	—	—	—	144,000
Digital data orders	—	—	—	120
Customer and Technology Advocate (moved to Customer Service & Business Group)	\$3,442,824	\$3,509,764	\$4,374,589	—
Web Solutions and Services (moved to Business Application Support)	\$1,249,213	\$955,239	\$1,386,805	—
Work requests completed	—	—	—	—

Business Applications Support Division (BASD)

The Business Applications/Systems Development Division provides support for all agencies within Prince William County and County residents. Assistance for existing business applications includes coordination of all IT services; business process review and analysis; procurement of IT goods and services; custom business application (including web and eServices) and/or report development; and operational support/trouble shooting. BASD also supports web and eServices.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
BASD projects completed on time, within budget and to customer satisfaction	—	—		—	75%
Customer satisfaction level with BASD services	—	—		—	92%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Public Safety Applications Support	\$775,955	\$869,287	\$1,706,585	\$3,933,509
Work requests completed	—	—	—	12

Program Activities & Workload Measures (continued)

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Community Development Applications Support	\$1,170,128	\$1,216,410	\$1,432,012	\$1,721,646
Work requests completed	—	—	—	504
General Government Applications Support	\$1,510,464	\$5,926,372	\$1,893,207	\$2,205,841
Work requests completed	—	—	—	1,680
Human Services Applications Support	\$201,229	\$257,485	\$399,661	\$434,445
Work requests completed	—	—	—	132
Web Solutions and Services	—	—	—	\$1,264,932
Work requests completed	—	—	—	12

A. Budget Initiatives

1. Increase Business Applications Associated with TIP Systems Maintenance

Expenditure	\$1,843,588
Revenue	\$1,684,953
General Fund Impact	\$158,635
FTE Positions	0.00

a. Description - Changes to the Business Applications budget, in coordination with the TIP are as follows: Community Development, -\$70,020, General Government, \$57,353, Human Services, \$40,255, and Public Safety, 1,816,000. The TIP holding account provides \$1,684,953, and the general fund provides \$158,635, to the 4000 series in the various County agencies hosting these applications. The general fund support of TIP maintenance, through the 4000 series in the host agencies, totals \$21,849,656, FY 15 through FY 19.

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

2. Increase Community Development Support for the Energov Application

Expenditure	\$18,000
Revenue	\$18,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - The Department of Development Services has added additional capabilities to the Energov (land use application) system and has increased special levy support in the 4000 series by \$18,000 to cover the additional maintenance cost of these capabilities.

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

3. Increase Public Safety Support for the Criminal Justice Information Service Security Policy Mandates

Expenditure	\$180,720
Revenue	\$180,720
General Fund Impact	\$0
FTE Positions	1.00

a. Description - The Criminal Justice Information Service Security Policy mandate requires the use of an advanced authentication security control for the CAD system; one FTE is required to administer the system and to assist in the maintenance and review of logs created by the system. The 4000 series in the Police Department has been increased by \$180,720 to cover the costs of this program. The general fund support for this initiative, through the 4000 series of the host agency, totals \$450,272, FY 15 through FY 19.

b. Service Level Impacts - The service level impact of this initiative is as follows:

▪ **Number of weeks with a CJIS compliant system:**

<i>FY 15 w/o Addition</i>		0
<i>FY 15 w/ Addition</i>		26

4. Increase Public Safety Support and General Government Support

Expenditure	\$493,240
Revenue	\$493,240
General Fund Impact	\$0
FTE Positions	4.00

a. Description - This initiative adds 2 FTEs to the Public Safety Applications activity and 2 FTEs to the General Government Applications activity. The additional Public Safety Applications FTEs replace two sworn staff currently supporting TIP projects, allowing them to return to their sworn capacities. The additional General Government Applications FTE will provide additional capacity to handle day-to-day work orders and expedite existing TIP projects, improving project implementation. The general fund support for this initiative, through the 4000 series, totals \$2,441,048, FY 15 through FY 19.

b. Service Level Impacts - The service level impacts of this initiative are as follows:

▪ **Tickets resolved on time:**

<i>FY 15 w/o Addition</i>		41%
<i>FY 15 w/ Addition</i>		85%

▪ **BASD projects completed on time, within budget and to customer satisfaction:**

<i>FY 15 w/o Addition</i>		65%
<i>FY 15 w/ Addition</i>		75%

B. Budget Shifts

1. Shift 3.88 FTEs from Parks & Recreation to Community Development Application Support

Budget Shift	\$640,768
Agency Impact	\$640,768
FTE Positions	3.88

- a. **Description** - As part of the merger of the Parks & Recreation into the County organization, 3.88 Parks FTEs responsible for technology management within the Parks & Recreation have been shifted into DoIT. No change in staff responsibilities is anticipated; this shift is aligned with the DoIT policy of retaining supervision over technology staff embedded in other agencies. The revenue to support this FTE shift is in the Parks & Recreation 4000 series.
- b. **Service Level Impacts** - Existing service levels will be maintained.

Customer Service & Business Group Division

Provide seat management and business related services to the department and the County enterprise, such as administration of the TIP, change management administration, quality control reviews, project management and independent verification and validation, and customer advocacy.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Transactions processed timely	—	—		—	90%
Annual ISF bills processed by Dec 31	—	—		—	100%
Customer satisfaction level with seat management services	—	—		—	90%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
IT Business Group	—	—	—	\$306,011
Procurements and reimbursements processed	—	—	—	750
Payments processed	—	—	—	1,750
Human Resource transactions processed	—	—	—	2,000
DoIT ISF inventory maintenance tickets	—	—	—	500
Physical inventory of department assets	—	—	—	1
Customer and Technology Advocate	—	—	—	\$4,437,174
Work tickets processed	—	—	—	20,000
Project Management/Independent Validation and Verification Group	—	—	—	\$265,901
Projects upon which independent validation and verification is performed	—	—	—	7

A. Budget Initiatives

1. Increases to Seat Services and Hardware Replacement

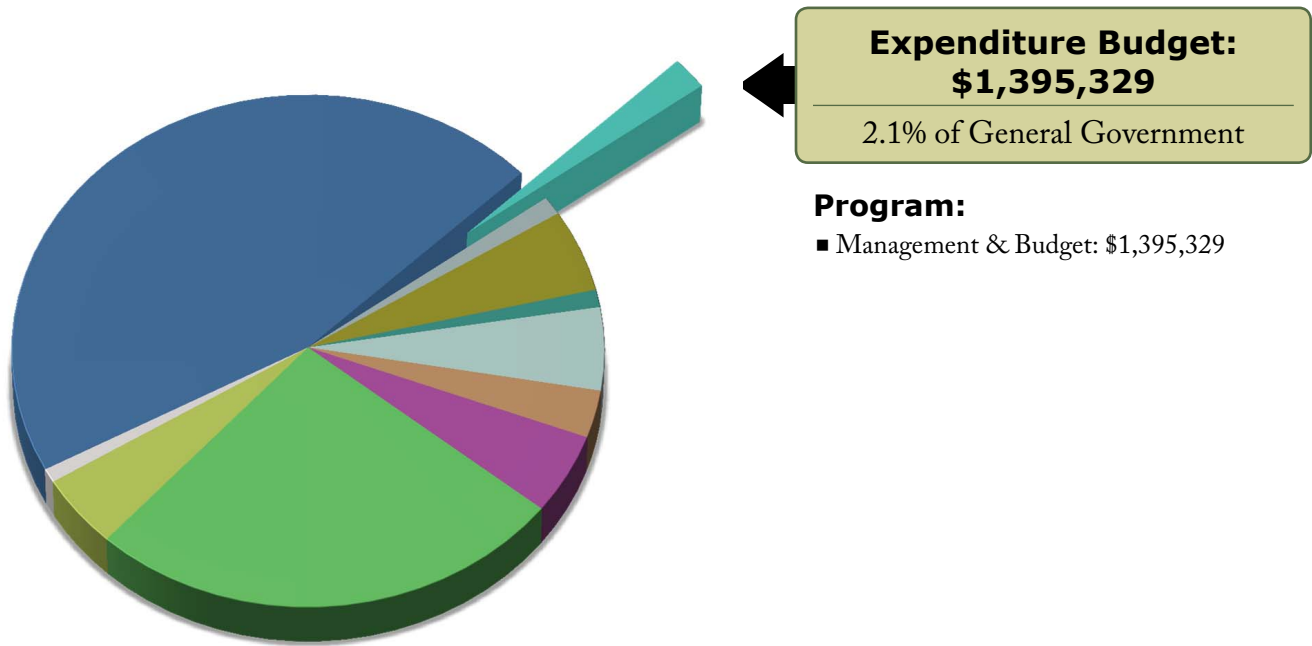
Expenditure	\$63,337
Revenue	\$63,337
General Fund Impact	\$0
FTE Positions	0.00

c. Description - This initiative increases revenues and expenditures for seat services (\$26,124) and hardware replacement (\$37,213) associated with new positions in the organization. The revenue to support this is found in the 4000 series of those agencies with new positions.

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

Mission Statement

We shape the future by partnering with the community, the elected leadership and government agencies to recommend the best use of public resources in pursuit of the community's vision.



General Government Expenditure Budget
\$67,675,043

Mandates

The County operates under a state mandate to develop, hold public hearings on, and adopt an annual budget, to include salaries and expenses for constitutional officers. The Office of Management & Budget manages these activities.

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

State Code: [15.2-516](#), [539](#), and [2507](#)

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

MANAGEMENT & BUDGET

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Management & Budget	\$1,390,756	\$1,361,733	\$1,340,238	\$1,395,329	4.11%
Total Expenditures	\$1,390,756	\$1,361,733	\$1,340,238	\$1,395,329	4.11%

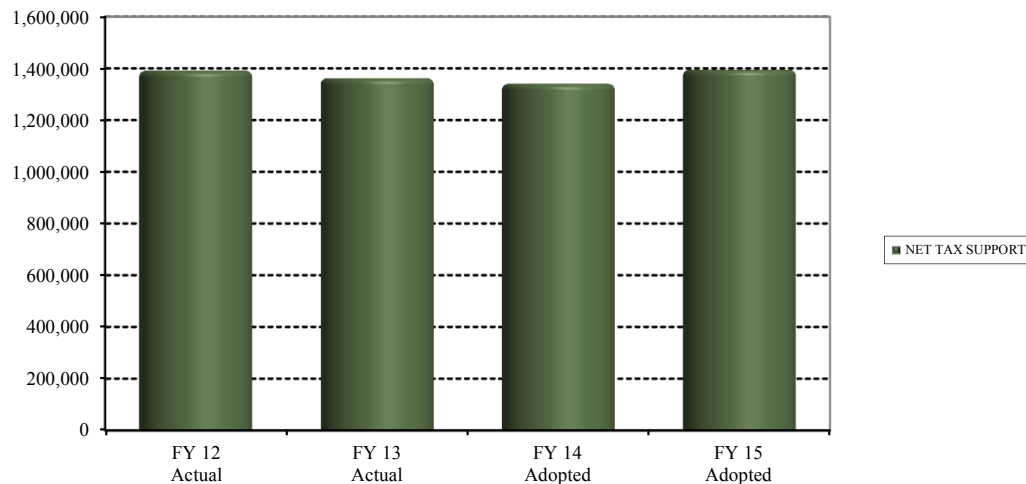
Expenditure by Classification

1 Personal Services	\$1,028,441	\$919,509	\$903,797	\$943,036	4.34%
2 Fringe Benefits	\$285,371	\$302,071	\$295,806	\$308,819	4.40%
3 Contractual Services	\$10,876	\$56,500	\$35,200	\$35,200	0.00%
4 Internal Services	\$32,110	\$46,191	\$35,230	\$38,069	8.06%
5 Other Services	\$30,454	\$33,959	\$64,827	\$64,827	0.00%
6 Leases & Rentals	\$3,504	\$3,503	\$5,378	\$5,378	0.00%
Total Expenditures	\$1,390,756	\$1,361,733	\$1,340,238	\$1,395,329	4.11%

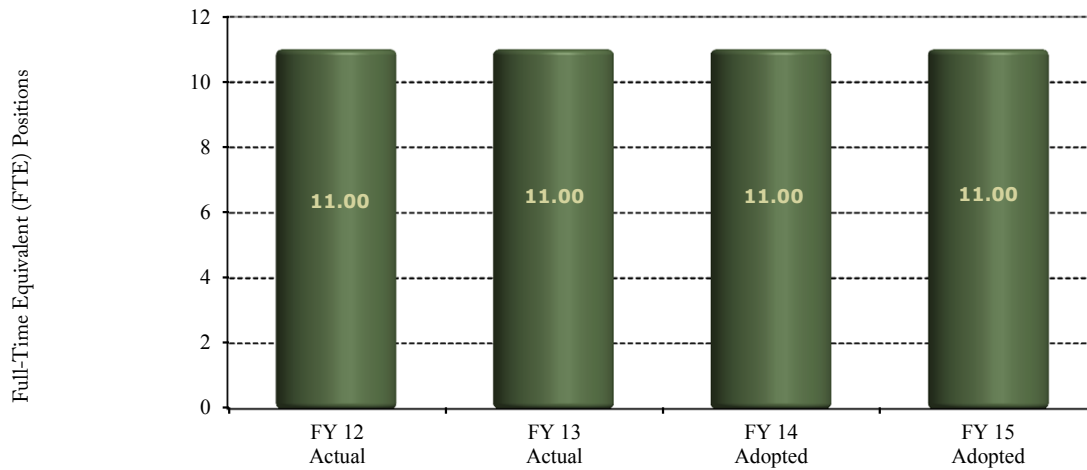
Funding Sources

1 Miscellaneous Revenue	\$0	\$41	\$0	\$0	—
Total Designated Funding Sources	\$0	\$41	\$0	\$0	—
Net General Tax Support	\$1,390,756	\$1,361,692	\$1,340,238	\$1,395,329	4.11%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	

Expenditure History



Staffing History



Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Management & Budget	11.00	11.00	11.00	11.00
Full-Time Equivalent (FTE) Total	11.00	11.00	11.00	11.00

Future Outlook

Increased Public Interest - The Office of Management & Budget (OMB) responded to the demand for increased information about the budget process by increasing the number of reports provided to the Board of County Supervisors (BOCS) and its budget committees and, via the website, to the community at large. Recent reports include the budget variance analysis (expanded for the FY 15 budget to a five year history), agency base budget analyses, savings from efficiencies, unmet critical needs, and an analysis of all County activities - identifying mandates, total costs and impacts of elimination. OMB also revamped its online budget Q&A format to improve access, ease of use and responsiveness. Finally, OMB increased the number of budget-related presentations to the community.

Increasing the community's access to budget information created public demand for more frequent and penetrating analysis. As is the case throughout local government, existing OMB resources are stretched thinner each year in the struggle to meet community expectations with existing staffing levels. OMB has been forced to shift staff resources to meet the community's increased demand for more detailed financial analysis and public explanation of the budget. This has resulted in fewer resources dedicated to the systematic analysis of agencies' service levels and efficiency, and ongoing evaluation of program effectiveness as compared to other jurisdictions.

Notwithstanding the workload, the increased public visibility of budget development and execution has been a welcome development, and OMB continues to explore ways to make budget and financial information more easily accessible and understandable. The planned replacement of the County's legacy financial accounting system over the next few

years will provide new tools with which more fine-grained and crosscutting analysis can be performed. The County budget process will continue to serve as the catalyst for the difficult conversations and tough decisions that will create the services and infrastructure upon which future generations of County citizens will rely.

Expenditure Savings - Prince William has taken positive steps to reduce the amount of year end savings. Primarily, this has been achieved through the zero-based budget approach implemented in January 2010. After accounting for the BOCS policy of using year end savings as a revenue source to reduce tax bills, the total year end savings is a mere 1.6% of the annual County expenditure budget.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, OMB's technology bill increased by \$2,839 to \$37,856.
- B. Compensation Increase** - Compensation adjustments totaling \$11,177 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Management & Budget

The Management and Budget Program operationalizes the County's strategic vision and policy guidance through collaborative budget development, structured implementation and relentless focus on service improvements through performance management. Transparency and accountability to County residents are emphasized through continuous public engagement.

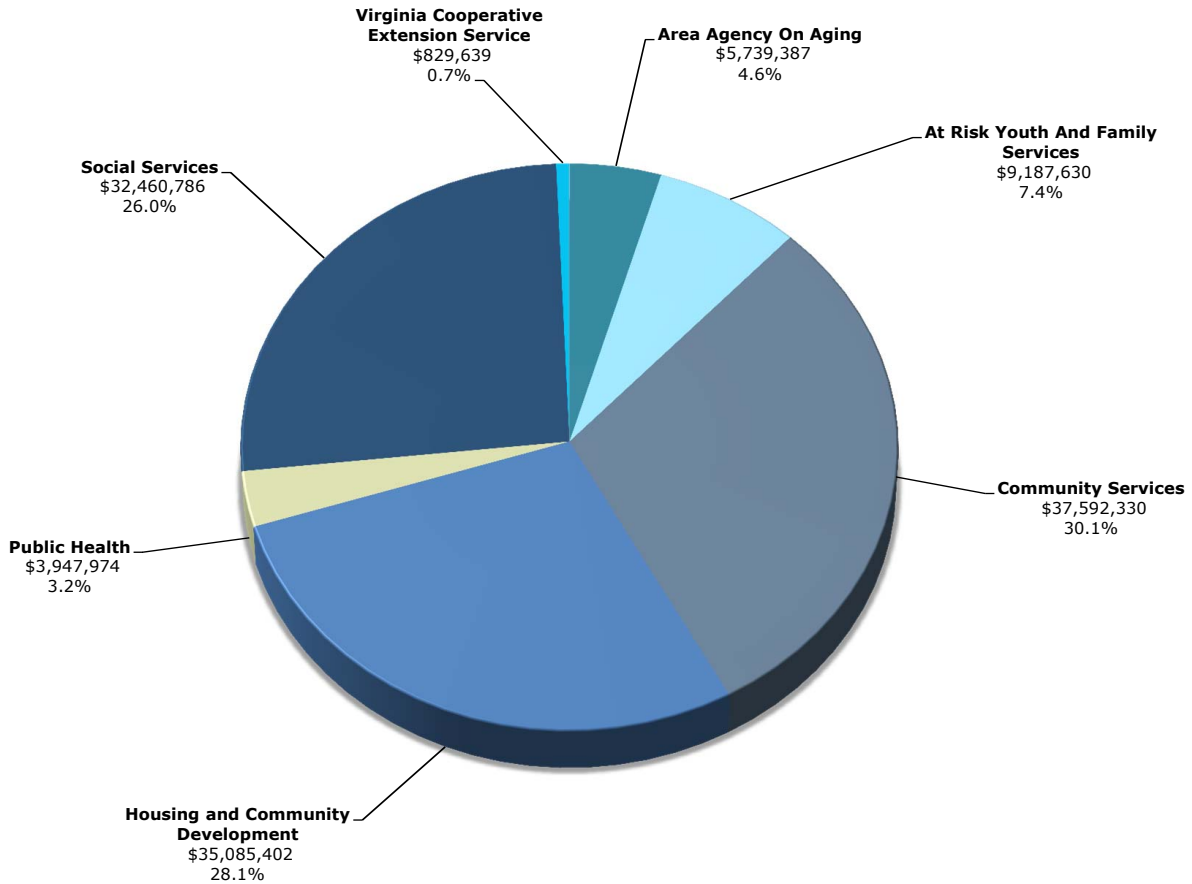
Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Increased transparency via the number of deliverables online for citizen review	—	13		—	10
County services and facilities are a fair value for the tax dollar (community survey)	85%	85%	↔	85%	85%
Countywide variance in actual and projected expenditures	4.47%	4.68%	↑	4.00%	4.00%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Budget Development and Implementation	\$1,178,913	\$1,130,251	\$1,126,219	\$1,169,726
Board agenda items reviewed within two business days	81%	92%	90%	92%
Capital Improvement Program Development	\$209,563	\$107,968	\$112,773	\$117,958
Bond projects authorized since 1988 underway (49 projects authorized)	91.8%	95.7%	93.7%	95.7%
Community Survey	\$0	\$50,000	\$27,169	\$27,169
Projects completed	0	1	0	1
Strategic Planning	\$2,280	\$73,514	\$74,077	\$80,476
Strategic measures trending positively towards the 4 year community target	72%	77%	100%	100%

HUMAN SERVICES



Human Services Expenditure Budget: \$124,843,148



Average Tax Bill: Human Services accounted for \$174 and 4.9% of the average residential tax bill in FY 15.

DEPARTMENTS & AGENCIES

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ➤ Area Agency on Aging ➤ At-Risk Youth & Family Services ➤ Community Services | <ul style="list-style-type: none"> ➤ Housing & Community Development ➤ Public Health | <ul style="list-style-type: none"> ➤ Social Services ➤ Virginia Cooperative Extension |
|---|--|---|

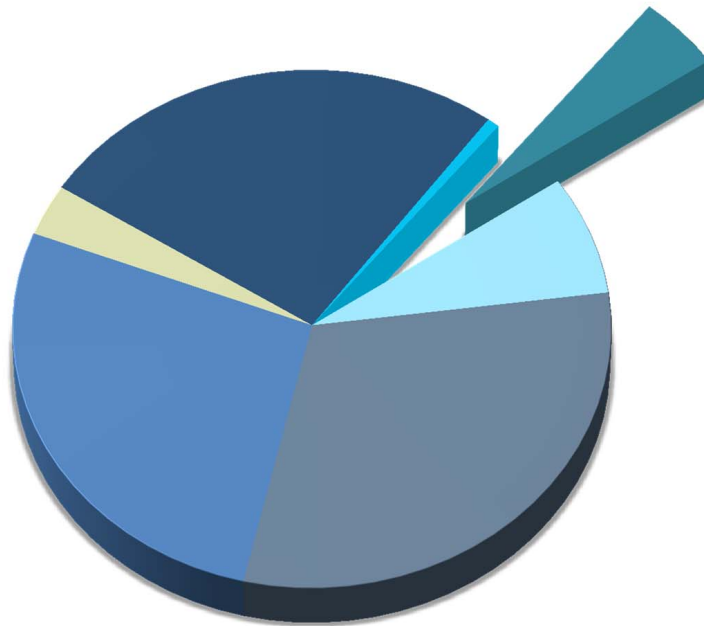
Human Services

Goal Statement: 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.

	FY 15 Budget Targets
State hospitalization of seriously mentally ill individuals per 100,000 population	≤175
Permanent placement of foster children	38%
TANF participants engaged in work activities	51%
Reoccurring cases of child abuse	1.05%
Reoccurring cases of adult abuse	5%
Point-in-time homeless count	410
Satisfaction with Aging's ability to help people stay in their homes	98%
Employment placements for special education students after graduation	>45.5%
90 day turnaround rate for mentally ill and/or substance abusing youth in residential placements	62%
Day support and training placements for individuals with autism	175
Clients served by community partners and contractual agreements	65,667
Volunteer hours provided to support human service agencies	28,279

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.



Expenditure Budget:
\$5,739,387

4.6% of Human Services

Programs:

- Home and Community Based Services: \$1,186,165
- Supportive Services: \$1,390,507
- Senior Centers: \$1,084,895
- Fiscal & Administration: \$2,077,820

Human Services Expenditure Budget
\$124,843,148

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

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Home and Community Based Services	\$926,952	\$1,146,197	\$1,185,225	\$1,186,165	0.08%
2 Supportive Services	\$831,047	\$880,555	\$1,358,750	\$1,390,507	2.34%
3 Senior Centers	\$768,735	\$796,036	\$1,071,303	\$1,084,895	1.27%
4 Fiscal & Administration	\$2,042,391	\$2,464,815	\$1,975,150	\$2,077,820	5.20%
Total Expenditures	\$4,569,125	\$5,287,603	\$5,590,428	\$5,739,387	2.66%

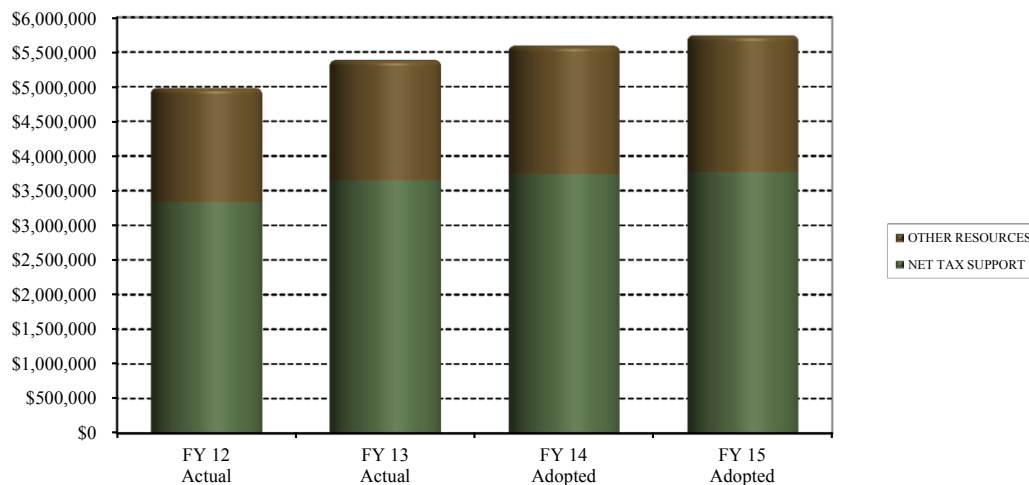
Expenditure by Classification

1 Personal Services	\$1,481,158	\$1,557,100	\$1,685,555	\$1,761,882	4.53%
2 Fringe Benefits	\$392,592	\$455,933	\$481,100	\$477,715	-0.70%
3 Contractual Services	\$1,804,882	\$2,053,310	\$2,061,070	\$2,128,403	3.27%
4 Internal Services	\$126,986	\$176,945	\$132,445	\$140,439	6.04%
5 Other Services	\$688,023	\$924,342	\$1,219,258	\$1,219,948	0.06%
6 Capital Outlay	\$0	\$98,139	\$0	\$0	0.00%
7 Leases & Rentals	\$8,225	\$10,048	\$11,000	\$11,000	0.00%
8 Transfers	\$67,259	\$11,786	\$0	\$0	0.00%
Total Expenditures	\$4,569,125	\$5,287,603	\$5,590,428	\$5,739,387	2.66%

Funding Sources

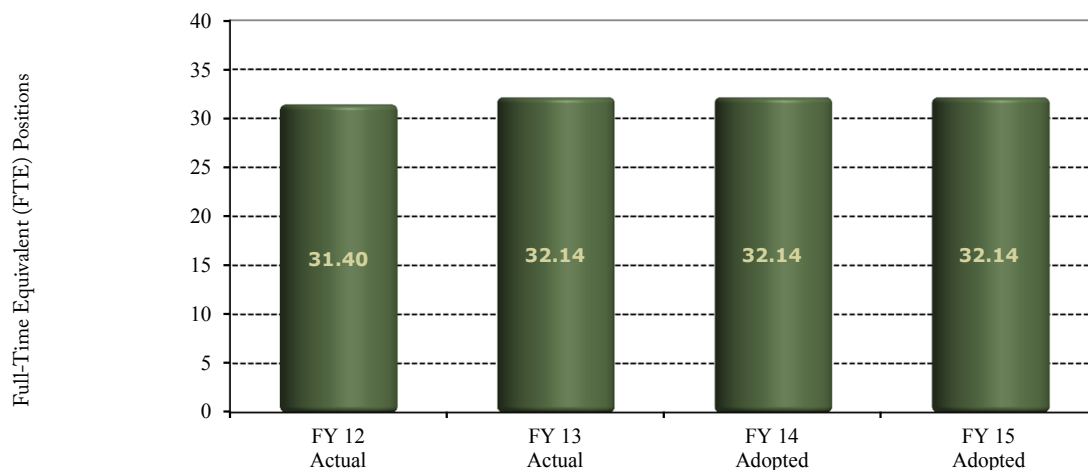
1 Revenue from Use of Money and Property	\$2,779	\$2,000	\$250	\$2,250	800.00%
2 Charges for Services	\$232,336	\$206,186	\$199,500	\$199,500	0.00%
3 Miscellaneous Revenue	\$53,456	\$39,409	\$43,586	\$44,586	2.29%
4 Revenue From Other Localities	\$401,304	\$319,572	\$170,852	\$300,577	75.93%
5 Revenue From Commonwealth	\$221,524	\$316,334	\$313,618	\$326,668	4.16%
6 Revenue From Federal Government	\$700,124	\$820,400	\$1,094,845	\$1,065,444	-2.69%
7 Non-Revenue Receipts	\$1,496	\$242	\$0	\$0	0.00%
8 Transfers In	\$29,000	\$24,000	\$24,000	\$24,000	0.00%
Total Designated Funding Sources	\$1,642,019	\$1,728,143	\$1,846,651	\$1,963,025	6.30%
Net General Tax Support	\$3,339,501	\$3,656,755	\$3,743,777	\$3,776,362	0.87%
Net General Tax Support	73.09%	69.16%	66.97%	65.80%	

Expenditure History



AREA AGENCY ON AGING

Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Home and Community Based Services	8.95	8.95	8.95	8.95
2 Supportive Services	6.58	6.58	6.78	6.78
3 Senior Centers	10.42	10.96	10.96	10.96
4 Fiscal & Administration	5.45	5.65	5.45	5.45
Full-Time Equivalent (FTE) Total	31.40	32.14	32.14	32.14

Future Outlook

People are Living Longer - The average life expectancy from birth today is 78.7 years. If one lives to be 65, life expectancy is 84 and if one lives to be 75, life expectancy is 87. This means that people who retire at 65 will live another 20.5 years on average. This will bring various demands from recreational opportunities to job training as persons over 65 desire to remain in or return to the workforce for both economic and personal reasons. While many of the growing older population will be healthier and wealthier than previous generations of older adults, there will be a greater divide between the healthy and wealthy and the health-compromised with low income (*source: Centers for Disease Control*). In order for this more complex group to stay in the community, they will need more coordinated services between acute care, provided by medical professionals, and long term services and supports provided by the Agency on Aging.

More Significant Needs of the Very Old - Persons over the age of 85 are the oldest cohort of older adults. This segment of the population is the fastest growing in America. The ability to live in the community with chronic disease(s) will be the biggest challenge as the service model for long term services and supports shifts from the current institutional model to more personal choice, which includes living in the community. We will see longer waiting lists for Adult Day Healthcare, in-home personal care and Meals on Wheels to include special diet needs. Transportation and family

caregiver support needs will also stress the current system. 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.

The increase in the older adult population and the desire of all persons with disabilities to live in the community will most likely bring an increase in abuse and possibly more social isolation.

All County departments will be affected by the demographic shift and service silos will have to be removed as multiple departments serve the same customer. Agency on Aging, Social Services, Community Services, Fire & Rescue, Housing & Community Development, Public Health District, and community partners can all be providing services to the same person. The ability to coordinate service, share data and keep it as simple as possible for the customer will require increased communication and referral through *No Wrong Door*.

Coordination, Information & Referral - The coordination between health care providers and the Agency's long term services and supports will be critical, as will improving the local Human Services information and referral system so that people can receive current, appropriate information immediately and in a seamless manner. This *No Wrong Door Initiative* needs to serve persons of all ages who need long term services and supports. It is important to recognize that when a person needs long term services and supports, their age is less important than their functional ability. Long term services, support systems and referral protocols do not need to be redundant and fractured.

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. The new generation of older adults may likely seek recreational centers that serve a mix of ages and offer more choices for physical and mental well-being over traditional Senior Centers for socialization. As the County's Senior Centers age, this is an issue that must be considered. Meals in a congregate setting, as required by the Older Americans Act, are currently provided in the Senior Centers and may need to be provided differently and separately from recreational centers.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Aging's technology bill increased by \$7,994 to \$110,360.
- B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Aging's salary lapse changed by \$897 to -\$17,926.
- C. Annual Reconciliation** - In accordance with [BOCS Resolution 13-696](#), the Area Agency on Aging's FY 14 budget was amended to reconcile with the state and federal program allocations. The net impact of the reconciliation was an overall budget reduction of \$13,351. The program impact is as follows: Home and Community Based Services, -\$10,500; Supportive Services, \$2,767; and Senior Centers, -\$5,618. These changes have been carried over into the FY 15 budget.

D. Compensation Increase - Compensation adjustments totaling \$40,913 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

E. Community Partners Funding Increase - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$5,786. The increase supports existing service levels. The total donation amount provided to agency community partners is \$198,648 in FY 15. For additional detail please refer to the [Community Partners](#) section.

Program Summary

Home & Community Based Services

The Home & Community Based Services Program serves the most at-risk, frail, older adults in the Prince William Area with the Adult Day Healthcare@Woodbridge and the Home Care Assistance Programs to help them remain in the community for as long as possible. The federal transportation grants are also managed in this program, to include the Travel Training partnership with PRTC.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Home and Community-Based Services clients who report that service helped them remain in their homes	95%	98%	↑	95%	99%
Family care-givers who report they are better able to meet work or other family obligations	94%	93%	↓	95%	94%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Home Services	\$443,725	\$636,756	\$660,847	\$644,712
Clients served	111	117	—	120
Persons wait listed (quarterly average)	0	20	10	15
Community Based Services	\$483,227	\$509,441	\$524,378	\$541,453
Clients served	70	43	65	50
Persons wait listed (quarterly average)	0	0	10	0

Supportive Services

The Supportive Services Program provides a wide range of long-term support services such as Veteran Assistance, Medicare Counseling, Hospital Care Transitions, Caregiver Support, Assessment and Care Coordination and Information to the public about Aging and Disability Services. This program provides citizens with information to make informed decisions about their services options within the Prince William Area.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Participants who report that Supportive Services have helped them remain in the community	—	—		—	85%
Clients/families who indicate that information provided assisted them in navigating the network of aging and disability services	—	—		—	95%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Assessment and Care Coordination	\$185,576	\$248,352	\$1,048,459	\$1,077,016
People receiving services	495	489	—	500
Communication, Referral, Information and Assistance (CRIA)	\$565,859	\$549,480	\$249,676	\$237,217
Information requests addressed	6,092	6,463	—	6,500
Medicare Counseling	\$79,612	\$82,723	\$60,615	\$76,274
People counseled for Medicare health insurance	1,562	1,506	925	1,550

Senior Centers

The Senior Centers Program operates the Senior Center@Manassas and the Senior Center@Woodbridge, 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Participants who report that the Senior Centers have helped them remain in the community	—	—		—	85%
Meals on Wheels participants who report that meals have helped them remain in the community	99%	95%	↓	100%	97%

↑ Trending Upward ↔ Stable ↓ Trending Downward

AREA AGENCY ON AGING

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Senior Centers	\$768,735	\$796,035	\$1,071,303	\$1,084,895
Senior Center participants	1,264	1,138	1,500	1,250
Meals served (Congregate and Meals on Wheels)	45,610	48,623	47,050	50,000

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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
People served by community partners and contractual agreements	1,336	2,489	↑	—	2,500
Citizens agreeing that the County provides appropriate facilities and services for seniors and caregivers (community survey)	89%	89%	↔	89%	89%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Area Plan on Aging	\$541,415	\$672,598	\$588,786	\$610,002
FTE equivalent of volunteer hours contributed	10.03	8.46	11.00	9.00
Birmingham Green	—	—	\$1,332,365	\$1,413,818
County residents served in Birmingham Green facilities	114	115	115	115
Bluebird Tour Program	\$53,260	\$52,390	\$54,000	\$54,000
Tour participants	759	831	700	850
Grants and Computers	\$1,447,717	\$1,739,828	—	—

A. Budget Initiatives

1. Increase Birmingham Green Support

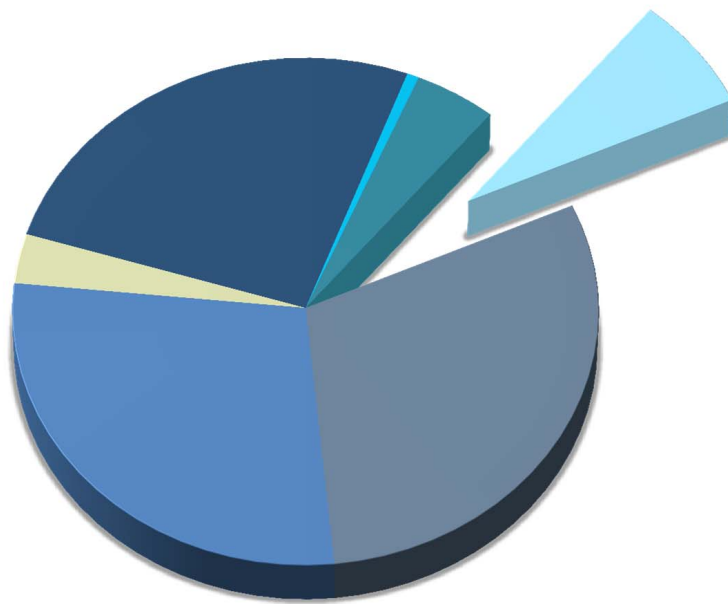
Expenditure	\$81,453
Revenue	\$0
General Fund Impact	\$81,453
FTE Positions	0.00

a. Description - Birmingham Green provides housing to the County's most vulnerable adults in need of specialized skilled nursing, dementia and/or behavioral care. Birmingham Green provides affordable units for low income adults with disabilities and assisted living units for low income elderly to residents of the localities participating in the interjurisdictional operating agreement. As of January 2014, 67 Prince William County residents live at Birmingham Green – 38 in the nursing home, 19 in units for adults with disabilities, and 10 in the affordable units for the elderly. In accordance with the agreement, the County share of the operating costs has decreased by \$6,192 and the one-time costs, to include an engineering evaluation of the nursing facility, a feasibility study of the District Home building, and technology upgrades, are \$87,645, for a total of \$81,453. General fund support decreases by \$24,768, FY 16 through FY 19.

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

Mission Statement

At-Risk Youth & Family Services will provide our citizens with a community-based collaborative process to determine appropriate and effective services that are least restrictive, child-centered and family-focused for troubled youth so that the family can successfully manage or eliminate debilitating conditions.



Expenditure Budget:
\$9,187,630

7.4% of Human Services

Program:

- At-Risk Youth & Family Services:
\$9,005,797
- Family Preservation & Support Services:
\$181,833

Human Services Expenditure Budget
\$124,843,148

Mandates

The Prince William County is mandated by the state to provide services for court-ordered residential, community-based services and foster care clients. At-Risk Youth & Family Services provides this mandated service.

State Code: [2.2-5211-5212](#), [63.2-319](#), [900](#), [903](#), [905](#), [1105](#)

AT-RISK YOUTH & FAMILY SERVICES

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 At-Risk Youth & Family Services	\$8,669,121	\$8,094,673	\$8,410,885	\$9,005,797	7.07%
2 Family Preservation & Support Services	\$197,834	\$198,806	\$194,621	\$181,833	-6.57%
Total Expenditures	\$8,866,955	\$8,293,479	\$8,605,506	\$9,187,630	6.76%

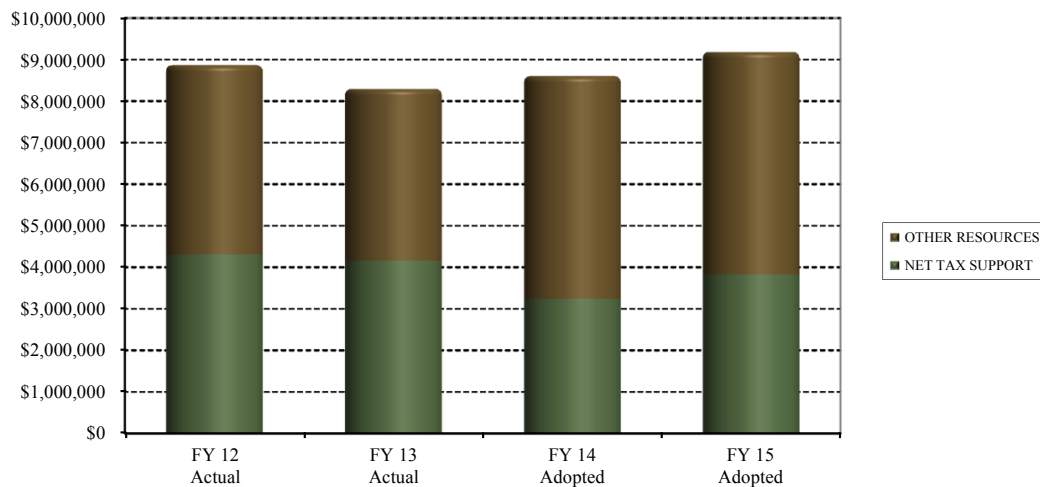
Expenditure by Classification

1 Personal Services	\$298,845	\$316,160	\$316,953	\$378,178	19.32%
2 Fringe Benefits	\$83,756	\$111,954	\$114,363	\$137,728	20.43%
3 Contractual Services	\$73,172	\$69,000	\$72,233	\$58,444	-19.09%
4 Internal Services	\$7,191	\$1,845	\$5,544	\$15,866	186.18%
5 Other Services	\$8,140,131	\$7,543,269	\$7,849,964	\$8,350,965	6.38%
6 Transfers Out	\$263,860	\$251,251	\$246,449	\$246,449	0.00%
Total Expenditures	\$8,866,955	\$8,293,479	\$8,605,506	\$9,187,630	6.76%

Funding Sources

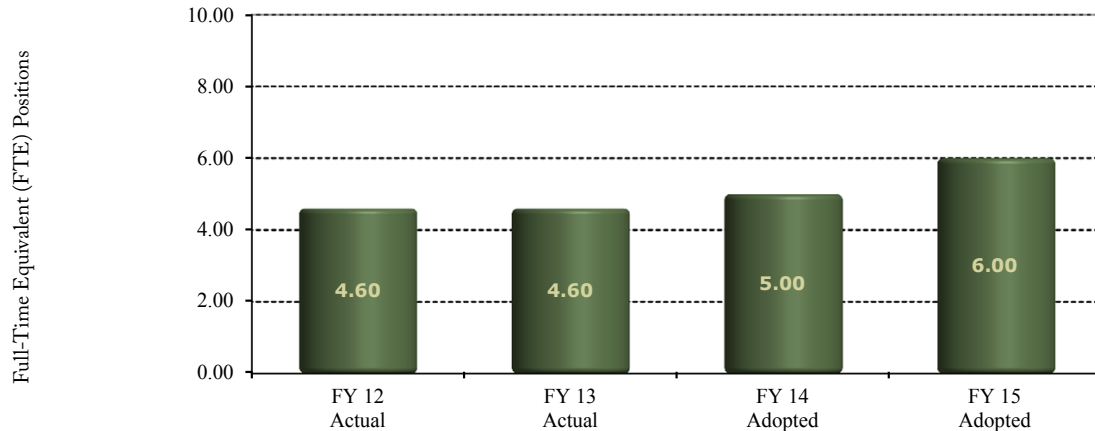
1 Miscellaneous Revenue	\$0	\$0	(\$4,185)	\$0	-100.00%
2 Revenue From Commonwealth	\$4,558,251	\$4,013,598	\$4,935,076	\$4,935,076	0.00%
3 Revenue From Federal Government	\$0	\$120,098	\$0	\$0	—
4 Transfers In	\$645,440	\$423,893	\$427,031	\$416,433	-2.48%
Total Designated Funding Sources	\$5,203,691	\$4,557,589	\$5,357,922	\$5,351,509	-0.12%
General Tax Support	\$3,034,321	\$3,296,604	\$3,247,584	\$3,836,121	18.12%
General Tax Support	34.22%	39.75%	37.74%	41.75%	

Expenditure History



AT-RISK YOUTH & FAMILY SERVICES

Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 At-Risk Youth & Family Services	4.60	4.60	5.00	6.00
2 Family Preservation & Support Services	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	4.60	4.60	5.00	6.00

Future Outlook

Increase in Demand - The school population has been increasing steadily and will continue to grow. The total number of children with dysfunctional and destructive behaviors will likely increase proportionally.

Uncertainty in Health Care Services and Costs - Financial management of program costs entails maximizing the use of all available private and public insurances prior to utilizing program funds. With implementation of the Affordable Health Care Act, private policy owners and service providers are now confused about what mental health and behavioral health services are covered and by how much. Public insurance (i.e., Medicaid) is now managed by a different contractor (Magellan) for Virginia, and the transition has created uncertainty regarding approval and denial of services.

State Imposed Local Match for Medicaid Services - Whenever a client is approved for Medicaid-qualified services funded through At-Risk & Family Services (ARYFS), that locality's ARYFS program must reimburse the state with a local match. This is unique, in that localities are not required to reimburse the state for other Medicaid funded services. This additional 'cost' has created a shortfall in state reimbursements to Prince William County's (PWC) ARYFS by approximately \$600,000. Efforts to fix this problem will likely result in denying needed services and increasing overall unit costs.

Strengthening Public/Private Partnerships - The service needs of our residents are dynamic and unpredictable. We have had to deal with issues of gangs, substance abuse, cyber bullying, child sex offenders, etc. as they arise. Planning for what the next prevalent issue might be is not possible. However, overcoming them when they arise is possible because of the priority we've placed on creating and maintaining strong public/private provider partnerships. The latest developing issue is gang-controlled sex trafficking victims. ARYFS is working with various residential treatment facilities that are secure (i.e., "locked") to create new services for the most at-risk victims. In the past, these clients have had to be sent to out-of-state facilities.

De-Institutionalizing Children - Children with behaviors that create a safety risk to themselves and/or others are placed in treatment facilities with 24/7 care. The risk of using this type of service is when children are institutionalized for too long, they develop behaviors that can make it more difficult for them to reunite successfully with their family and function in society upon discharge. A taskforce of public and private provider representatives was formed to create opportunities for the ARYFS program to reduce the number of children in long-term placements for over nine months.

General Overview

A. Internal Service Fund (ISF) Technology Billing - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, ARYFS' technology bill increased by \$7,615 to \$13,159.

B. Compensation Increase - Compensation adjustments totaling \$10,880 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

C. Prince William County Public Schools Funding Increase - This item reflects a revenue increase of \$7,376 from the Schools to ARYFS for on-going provision of services. The operational transfer will defray the cost of residential and community-based services for mandated special education children whose needs cannot be served by existing school system programs and reduces County tax support.

D. Community Partners Funding Increase - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$1,001. The increase supports existing service levels. The total donation amount provided to agency community partners is \$34,357 in FY 15. For additional detail please refer to the [Community partners](#) section.

Program Summary

At-Risk Youth & Family Services

ARYFS is a locally managed interagency program created by the state's Comprehensive Services Act for At-Risk Youth and Families in 1993. ARYFS enhances our local human service systems of care as an additional resource for the following public agencies in need of services for the clients: (1) Department of Social Services for Child Protection Services and Foster Care; (2) School Division for Special Education services outside of the public school system's resources; (3) Juvenile Court Services Unit for Probation and Parole; (4) Community Services for mental health treatment needs and (5) Health District for medical matters. All service plan decisions require a collaborative review and approval by a Family Assessment and Planning Team (FAPT) staffed by the previously listed public agencies, a private provider representative and a parent representative.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Clients with improved functional assessment score upon case closure	63.4%	59.5%	↓	66%	50%
Parent/guardians participating in inter-agency meetings who are satisfied with service delivery	94%	98%	↑	95%	85%
Residential treatment services completed within nine months	57%	60%	↑	40%	62%
Foster care youth served without use of residential services	83%	76%	↓	84%	70%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Community-Based Services	\$2,329,833	\$2,527,588	\$1,629,492	\$2,234,471
Youth served	676	728	690	710
Residential Services	\$4,439,853	\$3,844,421	\$4,900,000	\$4,403,243
Youth served	132	110	140	105
Foster Care	\$1,632,532	\$1,449,525	\$1,587,333	\$1,988,414
Youth served	206	203	210	225
Administration	\$266,903	\$237,654	\$294,060	\$379,669
Total youth served	739	741	750	750

A. Budget Initiatives

1. Increase Residential Services Activity

Expenditure	\$500,000
Revenue	\$0
General Fund Impact	\$500,000
FTE Positions	0.00

a. Description - This increase provides \$500,000 for residential services requiring a local match for Medicaid-funded services in FY 15.

b. Service Level Impacts

▪ Residential Services Youth Served:

<i>FY 15 w/o Addition</i>		100
<i>FY 15 w/ Addition</i>		105

B. Budget Shifts

1. Shift Residential Services to Foster Care and Community-Based Services

Budget Shift	\$1,000,000
Agency Impact	\$0
FTE Positions	0.00

a. Description - Funding is shifted from the Residential Services activity to the Foster Care and Community-Based Services activities to address a revenue shortfall in state reimbursements and adjust service delivery to clients. Whenever a client is approved for Medicaid-qualified services funded through ARYFS, that locality's ARYFS program must reimburse the state with a local match. This is unique, in that localities are not required to reimburse the state for other Medicaid funded services. The \$1,000,000 shift in revenues and expenditures will be included in each year of the five year plan.

b. Service Level Impacts

▪ Residential Services Youth Served:

<i>FY 15 w/o Shift</i>		110
<i>FY 15 w/ Shift</i>		100

▪ Foster Care Youth Served:

<i>FY 15 w/o Shift</i>		205
<i>FY 15 w/ Shift</i>		225

▪ Clients with improved functional assessment score upon case closure:

<i>FY 15 w/o Shift</i>		66%
<i>FY 15 w/ Shift</i>		50%

▪ Parent/guardians participating in inter-agency meetings who are satisfied with service delivery:

<i>FY 15 w/o Shift</i>		95%
<i>FY 15 w/ Shift</i>		85%

▪ Foster care youth served without use of residential services:

<i>FY 15 w/o Shift</i>		80%
<i>FY 15 w/ Shift</i>		70%

AT-RISK YOUTH & FAMILY SERVICES

2. Shift 1.0 FTE from Department of Social Services

Expenditure	\$54,902
Revenue	\$0
General Fund Impact	\$54,902
FTE Positions	1.00

- a. **Description** - One Accounting Assistant II position shifted from the Department of Social Services to help manage the administrative workload in ARYFS.
- b. **Service Level Impacts** - Existing FY 15 service levels are maintained with this shift.

Family Preservation & Support Services (FPSS)

FPSS is a federally funded grant program to support local efforts designed to prevent the unnecessary separation of children from their families, improve the quality of care and services to children and their families and ensure permanency for children by reuniting them with their parents, by adoption or by another permanent living arrangement. The federal grant is Promoting Safe and Stable Families (PSSF). The organization of FPSS is similar to ARYFS to provide collaborative oversight on the distribution and use of PSSF grant funds for services that address family support, family preservation, time-limited family reunification and adoption promotion and support.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Repeat cases of founded abuse	1.15%	1.15%	↔	≤1.75%	≤1.75%
Social Services family reunification clients remaining reunified with their families after six months	100%	100%	↔	95%	95%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Prevention Services	\$145,835	\$146,807	\$145,138	\$127,230
Clients served	1,449	1,258	1,220	130
Early Intervention Services	\$51,999	\$51,999	\$49,483	\$54,603
Clients served	52	44	40	19

A. Budget Reductions

1. Reduce Promoting Safe & Stable Family (PSSF) Grant Funds from Social Services Budget Reconciliation

Expenditure	(\$13,789)
Revenue	(\$13,789)
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - As part of the FY 14 Department of Social Services Budget Reconciliation approved on July 23, 2013 ([BOCS Resolution 13-452](#)), \$13,789 in revenue and expenditure support have been reduced for the PSSF program within At-Risk Youth and Family Services. The \$13,789 reduction in revenues and expenditures will be included in each year of the five year plan.

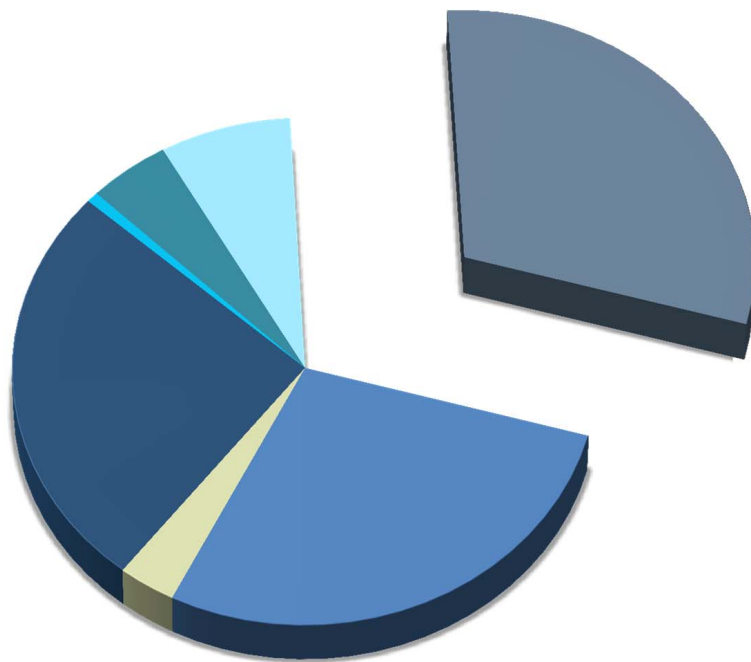
b. Service Level Impacts

▪ Prevention Services Clients Served

<i>FY 15 w/o Reduction</i>		1,140
<i>FY 15 w/ Reduction</i>		130

Mission Statement

We are committed to improving the quality of life for people with or at risk of developing mental disabilities and substance abuse problems and to preventing the occurrences of these conditions. We do this through a system of caring that respects and promotes the dignity, rights and full participation of individuals and their families. To the maximum extent possible, these services are provided within the community.



Human Services Expenditure Budget
\$124,843,148

Expenditure Budget:
\$37,592,330

30.1% of Human Services

Programs:

- Emergency Services: \$3,124,445
- Intellectual Disability Residential Services: \$788,085
- Mental Health Residential Services: \$5,185,400
- Mental Health Day Support & Employment Services: \$1,758,137
- Early Intervention Services: \$3,923,825
- Youth Substance Abuse & Mental Health Services: \$3,033,059
- Intellectual Disability Case Management Services: \$3,203,401
- Intellectual Disability Day Support Services: \$3,403,878
- Mental Health Outpatient Services: \$3,237,800
- Substance Abuse Adult Outpatient Services: \$2,269,431
- Drug Offender Recovery Services: \$1,650,722
- Administrative Services: \$3,364,478
- Medical Services: \$2,649,669

Mandates

The County is mandated to establish a Community Services board provide emergency services and, subject to the availability of appropriated state funds, case management services. The Community Services board is the single point of entry into publicly funded mental health, developmental and substance abuse services.

State Code: [37.2-500](#), [37.2-504](#)

COMMUNITY SERVICES

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Emergency Services	\$2,934,679	\$3,026,153	\$3,027,982	\$3,124,445	3.19%
2 Intellectual Disability Residential Services	\$699,572	\$724,737	\$773,165	\$788,085	1.93%
3 Mental Health Residential Services	\$3,661,620	\$4,338,344	\$4,989,032	\$5,185,400	3.94%
4 Mental Health Day Support & Employment Services	\$1,617,083	\$1,524,466	\$1,612,952	\$1,758,137	9.00%
5 Early Intervention Services	\$3,305,427	\$3,317,673	\$3,519,343	\$3,923,825	11.49%
6 Youth Substance Abuse & Mental Health Services	\$2,861,104	\$3,003,138	\$2,930,554	\$3,033,059	3.50%
7 Intellectual Disability Case Management Services	\$2,059,923	\$2,483,319	\$2,982,093	\$3,203,401	7.42%
8 Intellectual Disability Day Support Services	\$3,227,608	\$2,961,608	\$3,403,103	\$3,403,878	0.02%
9 Mental Health Outpatient Services	\$3,051,614	\$3,004,303	\$3,303,524	\$3,237,800	-1.99%
10 Substance Abuse Adult Outpatient Services	\$2,129,706	\$2,234,641	\$2,322,442	\$2,269,431	-2.28%
11 Drug Offender Recovery Services	\$1,453,786	\$1,496,629	\$1,637,986	\$1,650,722	0.78%
12 Office of Executive Director	\$1,087,987	\$1,128,123	\$1,126,381	\$0	-100.00%
13 Administrative Services	\$2,154,054	\$2,037,829	\$2,074,274	\$3,364,478	62.20%
14 Medical Services	\$2,056,658	\$2,206,315	\$2,341,292	\$2,649,669	13.17%
Total Expenditures	\$32,300,821	\$33,487,278	\$36,044,123	\$37,592,330	4.30%

Expenditure by Classification

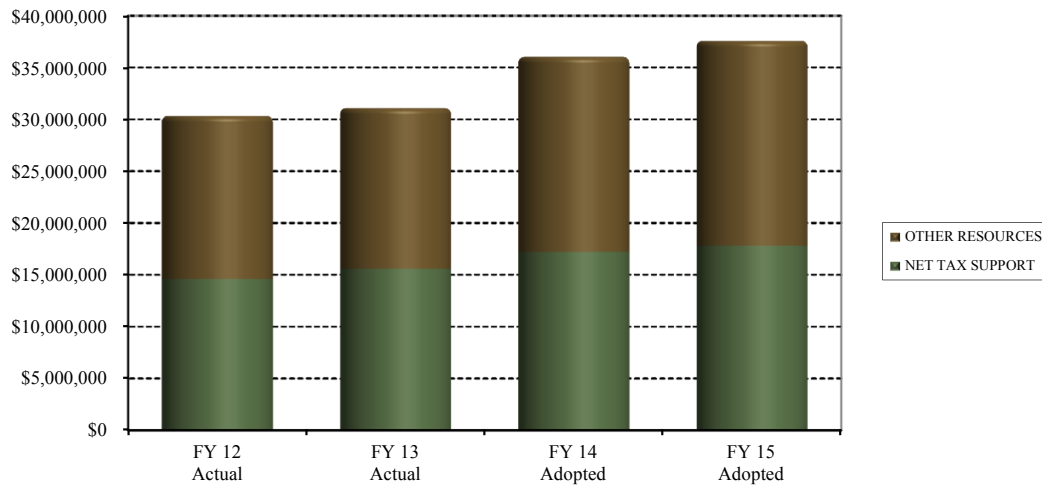
1 Personal Services	\$17,638,376	\$17,798,843	\$18,824,924	\$20,155,074	7.07%
2 Fringe Benefits	\$4,996,783	\$5,558,993	\$6,043,826	\$6,184,364	2.33%
3 Contractual Services	\$6,761,778	\$6,886,808	\$7,689,740	\$7,663,640	-0.34%
4 Internal Services	\$1,273,597	\$1,342,248	\$1,306,098	\$1,470,607	12.60%
5 Other Services	\$1,272,658	\$1,484,167	\$2,000,995	\$1,940,105	-3.04%
6 Debt Maintenance	\$24,258	\$24,258	\$24,258	\$24,258	0.00%
7 Capital Outlay	\$0	\$36,594	\$0	\$0	—
8 Leases & Rentals	\$146,031	\$151,197	\$154,282	\$154,282	0.00%
9 Transfers Out	\$187,340	\$204,170	\$0	\$0	—
Total Expenditures	\$32,300,821	\$33,487,278	\$36,044,123	\$37,592,330	4.30%

Funding Sources

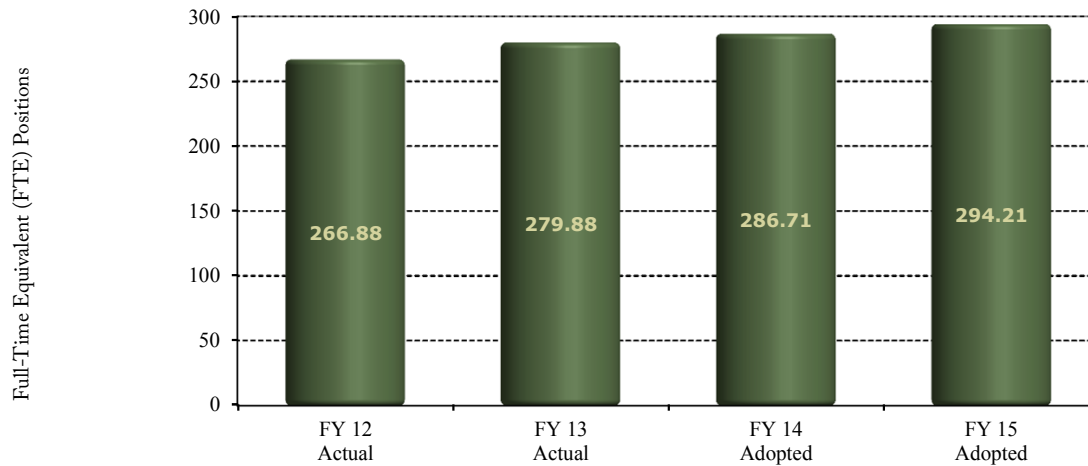
1 General Property Taxes	\$5,500	\$0	\$0	\$0	—
2 Charges for Services	\$822,043	\$832,973	\$671,071	\$740,071	10.28%
3 Miscellaneous Revenue	\$29,668	\$58,737	\$25,712	\$160,883	525.71%
4 Revenue From Other Localities	\$2,388,410	\$2,270,256	\$2,463,021	\$2,819,329	14.47%
5 Revenue From Commonwealth	\$11,596,701	\$11,821,621	\$12,976,470	\$13,488,794	3.95%
6 Revenue From Federal Government	\$2,635,245	\$2,671,747	\$2,588,069	\$2,553,516	-1.34%
7 Transfers In	\$0	\$0	\$114,060	\$0	-100.00%
Total Designated Funding Sources	\$17,477,567	\$17,655,334	\$18,838,403	\$19,762,593	4.91%
General Tax Support	\$15,847,319	\$17,354,343	\$17,205,720	\$17,829,737	3.63%
General Tax Support	49.06%	51.82%	47.74%	47.43%	

COMMUNITY SERVICES

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Emergency Services	28.09	28.09	29.92	29.92
2 Intellectual Disability Residential Services	2.10	2.10	2.00	2.00
3 Mental Health Residential Services	29.90	32.90	32.90	33.90
4 Mental Health Day Support & Employment Services	18.20	18.20	18.20	18.20
5 Early Intervention Services	24.70	28.70	28.70	32.20
6 Youth Substance Abuse & Mental Health Services	29.62	29.65	29.60	29.60
7 Intellectual Disability Case Management Services	23.40	27.40	32.50	36.50
8 Intellectual Disability Day Support Services	0.20	0.20	0.20	0.20
9 Mental Health Outpatient Services	39.45	40.45	40.45	39.45
10 Substance Abuse Adult Outpatient Services	21.85	21.85	21.85	21.84
11 Drug Offender Recovery Services	14.40	14.40	14.40	14.40
12 Office of Executive Director	6.25	6.85	6.85	0.00
13 Administrative Services	15.75	15.15	15.15	22.00
14 Medical Services	12.97	13.94	13.99	14.00
Full-Time Equivalent (FTE) Total	266.88	279.88	286.71	294.21

Future Outlook

Resources - Public resources cannot sufficiently meet the need for treatment, day support and residential assistance of every individual with mental illnesses, intellectual and developmental disabilities and/or substance abuse problems. It is important that Community Service (CS) function as the safety net for people with identified illnesses and conditions. Additionally, to be effective requires a broad partnership among the private sector, public sector and non-profit organizations. Community leaders must work with state and federal decision makers to synergize all public funding sources to stitch the safety net together effectively. Local officials must find opportunities to encourage private practitioners to treat those with moderate and less complex illnesses and seek public/private partnerships to create new treatment methods and innovations within the community. This multi-dimensional effort will improve the lives of more people, increase self-sufficiency of individuals and organizations and encourage those who have received assistance to offer assistance to others in need.

Changes in Intellectual Disability/Developmental Disability (ID/DD) Waiver - The Department of Behavioral Health and Disability Services and Department of Medical Assistance Services (DMAS) are working on a plan to change the ID/DD Waiver. That plan will be presented to the Virginia Legislature and Center of Medicaid and Medicare Services for implementation in FY 16. This schedule means that the development and implementation of new day support and residential rates for people in the Training Centers and community will remain the same for at least two more years. However, whatever changes in waiver services and rates are approved will impact service levels once implemented. One key area of expected change is how to address the growing demand for autism support. The change in waiver services and rates must address what services to fund and how to fund those services for people with autism. There are currently hundreds of children and adults in the Prince William area with autism who will be served with the expected changes to the waiver.

Department of Justice/Commonwealth of Virginia Settlement - The settlement between Virginia and Department of Justice (DOJ), which gave Virginia ten years to address its deficiencies in supporting the intellectual and/or developmentally disabled, continues to be a challenge. The DOJ settlement requires Virginia to find ways to properly serve and support individuals with intellectual and/or developmental disabilities. However, changes necessary to provide adequate funding and support have not been implemented. One key area of need that must be addressed is support to those with autism. Today there are only a few providers offering appropriate professional services to autistic individuals, therefore any changes to serve them will require a significant expansion and development of the continuum of services they need. It is important to note that funding for services is a state responsibility; service delivery is a CS responsibility.

Managed Care - The most significant change in managed care began December 1, 2013, when DMAS transitioned its payment and administrative operation to the managed care company Magellan Behavioral Health. Magellan Behavioral Health will impose the following changes to managed care services: 1) authorizing limits on the amount of services provided; 2) restricting payments to providers who have professional licenses; 3) limiting the kinds of services that will be paid; and 4) imposing more documentation requirements. The changes for providers are predictable because of their history in other states that have made the same changes.

Coordination of Services - New requirements stipulate that Medicaid and Medicare patients who receive mental health and/or substance abuse treatment must have their treatment coordinated with primary health care doctors. While this is a significant benefit to the overall quality of care to the individual, it is important to note that the cost of increased time spent by CS therapists and doctors to identify and to coordinate care with primary health care physicians in the community will not be reimbursable.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Community Service's technology bill increased by \$51,429 to \$1,297,468.
- B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15, CS' salary lapse changed by \$4,016 to -\$160,612.
- C. Budget Reconciliation** - Each year, CS completes a budget reconciliation of state and federal revenues to the state performance contract. \$136,216 in on-going revenue and expenditure support was identified through the FY 14 reconciliation and was approved by [BOCS Resolution 13-622](#) on October 15, 2013. Existing service level impacts will be maintained with this adjustment and the \$136,216 in revenues and expenditures is included in each year of the five year plan starting with FY 15.
- D. Program/Activity Reorganization** - This item reorganizes CS, specifically moving the Leadership & Management Oversight activity from the Office of Executive Director Program to the Administrative Services Program to better reflect actual service provision and eliminate the Office of Executive Director program.
- E. Compensation Increase** - Compensation adjustments totaling \$514,353 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.
- Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.
- F. Revenue Increase for City Billings** - City billings is a reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Historically, the total city billing reimbursement is used to balance the County-wide budget at budget recap and later allocated to specific agencies. Community Services' FY 15 allocation is an increase of \$356,308.
- G. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$12,294. The increase supports existing service levels. The total donation amount provided to agency community partners is \$422,089 in FY 15. For additional detail please refer to the [Community Partners](#) section.

Program Summary

Emergency Services

Provides telephone and in person crisis intervention services on a 24 hour basis to individuals experiencing mental health, substance abuse or intellectual disability emergencies. Clients are provided with clinical services immediately if necessary and are connected to the appropriate level of care which can range from outpatient services at CS to immediate involuntary inpatient care at a local or state psychiatric facility.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Cases diverted from inpatient treatment	62%	62%	↔	57%	60%
Clients satisfied with services received	89%	93%	↑	90%	90%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	84%	↔	≥84%	≥84%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
CS Intake and Emergency Telephone Services	\$674,669	\$667,397	\$672,162	\$432,769
Telephone contacts received and processed	31,865	48,115	32,900	35,500
Emergency Services	\$2,260,009	\$2,358,756	\$2,355,820	\$2,691,676
Clients served	2,822	2,748	2,780	2,785

Intellectual Disability Residential Services

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Client family satisfaction	98%	90%	↓	90%	90%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	84%	↔	≥84%	≥84%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Group Home Services	\$87,900	\$88,328	\$120,000	\$120,000
Clients served	159	181	156	164
Supported Living Services	\$611,672	\$636,409	\$653,165	\$668,085
Clients served	20	25	—	25

Mental Health Residential Services

Assist adults with serious mental illnesses to remain as independent as possible in the community by providing directly or contracting for a variety of levels of clinical services to assist them in maintaining their level of functioning; or connect with vendors who provide 24 hour residential care for those adults who cannot remain outside of institutional settings without that level of support.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Clients successfully engaged in services and maintained in the community	99%	94%	↓	99%	95%
Clients expressing satisfaction with service provided	98%	95%	↓	96%	95%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	84%	↔	≥84%	≥84%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Supportive Residential In-Home Services	\$2,032,456	\$2,079,592	\$2,293,014	\$2,383,503
Clients served	142	131	155	155
Intensive Residential Services	\$462,822	\$495,758	\$463,871	\$464,606
Clients served in group homes	24	24	25	24
Crisis Stabilization Services	\$585,500	\$1,145,287	\$1,614,740	\$1,614,740
Clients served	131	158	246	200
Intensive Community Treatment (ICT) Services	\$580,842	\$617,707	\$617,407	\$722,551
Clients served	51	50	50	50

A. Budget Initiatives

1. Add Federal Funding for Projects for Assistance in Transitioning the Homeless (PATH) Program

Expenditure	\$36,518
Revenue	\$36,518
General Fund Impact	\$0
FTE Positions	0.00

a. Description - PATH is a federal grant that supports service delivery to individuals with serious mental illnesses, as well as individuals with co-occurring substance use disorders, are homeless or at risk of becoming homeless. This item was approved by [BOCS Resolution 13-665](#) on November 7th, 2013. The \$36,518 in revenues and expenditures will be included in each year of the five year plan. There is no general fund impact.

b. Service Level Impacts - Existing service levels will be maintained.

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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Clients who maintain employment for more than 90 days	84%	78%	↓	83%	76%
Psycho-social rehabilitation clients who maintain or improve functioning level	88%	96%	↑	83%	83%
Vocational Services clients reporting satisfaction with services	98%	96%	↓	—	91%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	84%	↔	≥84%	≥84%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Day Support Services	\$1,038,595	\$1,000,775	\$1,009,530	\$1,105,920
Clients served	137	135	141	134
Employment Services	\$578,488	\$523,691	\$603,422	\$652,217
Clients served	135	134	150	150

Early Intervention Services for Infants & Toddlers with Disabilities

Early Intervention services are provided by licensed and certified physical therapists, occupational therapists, speech-language pathologists, early childhood special educators and service coordinators for infants and toddlers, birth to three year's old who have a diagnosed condition affecting their development, qualitative concerns with their development or a delay of at least 25% in one or more developmental areas. Services are intended to help the child develop the necessary motor, communication, social-emotional, feeding and play skills to be an active member of their family and community.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Children completing early intervention services who do not require special education	57%	51%	↓	≥58%	53%
Children receiving services demonstrate improved acquisition and use of knowledge and skills	—	—		—	69%
Families report services have helped their family to help their child develop and learn	—	—		—	77%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Assessment and Service Coordination	\$1,370,746	\$1,319,713	\$1,380,060	\$1,605,692
Infants, toddlers and families served	1,140	1,150	1,052	1,100
Therapeutic and Educational Services	\$1,934,680	\$1,997,960	\$2,139,283	\$2,318,133
Infants, toddlers and families served	972	951	692	926

A. Budget Initiatives

1. Add State Funding for Early Intervention Program

Expenditure	\$286,176
Revenue	\$286,176
General Fund Impact	\$0
FTE Positions	3.50

a. Description - On August 6, 2013, [BOCS Resolution 13-484](#) accepted state revenues for one Early Intervention Service Coordinator, one and a half Early Intervention Specialists and one Early Intervention Supervisor to support the Early Intervention Program. This program provides services for children with diagnosed handicapped conditions and/or developmental delays. The \$286,176 in revenues and expenditures will be included in each year of the five year plan. There is no general fund impact.

b. Service Level Impacts - Existing service levels will be maintained.

Youth Mental Health & Substance Abuse Services

Provide services to youth with mental health and/or substance abuse disorders in local high schools, outpatient clinic and in-home. Services provided include assessment, individual, family and group therapy, intensive in-home treatment, case management and high intensity drug trafficking area (HIDTA) prevention.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Clients completing treatment who improve in functioning	80%	77%	↓	75%	75%
Clients satisfied with services	93%	97%	↑	95%	95%
Teen clients who stop using drugs/alcohol	—	71.6%		—	71.6%
HIDTA prevention client change in grade point average	0.82	0.57	↓	0.70	0.70
HIDTA prevention client change in school absences	(37%)	(36%)	↓	(40%)	(35%)

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
In-School Substance Abuse Treatment Services	\$780,452	\$842,056	\$847,479	\$881,018
Clients served	1,088	1,201	1,200	1,200
Clinic-Based Mental Health Treatment and Substance Abuse Treatment Services	\$595,643	\$614,764	\$634,465	\$657,990
Clients served	427	402	425	425
In-Home Mental Health and Substance Abuse Treatment Services	\$1,019,274	\$1,053,881	\$955,430	\$979,592
Clients served	118	154	125	125
Prevention Services	\$465,732	\$492,438	\$493,181	\$514,459
Prevention activity participants (students and parents)	206	203	180	210

Intellectual Disability Case Management Services

Provides support and connections to community resources and services for individuals who have an intellectual disability and may need assistance accessing supports in the community.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Program clients successfully maintained in the community	99%	99%	↔	96%	99%
Clients and family members satisfied with services	98%	91%	↓	90%	90%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	84%	↔	≥84%	≥84%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Activities Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Case Management Services	\$2,059,923	\$2,483,319	\$2,982,093	\$3,203,401
Clients served	622	652	765	810

A. Budget Initiatives

1. Add Three Therapist II Positions and One Administrative Support Coordinator II Position for Intellectual Disability Case Management Services

Expenditure	\$135,171
Revenue	\$135,171
General Fund Impact	\$0
FTE Positions	4.00

- a. **Description** - The addition of three Therapist II FTEs and one Administrative Support Coordinator II FTE for the Intellectual Disability Case Management Services Program continues PWC's commitment to respond proactively to the U.S. Department of Justice (DOJ) settlement with the Commonwealth of Virginia. This settlement includes the planned closure of the Northern Virginia Training Center (NVTC) in 2015 and directly impacts County residents with intellectual and developmental disabilities living in institutions or in the community. The settlement also increases case management responsibilities by increasing face to face direct contact from once every 90 days to once a month for all 366 current Medicaid funded cases. The settlement also requires increased monitoring of vendors that report to the agencies of Licensing and Human Rights, both within the State Department of Behavioral Health and Developmental Services. These positions will continue to address the increased workload by working with the transitioning NVTC residents, families and potential service providers. The partial year cost for these positions in FY 15 is \$135,171; for FY 16 and ongoing, annual expenditures will be increased to \$273,051 to account for full year costs. Annual revenues is increased from \$135,171 to \$256,825 for increased case management Medicaid support. General fund support is increased by \$16,226 each year from FY 16 through FY 19.

b. Service Level Impacts

Case Management Services:

▪ Clients Served:

<i>FY 15 w/o Addition</i>	765
<i>FY 15 w/ Addition</i>	810

Intellectual Disability Day Support Services

Vendors provide services in the community to individuals with Intellectual Disabilities that provide general day care or day program services to enable individuals to acquire, improve or maintain functional abilities, or obtain competitive employment.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Program clients successfully maintained in the community	97%	95%	↓	95%	95%
Clients who are satisfied with program services	98%	98%	↔	95%	98%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	84%	↔	≥84%	≥84%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Day Care Services	\$577,744	\$593,662	\$581,038	\$581,232
Clients served	70	77	74	72
Day Support Services	\$977,351	\$909,088	\$1,044,990	\$1,045,183
Clients served	37	34	43	58
Sheltered Employment Services	\$661,868	\$558,281	\$751,038	\$751,232
Clients served	29	27	35	29
Supported Employment Services	\$1,010,645	\$900,577	\$1,026,037	\$1,026,231
Clients served	103	101	103	109

Mental Health Outpatient Services

Provides outpatient case management and treatment services to adults with serious mental illness and their families. Services include individual, family and group therapy, evaluations, case management and medication management.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Seriously mentally ill clients completing treatment who improve in functioning	90%	77%	↓	75%	80%
Clients satisfied with services received	98%	95%	↓	90%	95%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	84%	↔	≥84%	≥84%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Seriously Mentally Ill Adult and Family Services	\$3,051,614	\$3,004,303	\$3,303,524	\$3,237,800
Clients served	1,238	1,270	1,325	1,275

Substance Abuse Adult Outpatient Services

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Clients who are substance free upon completion of treatment	—	65%		—	65%
Customers satisfied with services received	99%	97%	↓	90%	90%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Adult Substance Abuse Services	\$2,129,612	\$2,234,641	\$2,322,442	\$2,269,431
Clients served	1,334	1,377	1,335	1,335

A. Budget Initiatives and Shifts

1. Modification of Positions within Substance Abuse Adult Outpatient Services

Expenditure	\$0
Revenue	\$0
Budget Shifts	\$45,116
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** -. This shift eliminates two part-time positions, a 0.50 CS Therapist II and a 0.25 Therapist III and creates a .75 Therapist II position within Substance Abuse Adult Outpatient Services. This item was adopted by the Board of County Supervisors on February 11, 2014, per [BOCS Resolution 14-81](#).
- b. **Service Level Impacts** - Existing FY 15 service levels will be maintained.

Drug Offender Recovery Services

Provide a comprehensive drug treatment continuum of care for offenders with the most severe drug dependence disorders, including HIDTA prevention. Avoid gaps in services that result in relapse and recidivism through close collaboration with the Adult Detention Center (ADC) and probation agencies. Services include assessments, individual and group therapy, case management, medication assisted treatment, residential and jail-based treatment and family support.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Criminal Justice clients who stop using drugs	50%	40%	↓	50%	45%
Drug Offender Rehabilitation Module (DORM) clients who do not return to the ADC within 3 years	71%	69%	↓	67%	67%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Adult Detention Center Services	\$964,937	\$941,873	\$996,461	\$1,005,516
Inmates treated in male and female dormitories	175	188	180	190
Community Criminal Justice Services	\$488,850	\$554,756	\$641,524	\$645,206
HIDTA clients served	70	63	80	65
Intensive case management clients served	171	97	200	125

Administrative Services

Administrative Services of CS includes the areas of Accounting and Procurement, Management Information Systems, Human Resources Management and Leadership and Management Oversight. Accounting and Procurement is responsible for the fiscal and budget management and reporting, State and County reporting, client billing and reimbursement and procurement. Management Information System coordinates with the CS Client Information Management System/Electronic Health Record. Human Resource Management coordinates with CS management and County Human Resources regarding all personnel matters, including hiring, benefits coordination, annual employee performance review process and tracking of employee education and certifications. 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 return on investment of tax dollars possible.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Change in fee revenue received from prior fiscal year	+32.4%	-2.6%	↓	+5.0%	+2.4%
Customers rating services as helpful	—	95%		—	95%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Accounting and Procurement	\$1,115,989	\$1,229,734	\$1,002,760	\$1,037,395
Fees collected	\$5.43m	\$5.29m	\$5.00m	\$5.00m
Management Information Systems	\$849,787	\$632,885	\$885,917	\$970,346
Customers rating services as helpful	95%	94%	90%	90%
Human Resources Management	\$188,278	\$175,210	\$185,597	\$194,917
Resumes received from Human Resources	369	355	400	370
Leadership and Management Oversight	\$1,087,987*	\$1,128,122*	\$1,126,381*	\$1,161,820
Total agency clients served	7,661	8,295	8,041	8,100

*Includes Office of Executive Director Program totals (see General Overview, Item D.)

A. Budget Initiative

1. Increase Human Services Technology Applications Support

Expenditure	\$40,225
Revenue	(\$114,060)
General Fund Impact	\$154,315
FTE Positions	0.00

COMMUNITY SERVICES

- a. **Description** - This initiative funds the increase in maintenance support of the human services technology systems and the shift in funding sources from the Technology Improvement Plan (TIP) Holding Account to the general fund. The budget is located in CS' 4000 series, providing revenue to the Information Technology internal service fund. The general fund support for the maintenance of human service systems in the TIP totals \$801,206, FY 15 through FY 19.
- b. **Service Level Impacts** - Existing service levels are maintained.

Medical Services

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customers satisfied with services received	90%	84%	↓	86%	90%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	84%	↔	≥84%	≥84%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Medical Services	\$2,056,658	\$2,206,315	\$2,341,292	\$2,649,669
Total clients served	2,009	2,043	2,397	2,600

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.



Expenditure Budget:
\$35,085,402

28.1% of Human Services

Programs:

- Community Preservation & Development: \$4,879,746
- Housing Finance & Development: \$1,026,053
- Rental Assistance: \$29,169,603
- Not Program Related: \$10,000

Human Services Expenditure Budget
\$124,843,148

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

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Community Preservation & Development	\$2,288,111	\$1,631,369	\$2,081,464	\$4,879,746	134.44%
2 Housing Finance & Development	\$222,709	\$845,397	\$927,899	\$1,026,053	10.58%
3 Rental Assistance	\$29,029,790	\$29,535,724	\$29,677,935	\$29,169,603	-1.71%
4 Transitional Housing Prop Management	\$131,688	\$187,376	\$168,646	\$0	-100.00%
5 Housing Trust Fund	\$9,640	\$10,350	\$10,200	\$10,000	-1.96%
Total Expenditures	\$31,681,938	\$32,210,216	\$32,866,144	\$35,085,402	6.75%

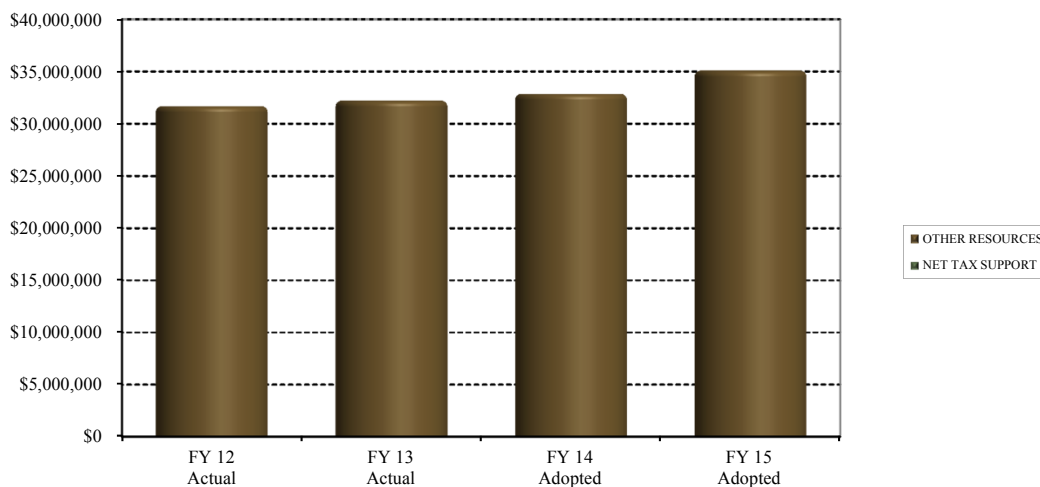
Expenditure by Classification

1 Personal Services	\$1,664,532	\$1,638,468	\$1,752,667	\$1,727,768	-1.42%
2 Fringe Benefits	\$521,167	\$575,858	\$588,549	\$555,955	-5.54%
3 Contractual Services	\$1,807,312	\$1,263,958	\$1,752,391	\$4,343,375	147.85%
4 Internal Services	\$130,283	\$144,903	\$117,524	\$111,533	-5.10%
5 Other Services	\$27,305,097	\$28,497,419	\$28,440,050	\$28,239,623	-0.70%
6 Capital Outlay	\$48,740	\$0	\$90,000	\$0	-100.00%
7 Leases and Rentals	\$20,469	\$21,499	\$46,932	\$30,880	-34.20%
8 Transfers Out	\$184,338	\$68,111	\$78,031	\$76,268	-2.26%
Total Expenditures	\$31,681,938	\$32,210,216	\$32,866,144	\$35,085,402	6.75%

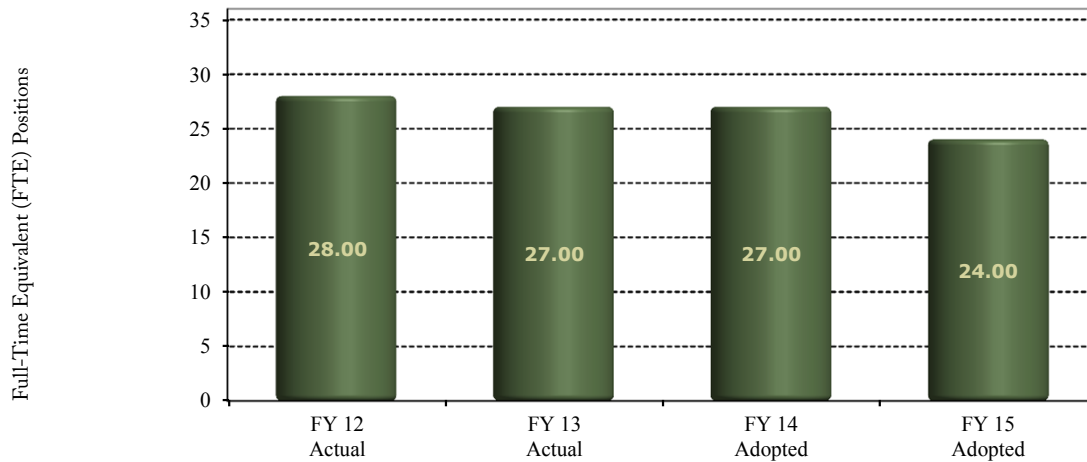
Funding Sources

1 Revenue from Use of Money & Prop	\$69,870	\$28,538	\$25,000	\$15,000	-40.00%
2 Charges for Services	\$3,287,989	\$4,402,407	\$3,723,190	\$5,124,233	37.63%
3 Miscellaneous Revenue	\$0	\$61,597	\$25,000	\$30,000	20.00%
4 Revenue From Commonwealth	\$27,654	\$0	\$0	\$0	—
5 Revenue From Federal Government	\$25,778,172	\$26,921,748	\$29,021,905	\$29,874,358	2.94%
6 Non-Revenue Receipts	\$4,889	\$2,561	\$0	\$0	—
7 Fund Balance	\$2,461,828	\$726,122	\$49,967	\$0	-100.00%
Total Designated Funding Sources	\$31,630,402	\$32,142,973	\$32,845,062	\$35,043,591	6.69%
Net General Tax Support	\$51,536	\$67,243	\$21,082	\$41,811	98.33%
Net General Tax Support	0.16%	0.21%	0.06%	0.12%	

Expenditure History



Staffing History



Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Community Preservation & Development	4.68	3.30	2.80	4.33
2 Housing Finance & Development	1.26	0.98	1.11	0.92
3 Rental Assistance	21.65	21.74	21.74	18.69
4 Transitional Housing Prop Management	0.39	0.91	1.29	0.00
5 Housing Trust Fund	0.02	0.07	0.06	0.06
Full-Time Equivalent (FTE) Total	28.00	27.00	27.00	24.00

Future Outlook

Federal Budget Decisions Impact Local Economy - Office of Housing & Community Development (OHCD) is a County agency that receives the vast majority of its funding from the federal government for federal housing programs such as Community Development Block Grant (CDBG), Home Investment Partnerships program, Emergency Solutions Grant (ESG) and Housing Choice Voucher program (HCVP). The biggest of these programs is the HCVP which currently provides rental assistance to an average of 1,764 low income families in Prince William per month. Through this program, over \$29 million annually of federal money is brought into the Prince William economy primarily through payments to landlords and homeowners.

More than 8,600 Families Waiting for Affordable Housing - Federal funding for our affordable housing programs continues to decline. Should this trend continue OHCD's ability to serve the most at-risk members of our community with housing solutions will be limited. The largest impact from decreased funding levels is anticipated with the HCVP that provides rental assistance for low income families, many of whom are elderly and/or disabled. Due to current funding reductions OHCD cannot utilize approximately 294 of the baseline 2,058 vouchers. At the current level of funding, it will take six to eight years before the 1,985 households with elderly and disabled individuals now on our waiting list of 8,616 families can be served.

Community Development Funding Continues to Decline - OHCD is also concerned about possible funding reductions in the Community Development programs. In FY 13 funding to these programs was reduced by approximately 16%. Because of the County's population growth our CDBG allocation has increased slightly over the past year. Also, because of federal programing changes, the ESG program funding was increased to fund the Department of Housing and Urban Development's (HUD) new Rapid Rehousing program for rehousing the homeless. The Home Investment Partnerships program has had continued decreases in funding. Total funding has been reduced by 33% from the FY 12 funding level of \$847,491 to \$567,720. Any future reductions will affect our ability to assist community partners that provide housing services in the community such as permanent supportive housing, homeless services and housing counseling. Other services, like direct assistance to low income homeowners to assist them with necessary repairs to their homes, and home buying assistance, which provides first-time homebuyers with down-payment and closing cost assistance, will be affected as well.

Focus Shifts to Strengthening Family Sufficiency - OHCD must investigate alternative funding sources and increase family self-sufficiency efforts to reduce costs in order to assist additional families. Self-sufficiency efforts this past year include expanding program activities to all program participants, expanding outreach to community partners and expanding the program curriculum to focus on these five key area – Education, Employment Readiness & Entrepreneurship, Financial Fitness, Health and Wellness and Strengthening Families. OHCD will also have to pursue opportunities to partner with other County agencies and community organizations that provide viable affordable housing solutions for County citizens. One example of this will come from the release of funding from the county's Housing Preservation and Development Fund (HPDF) in CY 2014. These funds will be available through a competitive process to successful applicant(s) for providing affordable housing solution/options within the county. Another example is OHCD's partnership with the Department of Social Service and Skill Source, a local nonprofit for assisting Temporary Assistance for Needy Families (TANF) recipients with finding employment or internships with local employers.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, OHCD's technology bill increased by \$3,009 to \$81,570.
- B. Reorganization** - OHCD shifted the Transitional Housing Property Management activity into the Community Preservation and Development program, thereby eliminating Transitional Housing Property Management as a free-standing program.
- C. 2013 Federal Sequestration** - The sequester eliminated the funds needed to provide rental assistance to 243 Prince William area families and caused the elimination of 1.97 vacant FTE positions. The program impacts by program are as follows:

Sequestration Impact			
Program	Revenue	Expenditure	FTE
Community Preservation & Development	(\$61,882)	(\$73,799)	0.00
Housing Finance & Development	(\$545)	\$8,759	0.00
Rental Assistance	(\$1,432,813)	(\$1,432,813)	(1.97)
Total Impact	(\$1,495,240)	(\$1,497,853)	(1.97)

D. Adopted Plans and Contracts - The adopted Consolidated Plan, the Intergovernmental Agreement with Northern Virginia Regional Commission (NVRC) for the 2013-2014 Housing for People with AIDS contract, and the 2013 contract for Administrative Costs, Portability Billing and Self Sufficiency Grant impacts by program are as follows, including the elimination of 0.03 vacant FTE position (a portion of one of the FTE cut in Rental Assistance above):

Adopted Plans and Contracts			
Program	Revenues	Expenditures	FTE
Community Preservation & Development	\$876,037	\$831,749	(0.03)
Housing Finance & Development	\$80,175	\$91,626	0.00
Rental Assistance	\$963,382	\$871,839	0.00
Not Program Related	\$0	(\$62)	0.00
Total Impact	\$1,919,594	\$1,795,152	(0.03)

E. Compensation Increase - Compensation adjustments totaling \$25,831 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

F. Use of Fund Balance - The proposed FY 15 budget included, as a revenue source, \$25,831 from OHCD's fund balance. To eliminate this as a revenue source, a vacant Housing Program Specialist position (1 FTE) was eliminated as part of the FY 15 budget, and resources were shifted to align with anticipated federal funding.

G. Community Partner - OHCD has partnered with Open Door, through the Council of Governments, to provide affordable housing. The partnership is shifted from an interjurisdictional agreement to a community partner donation in the FY 15 budget. This initiative reflects a 3% increase in the donation to the community partner in the agency budget totaling \$322. The increase supports existing service levels. The total donation amount provided to the agency community partner is \$11,404 in FY 15. For additional detail please refer to the [Community Partners](#) section.

Program Summary

Community Preservation & Development

The Community Preservation & Development Division administers two federal programs through HUD, the CDBG program and the ESG program. The County has a Cooperative Agreement with the Cities of Manassas and Manassas Park to conduct their housing and community development activities. A portion of the CDBG funds are set aside on a competitive basis to eligible outside agencies for specific eligible activities that meet CDBG National Objectives and further the Prince William Area's goals and objectives, as stated in the five year consolidated plan. The largest portion of CDBG funds are devoted to housing rehabilitation activities of owner occupied low and moderate-income households. The ESG funding is provided to local shelters towards operating costs and programs to rapidly rehouse the homeless. Additionally, the Stewart B. McKinney Homeless Assistance Act of 1988 and the Base Closure and Realignment Act mandated that federal agencies make any usable surplus real property available to units of government and non-profits organizations for sheltering the homeless. The County received property under the Act in March 1994 with a 30 year deed restriction to use the property solely for serving the homeless. OHCD operates seven (7) transitional housing units for families referred by local shelters.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Persons provided with housing and other related services - CDBG	795	361	↓	266	361
Persons provided with homelessness prevention and emergency shelter services - ESG	1,344	1,169	↓	1,344	1,169
Families assisted by OHCD with low-income housing	2,573	2,950	↑	2,573	2,950
Families successfully completing the transitional housing program and moving to permanent housing	—	100%		—	75%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Housing Rehabilitation	\$1,684,127	\$706,532	\$1,295,031	\$3,230,039
Substandard single-family housing units rehabilitated	12	13	12	20
Community Improvement & Housing Supportive Services	\$603,984	\$677,432	\$786,432	\$798,707
Persons provided with homelessness prevention and emergency shelter services	1,344	1,169	1,344	1,169
Improvement projects managed	17	13	14	13
Manage Transitional Housing at Dawson Beach	—	—	—	\$851,000
Homeless families served	—	—	—	7

A. Budget Initiatives

1. Use of Prior Year Funding

Expenditure	\$1,824,142
Revenue	\$1,824,142
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** - HUD has identified \$1,824,142 in unspent prior appropriations available for OHCD for community preservation, allowing for additional rehabilitated units.

b. **Service Level Impacts** - The service level impact of this initiative is as follows:

▪ **Substandard single family housing units rehabilitated:**

FY 15 w/o Addition | 12

FY 15 w/ Addition | 20

Housing Finance & Development

Prince William County, including the Cities of Manassas and Manassas Park through a Cooperative Agreement, receives an annual allocation of Home Investment Partnerships funding from HUD. The program objective is to provide decent affordable housing to low-income households; expand the capacity of non-profit housing providers; strengthen the ability of state and local governments to provide housing; and leverage private-sector participation. Federal funds are utilized for the First-Time Homebuyer Program which provides down payment and closing cost assistance for residents of Prince William County and the cities of Manassas and Manassas Park. Also, at least 15% of the allocation is set aside for specific activities to be undertaken by a special type of non-profit called a Community Housing Development Organization (CHDO) that develops affordable housing for the community it serves.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Federal and state funds used to assist eligible households to become first-time homebuyers	\$55,660	\$446,420	↑	\$487,194	\$446,420
Private mortgage financing generated on behalf of first-time homebuyers	\$0.2m	\$1.6m	↑	\$1.0m	\$1.6m
Families assisted by OHCD with low-income housing	2,573	2,950	↑	2,573	2,950

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Homeownership Assistance	\$222,709	\$503,737	\$927,899	\$1,026,053
Families assisted to become first-time homebuyers	1	9	5	7
Affordable housing units added, with counseling to the families that rent or purchase the units	—	—	—	25

Rental Assistance

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Eligible elderly and disabled persons in HCVP provided with rental assistance	40%	40%	↔	40%	40%
Family Self Sufficiency Grant families who successfully meet program goals	95%	88%	↓	93%	90%
Rental income paid to local property owners on behalf of families	\$24.0m	\$23.5m	↓	\$24.0m	\$23.0m
Annual HCVP performance evaluation score from HUD	100%	100%	↔	98%	98%
Families assisted by OHCD with low-income housing	2,573	2,950	↑	2,573	2,950

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Housing Assistance Program Payments	\$27,181,399	\$23,364,018	\$27,646,642	\$27,425,388
Families provided with rental assistance	2,248	2,243	2,143	1,900
Housing Assistance Program Administration	\$1,848,391	\$1,900,711	\$2,031,294	\$1,744,215
Participant eligibility determinations	2,098	2,071	1,971	1,971

Transitional Housing Program Management (shifted into CP&D)

The Stewart B. McKinney Homeless Assistance Act of 1988 and the Base Closure and Realignment Act of 1988 mandated that federal agencies make any usable surplus real property available to units of government and non-profits organizations for sheltering the homeless. In 1994 the County received federal property with a 30 year deed restriction to use the property solely for serving the homeless. OHCD operates seven (7) transitional housing units for families referred by local shelters.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Families successfully completing the program and moving to permanent housing	75%	100%	↑	75%	—
Families assisted by OHCD with low-income housing	2,573	2,950	↑	2,573	—

↑ Trending Upward

↔ Stable

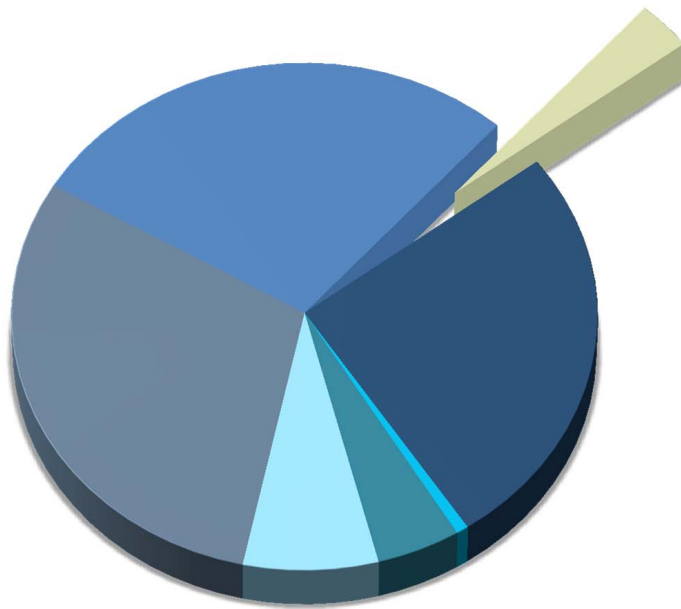
↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Manage Transitional Housing at Dawson Beach	\$131,688	\$136,000	\$168,646	—
Homeless families served	7	7	7	—

Mission Statement

Public Health will promote optimum health and the adoption of healthful lifestyles; assure access to vital statistics, health information, preventive health, environmental health and dental services; and assist Prince William County, the city of Manassas and the city of Manassas Park in emergency preparedness efforts.



Expenditure Budget:
\$3,947,974

3.2% of Human Services

Programs:

- Maternal & Child Health: \$1,139,424
- General Medicine: \$1,632,991
- Dental Health: \$149,205
- Environmental Health: \$858,323
- Administration/Emergency Preparedness: \$168,031

Human Services Expenditure Budget
\$124,843,148

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](#) (Childhood Immunizations), [22.1-270](#) (Pre-school physicals for school entry); [32.1-254](#) (Vital Records - Death Certificates) and [3.2-6562.1](#) (Rabies Control)

County Code: Chapter 3 ([Amusements](#)), Chapter 8 ([Environmental Protection](#)), Chapter 10 ([Concession Stands at Youth Activities](#)), Chapter 12 ([Massage Establishments](#)), Chapter 22 ([General Environmental and Nuisances/Health and Safety Menaces](#)), Chapter 23 ([Individual Sewage Disposal Systems](#)), Chapter 25.1 ([Swimming Facilities](#)), Chapter 30 ([Water Supply](#))

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Maternal & Child Health	\$1,161,345	\$1,207,706	\$1,159,877	\$1,139,424	-1.76%
2 General Medicine	\$1,658,110	\$1,664,790	\$1,666,500	\$1,632,991	-2.01%
3 Dental Health	\$149,475	\$155,468	\$149,205	\$149,205	0.00%
4 Environmental Health	\$867,137	\$895,781	\$853,329	\$858,323	0.59%
5 Administration/Emergency Preparedness	\$178,172	\$199,616	\$171,381	\$168,031	-1.95%
Total Expenditures	\$4,014,239	\$4,123,361	\$4,000,292	\$3,947,974	-1.31%

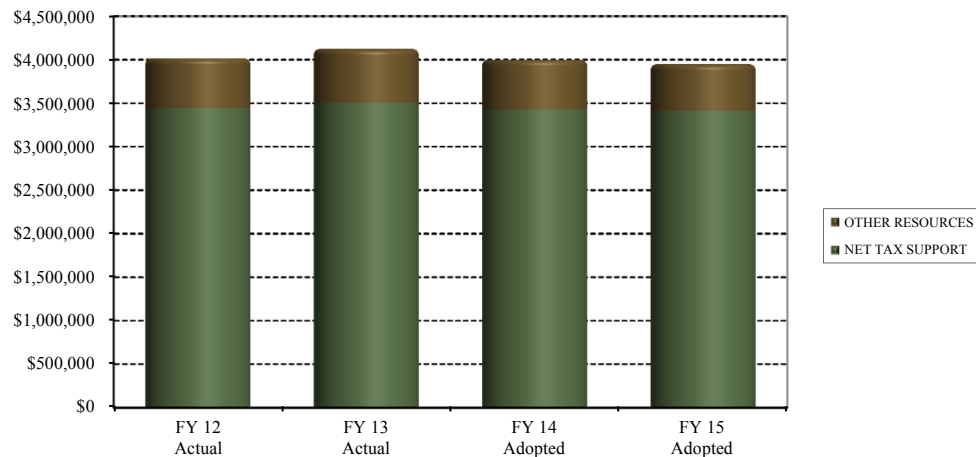
Expenditure by Classification

1 Personal Services	\$249,210	\$214,808	\$257,183	\$223,625	-13.05%
2 Fringe Benefits	\$71,071	\$68,134	\$80,181	\$76,928	-4.06%
3 Contractual Services	\$520	\$461	\$1,815	\$1,815	0.00%
4 Internal Services	\$33,785	\$39,645	\$25,899	\$22,583	-12.80%
5 Other Services	\$3,659,653	\$3,800,314	\$3,635,214	\$3,623,023	-0.34%
Total Expenditures	\$4,014,239	\$4,123,361	\$4,000,292	\$3,947,974	-1.31%

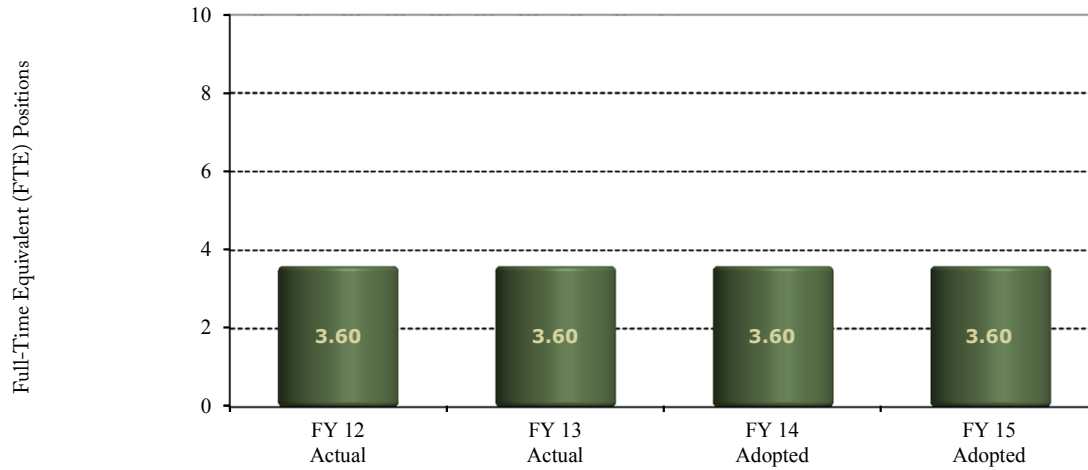
Funding Sources

1 Permits, Privilege Fees & Regular Licenses	\$158,319	\$167,028	\$151,013	\$151,013	0.00%
2 Non-Revenue Receipts	\$96	\$0	\$0	\$0	—
3 Revenue From Other Localities	(\$43,848)	(\$41,389)	\$198,347	\$156,158	-21.27%
4 Revenue From Commonwealth	\$458,800	\$492,932	\$228,351	\$228,351	0.00%
Total Designated Funding Sources	\$573,367	\$618,571	\$577,711	\$535,522	-7.30%
Net General Tax Support	\$3,440,872	\$3,504,789	\$3,422,581	\$3,412,452	-0.30%
Net General Tax Support	85.72%	85.00%	85.56%	86.44%	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Maternal & Child Health	0.00	0.00	0.00	0.00
2 General Medicine	3.00	3.00	3.00	3.00
3 Dental Health	0.00	0.00	0.00	0.00
4 Environmental Health	0.60	0.60	0.60	0.60
5 Administration/Emergency Preparedness	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	3.60	3.60	3.60	3.60

Note: Figures are for County positions only and do not include State positions totaling 91.00 FTE.

Future Outlook

Healthcare Environment - The dynamic health care environment and the uncertainty of the health care delivery system have created some emerging public health issues. Public health is the practice of preventing disease, encouraging environmental improvements and promoting health, which ostensibly helps to contain health care costs. We must continue to monitor how changes in the healthcare delivery system may be affecting public health.

Population Diversity - Prince William County has become a majority minority community, so addressing health disparities and differences in health status between people of different ethnic and racial backgrounds has become an emerging challenge. We must provide better health data and health information specific to all populations. We also must deliver appropriate information to increase health literacy and related health workforce development. In addition, integrating health considerations into planning and policy development to improve the health determinants of the entire Prince William area is an essential concept to understand and apply because the community's health is affected by the quality of the environment where our residents work, play and live. Therefore, it is important to consider community, individual, and environmental health during decision-making processes, such as neighborhood planning, to protect and to improve the health of our residents.

Emergency Management - The Prince William Health District (PWHD) Emergency Preparedness and Response program institutes initiatives to upgrade and integrate state, regional and local public health jurisdictions' preparedness to respond to terrorism and other public health emergencies such as natural and man-made disasters, including emerging diseases of public health significance. This program supports the ability of hospitals and health care systems to prepare for and respond to terrorism and other public health and health care emergencies. In addition, the services delivered are designed to develop emergency-ready communities. One key element to the Emergency Preparedness and Response program is the management of the Greater Prince William Medical Reserve Corps, a team of medical and non-medical volunteers who train to augment PWHD efforts during emergencies and public health events. Uncertainty in funding and potential reduction in federal funds for these efforts would impact the local community as planning, emergency management exercises, and response to public health emergencies that rely upon these services.

Continued Work Needed to Combat Communicable Disease - The PWHD's Communicable Disease Prevention, Investigation, Treatment and Control services work with local, regional, State and federal partners to prevent, detect, assess, respond, treat and control communicable diseases, emerging infections and terrorism related illnesses. Tuberculosis (TB) continues to become a more prevalent communicable disease in the community. The rise in TB now goes beyond the more common pulmonary TB, and complicated cases such as multi-drug resistant TB are becoming more prevalent. With increased global travel, the PWHD is detecting, treating, and mitigating the spread of communicable diseases that have not been previously common in Prince William County. Containing vaccine-preventable diseases has become a greater challenge due to emerging immunization practices.

Community Health Assessment Results - The PWHD recently completed and shared with the public a Community Health Assessment (CHA). The intent of the CHA is to provide valid and comprehensive information regarding the health of those residing within the Prince William Health District. The CHA was determined by utilizing secondary data sources and drawing from the results of a community-wide survey (Health Check Survey). The survey identified the following community public health concerns: the cost of health care, obesity, access to healthy foods, drug abuse, aging issues, mental health issues, dental care, alcohol abuse, lack of exercise and child abuse and neglect.

The PWHD hosted a series of three town hall meetings during which survey results and secondary data were presented and discussed to prioritize the identified public health issues. In addition, the PWHD facilitated similar meetings with local stakeholders (e.g., local and state officials, citizens, human service agencies, hospitals) to solicit their input concerning these issues.

Mental health and obesity were consistently identified as the priority public health issues for the community to address. Because research shows that behavioral and environmental factors in youth can affect mental health and obesity, the decision was made to focus on addressing these issues with children in the Prince William area. The PWHD is facilitating the development, implementation, and monitoring of a Community Health Improvement Plan that addresses these issues by promoting youth emotional wellbeing, with the goal to improve the emotional wellbeing of youth age 0-18 years in the Greater Prince William Area by helping youth develop skills and capacities that enable them to understand and navigate their world in healthy positive ways through targeted education and assessment. Childhood obesity is being addressed through the promotion of breastfeeding, which is shown to reduce the likelihood of obesity. The major focus of this initiative is to assist local hospitals in becoming designated breastfeeding friendly facilities.

Free Clinic Relocation - The Prince William Area Free Clinic has moved its services from PWHD clinics in Woodbridge and Manassas to a new consolidated health care facility at a church on the eastern end of the County. The community will need to monitor this change to ensure access to free primary care services remains available.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Public Health's technology bill decreased by \$3,316 to \$11,320.
- B. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$8,262. The increase supports existing service levels. The total donation amount provided to agency community partners is \$283,673 in FY 15. For additional detail please refer to the [Community Partners](#) section.
- C. Decrease in Revenue from Cities of Manassas and Manassas Park** - Financial support from the City of Manassas and Manassas Park, calculated according to the shared services agreement is decreased by \$31,335 and \$10,854, respectively.
- D. Compensation Increase** - Compensation adjustments totaling \$7,126 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Maternal & Child Health

This program improves the health of women and children in the Prince William Health District by assessing their needs and assuring that quality services are accessible. This is accomplished through direct services, program monitoring and evaluation, public and customer education, consultation and training, and building and maintaining public/private partnerships. These services assure the implementation of evidence-based practices, as well as capacity building and strengthening of the local infrastructure to meet the health needs of women and children.

The client base for direct services in this program is low income women and children who are uninsured or underinsured. Monitoring and education efforts serve the population at large.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Female clients of reproductive age seen in Health District clinics who have documented evidence of multivitamin with folic acid counseling	—	5.92%		—	24.00%
Children born in PWC with low birth weight	7.60%	7.00%	↓	7.40%	7.00%
Infant deaths per 1,000 live births	6.0	4.2	↓	5.8	5.6

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Prenatal Care	\$690,199	\$717,871	\$688,952	\$688,952
Women served with prenatal care	696	366	600	350
Well Child Care	\$19,857	\$20,453	\$20,453	\$0
Children screened by Pediatric Primary Care Project	4,396	565	3,800	0
Women's Wellness	\$402,333	\$418,464	\$401,606	\$401,606
Women served in women's wellness clinics	1,665	1,671	1,710	1,710
Women, Infants and Children (WIC)	\$48,956	\$50,918	\$48,866	\$48,866
Participants in the WIC program at the end of the fiscal year	7,323	8,412	7,700	8,833

A. Budget Reductions

1. Eliminate Donation to Pediatric Primary Care Project

Expenditure	(\$20,453)
Revenue	\$0
General Fund Impact	(\$20,453)
FTE Positions	0.00

- a. **Description** - Public Health has analyzed the service provided by this community partner and determined that the actual number of children served in FY 13 was 565. No new clients were enrolled in FY 13. The return on investment of County funding for this program does not warrant a continued donation.
- b. **Service Level Impacts** - Since no new clients were enrolled in the Pediatric Primary Care Project in FY 13, community service levels will be maintained.

General Medicine

This program improves the health of the community by:

- 1) monitoring, investigating, controlling, and reporting the spread of communicable diseases including tuberculosis, vaccine preventable diseases, sexually transmitted diseases, and other communicable diseases, especially emerging diseases of public health significance;
- 2) collaborating with community partners to assess and address environmental strategies and system changes that will prevent chronic diseases, encourage healthy lifestyles, and improve access to care for persons with health disparities;
- 3) working with County agencies and community partners to ensure that persons requiring nursing home placement or in-home personal care services are screened and referred to the appropriate service.

The client base for this program is the entire population of the Prince William Health District.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Pre-admission nursing home screenings completed within 45 days	NA	43%		—	70%
Patients completing tuberculosis preventive therapy treatment	79%	85%	↑	82%	90%
Vaccine-preventable childhood disease cases per 100,000 population	11.7	14.9	↑	11.7	14.9

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Sexually Transmitted Disease and AIDS Services	\$285,758	\$297,215	\$285,241	\$285,241
Persons seen for sexually transmitted disease services	1,405	1,312	1,400	1,400
Persons served by AIDS drug assistance services	142	173	140	140
Other Communicable Disease Services	\$988,543	\$971,074	\$989,637	\$947,866
Patients receiving tuberculosis preventive therapy	122	146	130	130
Suspected tuberculosis follow-ups	151	248	160	250
Chronic Disease Services	\$116,422	\$121,090	\$116,212	\$116,212
Persons screened for nursing home pre-admission and personal care services	413	448	400	450
Primary Health Care Services	\$267,387	\$267,387	\$275,410	\$283,672
Clients served by community partners	13,386	15,898	13,907	16,071

Dental Health

The Dental Health program provides clinical care and preventive services limited to uninsured low income children with significant barriers to care. In the community, prevention will be emphasized utilizing dental assistants to provide outreach activities beyond the dental health clinic to impact residents of all ages.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Medicaid eligible children with at least one sealant applied	10%	10%	↔	—	12%
Value of services delivered	\$635,775	\$616,529	↓	\$650,000	\$280,000

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Dental Care	\$149,475	\$155,468	\$149,205	\$149,205
Total pediatric patient visits	1,952	1,829	2,000	840

Change in State Funding - The State has decided to change the focus of the Virginia Department of Health's dental care services from individual care to a preventive population-based focus, and has eliminated funding for local dental health programs. PWHD has chosen to continue the dental programs with local funding.

Environmental Health

This program enforces state and local codes and regulations that are designed to protect the public health and safety of all residents of and visitors to the Prince William area. This is accomplished by enforcing regulations pertaining to food, food establishments, day care facilities, hotels, summer camps, campgrounds, swimming pools, private wells, onsite sewage disposal systems, and other environmental health laws. Regulatory activities include permitting, inspections, testing, monitoring, and legal action when voluntary compliance is not achieved.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Food establishments in PWC without founded complaints of food borne illness	99.5%	99.5%	↔	97.0%	98.0%
Septic tank owners in compliance with Chesapeake Bay Preservation Act	74%	76%	↑	75%	75%
Discharge sewage systems in compliance with state regulations	57%	47%	↓	70%	70%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
On-site Sewage System Permits and Maintenance	\$234,157	\$236,435	\$225,682	\$230,643
New on-site sewage applications completed	85	98	100	100
Water Supply Protection	\$64,349	\$66,929	\$64,233	\$64,233
Well samples collected for bacterial contamination	143	93	120	120
Repairs to on-site systems (remedial and preventive)	290	265	280	290
Inspection Services	\$398,934	\$413,334	\$395,185	\$395,185
Food establishment inspections	1,854	1,755	2,100	2,100
Environmental Complaint Investigations	\$96,519	\$102,971	\$95,159	\$95,193
Total environmental complaints investigated	201	287	200	250
Rabies Control	\$73,178	\$76,112	\$73,070	\$73,070
Animal quarantines completed	337	473	370	425

Administration/Emergency Preparedness

The Administration/Emergency Preparedness program integrates state, regional, and local jurisdictions' public health emergency preparedness plans to respond to terrorism and other public health threats. In addition, this program supports the ability of hospitals and health care systems to prepare for and respond to bioterrorism and other public health and health care emergencies.

The client base for this program is comprised of all residents of Prince William County and the cities of Manassas and Manassas Park.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Increase in Medical Reserve Corps volunteers	42%	10%	↓	—	15%
Community events during which emergency preparedness education is provided	NA	10		—	16
Customers reporting that they received the information or services they needed	NA	NA		—	80%

↑ Trending Upward

↔ Stable

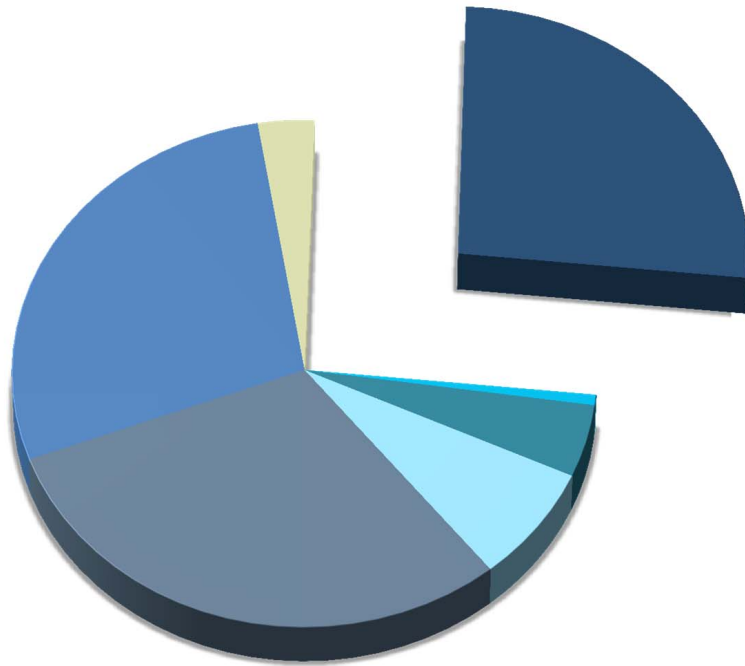
↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Leadership and Management Oversight/ Emergency Preparedness	\$178,172	\$199,616	\$171,381	\$168,031
Public Health events that require emergency response plan activation	5	3	4	4
Medical Reserve Corps volunteers	496	545	520	600

Mission Statement

Enhance the quality of life in Prince William County by affording individuals and families the support, protection and safety necessary to enable them to build self-reliant lives.



Expenditure Budget:
\$32,460,786

26.0% of Human Services

Programs:

- Protective Services: \$3,615,981
- Child & Family Services: \$7,450,683
- Benefits, Employment & Child Care: \$10,993,712
- Homeless Emergency Shelter & Overnight Care: \$1,902,513
- Agency Administration: \$3,032,312
- Youth Residential Services: \$5,465,585

Human Services Expenditure Budget
\$124,843,148

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 services mandates adopted by the State Board of Social Services. The Department of Social Services provides these mandated services.

State Code: [63.2-1503](#); 22 Virginia Administrative Code (VAC) [40-700](#); 22 VAC [40-705](#); 22 VAC [40-720](#); 22 VAC [40-730](#) (Child Protective Services), [32.1-330](#), [63.2-1602](#) and [63.2-1804](#) (Adult Care), [63.2-319](#), [63.2-900](#), [63.2-903](#), [63.2-905](#), [63.2-1105](#), [2.2-5211](#) (Prevention & Assessments and Family Treatment), [2.2-5211](#) and [63.2-905](#) (Foster Care), [63.2-217](#), [63.2-319](#), [63.2-611](#), [63.2-616](#), [63.2-801](#) (Benefits and Child Care), [63.2-608](#) et seq, (Employment Services) [63.2-324](#) (Agency Director)

SOCIAL SERVICES

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Protective Services	\$0	\$0	\$0	\$3,615,981	—
2 Child and Family Services	\$0	\$0	\$0	\$7,450,683	—
3 Child Welfare	\$9,004,920	\$9,310,739	\$9,474,875	\$0	—
4 Adult Services	\$1,037,550	\$960,387	\$1,045,591	\$0	—
5 Benefits, Employment and Child Care	\$10,707,284	\$9,386,473	\$9,564,522	\$10,993,712	14.94%
6 Homeless Emergency Shelter and Overnight Care	\$1,961,992	\$1,650,126	\$1,736,212	\$1,902,513	9.58%
7 Agency Administration	\$3,409,605	\$3,332,043	\$3,451,696	\$3,032,312	-12.15%
8 Youth Residential Services	\$5,029,111	\$5,275,463	\$5,383,616	\$5,465,585	1.52%
Total Expenditures	\$31,150,461	\$29,915,231	\$30,656,512	\$32,460,786	5.89%

Expenditure by Classification

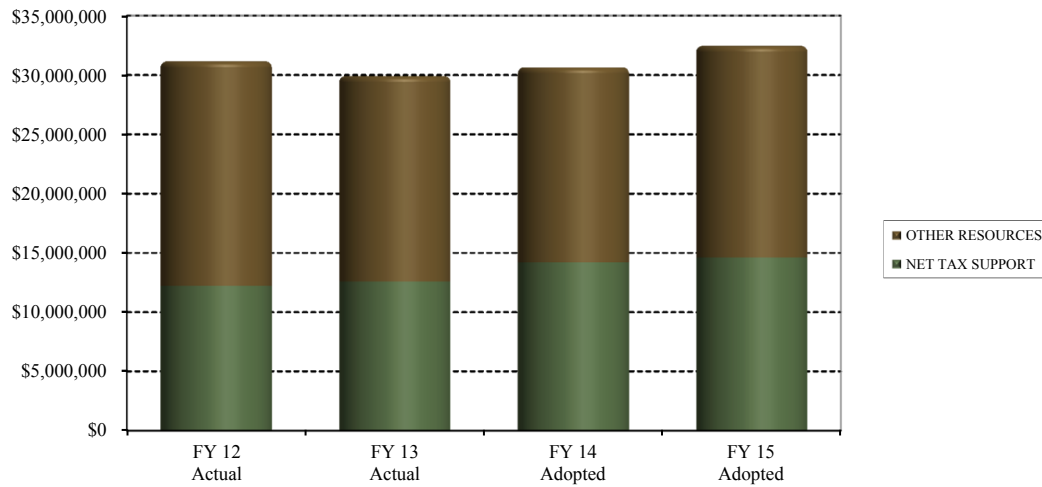
1 Personal Services	\$16,427,241	\$16,496,629	\$17,024,247	\$17,708,057	4.02%
2 Fringe Benefits	\$5,187,892	\$5,721,061	\$6,024,395	\$5,999,201	-0.42%
3 Contractual Services	\$1,387,177	\$1,340,378	\$1,697,007	\$1,829,074	7.78%
4 Internal Services	\$1,136,194	\$1,269,590	\$968,496	\$996,477	2.89%
5 Other Services	\$6,562,536	\$4,665,730	\$4,688,919	\$5,643,318	20.35%
6 Capital Outlay	\$46,324	\$22,926	\$10,855	\$55,855	414.56%
7 Leases & Rentals	\$58,967	\$61,846	\$60,074	\$60,074	0.00%
8 Transfers Out	\$344,130	\$337,070	\$182,519	\$168,730	-7.55%
Total Expenditures	\$31,150,461	\$29,915,231	\$30,656,512	\$32,460,786	5.89%

Funding Sources

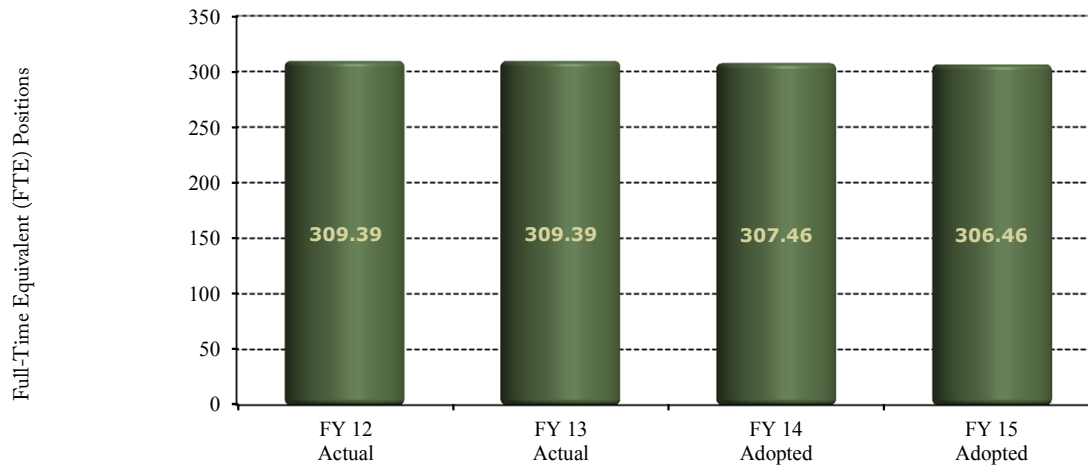
1 Fines & Forfeitures	\$70	\$0	\$0	\$0	—
2 Charges for Services	\$874,012	\$944,348	\$774,772	\$774,772	0.00%
3 Miscellaneous Revenue	\$50,344	\$102,220	\$44,400	\$44,400	0.00%
4 Revenue From Other Localities	\$14,868	\$18,156	\$25,340	\$15,687	-38.09%
5 Revenue From Commonwealth	\$6,626,375	\$5,868,204	\$5,542,975	\$6,436,535	16.12%
6 Revenue From Federal Government	\$11,211,492	\$10,285,834	\$9,946,471	\$10,444,073	5.00%
7 Non-Revenue Receipts	\$0	\$599	\$0	\$0	—
8 Transfers In	\$157,931	\$105,621	\$103,475	\$111,632	7.88%
Total Designated Funding Sources	\$18,935,092	\$17,324,981	\$16,437,433	\$17,827,099	8.45%
Net General Tax Support	\$14,130,180	\$14,715,643	\$14,219,079	\$14,633,687	2.92%
Net General Tax Support	45.36%	49.19%	46.38%	45.08%	

SOCIAL SERVICES

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Protective Services	0.00	0.00	0.00	41.60
2 Child and Family Services	0.00	0.00	0.00	45.93
3 Child Welfare	78.33	79.53	79.53	0.00
4 Adult Services	5.80	6.00	6.00	0.00
5 Benefits, Employment and Child Care	120.53	121.53	120.00	131.00
6 Homeless Emergency Shelter and Overnight Care	4.30	4.30	3.30	4.30
7 Agency Administration	36.40	34.00	34.60	20.60
8 Youth Residential Services	64.03	64.03	64.03	63.03
Full-Time Equivalent (FTE) Total	309.39	309.39	307.46	306.46

Future Outlook

The Aging Population - The baby boom generation is approaching traditional retirement age. The number of adults in Virginia will reach 1.8 million by 2030; more than double than in 2000. Adults that reach the age of 65 and older begin to show signs of functional and cognitive limitations that may also restrict a person's ability to perform routine daily activities. The number of elderly people with functional or cognitive limitations impacts the need for assistance to include Long Term Services (LTS). About 80% of elderly people receiving such care live in the community. The remaining 20% obtain assistance in institutional settings, increasing the demand for Human Services. As the number of senior citizens increases, so do the number of older adults who are victims of mistreatment by family members, caretakers and others responsible for their wellbeing.

Individuals must continue to take steps to maintain their physical and cognitive health, engage in meaningful civic and social life of their communities and plan financially for a secure future. However, not all citizens have the means to make these steps and as a result, they become vulnerable in our community. Federal, state and local government, in partnership with corporate and non-profit partners, must collaborate to provide education information, to promote and to design livable communities and to ensure affordable, accessible services that offer support to older adults and family caregivers.

Technology Integration - In 2010, Virginia implemented a statewide technology initiative to reform the local social services' human services delivery system. The Commonwealth's initiative provided online, self-service access to social service benefit programs, 24 hours/day, 7 days/week. County citizens have the ability to apply for benefit programs online and see their eligibility review and status updates using the State's CommonHelp system. In October 2013, the state implemented a new Medicaid Eligibility Determination System (MADGI). The need for ongoing technology innovation is key to meet the demands and growing complexity of Human Services.

Federal/State Mandated Programs to Include Impacts of Medicaid Expansion - The Department of Social Services (DSS) must continue to meet the mandated program requirements as outlined by federal and state policies. The need for services continues to change throughout the County, which requires innovation and efficiency to meet the demand. Virginia opted not to expand Medicaid in the Commonwealth, opting instead to transform existing Medicaid policy and processes in Virginia. In the 2014 legislative session, the General Assembly will decide whether or not to expand Medicaid eligibility in Virginia. The County demographer estimates that the number of citizens eligible for Medicaid could potentially reach 13,400 if Medicaid is expanded. The majority of Medicaid recipients are children and adults. If enacted, this increase will have a major impact on the department.

General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In the FY 15 budget Social Services' salary lapse changed by \$9,750 to -\$172,235.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In the FY 15 budget, Social Services' technology bill increased by \$30,688 to \$910,156.
- C. Roll FY 14 Social Services Budget Reconciliation ([BOCS Resolution 13-452](#)) into FY 15** - Prince William County adopted its FY 14 budget on April 23, 2013 via [BOCS Resolution 13-258](#). However, the County did not receive its final FY 14 budget allocations from the Virginia Department of Social Services (VDSS) until

SOCIAL SERVICES

May 8, 2013. As a result each year the County must adjust its DSS budget 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 FY 14 reconciliation results in a \$1,081,533 revenue and expenditure budget increase in FY 15. There is no additional general fund tax support.

- D. Roll BOCS Resolution 14-121 into FY 15 - Overnight Care:** In accordance with the management services contract for the Hilda Barg Homeless Prevention Center (HPC), the vendor is not authorized to directly receive local, state or federal funding for the services provided at the HPC. The vendor used to directly receive grant funds from the Office of Housing Development for the HPC. Now, these funds are being transferred to DSS and will be expended by DSS for services provided at the HPC. This is an administrative change only. This does not reflect an increase in the level of financial resources available to run the HPC. The revenue and expenditure budget in the Overnight Care program increased \$9,680. Molinari Juvenile Emergency Shelter Home: The Commonwealth has allocated \$8,106 to the Molinari Shelter to enable at-risk youth and court-involved youth to participate in the Youth Conservation Corps Program. Participants are paid a stipend for their involvement with projects that promote environmental protection. The revenue and expenditure budget increased \$8,106.
- E. New Programs and Realignment of Activities between Programs** - In FY 15, two new programs were created: Protective Services and Child and Family Services. The new programs are comprised of existing activities that have been shifted to align common goals. Also, the Agency Administration program has been broken down into four activities from one activity: Social Services Director's Office, Technology Support, Personnel Support and Fiscal Support. In prior years, Agency Administration included support personnel for all activities and some program managers. In FY 15, all the managers and support positions were shifted to the activity they primarily support. For example, ten positions in Agency Administration were shifted to Benefits, Employment and Child Care. (See table for detail).

FY 14 Adopted			FY 15 Adopted	
Program	Activity	FTE	Activity	FTE
Protective Services (New in FY 15)	NA	-	Child Protective Services	36.5
		-	Adult Protective Services	5.1
		-		41.6
Child & Family Services (New in FY 15)	NA	-	Foster Care	26.53
			Family Treatment	12
			Prevention & Assessments	6
			Adult Care	1.4
				45.93
Child Welfare	Child Protective Services Investigations	33	NA	-
	Foster Care	27.53	NA	-
	Family Treatment	12	NA	-
	Prevention & Assessments	7	NA	-
		79.53		-
Benefits, Employment & Child Care	Employment Services	15.25	Employment Services	12.5
	Benefits & Child Care	101.65	Benefits & Child Care	115.4
	Fraud Investigations - BECC	3.1	Fraud Investigations - BECC	3.1
		120		131
Homeless Emergency Shelter & Overnight Care	Overnight Care	3.3	Overnight Care	4.3
		3.3		4.3
Adult Services	Adult Protective Services Investigations	4.6	NA	-
	Adult Care	1.4	NA	-
		6		-
Agency Administration	Agency Administration	34.6	Social Services Director's Office	3
			Technology Support	2
			Personnel Support	3
			Fiscal Support	12.6
		34.6		20.6
Youth Residential Services	Secure Detention	45.53	Secure Detention	45.53
	Juvenile Pretrial Supervision	6.25	Juvenile Pretrial Supervision	4.75
	Molinari Juvenile Shelter	12.25	Molinari Juvenile Shelter	12.75
		64.03		63.03
Total FTE		307.46		306.46

SOCIAL SERVICES

- F. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$17,313. The increase supports existing service levels. The total donation amount provided to agency community partners is \$594,422 in FY 15. For additional detail please refer to the [Community Partners](#) section.
- G. Decrease in Revenue from City of Manassas Park** - Financial support from the City of Manassas Park, calculated according to the shared services agreement is decreased by \$9,653.
- H. Compensation Increase** - Compensation adjustments totaling \$123,280 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Protective Services

Protective Services has two mandated programs; Child Protective Services (CPS) and Adult Protective Services (APS). CPS screens and investigates allegations of abuse/neglect of children under the age of 18. APS screens and investigates allegations of abuse/neglect/exploitation of disabled or older adults.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Decrease reoccurring cases of adult abuse and neglect	7.30%	0.00%	↓	6.00%	5.00%
Decrease reoccurring cases of child abuse and neglect	1.15%	0.72%	↓	1.10%	1.05%

↑ Trending Upward ↔ Stable ↓ Trending Downward

SOCIAL SERVICES

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Child Protective Services (CPS) Investigations	\$2,940,587	\$2,642,918	\$2,704,878	\$3,096,413
Reports of alleged child abuse/neglect received by CPS	4,373	4,389	4,500	4,600
CPS complaints investigated & assessments completed	2,216	2,348	2,420	2,560
Founded CPS cases	435	416	450	450
Adult Protective Services (APS) Investigations	\$537,059	\$446,440	\$471,698	\$519,569
Reports of alleged adult abuse/neglect received by APS	736	652	760	700
APS complaints investigated	470	439	480	475
Founded APS cases	226	153	230	180

Child & Family Services

DSS provides counseling and case management services for children who have been abused and/or neglected. The program is designed to raise community awareness of abuse and neglect as well as to reduce risk to children. Child and Family Services also provides temporary and short term care for children whom have been abused and/or neglected.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Decrease reoccurring cases of child abuse and neglect	1.15%	0.72%	↓	1.10%	1.05%
Increase permanency for foster care children	34%	32%	↓	36%	38%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Foster Care	\$4,616,758	\$4,877,391	\$4,867,363	\$5,144,464
Children served in custodial foster care	206	203	210	205
Authorized foster care families	84	90	85	100
Family Treatment	\$748,273	\$998,178	\$1,062,154	\$1,036,974
Families served	212	387	220	400
Prevention and Assessments	\$699,302	\$792,253	\$840,480	\$800,286
Families served	308	295	320	310
Adult Care	\$500,491	\$513,947	\$573,893	\$468,959
Medicaid long-term care assessments	379	620	380	700

Benefits, Employment & Child Care

The Benefits, Employment & Child Care Division (BECC) is a multi-dimensional program whose primary focus is promoting self-reliance and prevention of dependency on public assistance. The administration of programs including SNAP (formerly Food Stamps), Medicaid, TANF, VIEW and Child Care Assistance contributes to family stabilization. The program serves Prince William County's most vulnerable residents in meeting their basic needs as they move toward achieving economic success.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
TANF participants engaged in work activities	49%	51%	↑	50%	51%
Medicaid cases reviewed within State mandated time frames (State mandate is 97%)	83%	90%	↑	90%	97%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Employment Services	\$1,524,798	\$1,617,236	\$1,713,674	\$1,545,627
Persons served in VIEW	0	1,174	0	1,200
Benefits and Child Care	\$9,182,486	\$7,531,896	\$7,617,659	\$9,203,527
New applications processed annually (TANF, SNAP and Medicaid)	23,861	26,822	23,400	26,000
Average number of cases managed per month (TANF, SNAP and Medicaid)	40,710	42,291	41,300	42,600
Fraud Investigations	\$222,217	\$241,275	\$233,189	\$244,557
Fraud investigations completed	604	455	650	500
Funds recovered as a result of fraud investigations	\$207,942	\$183,792	\$400,000	\$200,000

A. Budget Reductions

1. Medicaid Eligibility Reimbursement Rate Increase

Expenditure	\$0
Revenue	\$300,000
General Fund Impact	(\$300,000)
FTE Positions	0.00

a. Description - Effective October 1, 2013, Virginia was approved by the Center for Medicaid and Medicare (CMS) for enhanced Medicaid reimbursement. This enhanced reimbursement rate results in Prince William County receiving a 3% to 4% increase in the federal pass-through reimbursement rate. The annual average reimbursement rate, with this increase, is projected to be between 29% and 30%. Based on this new rate, DSS will receive an additional \$300,000 in federal pass-through money.

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

Homeless Emergency Shelter & Overnight Care

Homeless Services provides a 30 bed shelter for families and single adults that offers comprehensive services including case management, job readiness, mental health counseling and medical referrals. Homeless Services also provides a 47 bed overnight shelter Winter Shelter for single adult men and women each year November 1 through March 31, from 6:30 p.m. to 7:00 a.m. The purpose of the shelter is to protect homeless residents from hypothermia during the winter season. The Homeless Services program provides financial and technical support to several community partners and HUD recipients.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Number of times a homeless individual is turned away due to bed unavailability	—	6,384		—	6,000
Point in time homeless count	467	447	↓	432	410
↑ Trending Upward ↔ Stable ↓ Trending Downward					

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Overnight Care	\$1,618,119	\$1,625,666	\$1,736,212	\$1,902,513
Total shelter bed nights	56,154	56,251	—	57,000
Homeless Intervention	\$343,873	\$24,461	—	—

B. Budget Initiatives

1. New Contract Awarded for the Management of the Hilda Barg Homeless Shelter

Expenditure	\$61,666
Revenue	\$0
General Fund Impact	\$61,666
FTE Positions	0.00

a. Description - The DSS operates the 32 bed Hilda Barg Homeless Prevention Shelter, a year round facility which provides short-term housing for homeless families and individuals in need of shelter. DSS contracts with an outside vendor to provide oversight and day-to-day management of the facility. The previous contract for management services expired September 30, 2013. There were no renewals left on the contract; therefore, DSS was required to solicit proposals. The new contract was awarded and it exceeded the previous contract award by \$61,666. The new contract amount is \$419,237.

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

Agency Administration

Provide overall leadership, financial management, personnel functions and information technology services for the DSS.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Department-wide customer satisfaction	90%	87%	↓	95%	95%
↑ Trending Upward ↔ Stable ↓ Trending Downward					

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Social Services Director's Office	\$3,187,387	\$3,309,481	\$3,451,696	\$1,488,164
Agency employees per 1,000 population	0.74	0.74	0.79	0.70
Technology Support	—	—	—	\$251,180
Information & network security audits completed	1	1	—	1
Personnel Support	—	—	—	\$291,701
Hiring cycle (advertisement to acceptance) is less than 90 days	—	—	—	90%
Fiscal Support	—	—	—	\$1,001,266
Payroll processed on schedule	99%	99%	—	98%

A. Budget Reductions

1. Shift 1.0 FTE to At-Risk Youth and Family Services (ARYFS)

Expenditure	(\$54,902)
Revenue	\$0
General Fund Impact	(\$54,902)
FTE Positions	(1.00)

- Description** - One Accounting Assistant II position shifted to ARYFS to help manage the administrative workload in ARYFS.
- Service Level Impacts** - Existing service levels are maintained.

Youth Residential Services

Youth Residential Services offers the community a balanced approach in providing public safety, accountability and competency development for at-risk youth.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Juvenile Pretrial Supervision clients re-offending while in the program	0	14	↑	14	13
Molinari Juvenile Shelter Services clients re-offending while in the program	18	11	↓	—	6
Rate of juvenile reconviction	23.2%	18.0%	↓	23.2%	23.2%

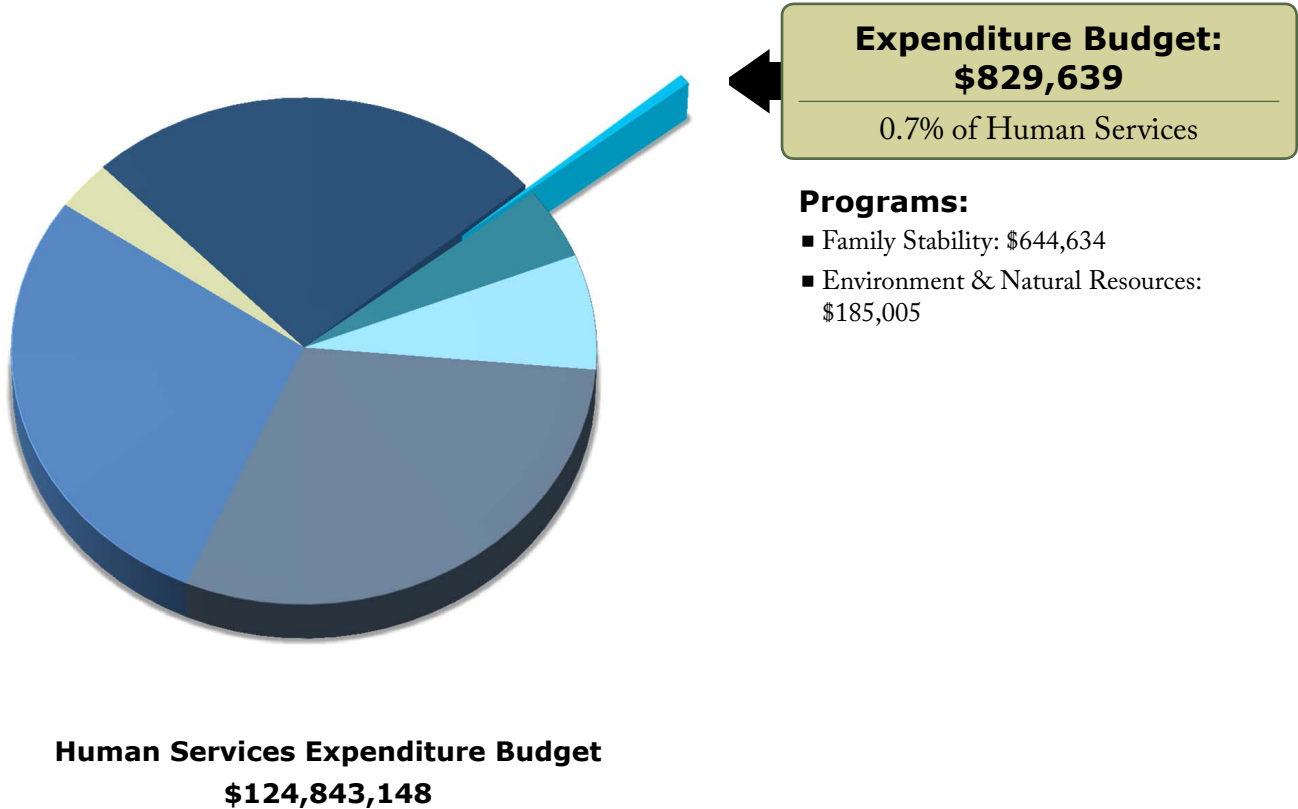
↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Secure Detention	\$3,411,750	\$3,616,689	\$3,652,857	\$3,743,696
Juveniles admitted	723	684	—	637
Juvenile Pretrial Supervision	\$446,625	\$473,081	\$541,686	\$452,263
Juveniles admitted	247	220	—	177
Molinari Juvenile Shelter Services	\$1,170,735	\$1,185,693	\$1,189,073	\$1,269,626
Juveniles admitted	226	229	—	230

Mission Statement

Prince William Cooperative Extension enables people to improve their lives through the delivery of educational programs that use research based knowledge that is focused on individual, family and community issues and needs.



Mandates

Virginia Cooperative Extension, as an arm of Virginia Polytechnical Institute and State University, operates under a state mandate to inform the County when agricultural conditions warrant the declaration of a disaster and to provide assistance and information regarding disaster relief programs.

State Code: Section [3.2-503](#)

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Family Stability	\$517,146	\$592,217	\$624,718	\$644,634	3.19%
2 Environment & Natural Resources	\$156,157	\$158,496	\$173,343	\$185,005	6.73%
3 Executive Management & Administration	\$3,413	\$3,598	\$0	\$0	0.00%
4 Contributions	\$32,385	\$33,357	\$0	\$0	0.00%
Total Expenditures	\$709,101	\$787,668	\$798,061	\$829,639	3.96%

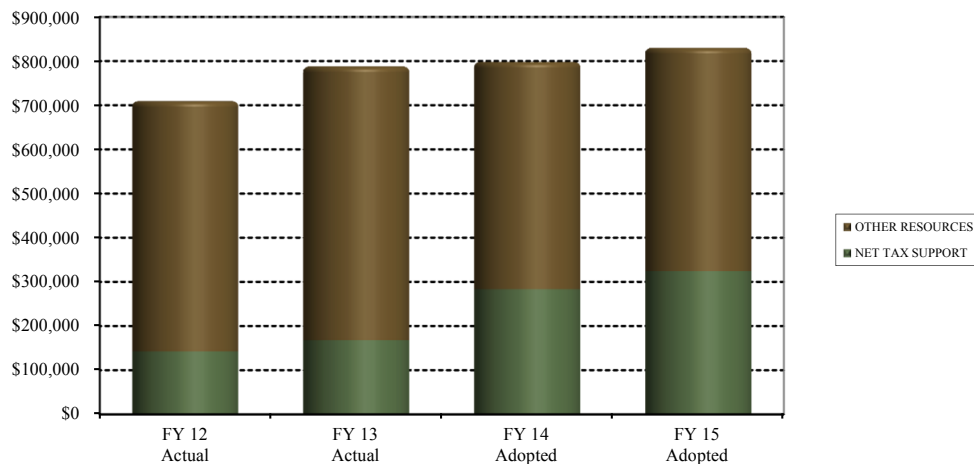
Expenditure by Classification

1 Personal Services	\$499,019	\$548,029	\$545,153	\$575,779	5.62%
2 Fringe Benefits	\$99,471	\$116,676	\$119,513	\$119,260	-0.21%
3 Contractual Services	\$1,693	\$774	\$1,650	\$1,650	0.00%
4 Internal Services	\$47,726	\$58,257	\$51,164	\$76,301	49.13%
5 Other Services	\$61,192	\$63,932	\$80,581	\$56,649	-29.70%
Total Expenditures	\$709,101	\$787,668	\$798,061	\$829,639	3.96%

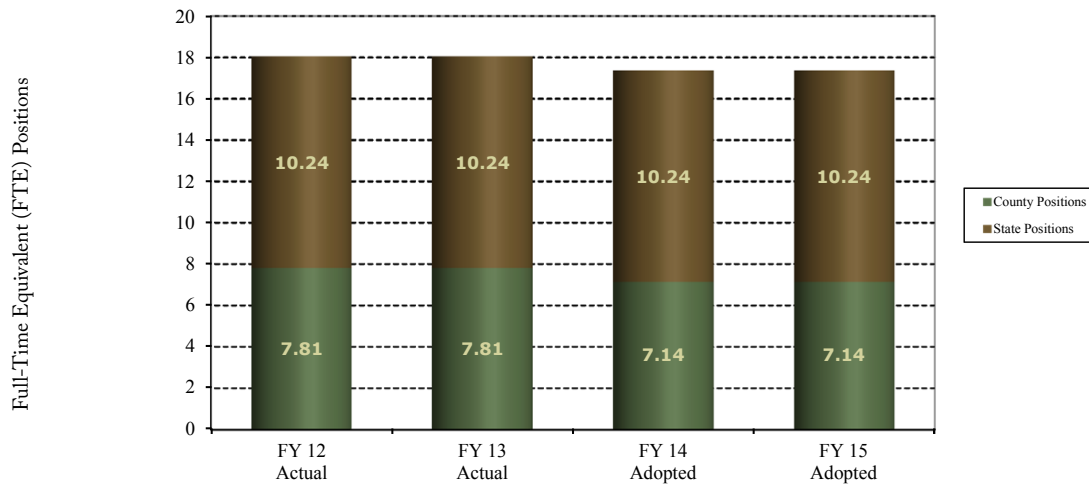
Funding Sources

1 Charges for Services	\$14,762	\$12,575	\$10,000	\$10,000	0.00%
2 Revenue From Other Localities	\$83,072	\$114,696	\$102,564	\$102,751	0.18%
3 Revenue from State Government	\$0	\$164,000	\$0	\$0	0.00%
4 Revenue From Federal Government	\$147,053	\$6,079	\$70,000	\$70,000	0.00%
5 Transfers In	\$322,085	\$322,082	\$332,005	\$322,085	-2.99%
Total Designated Funding Sources	\$566,972	\$619,432	\$514,569	\$504,836	-1.89%
Net General Tax Support	\$142,129	\$168,236	\$283,492	\$324,803	14.57%
Net General Tax Support	20.04%	21.36%	35.52%	39.15%	

Expenditure History



Staffing History



Staffing by Program

		FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1	Family Stability	13.56	13.56	13.56	13.56
	County	6.04	6.04	6.04	6.04
	State	7.52	7.52	7.52	7.52
2	Environment & Natural Resources	4.49	4.49	4.49	4.49
	County	1.77	1.77	1.77	1.77
	State	2.72	2.72	2.72	2.72
	Total County	7.81	7.81	7.14	7.14
	Total State	10.24	10.24	10.24	10.24
County Full-Time Equivalent (FTE) Total		7.81	7.81	7.14	7.14

Future Outlook

Population Growth - With the increase in population in Prince William County, and the Cities of Manassas and Manassas Park, we anticipate an increase in demand for our services. Wait lists already exist for 4-H camps and clubs, parent education classes, Chef's Club, and financial assessments. To support the increased need, we will continue to offer relevant volunteer training to provide the skills necessary to help staff keep pace with the increase in demand. We will also continue actively to recruit additional volunteers in the community to broaden our current volunteer base. We are also working as an agency to diversify our online resources to meet the needs of the public. By providing PowerPoint presentations, videos and other forms of digital media, our resources are made available to clientele when they want or need the information and have the time to view it.

Spanish Speaking Clientele - The increase in population has resulted in a growing demand for services in other languages, primarily Spanish. The Financial Education and Housing Counseling program, the Parent Education Program, the Environment and Natural Resources Program and the Supplemental Nutrition Assistance Program (SNAP) - Ed program currently offer varying levels of program services in Spanish. As demand increases, all of our program staff will make every effort to expand programming curriculum in Spanish and identify volunteers and staff who can help address this growing need.

Future PWC Services - Programs and services offered are based on needs identified through the Prince William Unit's situation analysis, Prince William County's Strategic Plan, collaboration with County agencies, research conducted at Virginia Tech and Virginia State and feedback through program evaluations. We welcome discussion and feedback for ways Virginia Cooperative Extension can strengthen families, the community and the environment.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Virginia Cooperative Extension's (VCE) technology bill increased by \$25,137 to \$76,301.
- B. State Salary Reimbursement** - The County has a cost sharing agreement with Virginia Tech to cover a portion of the personnel costs of state employees in VCE. A 2% state salary increase given in FY 14 requires an increase in County reimbursement of \$2,410.
- C. Compensation Increase** - Compensation adjustments totaling \$7,364 are made to support the following rate changes:
 - 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.
- D. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partner in the agency budget totaling \$1,001. The increase supports existing service levels. The total donation amount provided to agency community partners is \$34,358 in FY 15. For additional detail please refer to the [Community Partners](#) section.

Program Summary

Family Stability

The Family Stability program of VCE strengthens families by creating educational opportunities for both adults and children. Activities focus on nutrition, food safety, parenting skills, financial and housing education and 4-H positive youth development. While some activities address at-risk behaviors of adults and youth, all are open to everyone.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Parent Education participants able to use the information presented in the class to improve their family situation	—	98%		95%	95%
Nutrition Education survey respondents reporting the adoption of healthy nutrition and physical activity practices	61%	96%	↑	60%	60%
Parents reporting that 4-H youth acquire life skills that lead to becoming productive and contributing citizens	97%	98%	↑	95%	95%
Financial Education & Housing Counseling participants reporting adoption of a spending and savings plan to become financially stable and achieve future goals	—	—		—	90%
FTE equivalent of volunteer hours for the Family Stability Program	14.2	20.9	↑	6.0	6.0

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Nutrition Education	\$23,556	\$26,102	\$25,442	\$33,377
Smart Choices Nutrition Education Program participants	1,598	972	1,200	1,200
Volunteers	102	124	50	50
4-H Youth Education	\$84,654	\$88,406	\$125,114	\$131,473
Youth enrolled in 4-H	827	743	700	700
Youth enrolled in 4-H Special Interest programs	52,636	71,663	50,000	50,000
Volunteers	1,008	1,059	700	700
Students enrolled in the Rainbow Therapeutic Riding Program	162	239	80	200
Financial Education and Housing Counseling	\$205,411	\$271,547	\$252,810	\$249,338
Families completing Home Ownership Seminar Series	206	178	200	150
Housing counseling participants	455	289	175	175
Volunteers	57	36	50	40
Parent Education	\$203,524	\$206,161	\$221,352	\$230,446
Participants completing Systematic Training for Effective Parenting (STEP)	223	250	230	230
Participants completing When Families Get Angry (WFGA)	98	79	85	85
Participants completing Juvenile Justice Parenting Program (JJPP)	68	110	90	90
Volunteers	16	20	15	15
Contributions to Rainbow Riding (now merged with 4-H)	\$32,385	\$33,357	\$0	\$0

A. Budget Reductions

1. Decrease Housing and Financial Education and Counseling

Expenditure	(\$9,920)
Revenue	(\$9,920)
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Virginia Cooperative Extension has not received the anticipated revenue from the County's Department of Housing and Community Development for housing and financial education and counseling since FY 13. This reduction brings the projected revenue and expenditures in line with the actuals and with the FY 13 changes to service levels.

b. Service Level Impacts - Existing service levels will be maintained.

Environment & Natural Resources (ENR)

ENR provides educational programs that raise awareness and change behaviors, emphasizing best management practices for sustainable landscape management and water quality protection. Educational activities include classes, hands-on demonstrations, the BEST Lawns lawn education program and stormwater education, conducted by staff and Master Gardener volunteers. Audiences include agricultural producers, the green industry, pesticide applicators, homeowners associations, citizens, non-profit organizations and County agencies.

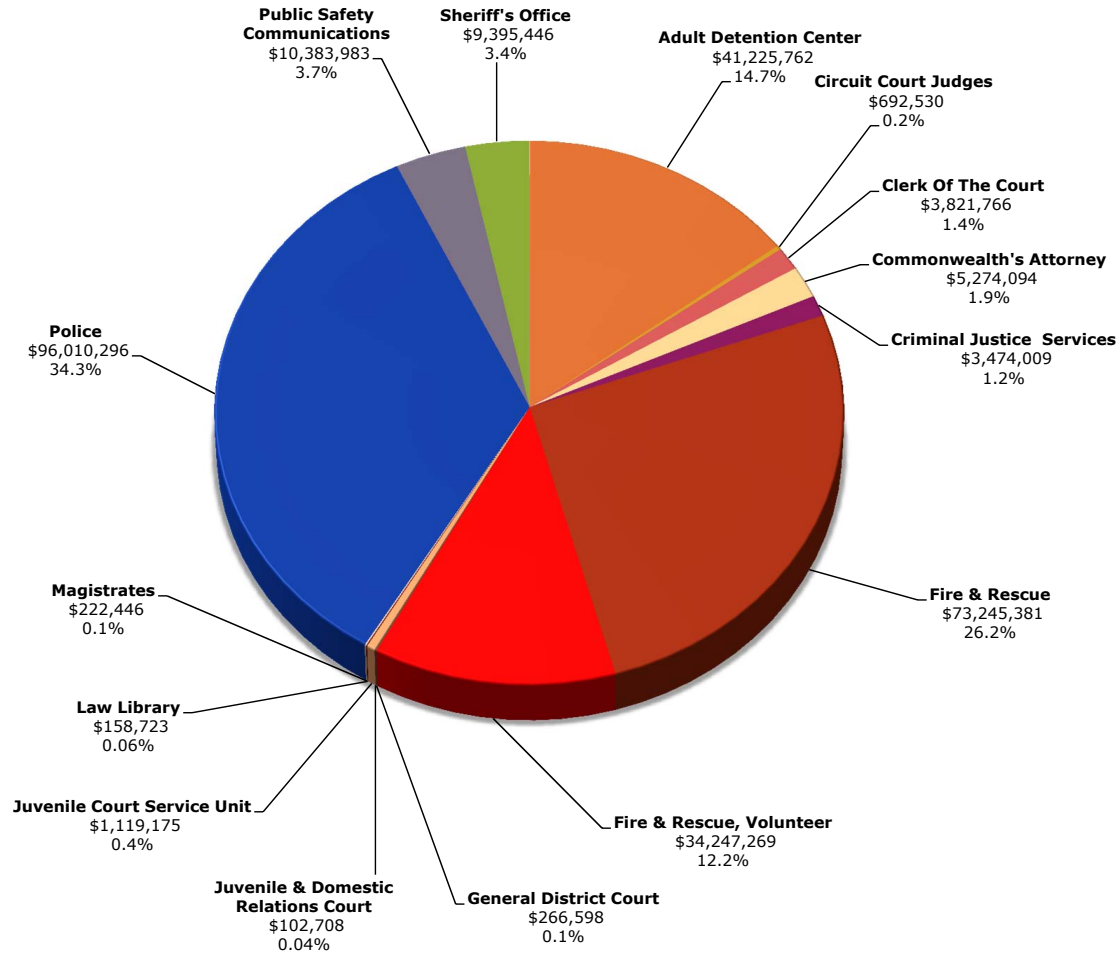
Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Surveyed program participants reporting that they adopted recommended water quality practices	84%	100%	↑	90%	85%
Number of urban nutrient management acres	69.0	60.4	↓	60.0	100.0
FTE equivalent of volunteer hours contributed to ENR	6.1	8.2	↑	6.9	6.9

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Environment and Natural Resources	\$156,157	\$158,497	\$173,343	\$185,005
Environmental Education participants	1,045	1,242	900	1,200
Number of volunteers	152	181	150	150
Executive Management & Administration (merged with ENR)	\$3,413	\$3,598	—	—

PUBLIC SAFETY



Public Safety Expenditure Budget: \$279,640,186



Average Tax Bill: Public Safety accounted for \$782 and 21.9% of the average residential tax bill in FY 15.

DEPARTMENTS & AGENCIES

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ➤ Adult Detention Center ➤ Circuit Court Judges ➤ Clerk of the Circuit Court ➤ Commonwealth's Attorney ➤ Criminal Justice Services ➤ Fire & Rescue | <ul style="list-style-type: none"> ➤ Fire & Rescue Companies, Volunteer ➤ General District Court ➤ Juvenile & Domestic Relations Court ➤ Juvenile Court Service Unit | <ul style="list-style-type: none"> ➤ Law Library ➤ Magistrate ➤ Police ➤ Public Safety Communications ➤ Sheriff's Office |
|---|--|---|

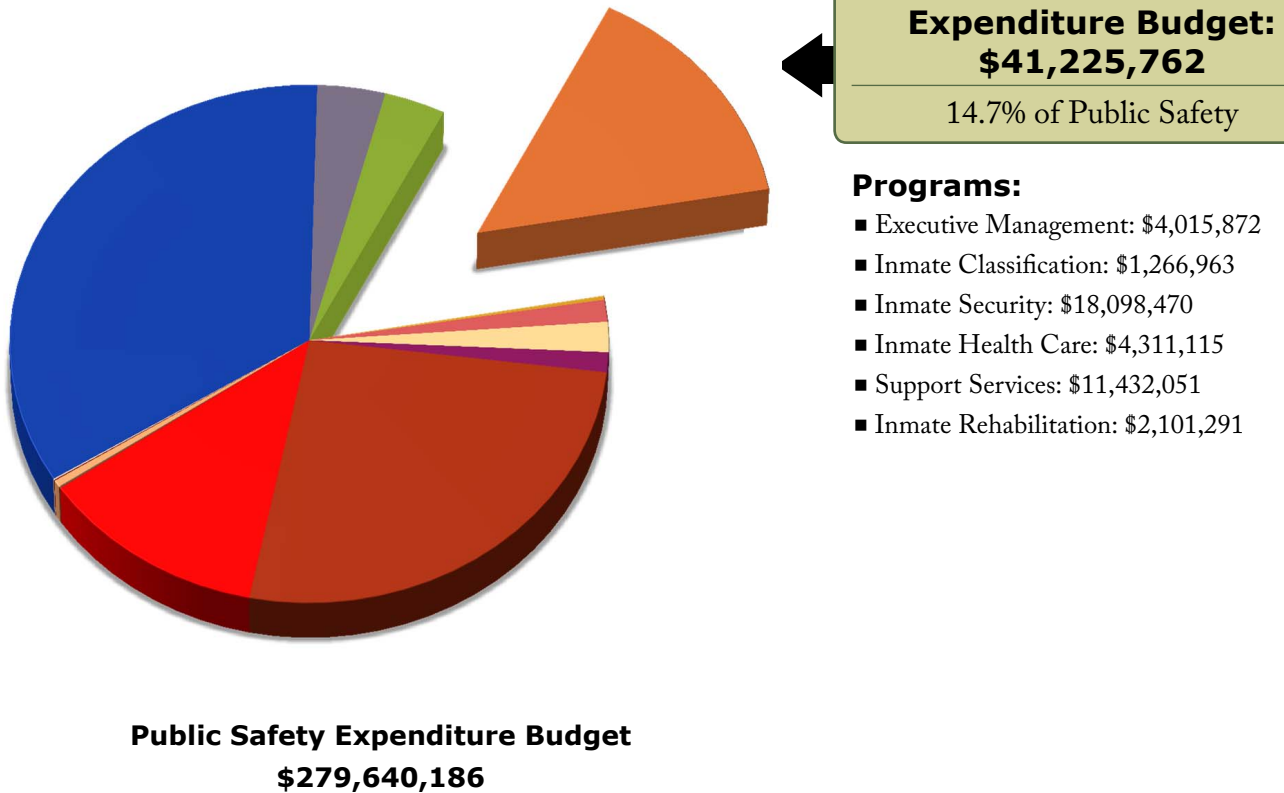
Public Safety

Goal Statement: The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies.

	FY 15 Budget Targets
Part 1 crime rate in the lowest third of COG communities	Yes
Part 1 crime closure rate higher than national average for suburban communities	Yes
Juvenile reconviction rate	≤23.6%
Adult reconviction rate	≤25.8%
Positive responses to "I feel safe in my neighborhood"	≥93%
Positive responses to "I feel safe in commercial areas"	≥93%
Police emergency response time	≤6.5 min
Positive responses to "Firefighting services are prompt and reliable"	≥99%
Positive responses to "EMS staff are skilled and reliable"	≥98%
Emergency incident responses (all F&R emergencies) in 4 minutes or less	46%
Fire suppression unit on-scene (fire only) in 4 minutes or less	40%
BLS responses in 4 minutes or less	48%
ALS responses to all ALS emergencies in 8 minutes or less	86%
Civilian fire related injuries per 100,000 population	9
Civilian residential fire-related deaths	≤1

Mission Statement

The mission of the Adult Detention Center is to protect the community by providing for the secure, safe, healthful housing of prisoners admitted to the Adult Detention Center; to ensure the safety of Detention Center staff; to conduct rehabilitative programs which reduce the likelihood of recidivism among prisoners released from the Detention Center; and to do these things in as cost effective a manner as possible.



Mandates

The Code of Virginia provides that every county shall have a jail. The Virginia Department of Corrections sets standards all Virginia jails are expected to follow in their operations. The Adult Detention Center provides this mandated service.

Regional jail boards are mandated through state code. The Adult Detention Center serves as liaison to the Jail Board.

State Code: Section [15.2-1638](#), [53.1-106](#)

ADULT DETENTION CENTER

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Executive Management	\$3,850,638	\$3,045,211	\$3,686,842	\$4,015,872	8.92%
2 Inmate Classification	\$831,215	\$860,307	\$1,223,913	\$1,266,963	3.52%
3 Inmate Security	\$20,314,607	\$20,180,575	\$17,134,568	\$18,098,470	5.63%
4 Inmate Health Care	\$3,642,367	\$3,929,891	\$4,134,252	\$4,311,115	4.28%
5 Support Services	\$9,296,157	\$10,255,262	\$11,016,334	\$11,432,051	3.77%
6 Inmate Rehabilitation	\$1,555,190	\$1,528,336	\$2,262,605	\$2,101,291	-7.13%
Total Expenditures	\$39,490,174	\$39,799,582	\$39,458,514	\$41,225,762	4.48%

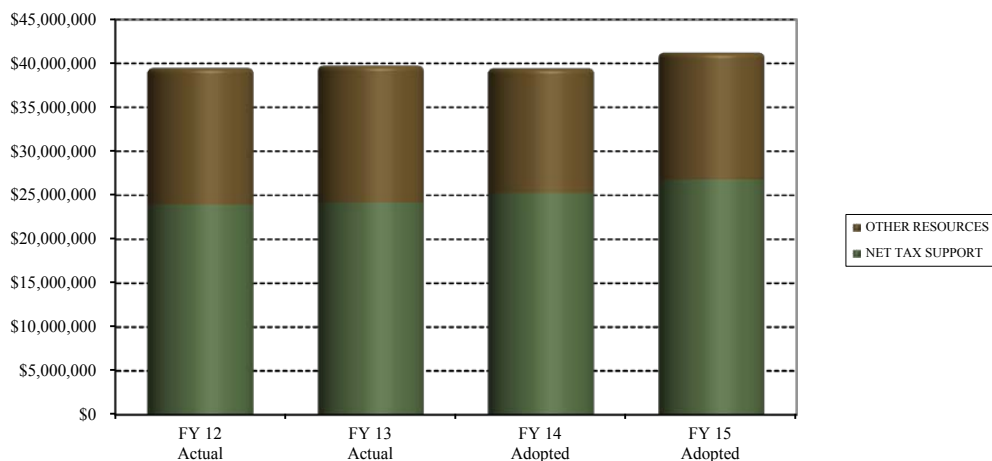
Expenditure by Classification

1 Personal Services	\$20,607,309	\$20,893,125	\$21,544,626	\$22,567,555	4.75%
2 Fringe Benefits	\$6,599,777	\$7,246,217	\$7,423,548	\$7,533,737	1.48%
3 Contractual Services	\$4,319,992	\$3,842,141	\$2,811,876	\$3,199,001	13.77%
4 Internal Services	\$1,136,718	\$1,379,730	\$1,237,124	\$1,243,192	0.49%
5 Other Services	\$4,305,476	\$4,881,233	\$4,809,210	\$5,016,770	4.32%
6 Capital Outlay	\$125,561	\$0	\$8,000	\$8,000	0.00%
7 Leases & Rentals	\$345,178	\$342,484	\$312,891	\$312,891	0.00%
8 Transfers	\$2,050,163	\$1,214,652	\$1,311,239	\$1,344,616	2.55%
Total Expenditures	\$39,490,174	\$39,799,582	\$39,458,514	\$41,225,762	4.48%

Funding Sources

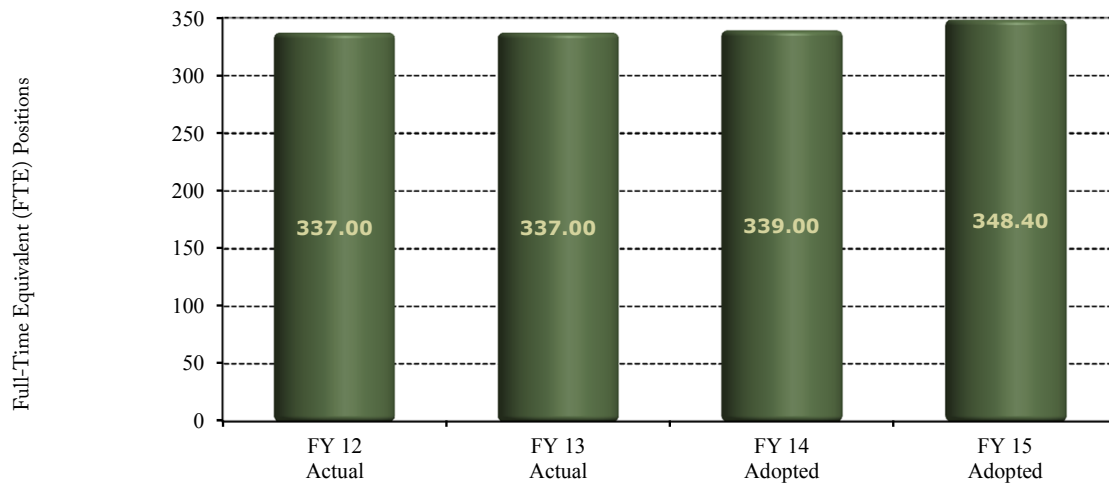
1 Miscellaneous Revenue	\$90,927	\$103,121	\$57,020	\$57,020	0.00%
2 Charges for Services	\$473,453	\$505,404	\$662,774	\$662,774	0.00%
3 Revenue From Other Localities	\$3,310,463	\$3,486,815	\$3,369,500	\$3,563,898	5.77%
4 Revenue From Commonwealth	\$9,539,397	\$9,772,225	\$9,637,228	\$9,637,228	0.00%
5 Revenue From Federal Government	\$650,603	\$559,894	\$482,500	\$482,500	0.00%
6 Non-Revenue Receipts	\$0	\$11,104	\$0	\$0	—
7 Net (Increase)/Decrease to Fund Balance	\$1,442,834	\$1,237,839	\$0	\$0	—
Total Designated Funding Sources	\$15,507,677	\$15,676,402	\$14,209,022	\$14,403,420	1.37%
Net General Tax Support	\$23,982,497	\$24,123,180	\$25,249,492	\$26,822,342	6.23%
Net General Tax Support	60.73%	60.61%	63.99%	65.06%	

Expenditure History



ADULT DETENTION CENTER

Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Executive Management	8.50	8.00	8.00	7.50
2 Inmate Classification	14.00	13.00	13.00	13.00
3 Inmate Security	194.00	199.00	199.00	210.40
4 Inmate Health Care	21.00	21.00	23.00	25.00
5 Support Services	79.50	76.00	76.00	74.50
6 Inmate Rehabilitation	20.00	20.00	20.00	18.00
Full-Time Equivalent (FTE) Total	337.00	337.00	339.00	348.40

Future Outlook

Growth in Inmate Population - The Prince William County/Manassas Regional Adult Detention Center (ADC) consists of four facilities with a rated inmate capacity of 667. The average daily population (ADP) of the ADC has grown by 28 inmates per year since opening in 1982. However, that growth has been more pronounced in the last 15 years with ADP increasing an average of 34 inmates per year since 1999.

The ADC contracts space at the Peumansend Creek Regional Jail (PCRJ) in Caroline County and also transports inmates to available facilities in other jurisdictions. In FY 13 the total ADP including PCRJ and inmates sent to other facilities was 1,044. The ADC has 667 rated/operational beds, and PCRJ has 75 beds, for a total of 774. Therefore, the ADC has exceeded its state rated operational capacity virtually the entire fiscal year.

Inmates are managed by “double-bunking,” filling ADC facilities beyond operational/rated capacity to what is termed “management capacity,” and transporting inmates to available facilities. Additional staff is used to manage inmate crowding safely and securely.

Additionally, the ADC is used, at times, to house inmates with mental issues due to the closure of some state facilities. That adds to higher transportation and medical costs.

The ADC has consistently exceeded state rated operational capacities over the past several years. In FY 13 the percentage of use by building was as follows: Main Jail 202%, Iron Building (work release center) 105%, and Central Jail 166%. The Modular Jail was closed for part of the year for a major rehabilitation project, but still operated at an average of about 140% of available capacity.

Capital Needs for New and Existing Facilities - Inmate population growth increases both capital and operating costs. Planning for future housing needs includes considering additional capacity and replacement/renovation of existing facilities. A study is under way to project future needs. In addition, the second and third floors of the Main Jail are in need of renovation. The repairs underway on the Modular Jail are intended to extend the useful life of that building by 10 years. The leased Work Release facility was built in 1972, and will reach the end of its 50-year useful life in 2022. The BOCS has included a 200 bed expansion of the ADC in the [FY 2015-2020 Capital Improvement Program](#) (CIP). The expansion is expected to open in September 2019.

General Overview

- A. Law Enforcement Officers (LEOS) Retirement System** - BOCS Resolution 99-883 approved by the Board of County Supervisors (BOCS) on September 21, 1999 authorized the Superintendent and Jail Officers of the ADC to participate in the LEOS retirement program effective January 1, 2000. This program provides retirement benefits substantially equivalent to those of Law Enforcement Officers, Fire Fighters and State Corrections Officers. Virginia Retirement System (VRS) actuaries calculated that adding this benefit increased the County's contribution rate by 0.63%. Since this percentage is applied against the entire county payroll the FY 15 transfer from the ADC will increase by \$33,377 in order to reflect the increased cost to the general fund.
- B. ADC FY 15 Salary and Benefit Increases** - Every year a new base budget is established for salary and benefits which capture personnel changes (e.g. promotions, demotions, retirements and resignations), cost of living increases and changes to health and dental premiums that have occurred since the previous year. In addition, in years where funding has been provided for pay-for-performance increases compensation rollover funding is provided because not all employees receive their pay-for-performance increases at the beginning of the fiscal year. When a pay-for-performance increase is granted in the middle of the fiscal year, that increase needs to be funded for the entire next fiscal year. For FY 15 these changes result in an increased cost of \$49,481 in total salary and benefits to the ADC.
- C. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the ADC's technology bill decreased by \$24,383 to \$699,072.
- D. Compensation Increase** - Compensation adjustments totaling \$491,615 are made to support the following rate changes:
 - 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Executive Management

The executive management program provides the senior level leadership staff to oversee and efficiently and effectively manage all ADC operations. It also includes the cost for the operation of PCRJ.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Inmates detained without escape	100%	100%	↔	100%	100%
↑ Trending Upward ↔ Stable ↓ Trending Downward					

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Leadership and Management	\$2,713,056	\$1,966,194	\$2,321,594	\$2,798,456
Foreign born inmates screened by 287(g) program	99.96%	99.96%	98.00%	98.00%
Commitments processed	12,189	12,771	12,000	12,500
Manassas Complex average daily population	862	958	950	984
Inmates at other local or regional jails	4	0	0	29
Planning and Programming	\$170,264	\$177,490	\$332,627	\$184,795
Jail Board reports prepared	6	6	—	6
Peumansend Creek Regional Jail Support	\$967,318	\$901,527	\$1,032,621	\$1,032,621
Peumansend Creek average daily population	83	86	75	75

A. Budget Initiatives

1. Additional Bed Space at Other Local and Regional Jails

Expenditure	\$264,625
Revenue	\$29,109
General Fund Impact	\$235,516
FTE Positions	0.00

- a. **Description** - This initiative funds housing 29 inmates per day for six months at other local and regional jails in the Commonwealth. The modular jail facility at the Manassas Complex is currently undergoing rehabilitation and is not expected to be available to house inmates until January 2015 resulting in the loss of 132 beds for six months. This is a one-time cost in FY 15 only.
- b. **Service Level Impacts** - Existing service levels are maintained.

ADULT DETENTION CENTER

Inmate Classification

The inmate classification program is a validated process to systematically and objectively classify inmate by risk and need into minimum, medium or maximum security levels for their safe and secure housing.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Inmates properly classified in initial reviews	98%	98%	↔	98%	98%
Inmates who subsequently require change in classification status after initial review	5.0%	4.7%	↓	5.0%	5.0%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Inmate Classification	\$831,215	\$860,307	\$1,223,913	\$1,266,963
Newly detained inmates classified	5,450	5,229	5,250	5,400

Inmate Security

The inmate security program provides the staff necessary to safely and securely house inmates in the ADC complex. It also provides the staff necessary to transport inmates as necessary.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Incidents weapon and drug free	99%	100%	↑	99%	99%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Inmate Security	\$19,575,559	\$19,524,836	\$15,889,224	\$17,107,509
Inmate average daily population (Manassas Complex)	862	958	950	984
Inmate Transportation	\$739,048	\$655,739	\$1,245,344	\$990,961
Transports to and from correctional facilities	268	254	275	2,750
Transports to and from medical, dental and mental health facilities	502	750	525	600

ADULT DETENTION CENTER

A. Budget Initiatives

1. Additional Sworn Staff for Inmate Security

Expenditure	\$464,994
Revenue	\$51,149
General Fund Impact	\$413,845
FTE Positions	7.40

- a. Description** - This initiative provides five additional full-time sworn staff plus required security equipment which will allow the ADC to increase the number of inmates it can safely house from 70 to a maximum of 90 inmates in one housing pod in the Central building. The other three housing pods will continue to hold a maximum of 70 inmates each. This initiative adds 2.40 part-time sworn positions plus required security equipment to assist with workload during peak workload periods during ADC daytime operations. These part-time staff will assist the existing sworn staff with inmate escorts for activities such as medical visits, inmate programs, attorney-inmate visits and video arraignments. It will also allow security staff to remain at their posts which will enhance security in the inmate dormitories.

The average daily inmate population at the Manassas Complex has increased an average of 34 inmates per year over the last 15 years. For the first four months of FY 14, the average daily population at the Manassas Complex has averaged 999 or 49 over the FY 14 adopted service level of 950.

The ADC has consistently exceeded state rated operational capacities over the past several years. In FY 13 the percentage of use by building was as follows: Main Jail 202%, Iron Building (work release center) 105%, and Central Jail 166%. The Modular Jail was closed for part of the year for a major rehabilitation project, but still operated at an average of about 140% of available capacity.

b. Service Level Impacts

▪ Inmate Average Daily Population (Manassas Complex):

<i>FY 15 w/o Addition</i>	967
<i>FY 15 w/ Addition</i>	984

Inmate Health Care

This program provides in-house and contracted care meeting the minimum level mandated by the state for inmates housed in the ADC complex. It also provides the medicine and drugs necessary to provide proper inmate care.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Inmates receiving prescription drugs	30%	20%	↓	30%	30%
Adherence to state mandated level of health care	—	—		—	Yes

↑ Trending Upward

↔ Stable

↓ Trending Downward

ADULT DETENTION CENTER

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
In-house Health Care Services	\$1,705,881	\$1,841,221	\$2,013,209	\$2,190,072
Inmates who receive in-house medical treatment annually	9,885	9,432	9,000	9,500
Inmates receiving prescription drugs	30%	20%	30%	30%
Contract Health Care Service	\$1,936,486	\$2,088,670	\$2,121,043	\$2,121,043
Inmates who are referred for medical treatment to contractual doctor, dentist or psychiatrist	3,041	3,471	3,000	3,500

A. Budget Initiatives

1. Additional Medical Staff for Inmate Health Care

Expenditure	\$143,903
Revenue	\$15,829
General Fund Impact	\$128,074
FTE Positions	2.00

a. Description - This initiative adds a Correctional Health Nurse and a Correctional Therapist to the ADC's medical staff. The ADC currently has 22 medical full time equivalents (FTEs) to care for an average daily inmate population of 958 inmates twenty four hours a day. Using the State Compensation Board guideline of one medical person per 25 inmates, the ADC is understaffed by 16 medical FTEs to properly provide health care for the current inmate population. As a part of the classification process, inmates incarcerated for more than a few hours are screened for entry into the general population. This initiative will allow screening to occur in more cases during classification, rather than delaying the process. Inmates being sent to Peumansend Creek Regional Jail or placed as farm-outs are also screened by medical staff before being transferred. An additional medical person will speed that process. The additional jail therapist will allow the ADC to continue to provide appropriate mental health care to an ever increasing jail population. The closure of state mental health facilities has caused more people with mental illness to be incarcerated. As a result, the number of inmates with mental illness has increased significantly.

b. Service Level Impacts - Service levels are shown below:

▪ **Inmates who receive in-house medical treatment annually:**

FY 15 w/o Addition | 9,300

FY 15 w/ Addition | 9,500

▪ **New inmate contacts by jail therapist:**

FY 15 w/o Addition | 520

FY 15 w/ Addition | 550

▪ **Inmates seen for suicide prevention:**

FY 15 w/o Addition | 300

FY 15 w/ Addition | 325

▪ **Medical health screenings per correctional health nurse:**

FY 15 w/o Addition | 190

FY 15 w/ Addition | 200

Support Services

This program provides the staff and resources necessary to feed inmates, maintain the complex facilities, perform intake and release functions and maintain inmate records. This program also performs the human resource functions of hiring and training ADC personnel and providing information systems support for ADC operations.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Staff turnover rate	8%	10%	↑	9%	10%
Error free inmate release rate	99%	99%	↔	100%	100%
Staff meeting training requirements	—	—		—	100%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Food Services	\$2,084,366	\$2,223,044	\$2,014,860	\$2,065,620
Meals from approved menus served monthly	83,879	89,387	87,400	92,500
Maintenance Support	\$3,295,942	\$2,900,409	\$1,690,313	\$1,929,170
Maintenance calls	2,460	2,472	2,520	2,700
Booking/Release/Records Management Services	\$1,018,969	\$1,114,109	\$3,305,877	\$3,280,589
Inmates released	12,186	12,668	—	13,200
Inmates committed	12,189	12,772	—	13,250
Required training events completed	418	465	447	439
Administration/Finance/Human Resources/Information Systems Support	\$2,896,880	\$4,017,699	\$4,005,284	\$4,156,672
Required training events completed	418	465	447	439

A. Budget Initiatives

1. Increased Operating Requirements

Expenditure	\$203,000
Revenue	\$22,330
General Fund Impact	\$180,670
FTE Positions	0.00

- a. **Description** - This initiative funds \$80,500 in increased food costs due to inmate population growth and the rising cost of food plus \$122,500 in additional funding to operate and maintain equipment throughout the ADC Complex in Manassas. The Central building opened in the fall of 2008 and is currently five years old. Since the ADC operates 24 hours per day, 365 days per year, the HVAC systems are more complex and

ADULT DETENTION CENTER

require higher levels of maintenance and repair. Most of the warranties that came with the systems in the new facility have expired. Much of the work has to be contracted to service representatives that are trained and certified to perform the needed work.

b. Service Level Impacts - Service level impacts are shown below:

▪ **Maintenance calls:**

FY 15 w/Addition | 2,700

FY 15 w/ Addition | 2,700

2. Increase Line of Duty Act Funding

Expenditure \$93,800

Revenue \$10,318

General Fund Impact \$83,482

FTE Positions 0.00

a. Description - This initiative funds increases in Line of Duty Act (LODA) costs for the ADC. In FY 13 the Virginia General Assembly required that localities establish an actuarially determined reserve to fund LODA costs for any certified law enforcement officer receiving benefits under the act. LODA provides disability and death benefits for local public safety officers or their beneficiaries due to disability or death resulting from the performance of their duties.

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

3. Increase Funding Support for New Positions

Expenditure \$41,211

Revenue \$4,533

General Fund Impact \$36,678

FTE Positions 0.00

a. Description - This initiative funds new computer hardware and software, radios, ammunition and wearing apparel as a result of adding 7.4 FTEs sworn and 2 FTEs medical staff.

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

B. Budget Shifts

1. Shift Food Cost Allocation

Budget Shift \$975,133

Agency Impact \$0

FTE Positions 0.00

a. Description - This shift will budget inmate food costs separately from the food purchased for staff consumption.

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

Inmate Rehabilitation

The inmate rehabilitation program operates and manages the work release program which allows inmates the opportunity to hold a job. It also provides oversight to all other rehabilitative programs such as religion and General Equivalency Diploma (GED).

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Average daily population of participants in work release program	84%	83%	↓	70%	75%
Reintegration services recidivism rate	—	—		—	40%

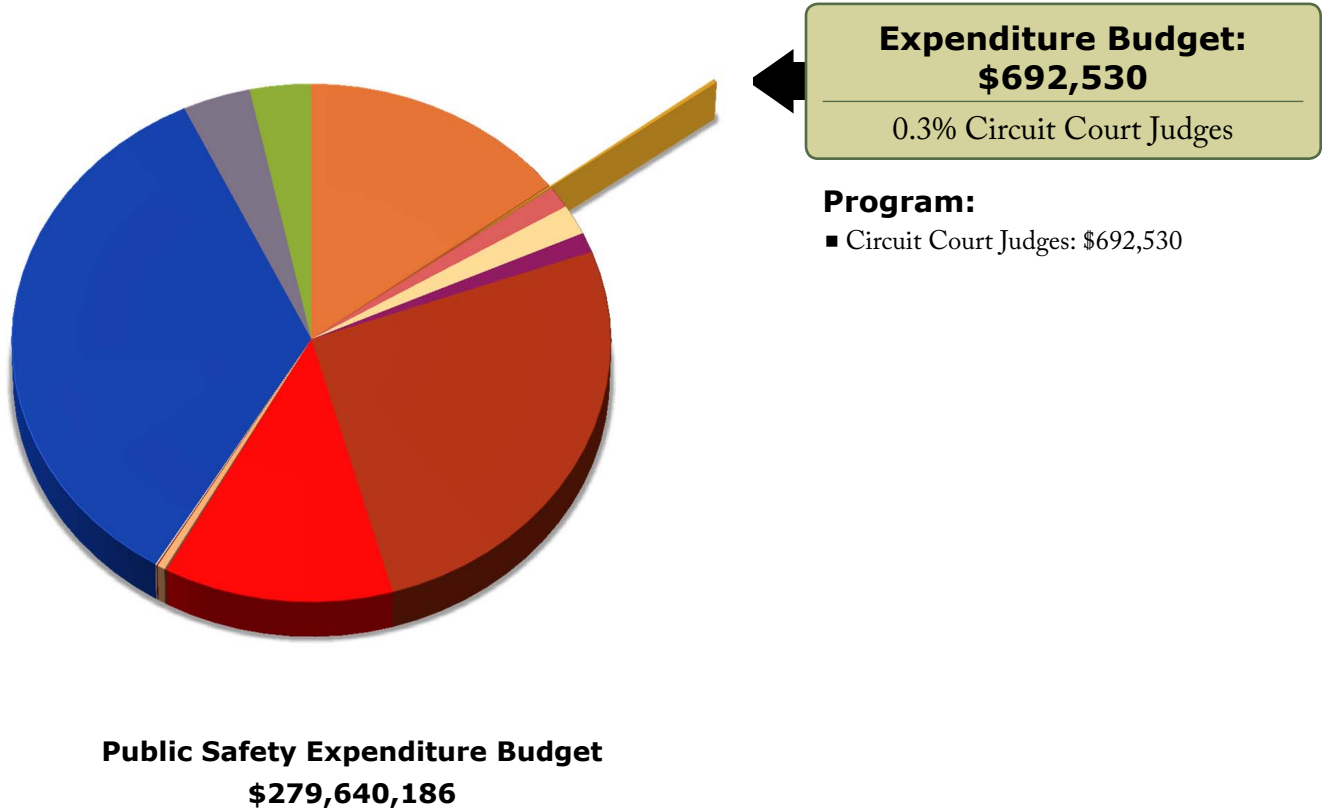
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Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Work Release	\$1,340,923	\$1,307,045	\$2,000,389	\$1,878,923
Average daily population of participants in work release program	64	68	75	75
Rehabilitation Services	\$214,267	\$221,291	\$262,216	\$222,368
Inmates who take the GED test and graduate	33	37	30	30
Participants in substance abuse treatment program	175	66	60	60

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)



Mandates

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.

State Code: [15.2-1638](#)

CIRCUIT COURT JUDGES

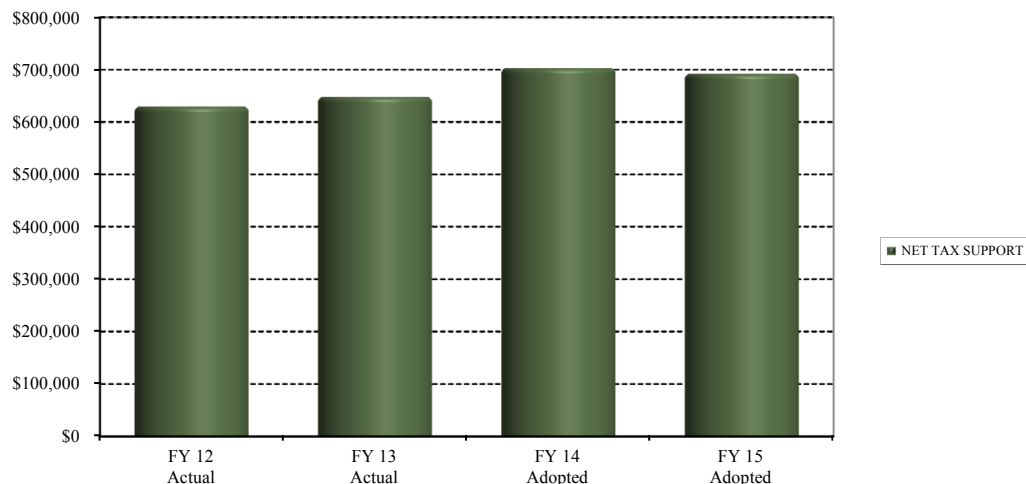
Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Circuit Court Judges	\$629,776	\$648,303	\$703,435	\$692,530	-1.55%
Total Expenditures	\$629,776	\$648,303	\$703,435	\$692,530	-1.55%

Expenditure by Classification

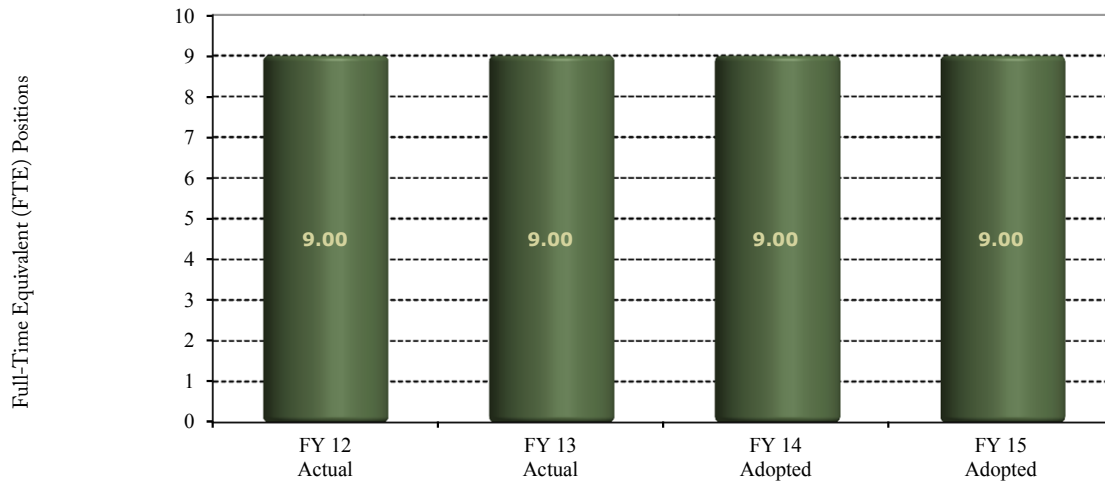
1 Personal Services	\$465,502	\$456,916	\$466,951	\$462,907	-0.87%
2 Fringe Benefits	\$128,112	\$152,372	\$190,556	\$168,137	-11.77%
3 Contractual Services	\$58	\$0	\$550	\$550	0.00%
4 Internal Services	\$10,042	\$12,671	\$10,826	\$26,384	143.71%
5 Other Services	\$24,256	\$24,521	\$32,348	\$32,348	0.00%
6 Capital Outlay	\$0	\$0	\$0	\$0	—
7 Leases & Rentals	\$1,806	\$1,823	\$2,204	\$2,204	0.00%
Total Expenditures	\$629,776	\$648,303	\$703,435	\$692,530	-1.55%
Net General Tax Support	\$629,776	\$648,303	\$703,435	\$692,530	-1.55%
Net General Tax Support	100%	100%	100%	100%	

Expenditure History



CIRCUIT COURT JUDGES

Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Circuit Court Judges	9.00	9.00	9.00	9.00
Full-Time Equivalent (FTE) Total	9.00	9.00	9.00	9.00

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Circuit Court Judges' technology bill increased by \$15,558 to \$26,384.
- B. Compensation Increase** - Compensation adjustments totaling \$6,509 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

CIRCUIT COURT JUDGES

Program Summary

Circuit Court Judges

The 31st Judicial Circuit Court has general trial court jurisdiction, as well as appellate for General District and Juvenile & Domestic Relations Court. It is a separate and distinct branch of government. Circuit Court in Virginia decides the most serious cases in each jurisdiction presiding over criminal and civil cases. The 31st Judicial Circuit currently has five full-time judges.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Crime rate per 1,000 population	17.0%	15.9%	↓	≤24.0%	≤24.0%
Criminal cases concluded within 180 days	54%	48%	↓	54%	53%
Civil cases concluded within 12 months	62%	71%	↑	62%	66%

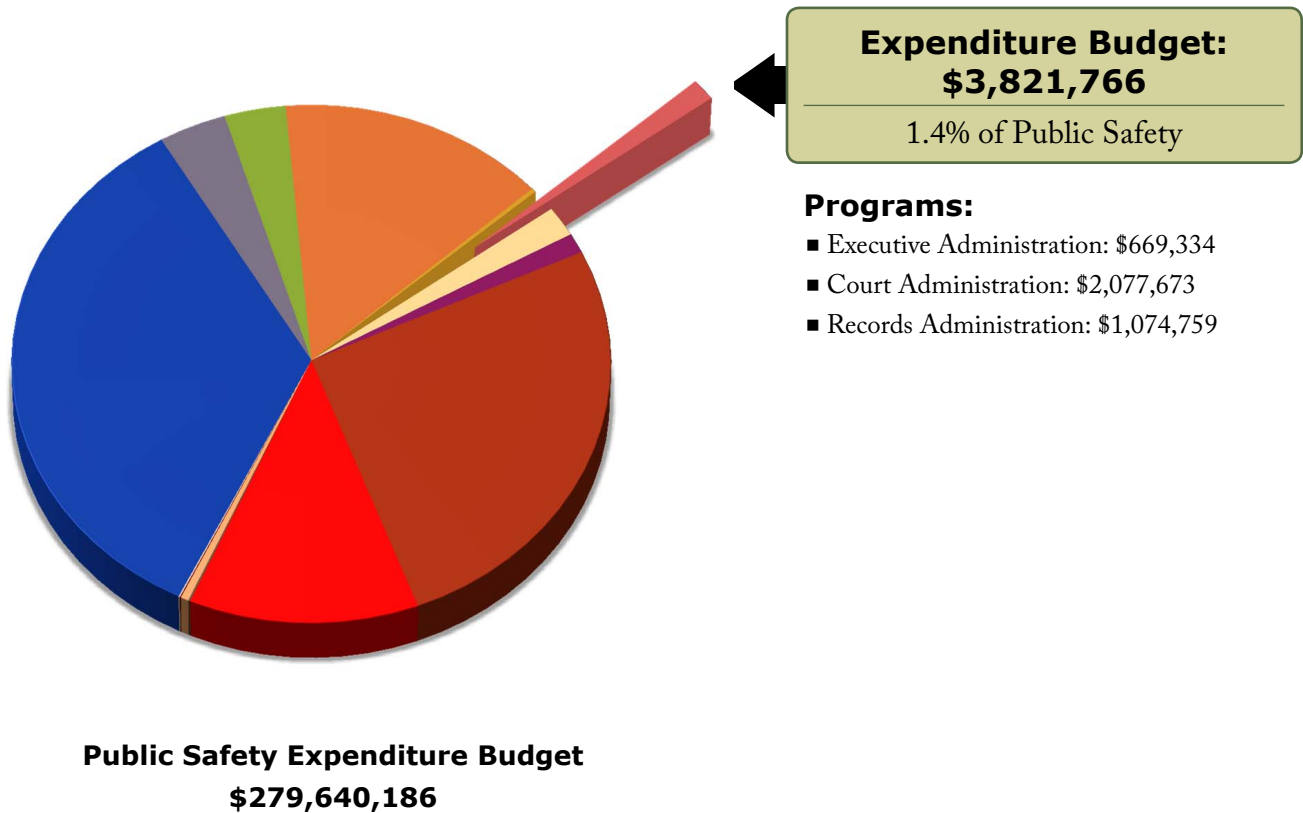
↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Court Case Docket Management and Administrative Support	\$629,776	\$648,302	\$703,435	\$692,530
Cases per Circuit Court Judge	2,786	3,458	2,500	3,500
Cost per case concluded	\$77.14	\$84.24	\$91.00	\$99.00

Mission Statement

The mission of the Clerk of the Circuit Court is to provide professional judicial and administrative services to the citizens of Prince William County, the Cities of Manassas and Manassas Park and to the five Circuit Court Judges; to record and preserve legally significant documents in an accurate and efficient manner; and to assist citizens with access to the judicial system to more expeditiously allow for the redress of their grievances and resolution of their disputes.



Mandates

Each Virginia county with a circuit court is required to have an elected Clerk of the Circuit Court.

State Code: [15.2-1634](#)

CLERK OF THE CIRCUIT COURT

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Executive Administration	\$594,007	\$657,458	\$627,390	\$669,334	6.69%
2 Court Administration	\$1,717,617	\$1,914,691	\$2,087,358	\$2,077,673	-0.46%
3 Records Administration	\$1,228,374	\$1,131,767	\$1,121,644	\$1,074,759	-4.18%
Total Expenditures	\$3,539,998	\$3,703,916	\$3,836,392	\$3,821,766	-0.38%

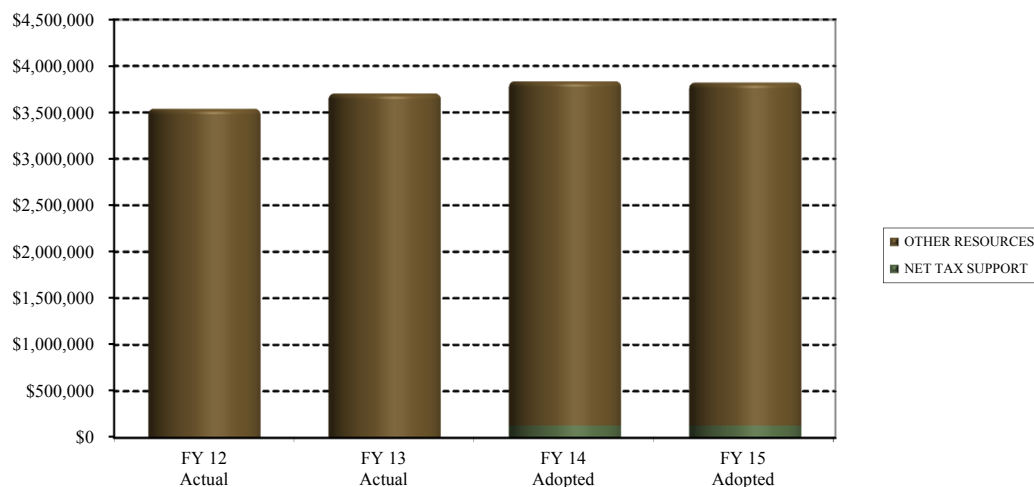
Expenditure by Classification

1 Personal Services	\$2,182,128	\$2,264,452	\$2,345,287	\$2,417,243	3.07%
2 Fringe Benefits	\$740,829	\$839,558	\$841,969	\$855,013	1.55%
3 Contractual Services	\$432,221	\$320,904	\$362,624	\$306,981	-15.34%
4 Internal Services	\$112,221	\$162,163	\$131,167	\$131,167	0.00%
5 Other Services	\$62,222	\$100,082	\$144,564	\$99,862	-30.92%
6 Capital Outlay	\$0	\$7,885	\$0	\$0	—
7 Leases & Rentals	\$10,377	\$8,872	\$10,781	\$11,500	6.67%
Total Expenditures	\$3,539,998	\$3,703,916	\$3,836,392	\$3,821,766	-0.38%

Funding Sources

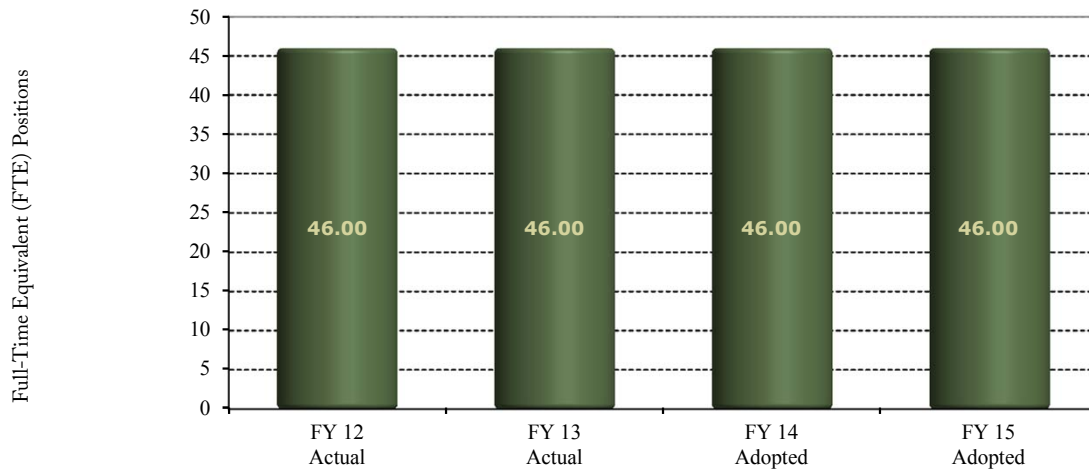
1 Fines & Forfeitures	\$23,071	\$25,270	\$24,500	\$24,500	0.00%
2 Revenue Use of Money & Property	\$2,009	\$2,803	\$2,300	\$2,300	0.00%
3 Charges for Services	\$3,375,277	\$3,525,036	\$2,972,011	\$2,122,011	-28.60%
4 Revenue From Other Localities	\$388,139	\$579,552	\$586,539	\$456,504	-22.17%
5 Revenue From Commonwealth	\$189,328	\$323,283	\$572,212	\$572,212	0.00%
6 Transfers In (GF)	\$0	\$0	\$131,167	\$131,167	0.00%
Total Designated Funding Sources	\$3,977,824	\$4,455,944	\$4,288,729	\$3,308,694	-22.85%
Net General Tax Support	(\$437,826)	(\$752,028)	(\$452,337)	\$513,072	-213.43%
Net General Tax Support	-12.37%	-20.30%	-11.79%	13.42%	

Expenditure History



CLERK OF THE CIRCUIT COURT

Staffing History



Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Executive Administration	5.00	5.00	5.00	6.00
2 Court Administration	26.00	25.00	27.00	27.00
3 Records Administration	15.00	16.00	14.00	13.00
Full-Time Equivalent (FTE) Total	46.00	46.00	46.00	46.00

Future Outlook

The mission of the Clerk of the Circuit Court (Clerk) is to become more accessible and responsive. Building on technological system enhancements and collaborative relationships, more tools and resources are available to support the critical services that the Clerk provides. To that end, technology is continuing to be implemented and improved throughout the Clerk's office to be more responsive to all of the Clerk's customers.

General Overview

- A. Reduction of One-Time Funds** - The Clerk's budget was reduced by \$99,626 for one-time funds allocated in FY 14 for redesign and construction in the Probate and Courtroom Support sections. This project removed file systems that are no longer needed due to digitization of court files.

CLERK OF THE CIRCUIT COURT

B. Compensation Increase - Compensation adjustments totaling \$55,583 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

C. State Revenue Reduction - The state budget has historically allowed the 31st Judicial Circuit Clerk of the Court to retain two-thirds of the fees collected by that office. In anticipation of possible revenue reductions from the state, the BOCS has increased net tax support by \$850,000. The current service levels are maintained.

D. Revenue Reduction for City Billings - City billings is a reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Historically, the total city billing reimbursement is used to balance the County-wide budget at budget recap and later allocated to specific agencies. The Clerk's FY 15 allocation is a reduction of \$130,035.

Program Summary

Executive Administration

Serve the Clerk with clerical, payroll and computer support, human resources, bookkeeping, budget and purchasing functions.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Respond to customer phone calls and emails within one business day and to letters within three business days	93.1%	95.7%	↑	94.0%	95.0%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Administrative Services	\$594,008	\$657,458	\$627,390	\$669,334
New court cases, land records and public service documents filed and financial documents processed	142,400	167,819	133,000	154,770

Court Administration

Handle all case filings in the Circuit Court, including civil and criminal cases and appeals; provide jurors for civil and criminal cases. Coordinate payments and ensure that jurors are chosen fairly and represent a valid cross-section of the community. Citizens are also provided with probate services, including dispositions of estates and appointment of guardians.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Respond to customer phone calls and emails within one business day and to letters within three business days	93.1%	95.7%	↑	94.0%	95.0%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Court Case Management	\$1,717,617	\$1,914,691	\$2,087,358	\$2,077,673
Circuit Court cases commenced	13,820	17,755	13,500	15,900

A. Budget Shifts

1. Shift Jury Management Contract Support

Budget Shift	\$63,574
Agency Impact	\$0
FTE Positions	0.00

- a. **Description** - This interdepartmental shift moves funding to the correct account codes for accurate accounting of goods and services.
- b. **Service Level Impacts** - Existing service levels are maintained.

Records Administration

Record all land transactions in the County including deeds and mortgages. Provide services to County citizens including marriage licenses, notary oaths and registration of trade names. Maintain and safeguard historical records such as court case information and genealogical data and provide public access to these records.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Respond to customer phone calls and emails within one business day and to letters within three business days	93.1%	95.7%	↑	94.0%	95.0%

↑ Positive Trend

↔ Stable Trend

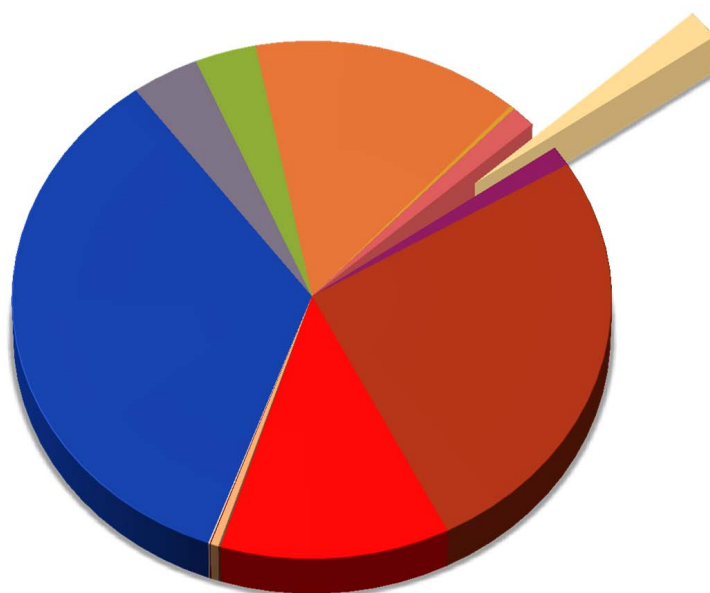
↓ Negative Trend

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Land Records and Public Service Center	\$1,228,373	\$1,131,767	\$1,121,644	\$1,074,759
Land records and Public Service documents processed	111,743	125,155	100,000	113,960

Mission Statement

The Commonwealth's Attorney will prosecute all felony cases for Prince William County, the Cities of Manassas and Manassas Park, Towns of Dumfries, Haymarket, Quantico and Occoquan and prosecute misdemeanor and traffic offenses for Prince William County and the City of Manassas. We will review criminal investigations and render legal opinions and advice, all within the guidelines established by the State Supreme Court. We will continue to provide services to the community by maintaining the victim witness program which provides victims and witnesses of crimes with support, guidance and information concerning the criminal justice system and to provide assistance with restitution and support services as needed.



Expenditure Budget:
\$5,274,094

1.9% of Public Safety

Programs:

- Commonwealth's Attorney/Legal:
\$4,661,865
- Victim/Witness Support: \$612,229

Public Safety Expenditure Budget
\$279,640,186

Mandates

The Office of the Commonwealth's Attorney is created and authorized in the Constitution of Virginia, Article VII, Section 4. The Code of Virginia provides that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county. Victim witness services are also mandated in the state code.

State Code: [15.2-1638](#); [19.2-11.01](#)

COMMONWEALTH'S ATTORNEY

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Commonwealth's Attorney/Legal	\$4,118,417	\$4,342,436	\$4,556,738	\$4,661,865	2.31%
2 Victim/Witness Support	\$502,333	\$527,533	\$593,665	\$612,229	3.13%
Total Expenditures	\$4,620,750	\$4,869,969	\$5,150,403	\$5,274,094	2.40%

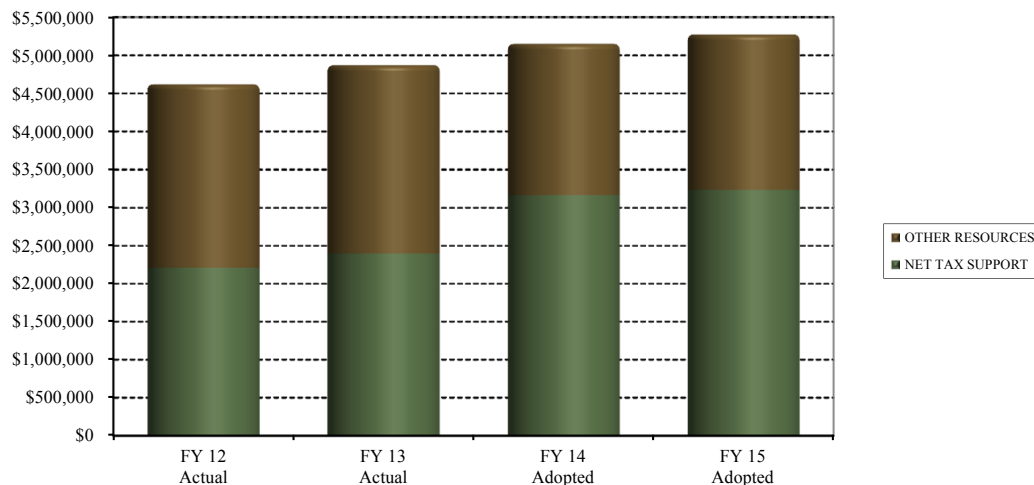
Expenditure by Classification

1 Personal Services	\$3,348,524	\$3,452,194	\$3,767,747	\$3,863,307	2.54%
2 Fringe Benefits	\$976,635	\$1,115,062	\$1,149,834	\$1,168,233	1.60%
3 Contractual Services	\$5,804	\$18,665	\$4,000	\$4,000	0.00%
4 Internal Services	\$143,154	\$147,811	\$121,261	\$129,982	7.19%
5 Other Services	\$140,381	\$122,099	\$92,400	\$93,411	1.09%
6 Leases & Rentals	\$5,388	\$7,415	\$15,161	\$15,161	0.00%
7 Transfers Out	\$863	\$6,723	\$0	\$0	—
Total Expenditures	\$4,620,750	\$4,869,969	\$5,150,403	\$5,274,094	2.40%

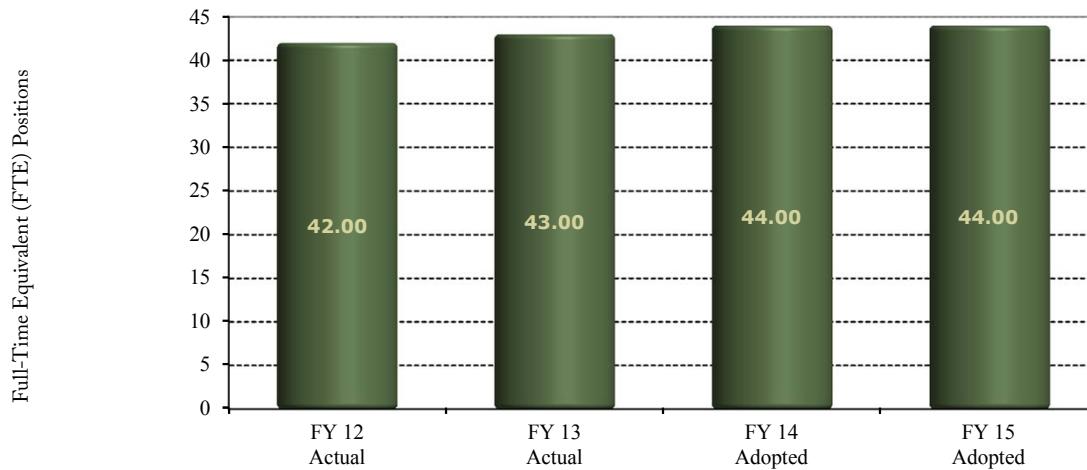
Funding Sources

1 Revenue From Use of Money & Property	\$6,978	(\$2,400)	\$0	\$0	—
2 Charges for Services	\$126,552	\$124,132	\$89,143	\$89,143	0.00%
3 Miscellaneous Revenue	\$0	\$0	\$35,971	\$35,971	0.00%
4 Revenue From Other Localities	\$248,220	\$269,208	\$274,005	\$332,357	21.30%
5 Revenue From Commonwealth	\$1,537,755	\$1,576,611	\$1,580,775	\$1,580,775	0.00%
6 Revenue From Federal Government	\$151,489	\$154,133	\$0	\$0	—
7 Transfers In	\$333,416	\$349,199	\$0	\$0	—
Total Designated Funding Sources	\$2,404,410	\$2,470,883	\$1,979,894	\$2,038,246	2.95%
Net General Tax Support	\$2,216,340	\$2,399,086	\$3,170,509	\$3,235,848	2.06%
Net General Tax Support	47.96%	49.26%	61.56%	61.35%	

Expenditure History



Staffing History



Staffing by Program



		FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1	Commonwealth's Attorney/Legal	35.00	36.00	37.00	37.00
2	Victim/Witness Support	7.00	7.00	7.00	7.00
Full-Time Equivalent (FTE) Total		42.00	43.00	44.00	44.00

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Commonwealth Attorney's technology bill increased by \$8,721 to \$125,103.
- B. Compensation Increase** - Compensation adjustments totaling \$30,177 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

- C. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$1,011. The increase supports existing service levels. The total donation amount provided to agency community partners is \$34,699 in FY 15. For additional detail please refer to the [Community Partners](#) section.
- D. Increase in Revenue from City of Manassas** - Financial support from the City of Manassas, calculated according to the shared services agreement, is increased by \$58,352.

Program Summary

Commonwealth's Attorney/Legal

The Office of the Commonwealth's Attorney is responsible for the prosecution of all criminal offenses occurring within Prince William County, Cities of Manassas and Manassas Park. In addition, the Office reviews criminal investigations, certain election matters, conflicts of interest matters and render legal opinions and advice, all within the guidelines established by the State Supreme Court.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Crime rate per 1,000 population	17.0	15.9	↓	≤24.0	≤24.0
Juvenile criminal arrests as percentage of overall arrests	9.3%	8.7%	↓	—	10.7%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Legal/Executive Management Support	\$4,118,417	\$4,342,436	\$4,556,738	\$4,661,865
Felony cases prosecuted/Grand Jury indictments processed	10,036	8,979	10,000	10,000
Misdemeanors and traffic cases prosecuted	105,880	93,728	110,000	97,000

Victim/Witness Support

The Victim Witness Assistance Program assists victims and witnesses of crime by providing support, guidance and information concerning the criminal justice system. This includes assistance with restitution, notification and support services as needed.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Crime rate per 1,000 population	17.0	15.9	↓	≤24.0	≤24.0
Juvenile criminal arrests as percentage of overall arrests	9.3%	8.7%	↓	—	10.7%

↑ Trending Upward

↔ Stable

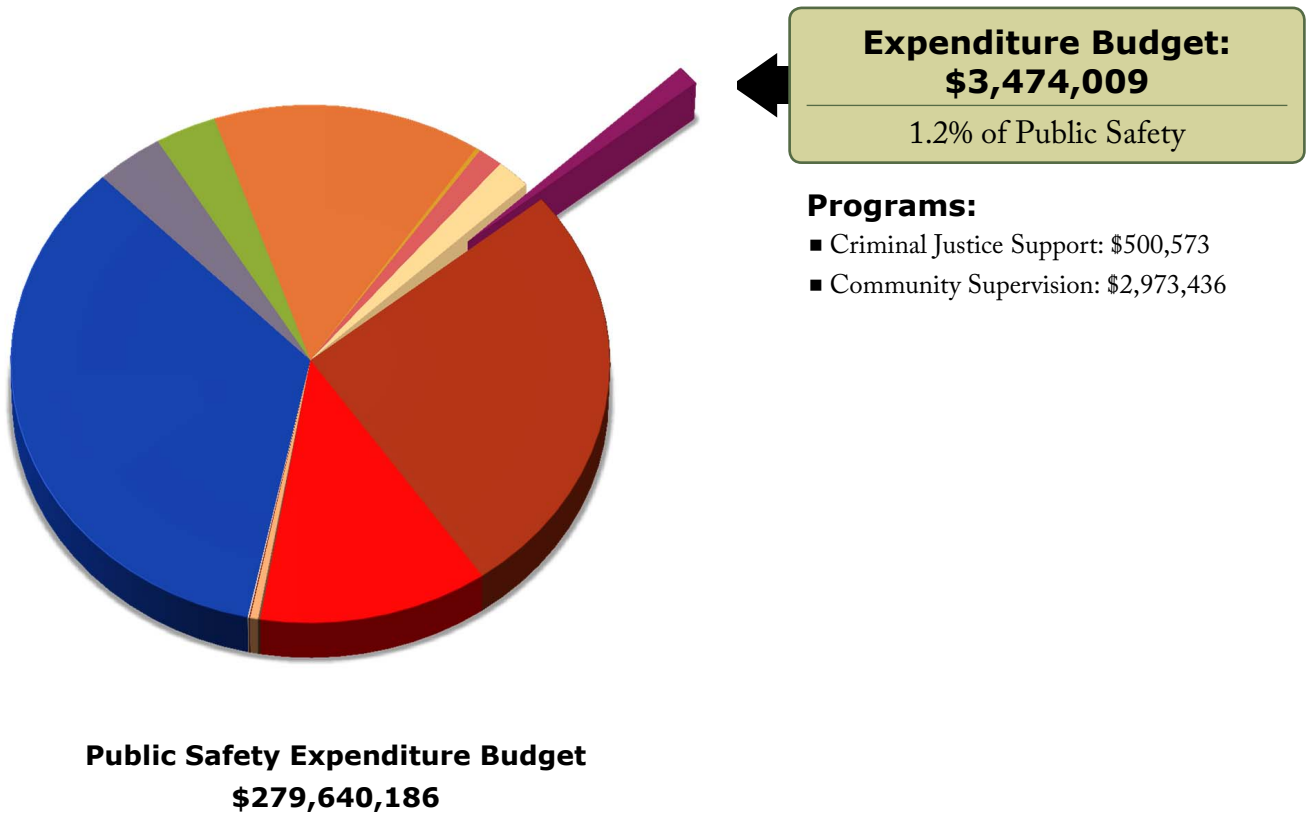
↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Victim/Witness Support	\$502,333	\$527,533	\$593,665	\$612,229
Clients served	6,120	6,180	6,200	6,225
Cost per client served	\$82.08	\$84.81	\$95.75	\$98.35
<u>Sexual Assault Victims Advocacy Service (SAVAS)</u>				
Total clients served	508	1,019	575	800
New clients served	344	960	500	700

Mission Statement

Prince William County Office of Criminal Justice Services promotes public safety by reducing recidivism. We serve the courts and community by providing efficient, effective, innovative assessment and supervision programs that empower clients to achieve success and improve individual growth.



Mandates

Prince William County is mandated to provide pretrial detention alternatives and post-disposition punishment alternatives on a systematic local and regional basis as a condition of having received jail construction assistance from the state. The Office of Criminal Justice Services provides these mandated services.

The establishment of a Community Criminal Justice Board is mandated by Section 53.1-183 of the Code of Virginia. OCJS serves as the liaison to this advisory board.

State Code: (Pretrial Services Program) [19.2-152.2](#) thru [19.2-152.7](#) and [53.1-82.1](#); [19.2-152.4:3](#); (Comprehensive Community Corrections Program) [53.1-82.1](#) and [9.1-173](#) thru [9.1-183](#); (Offender Eligibility) [19.2-303](#)

CRIMINAL JUSTICE SERVICES

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Criminal Justice Support	\$482,038	\$495,920	\$480,201	\$500,573	4.24%
2 Community Supervision	\$2,461,201	\$2,792,040	\$2,763,040	\$2,973,436	7.61%
Total Expenditures	\$2,943,239	\$3,287,960	\$3,243,241	\$3,474,009	7.12%

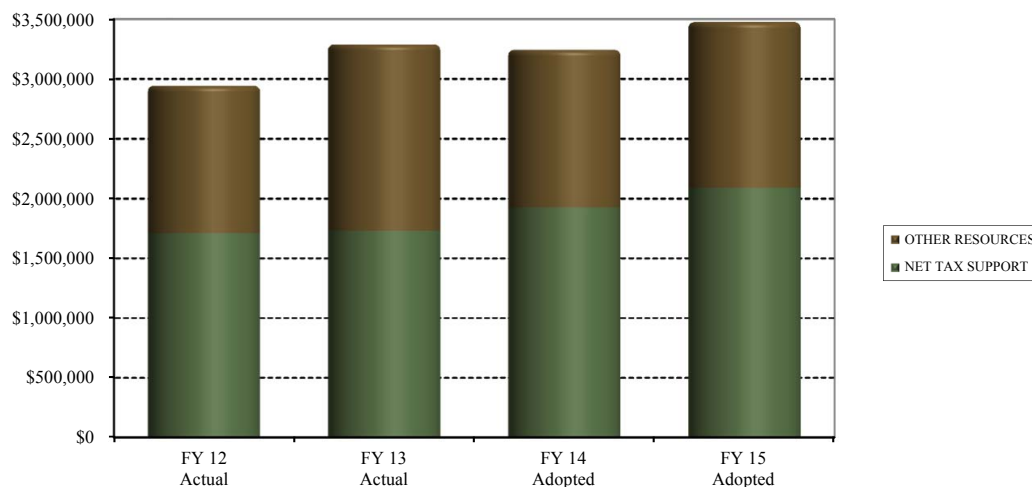
Expenditure by Classification

1 Personal Services	\$1,939,736	\$2,114,995	\$2,100,479	\$2,237,645	6.53%
2 Fringe Benefits	\$537,975	\$632,425	\$650,252	\$666,966	2.57%
3 Contractual Services	\$102,175	\$104,547	\$124,827	\$183,094	46.68%
4 Internal Services	\$127,802	\$146,530	\$120,335	\$138,495	15.09%
5 Other Services	\$204,977	\$250,942	\$239,965	\$240,426	0.19%
6 Capital Outlay	\$0	\$21,000	\$0	\$0	0.00%
7 Leases & Rentals	\$5,881	\$6,190	\$7,383	\$7,383	0.00%
8 Transfers Out	\$24,693	\$11,331	\$0	\$0	—
Total Expenditures	\$2,943,239	\$3,287,960	\$3,243,241	\$3,474,009	7.12%

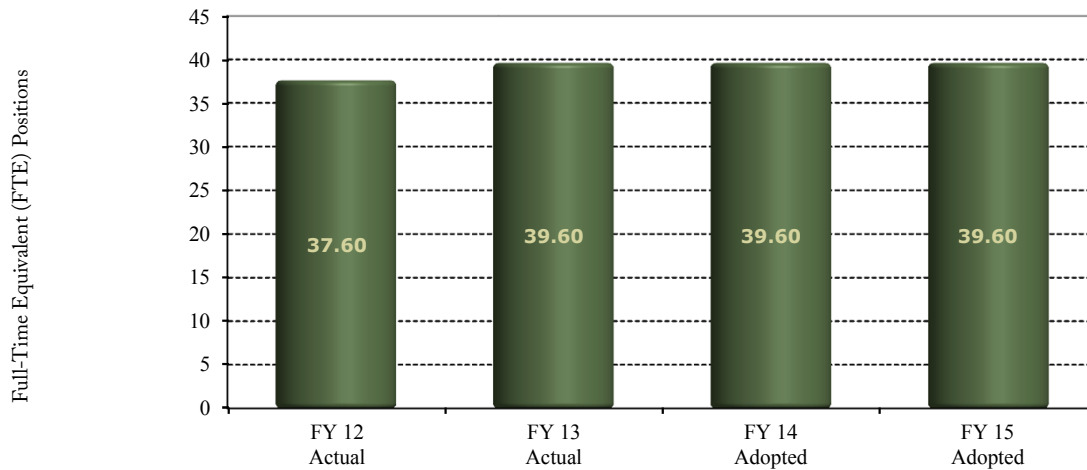
Funding Sources

1 Charges for Services	\$141,039	\$148,197	\$197,458	\$197,458	0.00%
2 Revenue From Other Localities	\$36,384	\$138,298	\$123,481	\$123,481	0.00%
3 Revenue From Commonwealth	\$946,402	\$963,111	\$967,806	\$1,028,759	6.30%
4 Revenue From Federal Government	\$106,846	\$304,978	\$28,588	\$31,235	9.26%
Total Designated Funding Sources	\$1,230,671	\$1,554,584	\$1,317,333	\$1,380,933	4.83%
General Tax Support	\$1,797,413	\$1,941,774	\$1,925,908	\$2,093,076	8.68%
General Tax Support	61.07%	59.06%	59.38%	60.25%	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Criminal Justice Support	3.50	3.50	3.50	3.50
2 Community Supervision	34.10	36.10	36.10	36.10
Full-Time Equivalent (FTE) Total	37.60	39.60	39.60	39.60

Future Outlook

The Office of Criminal Justice Services (OCJS) provides efficient, effective and innovative alternatives to incarceration for both pretrial and post-trial court involved persons. As we have done during the past five years, OCJS will continue to rely heavily on research-inspired, “Evidence-Based” practices. We expect to see significant growth in the population that we serve as a result of population growth and more effective policing. We will serve the community by addressing this growth, the resulting jail (Adult Detention Center) (ADC) population and judicial workload by using research based risk assessments. These assessments will enable us to make appropriate recommendations for release to judicial officers and at the same time assist to manage the growing jail population safely. OCJS utilizes evidence-based supervision strategies and intervention services to mitigate the identified risks that contribute to criminal behaviors and to reduce the incidence of repeat criminal offenses to improve public safety.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, OCJS's technology bill increased by \$18,160 to \$133,016.
- B. Compensation Increase** - Compensation adjustments totaling \$62,847 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.
- Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.
- C. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$4,511. The increase supports existing service levels. The total donation amount provided to agency community partners is \$154,863 in FY 15. For additional detail please refer to the [Community Partners](#) section.
- D. Increased Revenue** - This initiative adjusts revenue for the Criminal Justice Support program by \$2,647. This increase is provided from the Virginia Department of Criminal Justice Services for the Violence against Women grant program.

Program Summary

Criminal Justice Support

The program includes the agency administration, vital to the agency's mission of enhancing public safety. In addition, the program assists with local criminal justice system planning by serving as staff to the Community Criminal Justice Board (CCJB), manages state and federal grants that support offender supervision services and domestic violence programs, as well as other special project grants. It serves as liaison to Volunteer Prince William (VPW), which supervises community service placements. The program provides for monitoring and reporting on protective orders for domestic violence cases and serves as a clearinghouse and coordinator for local domestic violence resources and special activities.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Adult reconviction	28.2%	23.6%	↓	≤25.8%	≤25.8%
Closed cases not returning to court on violation	95%	97%	↑	95%	96%
Program participants satisfied with services	90%	100%	↑	90%	92%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Local Criminal Justice Support	\$398,465	\$400,379	\$392,005	\$408,101
Community service placements	861	879	900	900
Community Domestic Violence Coordination	\$83,573	\$87,540	\$88,196	\$92,472
Final protective orders tracked	190	247	199	223

Community Supervision

Provides community assessment and supervision of pretrial defendants and post-trial offenders for the court. The program has adopted and integrated evidence-based practices that address risk, needs, and responsiveness. These practices include assessments and interventions that are proven to enhance public safety by ensuring the appearance in court of pretrial defendants and reducing the risk of repeat offenders.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Adult reconviction	28.2%	23.6%	↓	≤25.8%	≤25.8%
Pretrial cases closed in compliance with court conditions of release	84.9%	84.6%	↓	84.5%	84.6%
Successful completion of service placements	NA	91%		—	>91%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Pretrial Defendant Supervision	\$763,831	\$970,812	\$997,441	\$1,109,595
Pretrial interviews completed	3,244	3,422	3,388	3,388
Average number of cases supervised per day	194	259	160	210
Post-trial Offender Supervision	\$1,697,371	\$1,703,387	\$1,765,599	\$1,863,841
Placement services provided to offenders	4,278	3,795	4,037	3,916
Average length of stay (# of days) per offender	228	249	228	239

A. Budget Initiatives

1. Increase Community Supervision Pretrial Activity

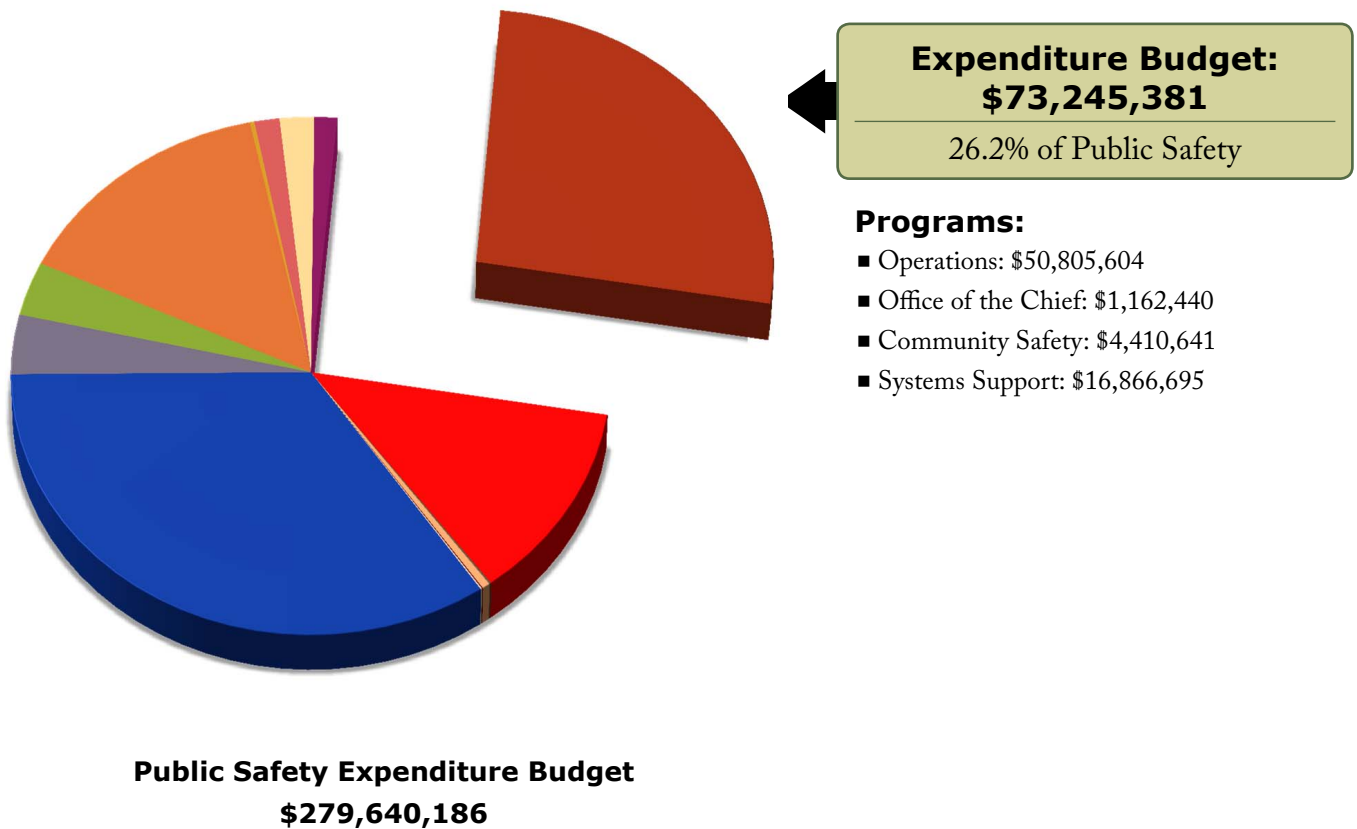
Expenditure	\$60,953
Revenue	\$60,953
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This increase provides \$60,953 for pretrial offender supervision in FY 15. This on-going increase stems from State funding from the Department of Criminal Justice Services to the Local Offenders Probation and Pretrial program. This item was approved by [BOCS Resolution 14-86](#) on February 11, 2014. The \$60,953 in revenues and expenditures will be included in each year of the five year plan. There is no general fund impact.

b. Service Level Impacts - Existing FY 15 service levels will be maintained.

Mission Statement

The mission of the Department 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.



Mandates

The County operates under a state mandate to maintain an agency of emergency management in accordance with state disaster preparedness plans and programs. The Department of Fire & Rescue provides this mandated service.

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

State Code: [44-146.19](#)

County Code: Chapter 3 ([Amusements](#)), Chapter 5 ([Smoke Detectors](#)), Chapter 7 ([Emergency Services](#)), Chapter 9 ([Fire Prevention and Protection](#)), Chapter 12 ([Massage Establishments](#)), Chapter 32 ([Zoning](#))

FIRE & RESCUE

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Operations	\$42,810,177	\$47,399,542	\$47,603,618	\$50,805,604	6.73%
2 Office of the Chief	\$1,145,855	\$1,117,801	\$1,106,407	\$1,162,440	5.06%
3 Community Safety	\$4,456,473	\$4,978,755	\$4,113,317	\$4,410,641	7.23%
4 Systems Support	\$12,879,963	\$14,639,804	\$15,601,989	\$16,866,695	8.11%
Total Expenditures	\$61,292,468	\$68,135,903	\$68,425,331	\$73,245,381	7.04%

Expenditure by Classification

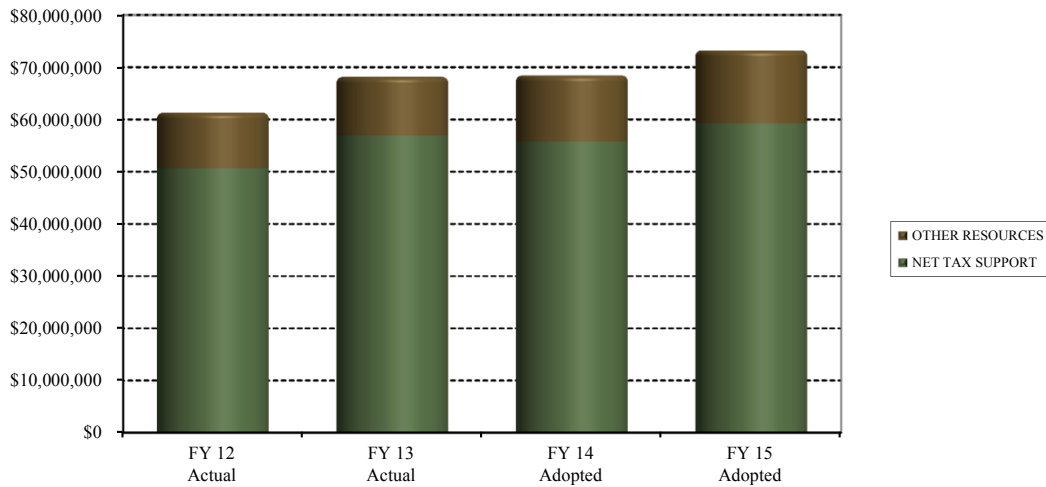
1 Personal Services	\$39,421,450	\$41,196,181	\$46,323,174	\$49,805,353	7.52%
2 Fringe Benefits	\$12,262,015	\$13,858,871	\$14,341,748	\$15,638,106	9.04%
3 Contractual Services	\$1,094,868	\$1,423,052	\$1,358,047	\$1,558,607	14.77%
4 Internal Services	\$4,345,670	\$5,222,726	\$4,676,328	\$5,657,908	20.99%
5 Other Services	\$3,194,205	\$2,912,026	\$3,337,619	\$3,267,867	-2.09%
6 Capital Outlay	\$315,282	\$2,244,178	\$227,508	\$227,508	0.00%
7 Leases & Rentals	\$43,356	\$52,386	\$571,323	\$70,373	-87.68%
8 Reserves & Contingencies	\$0	\$0	(\$3,277,529)	(\$3,898,565)	18.95%
9 Transfers	\$615,623	\$1,226,483	\$867,113	\$918,224	5.89%
Total Expenditures	\$61,292,468	\$68,135,903	\$68,425,331	\$73,245,381	7.04%

Funding Sources

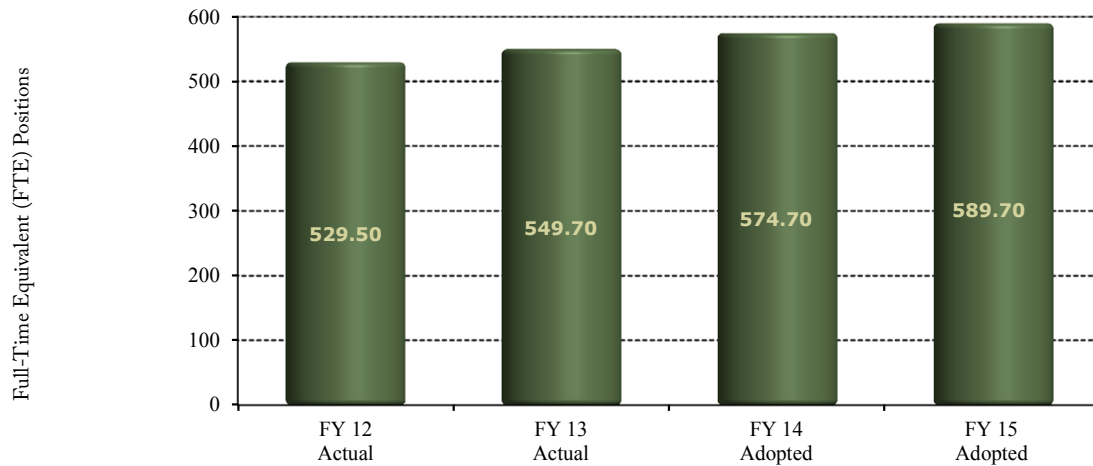
1 Permits, Privilege Fees & Regulatory Licenses	\$359,596	\$456,662	\$318,565	\$318,565	0.00%
2 Revenue from Use of Money & Property	\$11,170	(\$19,964)	\$5,000	\$5,000	0.00%
3 Charges for Services	\$3,697,889	\$5,208,734	\$5,218,022	\$6,027,131	15.51%
4 Miscellaneous Revenue	\$7,180	\$14,631	\$512	\$512	0.00%
5 Revenue From Commonwealth	\$1,498,502	\$1,008,001	\$949,051	\$949,051	0.00%
6 Revenue From Federal Government	\$562,655	\$399,329	\$9,819	\$9,819	0.00%
7 Non-Revenue Receipts	\$8	\$4,083	\$0	\$0	—
8 Transfers	\$4,501,237	\$4,106,090	\$6,160,708	\$6,670,642	8.28%
Total Designated Funding Sources	\$10,638,237	\$11,177,566	\$12,661,677	\$13,980,720	10.42%
Net General Tax Support	\$50,654,231	\$56,958,337	\$55,763,654	\$59,264,661	6.28%
Net General Tax Support	82.64%	83.60%	81.50%	80.91%	
Designation of Restricted Funding Source (EMS Billing Revenue) for Future Equipment Replacement	\$0	\$0	\$0	(\$500,000)	

FIRE & RESCUE

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Operations	425.00	435.00	461.00	473.00
2 Office of the Chief	5.00	6.00	6.00	6.00
3 Community Safety	30.00	32.20	34.20	35.20
4 Systems Support	69.50	76.50	73.50	75.50
Full-Time Equivalent (FTE) Total	529.50	549.70	574.70	589.70
Authorized Uniform Strength (FTE) Total	481.00	495.00	519.00	530.00

Future Outlook

Construction of New Department of Fire & Rescue (Fire & Rescue) Stations - The Comprehensive Plan level of service standard for Fire & Rescue workload and response times necessitate the construction of a minimum of eight new Fire & Rescue stations in Prince William County (PWC). Each Fire & Rescue station will have a minimum of a 24/7 engine and Medic Unit staffing. The need for specialty units (truck, ladder, rescue, etc.) in future Fire & Rescue stations will be determined based on call volume and workload data. The location of needed stations is based on analysis conducted by the Fire & Rescue Association (FRA) to determine the greatest system coverage. Deployment location will be determined primarily by the priority level of the unit to be staffed, incident volume and geographical response time considerations.

The fire levy funds the land acquisition, planning/design, construction, equipment, occupancy and operating costs of new Fire & Rescue stations. The general fund has been the source for career staffing. To meet the demands of the community and the Comprehensive Plan standard, new Fire & Rescue stations should be planned and budgeted approximately every three years. At this time there is only one new Fire & Rescue station funded in the six year capital improvements program.

Public Safety Training Academy Expansion - An expansion of the Public Safety Training Center (PSTC) facility is needed to accommodate the growing needs of public safety agencies. A master plan space study completed in 2005 identified and confirmed the need for facility space with an additional 250,000 square feet. Training needs include classrooms, administrative space, auditorium, gymnasium, high bay, residential burn building, fuel facility, expanded firearms and rifle range, Public Works hub and building mock-up. Land acquisition (140 acres) is needed to support expansion of the PSTC.

A fuel facility is needed to support ongoing operations at the PSTC and future expansion plans. On any given day, over 100 County vehicles visit or are permanently assigned to the PSTC. It is becoming increasingly time consuming for staff to use other fuel facilities that are not readily accessible. The situation will worsen for lack of a fuel facility as additional facilities are constructed in the future accompanied by additional vehicles.

Parking expansion (200 spaces) is needed to support ongoing operations at the PSTC and for future growth and activity. Parking demands are exceeding the current supply of parking spaces on a regular basis. In the future, the situation will continue to worsen.

Changes Needed in Staffing Structure - In order for front line Fire & Rescue personnel to remain focused on the provision of direct services, sufficient infrastructure staffing is necessary to contribute to the overall effectiveness of service delivery, safety of our providers and the efficient use of our resources. Fire & Rescue has grown by 72% in uniform personnel over a ten year period. Such infrastructure needs include training staff, EMS management support, public education coordination, logistics, human resources, finance and information technology staffing. It is more cost effective to have non-uniform infrastructure positions perform many of the administrative and non-response functions as opposed to re-allocating a uniform trained firefighter from a field assignment to perform an essential support function.

Fire & Rescue System Vulnerability and Continuity of Service - The PWC fire and rescue system is a combined volunteer and career service. The primary emergency response units in each Fire & Rescue Station are an engine company and an ambulance. These are staffed by a combination of career and volunteer personnel to ensure 24/7 coverage. Career personnel staff the 13 Advanced Life Support (ALS) Medic Units in the county. There are also various specialty units including trucks, towers, tankers and rescue units that are staffed based on available career and volunteer personnel resources which are not staffed 24/7. The system has coverage challenges in both gaps of staffing for units that have no identified personnel to ensure coverage and in situations where volunteers cannot staff units.

National trends demonstrate significant challenges in the ability to recruit and retain personnel. Factors affecting recruitment and retention include increased training and certification requirements, longer commutes to their primary occupation and individuals not staying within the community where they were raised limits the volunteer pool,

competing social and civic priorities and professional and personal demands. Due to financial limitations, career personnel are not obtainable to staff all unstaffed units. If volunteers cannot cover their staffing responsibility on nights and weekends, Fire & Rescue career personnel will have to work overtime to ensure coverage to the residents in that area.

Systemwide Unit Deployment Analysis - The FRA is developing a unit deployment analysis in which GIS, workload and response data will be used to determine the appropriate number and location of units and resources needed to meet current and future service demands within the entire fire & rescue system. As the FRA develops unit deployment models and all members are deemed qualified via adopted training and certification requirements per rank or position, the FRA will be in a better position to determine current and future apparatus and staffing requirements to meet service demands and ensure continuity of coverage to the community.

General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Fire & Rescue's salary lapse changed by \$1,397 to -\$321,940.
- B. Increase in Retention Supplement** - After uniform Fire & Rescue employees are no longer on probation and are employed at least two years, they will receive an annual retention supplement between 3% and 5% depending on their tenure. Uniform personnel with the county between two and nine years will receive a 3% supplement. Once they have been employed with the County for at least ten years, the supplement is 5%. The supplement an employee can receive is capped at \$5,103. The Fire & Rescue supplement pay is increased \$150,688 in FY 15.
- C. Remove One-Time Costs** - Remove one-time costs associated with uniform FTE added in FY 14. The FY 14 budget included career staffing for a 24-hr ladder truck (12 FTEs). The funding source for these positions is the fire levy. The Fire & Rescue expenditure and revenue budgets are reduced by \$212,997.
- D. Full Year Costs for Emergency Medical Services (EMS) Billing Revenue Initiatives** - EMS billing revenue supports the addition of 12 uniform personnel to staff a new 24-hr career ALS medic unit. Due to recruit school and paramedic training schedules this new unit was only funded for five months in FY 14 (February 2014 - June 2014). In FY 15, EMS billing revenue will support the full year costs for these uniform personnel. The FY 15 EMS expenditure and revenue will increase by \$514,840.
- E. Internal Service Fund (ISF) Fleet** - The County allocates fleet costs to agencies through an ISF. Fleet Management is responsible for fuel, repairs and maintenance for County vehicles and equipment. In previous fiscal years, some of the general fund fleet budget was unallocated within Non-Departmental. Using FY 13 actuals the budget is being shifted to better reflect actual fleet costs within the agencies. In FY 15, Fire & Rescue's fleet budget will increase by \$344,037.
- F. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Fire & Rescue's technology bill decreased by \$257,976 to \$3,826,982.
- G. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$972. The increase supports existing service levels. The total donation amount provided to agency community partners is \$33,356 in FY 15. For additional detail please refer to the [Community Partners](#) section.

H. Line of Duty Act (LODA) Increase - This initiative funds increases in LODA costs for Fire & Rescue. In FY 13 the Virginia General Assembly required that localities establish an actuarially determined reserve to fund LODA costs for any certified law enforcement officer receiving benefits under the act. The LODA provides disability and death benefits for local public safety officers or their beneficiaries due to disability or death resulting from the performance of their duties. Based on the actuarial report, the Fire & Rescue LODA increase is \$704,000.

I. Compensation Increase - Compensation adjustments totaling \$931,105 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less	48%	46%	↓	50%	46%
EMS staff is skilled and reliable (community survey)	97%	97%	↔	98%	98%
Firefighting services are prompt and reliable (community survey)	98%	98%	↔	99%	99%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Emergency Response	\$40,474,065	\$43,743,430	\$42,285,463	\$45,355,451
Fire incidents responded to during career hours	2,402	2,408	2,400	2,450
EMS responses	11,844	11,122	11,200	11,200
Patients transported	14,186	8,147	13,000	8,300
Emergency Medical Services Administration	\$2,336,112	\$3,656,113	\$5,318,155	\$5,450,153
Uniform FTEs with ALS certification	36%	42%	40%	42%

A. Budget Reductions

1. Reduce EMS Billing Expenditure Budget and Designate Fund Balance for Future Equipment Replacement

Expenditure	(\$500,000)
Revenue	\$0
General Fund Impact	(\$500,000)
FTE Positions	0.00

a. Description - Effective July 1, 2011, Fire & Rescue implemented an EMS Billing program. The revenue generated from this program can be used to support systemwide purchases of emergency medical services equipment and supplies. On June 5, 2012, the Board of County Supervisors (BOCS) authorized Fire & Rescue ([BOCS Resolution 12-577](#)) to purchase cardiac monitors/defibrillators using the revenue collected from the EMS Billing program. On June 4, 2013, the BOCS authorized Fire & Rescue ([BOCS Resolution 13-372](#)) to purchase stretchers and stair chairs using EMS billing revenue. Since FY 12, the EMS Billing program budget has included \$500,000 for equipment lease and maintenance costs. It was determined that purchasing equipment instead of leasing is more cost effective. Since Fire & Rescue has purchased this equipment, the \$500,000 budget line will be eliminated from the FY 15 budget; however, the revenue that supports this expenditure will be designated in the EMS Billing program fund balance and will be used to replace the equipment in the future. This will be an annual \$500,000 fund balance designation in the five year plan.

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

B. Budget Initiatives

1. Add 24-hr Tanker Unit at Coles Station - Seven Positions

Expenditure	\$725,000
Revenue	\$0
General Fund Impact	\$725,000
FTE Positions	7.00

- a. **Description** - Career Fire & Rescue personnel staff four daytime tankers that provide water supply to non-hydrant and major transportation areas in PWC. Areas covered by hydrants provide unlimited water flow for firefighting application. Areas with no hydrants depend on a tanker to shuttle water into the scene for firefighting operations. In FY 13, there were a total of 473 calls requiring tanker dispatch. With 55% of Prince William County being non-hydrant, there is a need for 24-hour tanker staffing to assist in providing water supply in these areas. This initiative provides full-year funding and one-time outfitting costs for seven FTEs - two Fire & Rescue Technician IIs and five Fire & Rescue Technician Is.
- b. **Service Level Impacts** - A tanker force (three tankers and one engine) is dispatched on all structural fire responses in non-hydrant areas. This is a component of the PWC 8 minute response goal for structure fires. The CY 13 staffing level for the Coles District Tanker during evening and weekend hours was 21.69%. The total CY 13 Coles Tanker staffing was 48.37% which is attributable to career staffing during weekday daytime hours. This career staffing initiative will provide a staffing level of 100% 24 hours a day, seven days a week.

2. Add Daytime Career Transport Unit at Coles Station - Four Positions

Expenditure	\$450,444
Revenue	\$0
General Fund Impact	\$450,444
FTE Positions	4.00

- a. **Description** - Fire & Rescue staffs three ambulances providing Basic Life Support (BLS) during the daytime. With the increasing population and service delivery demands, there is a need for additional BLS transport units to be staffed by career personnel throughout the County. This initiative provides full-year funding and one-time outfitting costs for four FTEs - one Fire & Rescue Lieutenant, two Fire & Rescue Technician IIs and one Fire & Rescue Technician I.
- b. **Service Level Impacts** - A large majority of EMS incidents have an ALS unit responding due to the lack of dedicated BLS units. As a result, patients are treated and transported by personnel with a higher level of expertise than needed in some cases. This leads to the depletion of ALS units during daytime and evening hours as they respond to BLS calls. With the addition of a BLS unit, the transport unit response times are anticipated to decrease and a portion of the workload for the ALS units will be alleviated.

3. Annual Maintenance on Cardiac Monitors/Defibrillators

Expenditure	\$98,000
Revenue	\$98,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - On June 5, 2012, the BOCS authorized Fire & Rescue ([BOCS Resolution 12-577](#)) to purchase cardiac monitors/defibrillators using the revenue collected from the EMS Billing program. The contract to purchase the equipment included the first year of maintenance. This initiative funds the annual maintenance (Year two) on this equipment until its replacement, which is projected to have a five year lifecycle.
- b. **Service Level Impacts** - Existing service levels are maintained.

Office of the Chief

The Office of the Chief is under the direction of the Fire & Rescue Chief. The Fire & Rescue Chief is responsible for the overall operation and direction of the Prince William County Department of Fire & Rescue through the implementation of the county and department vision, mission and values, county strategic plan and Fire & Rescue Service Plan. The Office of the Chief consists of the Executive Officer to the Chief, Operational Medical Director and Assistant Fire Chiefs. In addition, the Fire & Rescue Chief is the chair of the Fire & Rescue Association which determines policy and procedures for all fire, rescue and medical service operations and advises the BOCS accordingly.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Emergency Medical Services (EMS) staff is skilled and reliable (community survey)	97%	97%	↔	98%	98%
Firefighting services are prompt and reliable (community survey)	98%	98%	↔	99%	99%
Advance Life Support (ALS) responses to all ALS emergencies in 8 minutes or less (systemwide)	84%	84%	↔	85%	86%
Basic Life Support (BLS) responses in 4 minutes or less (systemwide)	48%	46%	↓	48%	48%
Fire suppression unit on scene (fire only) in 4 minutes or less (systemwide)	39%	40%	↑	40%	40%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Leadership and Management Oversight	\$1,145,855	\$1,117,801	\$1,106,407	\$1,162,440
Volunteer members*	1,113	635	1,044	700
Fire incidents (systemwide)	5,631	5,927	5,600	5,700
EMS incidents (systemwide)	27,079	27,084	25,850	27,500
HAZMAT incidents	94	80	100	90

*Note - Historically, the number of volunteers reported included all affiliated department members. In FY 13 and going forward, the reported volunteer count will be active operational members that meet all requirements under County Code Chapter 9.1.

Community Safety

The Community Safety program is responsible for reducing hazards that contribute to the cause and spread of fire. This is demonstrated through code enforcement, fire and explosion investigations, fire protection system and plan reviews, community fire and life safety education and emergency management.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Fire related injuries per 100,000 population	10.16	5.50	↓	9.00	9.00
Inspections conducted on day requested	100%	100%	↔	98%	97%
Fire protection plan approval on first review	64%	64%	↔	72%	75%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Fire Marshal's Office (FMO)	\$3,073,796	\$3,650,591	\$3,289,339	\$3,562,849
Inspections conducted by code compliance inspectors	1,701	1,381	1,700	1,900
Operational use permits issued	324	396	480	400
Investigations	256	275	265	265
Community Relations	\$208,062	\$235,137	\$217,939	\$224,935
Child safety seat inspections	1,470	1,456	1,500	1,500
Public education program participants	28,300	20,000	28,600	25,000
Office of Emergency Management (OEM)	\$1,174,615	\$1,093,027	\$606,039	\$622,857
Complaints investigated	9	8	10	10
Training hours for emergency management	1,619	3,910	1,500	1,500

A. Budget Initiatives

1. FMO - Add Development Fee Supported Engineer IIs - Two Positions

Expenditure	\$154,920
Revenue	\$154,920
General Fund Impact	\$0
FTE Positions	2.00

- a. **Description** - On August 6, 2013 and January 4, 2013, [BOCS Resolutions 13-487](#) and [14-13](#), respectively, approved a total of eight future growth capacity positions supported by development fees. As previously established in [BOCS Resolution 12-742](#), the County Executive is authorized to fill the positions as necessitated by workload demands. Two of the eight approved positions were approved by the County Executive in FY 14; this action will incorporate them into the FY 15 budget.

- b. Service Level Impacts** – The percentage of fire protection plans approved on first review will increase 3%. (See the Program Key Measures above.)

2. FMO - Transfer \$100,000 to Development Services for Land Use Information System Enhancements

Expenditure	\$100,000
Use of Fund Balance	\$100,000
General Fund Impact	\$0
FTE Positions	0.00

- a. Description** - The Land Use Information System manages land and building development and code enforcement information. This system is currently being replaced. FMO is contributing \$100,000 toward system enhancements that were not initially included in the original project scope. This project is included in the FY 2015-2020 Capital Improvement Plan. See the [FY 2015-2020 Capital Improvement Program](#) pages for complete project detail.

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

3. FMO - Indirect Costs Transferred to the General Fund

Expenditure	\$41,349
Revenue	\$41,349
General Fund Impact	\$0
FTE Positions	0.00

- a. Description** - Indirect costs are expenditures charged by one unit of the County government for services rendered by another unit of the County government. These expenditures are reimbursed to the general fund for services rendered. This is the first year that FMO is paying indirect costs to the general fund. The indirect cost allocation expense for FMO is \$41,349 in FY 15.

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

Systems Support

The Systems Support Section is an internal customer service provider. The Systems support section manages department programs and activities from “behind the scenes” to ensure prompt, efficient and effective service to the community. This section includes human resources, training, administrative support, budgeting and accounting, planning and analysis, information technology, logistical support and communications. Both uniform and non-uniform members staff this section, providing diverse mix of internal services to the department and its members.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customer satisfaction with Systems Support	92%	89%	↓	—	93%
Fire & Rescue 911 emergency calls dispatched within 60 seconds	51%	42%	↓	52%	50%
OSHA Recordable Incident Rate among Fire & Rescue employees	10.9	9.5	↓	—	10.3
Uniform turnover rate without retirement	2.29%	3.23%	↑	4.69%	4.50%
Personnel in compliance with FRA uniform rank structure	—	—		—	75%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Human Resources	\$5,096,016	\$5,154,737	\$4,927,007	\$4,979,826
Students trained	5,254	8,171	5,750	7,400
Logistics	\$2,957,982	\$3,595,394	\$3,559,070	\$3,672,904
Warehouse orders processed	—	1,677	—	1,500
Breathing apparatus services conducted	—	3,079	—	2,200
Management Services	\$1,475,338	\$1,401,198	\$1,604,326	\$1,725,210
Accounting transactions processed	20,834	23,677	22,000	22,000
Communication and Information Technology (CIT)	\$1,967,928	\$3,097,819	\$4,216,039	\$5,145,000
Products produced	1,925	3,208	1,900	3,300
Health and Safety	\$1,382,698	\$1,390,656	\$1,295,547	\$1,343,756
Work hours lost due to injury	1,773	1,838	1,702	1,588

A. Budget Initiatives

1. Increase Public Safety Application Support

Expenditure	\$908,000
Revenue	\$908,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds 50% of the increase in maintenance support of the public safety technology systems. The maintenance is funded in the Technology Improvement Plan (TIP) Holding Account and the budget is located in the 4000 series, providing revenue to the Information Technology internal service fund. The remaining 50% of the maintenance is funded in the Police budget. Fire & Rescue's share of the general fund support for the maintenance of public safety systems in the TIP totals \$7,758,808, FY 16 through FY 19.

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

2. Add Technical Services Analyst II in CIT - One Position

Expenditure	\$86,642
Revenue	\$86,642
General Fund Impact	\$0
FTE Positions	1.00

a. Description - The Fire & Rescue CIT staff provide data and reports for the entire fire & rescue system. The data allows the FRA to determine optimal unit placement, prioritization of units staffed and the determination of minimum response capabilities per each Fire & Rescue station. The FRA has funded a part-time temporary position with the fire levy since FY 12. The workload justifies the need for a permanent full-time position; therefore, the FRA has endorsed the use of the fire levy to fund this position in the FY 15 budget.

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

3. Add Technical Services Specialist in Human Resources (Training) - One Position

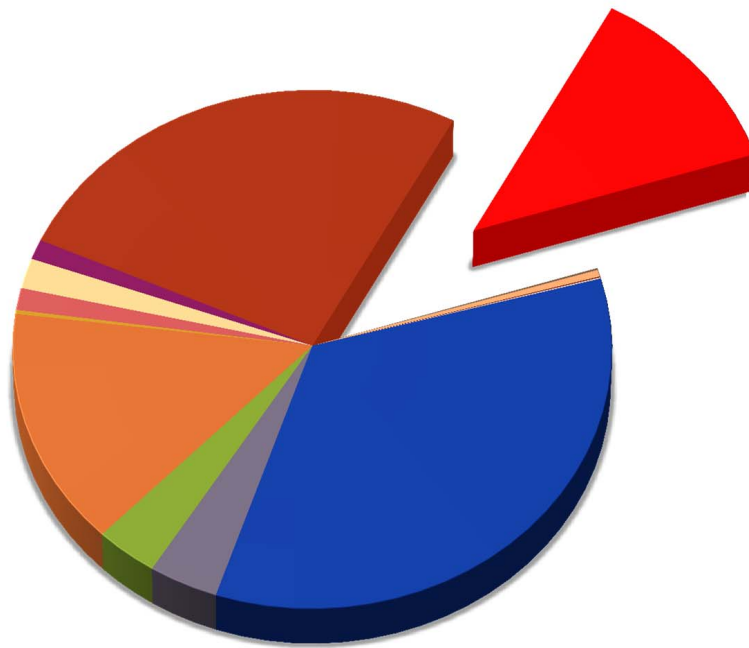
Expenditure	\$84,981
Revenue	\$84,981
General Fund Impact	\$0
FTE Positions	1.00

a. Description - The countywide Fire & Rescue system utilizes Blackboard online training to deliver training courses to emergency service providers in an efficient and effective manner. Funding to provide access for volunteer providers in this online training tool was included in the FY 14 adopted fire levy budget. The enhanced utilization of Blackboard within the countywide fire & rescue system justifies the need for a full-time position to ensure system functionality and optimal benefit for service provider. This position will oversee the escalation of content development, management and oversight, provide coordination between the Training Division and program managers responsible for course content, provide quality assurance of system functionality, troubleshoot provider issues and inquiries and be a dedicated liaison with the vendor for all system needs.

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

Mission Statement

The Volunteer Fire & Rescue Companies will ensure the delivery of quality, efficient, and effective fire protection, emergency medical services and safety education to the community of Prince William County.



Public Safety Expenditure Budget
\$279,640,186

Expenditure Budget:
\$34,247,269

12.3% of Public Safety

Programs:

- PWC Antioch - Station 24: \$616,831
- Buckhall - Station 16: \$697,975
- Coles - Station 6: \$844,782
- Dale City (Neabsco) - Station 10, 13, 18, 20: \$3,728,842
- Dumfries Fire - Station 3F, 17: \$1,533,644
- Dumfries Rescue - Station 3R, 17: \$681,407
- Evergreen - Station 15: \$620,072
- PWC Gainesville - Station 4: \$697,944
- Lake Jackson - Station 7: \$763,675
- Nokesville - Station 5, 25: \$1,621,057
- Occoquan - Station 2, 12, 14: \$3,118,866
- River Oaks - Station 23: \$510,300
- Stonewall Jackson - Station 11: \$928,492
- Yorkshire - Station 8: \$703,606
- Levy Support to F&R/PSCC: \$4,952,780
- Other: \$12,226,996

Mandates

The Volunteer Fire & Rescue Companies do not provide any federal or state mandated service. Some federal and state grants require certain activities be performed; however, these are not considered mandates since neither the Volunteer Companies nor the County are not obligated to accept the grant funding.

The Board of County Supervisors has enacted local mandates for which the Volunteer Fire Companies have responsibility.

County Code: Chapter 9.1 ([Fire Prevention and Protection](#))

FIRE & RESCUE COMPANIES, VOLUNTEER

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 PWC Antioch - Station 24	\$359,499	\$399,110	\$614,609	\$616,831	0.36%
2 Bacon Race	\$0	\$0	\$1,200,000	\$0	-100.00%
3 Buckhall - Station 16	\$758,304	\$1,161,763	\$806,440	\$697,975	-13.45%
4 Coles - Station 6	\$703,141	\$739,198	\$895,740	\$844,782	-5.69%
5 Dale City (Neabco) - Station 10, 13, 18, 20	\$2,969,613	\$3,522,081	\$3,756,026	\$3,728,842	-0.72%
6 Dumfries Fire - Station 3F, 17	\$1,464,184	\$1,645,627	\$1,671,144	\$1,533,644	-8.23%
7 Dumfries Rescue - Station 3R, 17	\$731,933	\$537,745	\$805,207	\$681,407	-15.37%
8 Evergreen - Station 15	\$1,020,473	\$586,656	\$708,091	\$620,072	-12.43%
9 PWC Gainesville - Station 4	\$491,229	\$577,738	\$693,710	\$697,944	0.61%
10 Lake Jackson - Station 7	\$780,740	\$892,097	\$851,595	\$763,675	-10.32%
11 Nokesville - Station 5, 25	\$1,382,044	\$1,345,839	\$1,777,727	\$1,621,057	-8.81%
12 Occoquan - Station 2, 12, 14	\$2,110,080	\$3,118,330	\$3,229,766	\$3,118,866	-3.43%
13 River Oaks - Station 23	\$356,975	\$292,047	\$508,360	\$510,300	0.38%
14 Stonewall Jackson - Station 11	\$660,383	\$1,187,296	\$886,872	\$928,492	4.69%
15 Yorkshire - Station 8	\$566,079	\$670,411	\$701,504	\$703,606	0.30%
16 800 MHz/MDT Technology Fund	\$2,119,690	\$4,979,233	\$1,512,170	\$1,424,207	-5.82%
17 County-wide Capital Fund	\$26,258,728	\$7,931,634	\$5,792,678	\$5,863,899	1.23%
18 Levy Support to F&R/PSCC	\$3,728,480	\$3,629,447	\$5,236,993	\$4,952,780	-5.43%
19 Length of Service Award Program (LOSAP) Premiums	\$0	\$0	\$0	\$1,386,990	—
20 Line of Duty Death Act (LODA)	\$177,049	\$77,000	\$175,000	\$625,900	257.66%
21 Systemwide Warehouse Lease Space	\$0	\$0	\$135,000	\$135,000	0.00%
22 FRA Board of Directors Set Aside	\$244,884	\$418,848	\$0	\$0	—
23 FRA Board of Directors Apparatus Fund	\$0	\$0	\$0	\$1,000,000	—
24 FRA Small Capital Improvement Project Fund	\$0	\$0	\$0	\$1,000,000	—
25 FRA Standardized Equipment Fund	\$0	\$0	\$0	\$50,000	—
26 FRA Membership Initiative	\$2,304	\$52,277	\$41,000	\$41,000	0.00%
27 NFPA Medical Physical Examinations	\$445,166	\$326,406	\$800,000	\$700,000	-12.50%
Total Expenditures	\$47,330,978	\$34,090,783	\$32,799,632	\$34,247,269	4.41%

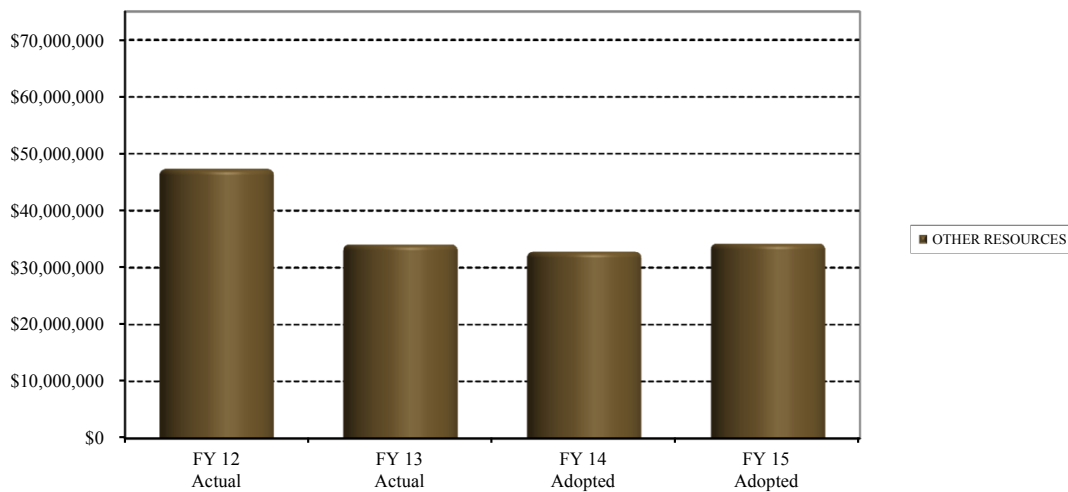
Expenditure by Classification

1 Personal Services	\$0	\$1,118	\$0	\$0	—
2 Fringe Benefits	\$177,049	\$77,086	\$175,000	\$625,900	257.66%
3 Contractual Services	\$3,847,231	\$4,593,489	\$4,958,996	\$4,994,309	0.71%
4 Internal Services	\$676,278	\$701,084	\$918,265	\$1,136,739	23.79%
5 Other Services	\$8,633,831	\$13,244,552	\$11,372,944	\$11,100,646	-2.39%
6 Debt Maintenance	\$184,974	\$338,947	\$516,485	\$395,485	-23.43%
7 Capital Outlay	\$4,617,835	\$3,762,119	\$5,491,611	\$6,378,946	16.16%
8 Leases & Rentals	\$128,576	\$206,625	\$213,775	\$248,368	16.18%
9 Reserves & Contingencies	\$0	\$0	\$1,142,607	\$1,155,607	1.14%
10 Transfers	\$29,065,206	\$11,165,763	\$8,009,949	\$8,211,269	2.51%
Total Expenditures	\$47,330,978	\$34,090,783	\$32,799,632	\$34,247,269	4.41%

Funding Sources

1 Revenue From Use of Money & Property	\$1,478,111	(\$525,415)	\$0	\$0	—
2 Miscellaneous Revenue	\$687,621	\$95,179	\$0	\$0	—
3 Revenue from Other Localities	(\$2,400)	\$0	\$0	\$0	—
4 Non-Revenue Receipts	\$14,909	\$18,946	\$0	\$0	—
5 Transfers	\$19,179,429	\$6,869,373	\$761,944	\$1,582,589	107.70%
Total Designated Funding Sources	\$21,357,670	\$6,458,083	\$761,944	\$1,582,589	107.70%
Net General Tax Support (Fire Levy)	\$30,776,901	\$32,313,702	\$33,040,000	\$34,470,000	4.33%
Net General Tax Support (Fire Levy)	65.02%	94.79%	100.73%	100.65%	
Contribution To/(Use Of) Fund Balance	\$4,803,593	\$4,681,002	\$1,002,312	\$1,805,320	
Use of Fund Balance for FRA BOD Apparatus Fund	\$0	\$0	\$0	(\$1,000,000)	
Designation of Fund Balance for Future Systemwide SCBA Replacement	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	

Expenditure History



General Overview

- A. Remove FY 14 One-time Costs for Ambulance Purchase** - The FY 14 budget included a \$500,000 transfer to the Fleet Division in Public Works for the purchase of two ambulances. This transfer is removed in the FY 15 budget.
- B. Remove FY 14 One-time Costs for Bacon Race Apparatus Purchases** - The FY 14 budget included \$1,200,000 for the purchase of the apparatus that will be located at the new station. This expenditure is removed in the FY 15 budget.
- C. Remove FY 14 One-time Costs for Ladder Truck Full Time Equivalents (FTE)** - Remove one-time costs associated with uniform FTE added in FY 14. The FY 14 budget included career staffing for a 24-hr ladder truck (12 FTEs). The funding source for these positions is the fire levy. The transfer to Fire & Rescue (Fire & Rescue) from the fire levy is reduced by \$212,997.
- D. Decrease in the Medical Physicals Budget** - The medical physical budget is reduced by \$100,000 to \$700,000 to more accurately reflect prior year actual expenditures. Over the past three years, the highest annual expenditure has been approximately \$450,000.
- E. Centralize Budget for Length of Service Award Program (LOSAP)** - The Prince William County Volunteer Fire and Rescue Personnel LOSAP was established in 1997 to provide tax-deferred income benefits to active volunteer members of a volunteer fire and rescue company. All volunteer fire and rescue companies within the Prince William County Fire and Rescue Association (FRA) collectively participate in LOSAP. Historically each volunteer company has been responsible for making its own LOSAP payment from their respective operating budgets. An independent audit conducted in FY 13 of the PWC LOSAP program included a recommendation to centralize the budget and payment to the policy holder. Therefore, the FY 15 budget shifts the LOSAP budgets from the individual companies to a newly established central LOSAP budget and an additional 10% is added to the central LOSAP to account for the fluctuation in the annual premium payments.

FIRE & RESCUE COMPANIES, VOLUNTEER

Centralized Budget for LOSAP	
	FY 14 Adopted
Nokesville	\$160,900
Dumfries Fire	\$160,000
Dumfries Rescue	\$125,000
Occoquan, Woodbridge, Lorton (OWL)	\$250,000
Dale City (Neabsco)	\$125,000
Stonewall Jackson	\$55,000
Coles	\$53,000
Yorkshire	\$42,000
Lake Jackson	\$90,000
Evergreen	\$90,000
Buckhall	\$110,000
Total FY 14 Adopted LOSAP Budget	\$1,260,900
10% of FY 14 Adopted	\$126,090
FY 15 Centralized LOSAP Budget	\$1,386,990

- F. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the FRA's technology bill increased by \$253,973 to \$867,850.
- G. Increase Bacon Race Project Budget** - The construction budget for Bacon Race is being increased \$1,496,715 to cover communication, furniture and fixture costs. The increase will be partially funded by fire levy funds (\$1,362,624) and the remainder will be covered through collected proffers (\$134,091). This project is included in the FY 2015-2020 Capital Improvement Plan. See the [FY 2015-2020 Capital Improvement Program](#) pages for complete project detail.
- H. Line of Duty Act (LODA) Increase** - This initiative funds an increase in LODA costs for the FRA volunteer members. In FY 13 the Virginia General Assembly required that localities establish an actuarially determined reserve to fund LODA costs for any certified law enforcement officer receiving benefits under the act. The LODA provides disability and death benefits for local public safety officers or their beneficiaries due to disability or death resulting from the performance of their duties. Based on the actuarial report, the volunteer LODA budget will be \$625,900, an increase of \$450,900 over the current budget.
- I. Increase in Transfer to Fire & Rescue for Personnel Support** - The transfer to the Fire & Rescue general fund is \$171,623 higher than last year. The FRA endorsed the creation of two new non-uniform positions in Fire & Rescue that support systemwide functions: one Technical Services Analyst II and one Technical Services Specialist. For more detail on these two positions, refer to the Fire & Rescue budget pages. As of FY 14, 47 Fire & Rescue FTEs are funded through the fire levy. With the addition of two FTE in FY 15 the total FTEs funded by the levy will be 49. The total transfer to Fire & Rescue is \$4,882,780.

FIRE & RESCUE COMPANIES, VOLUNTEER

- J. FRA Capital Improvement Small Project Fund** - The FRA has endorsed the establishment of a Capital Improvement Small Project Fund of \$1,000,000 in FY 15. The FRA will conduct a competitive process to address findings and recommendations from the consultant's 2010 Fire and Rescue Station Facilities Assessment Report. The FRA Budget Group will develop the competitive process and make recommendations to the FRA Executive Committee of project priorities.
- K. Competitive Process for Company Operating Budget Increases** - The FRA endorsed a competitive process for volunteer companies to request ongoing operating budget increases. Based on this competitive process, an additional \$377,800 is being distributed to the following companies:

Competitive Process for Company Operating Budget Increase		
Company	Description	FY 15 Increase
Dale City (Neabsco)	Vehicle Repair - Parts and Labor and SCBA Replacement	\$87,500
Dumfries Fire	Vehicle Maintenance Technician - Part-time	\$20,000
Occoquan, Woodbridge, Lorton (OWL)	Insurance and Vehicle Maintenance	\$133,000
Stonewall Jackson	Capital Apparatus Replacement and IT support	\$94,800
Yorkshire	Personal Protective Equipment and Audit Services	\$42,500
Total Increase in Operating Budgets		\$377,800

- L. Use of Fund Balance for FRA Board of Directors Apparatus Fund** - The FY 15 budget includes an additional \$1,000,000 set-aside from the fire levy fund balance by the FRA Board of Directors to provide matching funds for the replacement of specialty piece apparatus. This initiative was initially established in FY 13 with a \$500,000 budget.
- M. Designation of Fund Balance for Self Contained Breathing Apparatus (SCBA) Replacement** - The Fire & Rescue Health and Safety staff recommended a phased-in replacement of SCBA upon adoption of the new Occupational Safety & Health Administration (OSHA) standards in lieu of a complete systemwide replacement. The FY 15 budget includes a \$1,000,000 contribution for this initiative. The SCBA replacement fund has a projected FY 14 ending balance of approximately \$8.5 million.
- N. Adopted Levy Rate** - The FY 15 budget for Volunteer Fire & Rescue utilizes a levy rate of \$0.0707 which provides \$34,470,000 in fire levy revenue. The countywide fire levy is tied to real estate assessments and increases/decreases proportionately with the BOCS adopted real estate tax rate.

FIRE & RESCUE COMPANIES, VOLUNTEER

Program Summary

Volunteer Fire & Rescue (Systemwide)

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Turn out time in 1 minute or less	44%	44%	↔	45%	45%
Emergency incident responses to all Fire & Rescue emergencies in 4 minutes or less	48%	46%	↓	50%	46%
Fire suppression unit on scene (fire only) in 4 minutes or less	39%	40%	↑	40%	40%
Respond to initial first alarm assignment in 8 minutes or less	13%	5%	↓	25%	7%
Advanced Life Support responses to all ALS emergencies in 8 minutes or less	84%	84%	↔	85%	86%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Prince William County Antioch Fire & Rescue Station - Station 24

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Total Program Cost	\$359,499	\$399,110	\$614,609	\$616,831
Fire Emergency Response				
Fire incidents responded to by volunteer department	174	124	160	140
Fire incidents within first due area	82	81	75	84
Emergency Medical Service (EMS) Response				
EMS incidents responded to by volunteer department	496	516	505	505
EMS incidents responded to within first due area	248	242	260	260

A. Budget Initiatives

1. Increase Utilities and Fuel

Expenditure	\$2,222
Revenue	\$2,222
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Increase the utility and fuel budgets by approximately 2%.
- b. **Service Level Impacts** - Existing service levels are maintained.

Buckhall Volunteer Fire Department - Station 16

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Total Program Cost	\$758,304	\$1,161,763	\$806,440	\$697,975
Fire Emergency Response				
Fire incidents responded to by volunteer department	245	158	245	200
Fire incidents within first due area	56	56	65	60
EMS Response				
EMS incidents responded to by volunteer department	372	373	310	380
EMS incidents responded to within first due area	309	267	240	275

A. Budget Initiatives

1. Increase Utilities and Fuel

Expenditure	\$1,535
Revenue	\$1,535
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Increase the utility and fuel budgets by approximately 2%.
- b. **Service Level Impacts** - Existing service levels are maintained.

Coles Volunteer Fire Department & Rescue Squad - Station 6

Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
Total Program Cost	\$703,141	\$739,198	\$895,740	\$844,782
Fire Emergency Response				
Fire incidents responded to by volunteer department	312	198	330	300
Fire incidents within first due area	79	86	80	80
EMS Response				
EMS incidents responded to by volunteer department	446	407	540	540
EMS incidents responded to within first due area	313	277	345	345

A. Budget Initiatives and Shifts

1. Increase Utilities and Fuel; Other Budget Shifts

Expenditure	\$2,042
Revenue	\$2,042
Budget Shifts	\$70,890
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Fuel and utilities are increased by 2%. Coles shifted \$70,890 within the company expenditure budget to align the FY 15 operating budget with planned expenditures. For example \$15,000 is shifted to support the payment to volunteer company paid employees. The travel budget is increased \$12,000, the kitchen and office supply budgets in aggregate are increased \$10,000.
- b. **Service Level Impacts** - Existing service levels are maintained.

FIRE & RESCUE COMPANIES, VOLUNTEER

Dale City (Neabsco) Volunteer Fire Department - Station 10 Birchdale, Station 13 Hillendale, Station 18 Princedale, Station 20 Prince William Commons

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Total Program Cost	\$2,969,613	\$3,522,081	\$3,756,026	\$3,728,842
Fire Emergency Response				
Fire incidents responded to by volunteer department	1,746	1,160	1,790	1,500
Fire incidents within first due area	631	607	620	620
EMS Response				
EMS incidents responded to by volunteer department	5,911	5,353	6,445	5,500
EMS incidents responded to within first due area	3,120	3,042	3,075	3,100

A. Budget Initiatives and Shifts

1. Increase Utilities and Fuel; Other Budget Shifts

Expenditure	\$10,316
Revenue	\$10,316
Budget Shifts	\$449,353
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Fuel and utilities are increased by 2%. Dale City shifted \$449,353 within the company expenditure budget to align the FY 15 operating budget with planned expenditures. For example \$45,000 is shifted to support the payment to volunteer company paid employees. The following line item budgets are established:

New Line Item Budgets	
Capital Building Renovation	\$75,000
Auto Insurance Premiums	\$75,000
Building Grounds and Alarm Maintenance	\$40,000
Medical, Drug, Chemical Supplies	\$35,000
Cleaning Services	\$25,000

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

FIRE & RESCUE COMPANIES, VOLUNTEER

2. Competitive Process for Company Operating Budget Increases

Expenditure	\$87,500
Revenue	\$87,500
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The FRA endorsed a competitive process for volunteer companies to request ongoing operating budget increases. Please see Section K in the General Overview for more detail.
- b. **Service Level Impacts** - Existing service levels are maintained.

Dumfries-Triangle Volunteer Fire Department - Station 3 Dumfries, Station 17 Montclair, Station 23 River Oaks

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Total Program Cost	\$1,642,671	\$1,791,651	\$1,925,324	\$1,788,794
Fire Emergency Response				
Fire incidents responded to by volunteer department	1,005	682	950	800
Fire incidents within first due area	602	535	550	550
EMS Response				
EMS incidents responded to by volunteer department	2,228	2,273	2,040	2,250
EMS incidents responded to within first due area	3,244	2,993	3,000	3,000

A. Budget Initiatives and Shifts

1. Increase Utilities and Fuel; Other Budget Shifts

Expenditure	\$2,500
Revenue	\$2,500
Budget Shifts	\$250,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Fuel and utilities are increased by 2%. Dumfries Fire shifted \$250,000 within the company expenditure budget to align the FY 15 operating budget with planned expenditures. For example \$15,000 is shifted to support the payment to volunteer company paid employees. A Fire & Rescue vehicle line item budget is established with a \$193,000 shift.
- b. **Service Level Impacts** - Existing service levels are maintained.

2. Competitive Process for Company Operating Budget Increases

Expenditure	\$20,000
Revenue	\$20,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The FRA endorsed a competitive process for volunteer companies to request ongoing operating budget increases. Please see Section K in the General Overview for more detail.
- b. **Service Level Impacts** - Existing service levels are maintained.

Dumfries-Triangle Rescue Squad - Station 3 Dumfries, Station 17 Montclair, Station 23 River Oaks

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Total Program Cost	\$910,420	\$683,769	\$1,059,387	\$936,557
Fire Emergency Response				
Fire incidents responded to by volunteer department	173	110	150	150
Fire incidents within first due area	602	535	575	550
EMS Response				
EMS incidents responded to by volunteer department	3,679	3,845	3,300	3,600
EMS incidents responded to within first due area	3,244	2,993	3,200	3,200

A. Budget Initiatives and Shifts

1. Budget Increase and Shifts

Expenditure	\$1,200
Revenue	\$1,200
Budget Shifts	\$120,225
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Dumfries Rescue shifted \$120,225 within the expenditure budget to align the FY 15 operating budget with planned expenditures. For example \$80,000 is shifted to establish insurance premium budgets such as auto and property. An additional \$13,500 is shifted to increase the computer hardware and software budgets.
- b. **Service Level Impacts** - Existing service levels are maintained.

FIRE & RESCUE COMPANIES, VOLUNTEER

Evergreen Volunteer Fire Department & Rescue Squad - Station 15

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Total Program Cost	\$1,020,473	\$586,656	\$708,091	\$620,072
Fire Emergency Response				
Fire incidents responded to by volunteer department	159	116	200	150
Fire incidents within first due area	67	65	70	70
EMS Response				
EMS incidents responded to by volunteer department	272	294	320	320
EMS incidents responded to within first due area	205	205	230	230

A. Budget Initiatives and Shifts

1. Budget Increase and Shifts

Expenditure	\$1,981
Revenue	\$1,981
Budget Shifts	\$126,482
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Evergreen shifted \$126,482 within the company expenditure budget to align the FY 15 operating budget with planned expenditures. The Fire & Rescue protective gear, apparel, and supplies budget is increased \$34,000. An additional \$30,000 is shifted to increase the building repair and maintenance budget.
- b. **Service Level Impacts** - Existing service levels are maintained.

Prince William County Gainesville Fire & Rescue Station - Station 4

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Total Program Cost	\$491,229	\$577,738	\$693,710	\$697,944
Fire Emergency Response				
Fire incidents responded to by volunteer department	395	276	345	330
Fire incidents within first due area	211	230	190	200
EMS Response				
EMS incidents responded to by volunteer department	1,075	968	1,030	1,030
EMS incidents responded to within first due area	980	853	900	900

A. Budget Initiatives

1. Utility and Fuel Budget Increase

Expenditure	\$1,770
Revenue	\$1,770
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Increase the utility and fuel budgets by approximately 2%.
- b. **Service Level Impacts** - Existing service levels are maintained.

Lake Jackson Volunteer Fire Department - Station 7

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Total Program Cost	\$780,740	\$892,097	\$851,595	\$763,675
Fire Emergency Response				
Fire incidents responded to by volunteer department	245	180	250	240
Fire incidents within first due area	64	82	75	80
EMS Response				
EMS incidents responded to by volunteer department	869	804	920	900
EMS incidents responded to within first due area	300	277	310	310

FIRE & RESCUE COMPANIES, VOLUNTEER

A. Budget Initiatives and Shifts

1. Increase Utilities and Fuel; Other Budget Shifts

Expenditure	\$2,080
Revenue	\$2,080
Budget Shifts	\$15,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Fuel and utilities are increased by 2%. Lake Jackson shifted \$15,000 within the company expenditure budget to align the FY 15 operating budget with planned expenditures. The \$15,000 shift supports the payment to volunteer company paid employees.
- b. **Service Level Impacts** - Existing service levels are maintained.

Nokesville Volunteer Fire Department - Station 5 Nokesville, Station 25 Linton Hall

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Total Program Cost	\$1,382,044	\$1,345,839	\$1,777,727	\$1,621,057
Fire Emergency Response				
Fire incidents responded to by volunteer department	721	504	710	700
Fire incidents within first due area	282	248	265	265
EMS Response				
EMS incidents responded to by volunteer department	1,695	1,567	1,700	1,650
EMS incidents responded to within first due area	916	826	900	900

A. Budget Initiatives and Shifts

1. Increase Utilities and Fuel; Other Budget Shifts

Expenditure	\$4,230
Revenue	\$4,230
Budget Shifts	\$102,083
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Fuel and utilities are increased by 2%. Nokesville shifted \$102,083 within the company expenditure budget to align the FY 15 operating budget with planned expenditures. For example \$15,000 is shifted to support the payment to volunteer company paid employees. Approximately \$27,000 is shifted to contractual services: building/equipment/vehicle repair & maintenance, auditing, cleaning and copying/

FIRE & RESCUE COMPANIES, VOLUNTEER

printing. Approximately \$43,000 is shifted to outside services and supplies such as: postage, food, vehicle parts, operating supplies, footwear and nursery supplies.

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

Occoquan, Woodbridge, Lorton (OWL) Volunteer Fire Department - Station 2 Botts, Station 12 Spicer, Station 14 Hedges Run

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Total Program Cost	\$2,110,080	\$3,118,330	\$3,229,766	\$3,118,866
Fire Emergency Response				
Fire incidents responded to by volunteer department	1,507	1,016	1,580	1,400
Fire incidents within first due area	661	668	708	700
EMS Response				
EMS incidents responded to by volunteer department	5,242	5,064	5,850	5,300
EMS incidents responded to within first due area	3,125	2,957	3,150	3,150

A. Budget Initiatives and Shifts

1. Increase Utilities and Fuel; Other Budget Shifts

Expenditure	\$6,100
Revenue	\$6,100
Budget Shifts	\$93,070
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Fuel and utilities are increased by 2%. OWL shifted \$93,070 within the company expenditure budget to align the FY 15 operating budget with planned expenditures. For example \$31,000 is shifted to support the payment to volunteer company paid employees. An additional \$20,000 is shifted to capital Fire & Rescue equipment and vehicles purchases and \$10,000 is shifted to training.

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

2. Competitive Process for Company Operating Budget Increases

Expenditure	\$133,000
Revenue	\$133,000
General Fund Impact	\$0
FTE Positions	0.00

FIRE & RESCUE COMPANIES, VOLUNTEER

- a. **Description** - The FRA endorsed a competitive process for volunteer companies to request ongoing operating budget increases. Please see Section K in the General Overview for more detail.
- b. **Service Level Impacts** - Existing service levels are maintained.

Stonewall Jackson Volunteer Fire & Rescue Squad - Station 11

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Total Program Cost	\$660,383	\$1,187,296	\$886,872	\$928,492
Fire Emergency Response				
Fire incidents responded to by volunteer department	571	381	568	490
Fire incidents within first due area	379	387	380	380
EMS Response				
EMS incidents responded to by volunteer department	2,103	1,994	2,100	2,150
EMS incidents responded to within first due area	1,763	1,670	1,805	1,805

A. Budget Initiatives and Shifts

1. Increase Utilities and Fuel; Other Budget Shifts

Expenditure	\$1,820
Revenue	\$1,820
Budget Shifts	\$39,716
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Fuel and utilities are increased by 2%. Stonewall Jackson shifted \$39,716 within the company expenditure budget to align the FY 15 operating budget with planned expenditures. For example \$19,000 is shifted to building and equipment repairs and maintenance. An additional \$10,000 is shifted to cleaning, temporary contractual and legal services.
- b. **Service Level Impacts** - Existing service levels are maintained.

2. Competitive Process for Company Operating Budget Increases

Expenditure	\$94,800
Revenue	\$94,800
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The FRA endorsed a competitive process for volunteer companies to request ongoing operating budget increases. Please see Section K in the General Overview for more detail.
- b. **Service Level Impacts** - Existing service levels are maintained.

Yorkshire Volunteer Fire Department - Station 8

Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
Total Program Cost	\$566,079	\$670,411	\$701,504	\$703,606
Fire Emergency Response				
Fire incidents responded to by volunteer department	205	170	210	200
Fire incidents within first due area	73	70	72	70
EMS Response				
EMS incidents responded to by volunteer department	560	540	600	590
EMS incidents responded to within first due area	467	467	485	485

A. Budget Initiatives and Shifts

1. Budget Increase and Shifts

Expenditure	\$1,602
Revenue	\$1,602
Budget Shifts	\$28,623
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Yorkshire shifted \$28,623 within the company expenditure budget to align the FY 15 operating budget with planned expenditures. For example \$10,000 is shifted to fire & rescue protective gear and fire equipment supplies. An additional \$7,000 is shifted to building grounds and alarm system maintenance.

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

2. Competitive Process for Company Operating Budget Increases

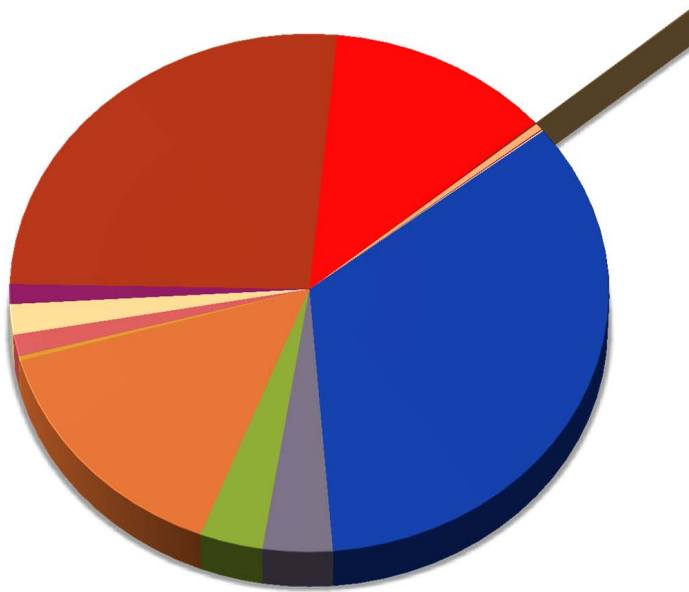
Expenditure	\$42,500
Revenue	\$42,500
General Fund Impact	\$0
FTE Positions	0.00

a. Description - The FRA endorsed a competitive process for volunteer companies to request ongoing operating budget increases. Please see Section K in the General Overview for more detail.

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

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.



Expenditure Budget:
\$266,598

0.1% of Public Safety

Program:

- Local Support: \$266,598

Public Safety Expenditure Budget
\$279,640,186

Mandates

The Code of Virginia mandates that every county shall provide a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#)

GENERAL DISTRICT COURT

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Local Support	\$182,302	\$206,052	\$262,378	\$266,598	1.61%
Total Expenditures	\$182,302	\$206,052	\$262,378	\$266,598	1.61%

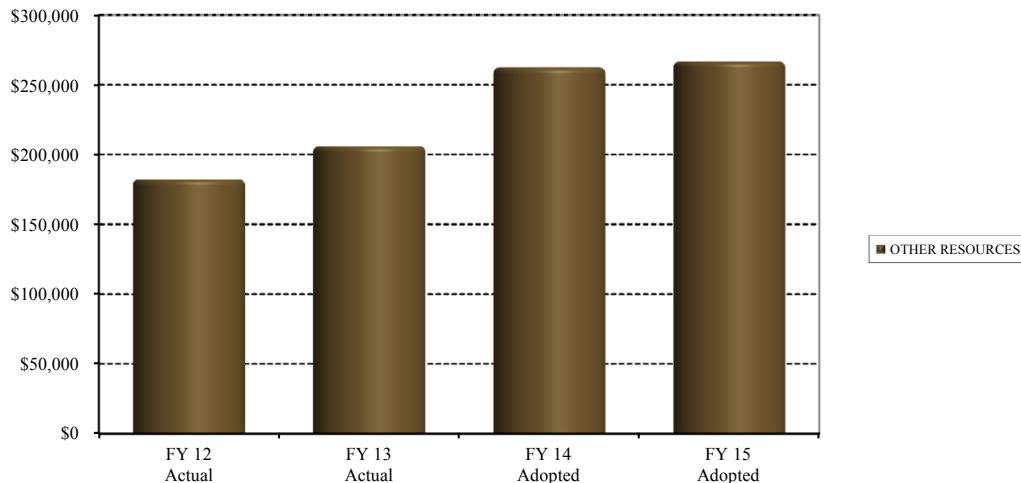
Expenditure by Classification

1 Personal Services	\$38,903	\$41,106	\$40,296	\$41,929	4.05%
2 Fringe Benefits	\$14,140	\$15,870	\$15,838	\$15,829	-0.06%
3 Contractual Services	\$72,515	\$75,135	\$125,850	\$125,850	0.00%
4 Internal Services	\$4,194	\$26,505	\$24,102	\$26,698	10.77%
5 Other Services	\$44,360	\$40,281	\$41,740	\$41,740	0.00%
6 Leases & Rentals	\$8,190	\$7,155	\$14,552	\$14,552	0.00%
Total Expenditures	\$182,302	\$206,052	\$262,378	\$266,598	1.61%

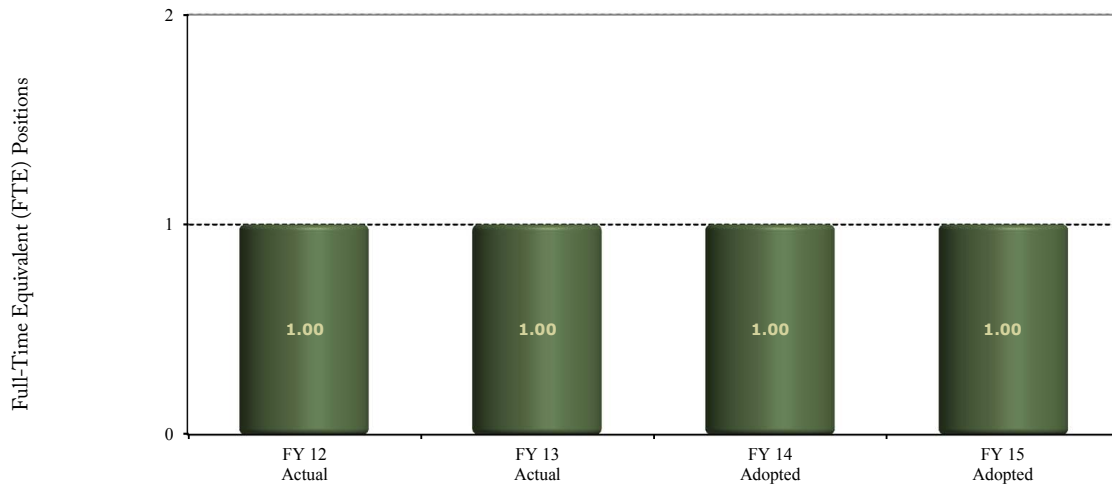
Funding Sources

1 Fines & Forfeitures	\$2,479,636	\$2,366,685	\$2,327,430	\$2,327,430	0.00%
2 Revenue From Use of Money & Property	\$23,176	\$30,973	\$17,000	\$17,000	0.00%
3 Charges for Services	\$39,356	\$44,984	\$25,500	\$25,500	0.00%
4 Revenue From Commonwealth	\$0	\$0	\$23,000	\$23,000	0.00%
Total Designated Funding Sources	\$2,542,168	\$2,442,642	\$2,392,930	\$2,392,930	0.00%
Net General Tax Support	(\$2,359,866)	(\$2,236,590)	(\$2,130,552)	(\$2,126,332)	-0.20%
Net General Tax Support	-1294.48%	-1085.45%	-812.02%	-797.58%	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Local Support	1.00	1.00	1.00	1.00
Full-Time Equivalent (FTE) Total	1.00	1.00	1.00	1.00

Note: The FY 15 number reflects County supported positions only. There are 38.50 state positions in the General District Court.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the General District Court's technology bill changes by \$2,596 to \$26,698.
- B. Compensation Increase** - Compensation adjustments totaling \$219 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Local Support

There is a general district court in each city and county in Virginia. The general district court handles traffic violations, hears minor criminal cases known as misdemeanors and conducts preliminary hearings for more serious criminal cases called felonies.

General district courts have exclusive authority to hear civil cases with claims of \$4,500 or less and share authority with the circuit courts to hear cases with claims between \$4,500 and \$25,000. Examples of civil cases are landlord and tenant disputes, contract disputes and personal injury actions.

All General District Court personnel are state employees with the exception of one locally funded position.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Traffic, Criminal and Civil cases	133,490	125,084	↓	125,084	137,500
Final judgments	71,386	68,339	↓	—	74,000
Waived/Removed	53,232	49,566	↓	—	54,000
Cases concluded	134,290	126,392	↓	—	138,000
Percent of cases concluded	93%	93%	↔	—	93%

↑ Trending Upward ↔ Stable ↓ Trending Downward

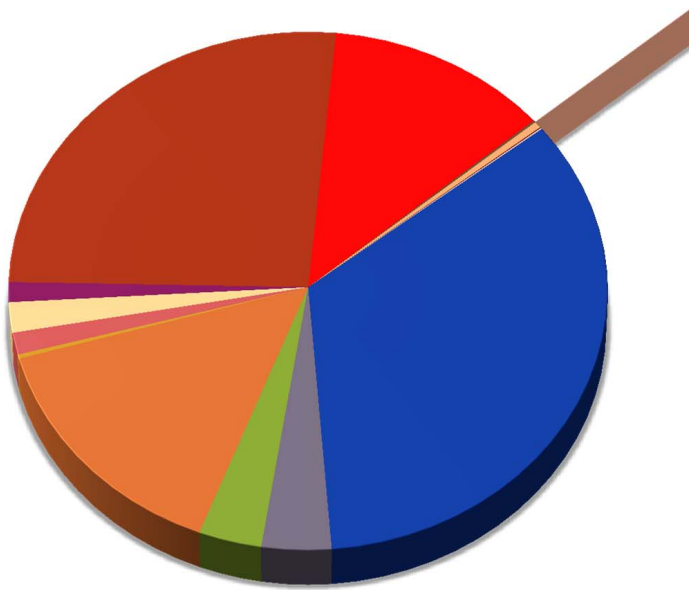
Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Traffic and Criminal Case Management	\$180,372	\$204,857	\$260,993	\$265,096
Traffic and criminal cases processed	101,725	95,379	103,000	103,000
Civil Case Management	\$1,930	\$1,195	\$1,385	\$1,502
Civil cases processed	31,765	29,705	34,500	34,500

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.



Expenditure Budget:
\$102,708

0.04% of Public Safety

Program:

■ Local Support: \$102,708

Public Safety Expenditure Budget
\$279,640,186

Mandates

The Code of Virginia mandates that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#)

JUVENILE & DOMESTIC RELATIONS COURT

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Local Support	\$57,544	\$88,849	\$101,184	\$102,708	1.51%
Total Expenditures	\$57,544	\$88,849	\$101,184	\$102,708	1.51%

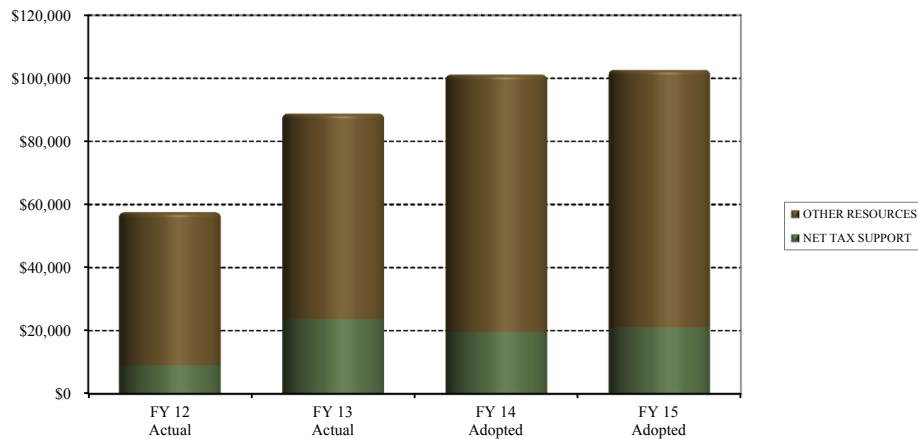
Expenditure by Classification

1 Contractual Services	\$10,228	\$8,288	\$8,939	\$10,939	22.37%
2 Internal Services	\$2,894	\$21,175	\$19,258	\$20,782	7.91%
3 Other Services	\$23,910	\$45,007	\$52,987	\$51,987	-1.89%
4 Leases & Rentals	\$20,512	\$14,379	\$20,000	\$19,000	-5.00%
Total Expenditures	\$57,544	\$88,849	\$101,184	\$102,708	1.51%

Funding Sources

1 Fines & Forfeitures	\$44,024	\$42,272	\$59,582	\$59,582	0.00%
2 Revenue From Use of Money & Property	\$860	\$1,003	\$731	\$731	0.00%
3 Charges for Services	\$3,654	\$1,385	\$0	\$0	—
4 Revenue From the Commonwealth	\$0	\$20,487	\$21,204	\$21,204	0.00%
Total Designated Funding Sources	\$48,538	\$65,147	\$81,517	\$81,517	0.00%
Net General Tax Support	\$9,006	\$23,702	\$19,667	\$21,191	7.75%
Net General Tax Support	15.65%	26.68%	19.44%	20.63%	

Expenditure History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Local Support	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	0.00	0.00	0.00	0.00

Note: There are 28.70 state positions in the Juvenile Relations Court. There are no county positions.

General Overview

A. Internal Service Fund (ISF) Technology Billing - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Juvenile & Domestic Relations Court's technology bill increased by \$1,524 to \$20,782.

Program Summary

Local Support

There is a juvenile and domestic relations district court in each Virginia city and county. In Virginia, a juvenile is any person under 18 years of age. The juvenile and domestic relations district court hears all matters involving juveniles such as criminal or traffic matters. Juvenile delinquency cases involve a minor under the age of 18 who has been accused of committing an offense that would be considered criminal if committed by an adult. Other juvenile offenses may be referred to as status offenses. Status offenses are those acts that are unlawful only because they are committed by a minor.

In addition, this court handles other matters involving the family such as custody, support and visitation. The court also hears family abuse cases, cases where adults have been accused of child abuse or neglect and criminal cases where the defendant and alleged victim are family or household members.

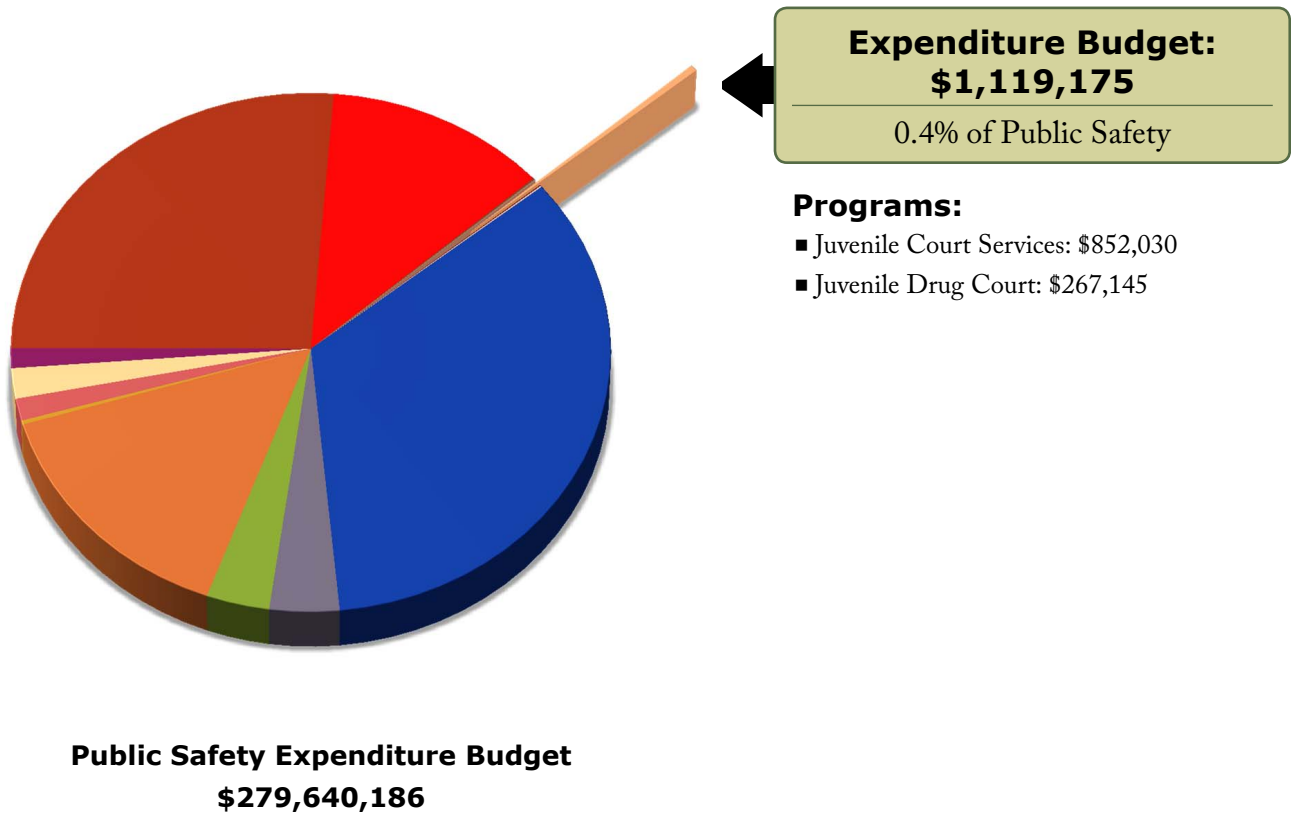
Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Juvenile cases continued from prior years	16,194	17,675	↑	16,723	17,112
Adult cases continued from prior years	14,637	15,838	↑	15,850	16,120
↑ Trending Upward ↔ Stable ↓ Trending Downward					

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Juvenile Court Case Management	\$35,052	\$60,545	\$67,796	\$69,320
New juvenile cases	11,713	11,409	11,900	11,840
Adult Court Case Management	\$22,492	\$28,304	\$33,388	\$33,388
New adult cases	9,197	9,435	10,200	9,710

Mission Statement

The Juvenile Court Service Unit will enhance public safety by providing community services and supervision using a graduated continuum of sanctions and rewards while working in close collaboration with judicial, law enforcement, education and human services agencies.



Mandates

Prince William County operates under a state mandate to provide intake services and standard supervision to juveniles placed on probation and parole. The Juvenile Court Service Unit provides these mandated services.

State Code: [16.1-234](#), [16.1-235](#), [16.1-237](#), [16.1-235.1](#), [16.1-255](#), [16.1-260](#)

JUVENILE COURT SERVICE UNIT

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Juvenile Court Services	\$755,426	\$850,063	\$823,211	\$852,030	3.50%
2 Juvenile Drug Court	\$202,188	\$250,225	\$259,123	\$267,145	3.10%
Total Expenditures	\$957,614	\$1,100,288	\$1,082,334	\$1,119,175	3.40%

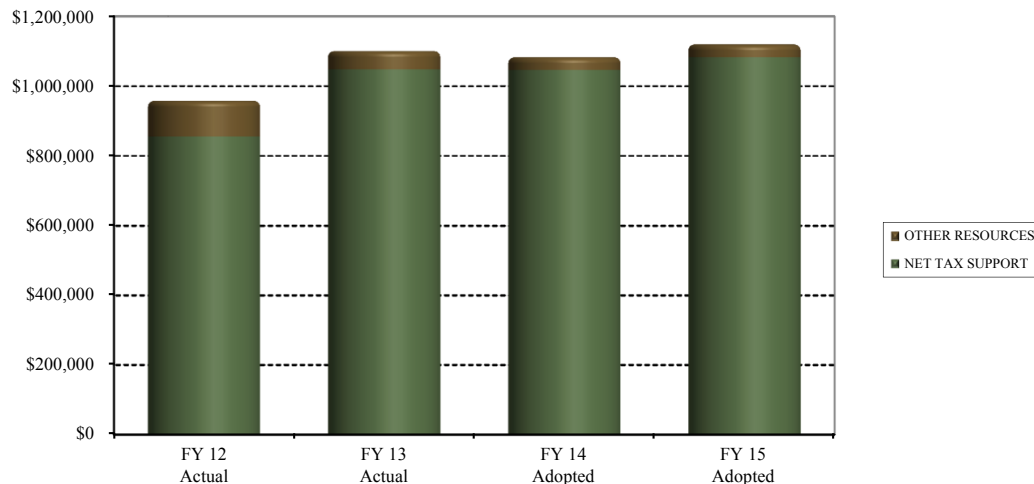
Expenditure by Classification

1 Personal Services	\$470,685	\$514,243	\$534,998	\$565,681	5.74%
2 Fringe Benefits	\$136,829	\$170,391	\$168,901	\$171,475	1.52%
3 Contractual Services	\$265,605	\$289,789	\$275,954	\$275,954	0.00%
4 Internal Services	\$60,861	\$96,965	\$79,282	\$82,866	4.52%
5 Other Services	\$22,092	\$25,605	\$26,065	\$26,065	0.00%
6 Leases and Rentals	\$1,542	\$1,497	\$1,582	\$1,582	0.00%
7 Reserves and Contingencies	\$0	\$0	(\$4,448)	(\$4,448)	0.00%
8 Transfers	\$0	\$1,798	\$0	\$0	—
Total Expenditures	\$957,614	\$1,100,288	\$1,082,334	\$1,119,175	3.40%

Funding Sources

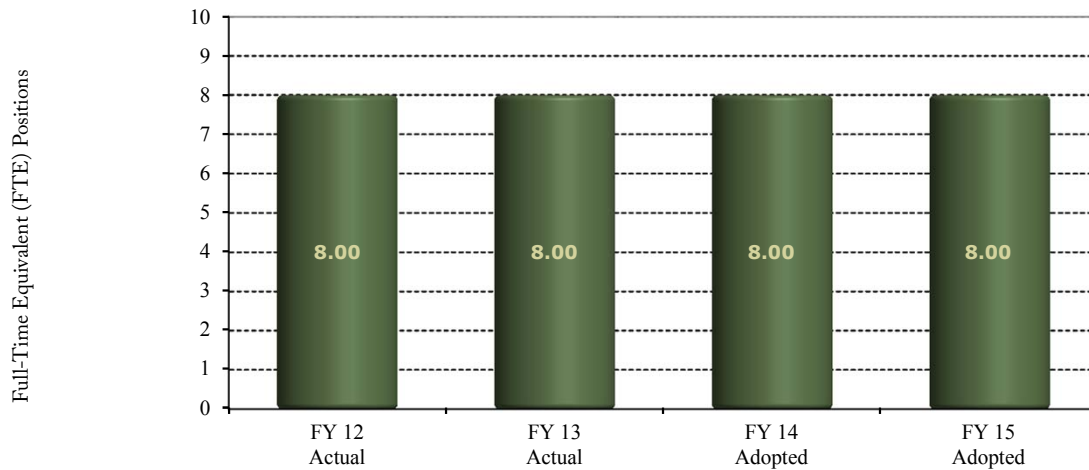
1 Revenue From Other Localities	\$604	\$334	\$334	\$334	0.00%
2 Revenue From Commonwealth	\$6,091	\$5,748	\$5,264	\$5,264	0.00%
3 Revenue From Federal Government	\$94,951	\$45,316	\$30,045	\$30,045	0.00%
Total Designated Funding Sources	\$101,646	\$51,398	\$35,643	\$35,643	0.00%
Net General Tax Support	\$855,968	\$1,048,890	\$1,046,691	\$1,083,532	3.52%
Net General Tax Support	89.39%	95.33%	96.71%	96.82%	

Expenditure History



JUVENILE COURT SERVICE UNIT

Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Juvenile Court Services	6.00	6.00	6.00	6.00
2 Juvenile Drug Court	2.00	2.00	2.00	2.00
Full-Time Equivalent (FTE) Total	8.00	8.00	8.00	8.00

Note: Agency has a total of 52.80 FTE including 49.80 FTE State and 8.00 FTE County.

Future Outlook

Increased Demand for Interpretive Services - In the past two years there has been an influx of Spanish-speaking persons seeking services and Spanish-speaking youth placed on probation. This has resulted in an increased demand for interpretive services in all phases of the juvenile justice system, including intake, court proceedings, probation, parole and Comprehensive Services Act.

Rise in Human Trafficking Cases - Another trend is the increase in the human trafficking (sex trafficking) of young girls by gangs in the region. The Prince William Human Trafficking Task Force was formed in March 2013, and the PWC Schools have begun to address the issue as directed by recently enacted legislation (July 2013). There has been an increase of these types of cases on probation and the demand for services through Comprehensive Services Act, such as specialized residential treatment programs, has increased as a result.

Substance Abuse Services for Juveniles - There has been an increase in demand for a comprehensive continuum of substance abuse services for juveniles. There is a need for an intermediate level of services to address the problems identified in the more basic substance abuse education curriculum that do not rise to the intensive level of services that are provided by the Drug Court program.

Increasing Domestic Relations Cases - Finally, there has been an increase in the number of Domestic Relations cases such as custody, support and family abuse protective orders from domestic violence situations coming into the system. Juvenile involved protective orders formally heard by the General District Court now come under the Juvenile & Domestic Relations Court (JDRC) as a result of recently enacted legislation (July 2013). This has increased the demand for services provided by the Juvenile Court Service Unit (JCSU) intake activity, and will increase the demand for mediation services.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, JCSU's technology bill increased by \$3,584 to \$71,561.
- B. Compensation Increase** - Compensation adjustments totaling \$15,865 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Juvenile Court Services

Provides supervision to juveniles on probation/parole and enhances JDRC services by processing complaints or petitions against juveniles to access domestic issues such as family abuse, child support, custody and visitation.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Delinquent first-time offenders diverted from court as a percent of total delinquency cases processed	22%	27%	↑	28%	28%
Intensive supervision client offenders not re-offending within two years (new delinquent offenses only)	71%	68%	↓	66%	67%
Customers satisfied with service	85%	92%	↑	89%	89%
Total mediated disputes resolved by agreement	71%	73%	↑	72%	72%

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Intake Services	\$67,350	\$70,084	\$81,930	\$81,787
Total cases	8,950	9,104	8,446	8,643
Standard Supervision Services	\$146,045	\$194,555	\$155,953	\$161,521
Juveniles supervised monthly	510	465	504	486
Gang Response Intervention Team community presentations	—	19	14	14
Intensive Supervision Services	\$425,718	\$466,344	\$466,287	\$489,548
Juveniles served	156	137	—	135
Dispute Resolution Services	\$116,315	\$119,080	\$119,041	\$119,174
Total referrals	2,988	3,564	2,755	3,000

JUVENILE COURT SERVICE UNIT

Juvenile Drug Court

Utilizes judicial interventions and intensive probation supervision with a range of comprehensive substance abuse treatment and services to reduce repeated delinquent behavior in non-violent substance abusing juveniles.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Juveniles improving in school while in the program	99%	99%	↔	94%	95%
Juveniles successfully completing program	33%	40%	↑	25%	30%

↑ Trending Upward

↔ Stable

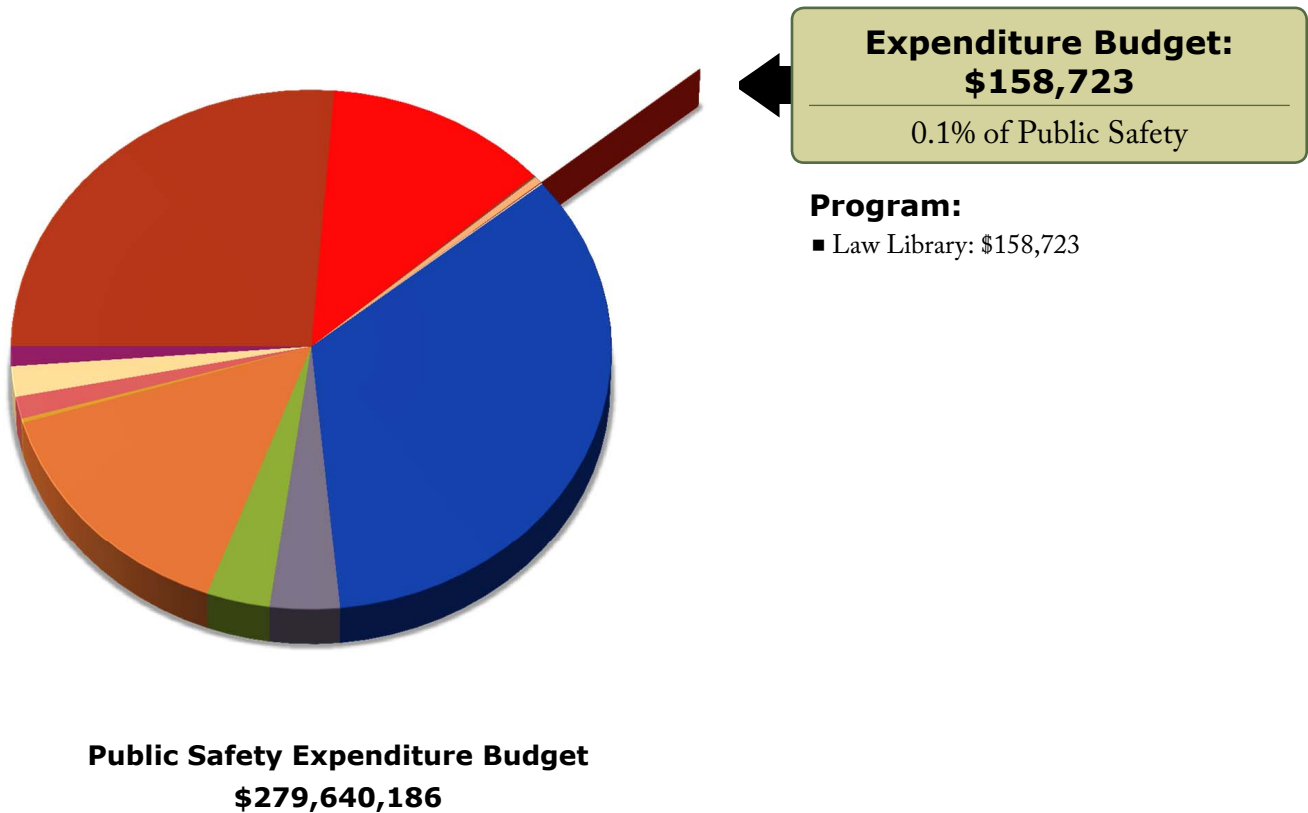
↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Juvenile Drug Court	\$202,188	\$250,225	\$259,123	\$267,145
Juveniles provided substance abuse services	24	19	32	55

Mission Statement

The mission of the Law Library is to provide access to and instruction in the use of legal information resources to the courts, public, bar association members and the legal community. To communicate information and knowledge with the creative and innovative use of technology. To collect, organize and preserve legal information in an environment conducive to serious research and scholarship.



Mandates

The Code of Virginia allows the local governing body to assess a fee not in excess of four dollars on each civil action. The fee shall be used to support staff, books and equipment of the law library. The law library is located in the County Courthouse in Manassas.

State Code: [42.1-70](#)

County Code: Chapter 2 ([Law Library](#))

LAW LIBRARY

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Law Library	\$142,586	\$143,923	\$161,064	\$158,723	-1.45%
Total Expenditures	\$142,586	\$143,923	\$161,064	\$158,723	-1.45%

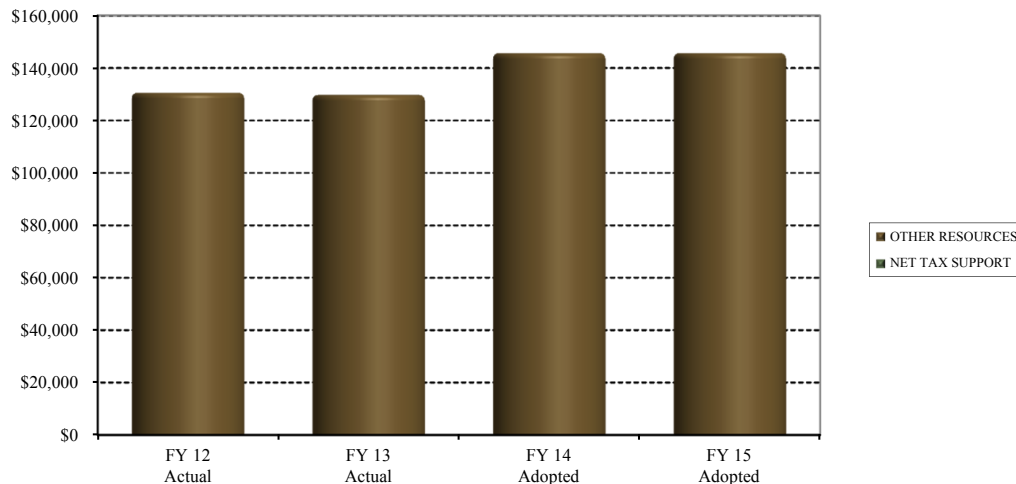
Expenditure by Classification

1 Personal Services	\$83,601	\$85,045	\$86,591	\$90,706	4.75%
2 Fringe Benefits	\$24,754	\$27,704	\$34,292	\$27,806	-18.91%
3 Contractual Services	\$681	\$65	\$3,500	\$3,500	0.00%
4 Internal Services	\$5,546	\$6,585	\$6,372	\$6,402	0.47%
5 Other Services	\$27,727	\$23,552	\$26,954	\$26,954	0.00%
6 Leases & Rentals	\$277	\$972	\$3,355	\$3,355	0.00%
Total Expenditures	\$142,586	\$143,923	\$161,064	\$158,723	-1.45%

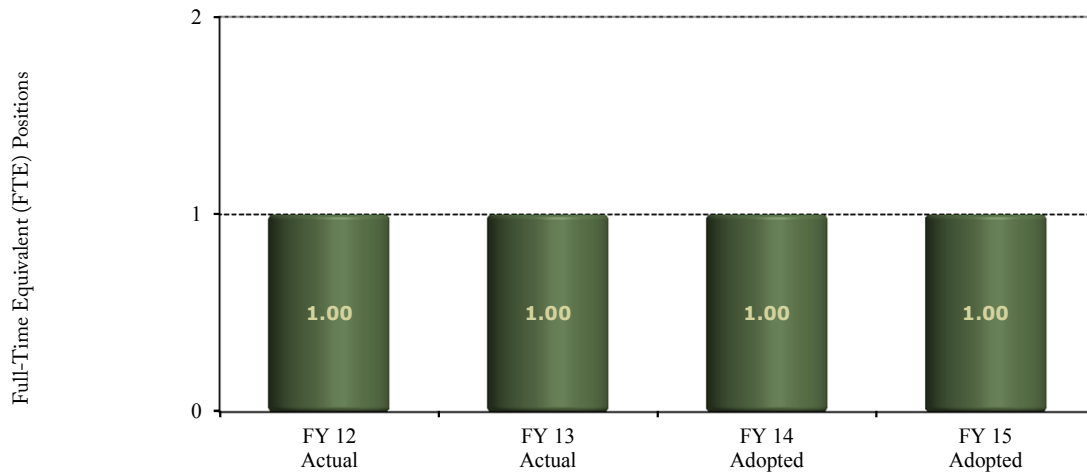
Funding Sources

1 Revenue From Use of Money & Property	\$1,272	(\$305)	\$500	\$500	0.00%
2 Charges for Services	\$129,315	\$130,072	\$145,170	\$145,170	0.00%
3 Net (Increase)/Decrease to Subfund Balance	\$11,999	\$14,156	\$15,394	\$13,053	-15.21%
Total Designated Funding Sources	\$130,587	\$129,767	\$145,670	\$145,670	0.00%
Contribution To/(Use Of) Subfund balance	(\$11,999)	(\$14,156)	(\$15,394)	(\$13,053)	-15.21%
Net General Tax Support	\$0	\$0	\$0	\$0	—
Net General Tax Support	0.00%	0.00%	0.00%	0.00%	

Expenditure History



Staffing History



Staffing by Program



		FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1	Law Library	1.00	1.00	1.00	1.00
Full-Time Equivalent (FTE) Total		1.00	1.00	1.00	1.00

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Law Library's technology bill increased by \$30 to \$6,402.
- B. Compensation Increase** - Compensation adjustments totaling \$1,054 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-

Departmental.

Program Summary

Law Library

Provides and facilitate 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, cataloguing, processing and collection preservation in accord with minimum American Association of Law Library standards.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Materials maintained in Print Collection meeting American Association of Law Librarian Standards	70%	70%	↔	70%	70%
Materials maintained in Online Collection meeting American Association of Law Librarian Standards	87%	87%	↔	87%	87%
Users satisfied with Law Library services	95%	96%	↑	95%	95%

↑ Trending Upward

↔ Stable

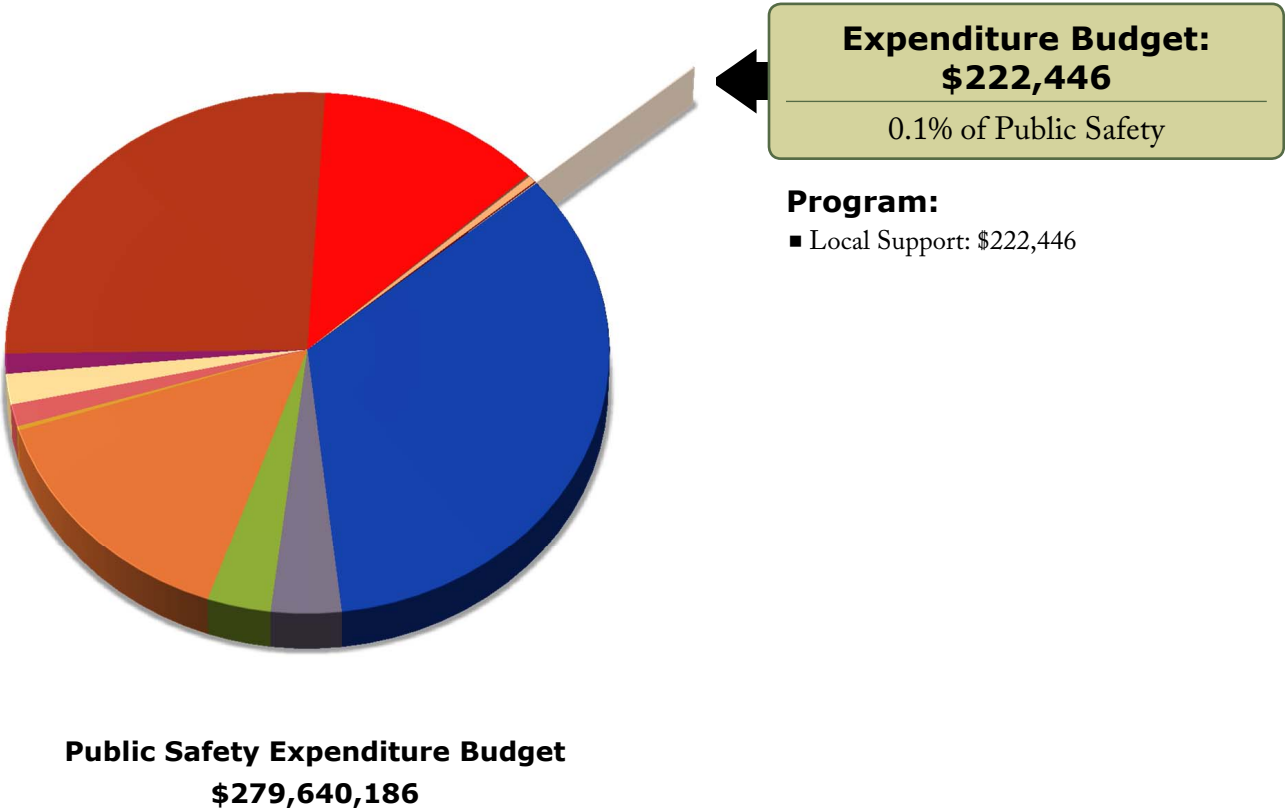
↓ Trending Downward

Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Law Library Services	\$142,586	\$143,923	\$161,064	\$158,723
Reference inquiries completed within three days	99%	99%	99%	99%
Reference assistance requests	5,269	6,385	4,886	5,666

Mission Statement

The mission of the Magistrates' Office is to provide judicial services and accomplish statutory responsibilities to Prince William County, the Cities of Manassas and Manassas Park and the Towns of Dumfries, Occoquan, Quantico and Haymarket on a 24-hour per day, 365 days per year basis.



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.

State Code: [19.2-34](#); [16.1-69.33](#)

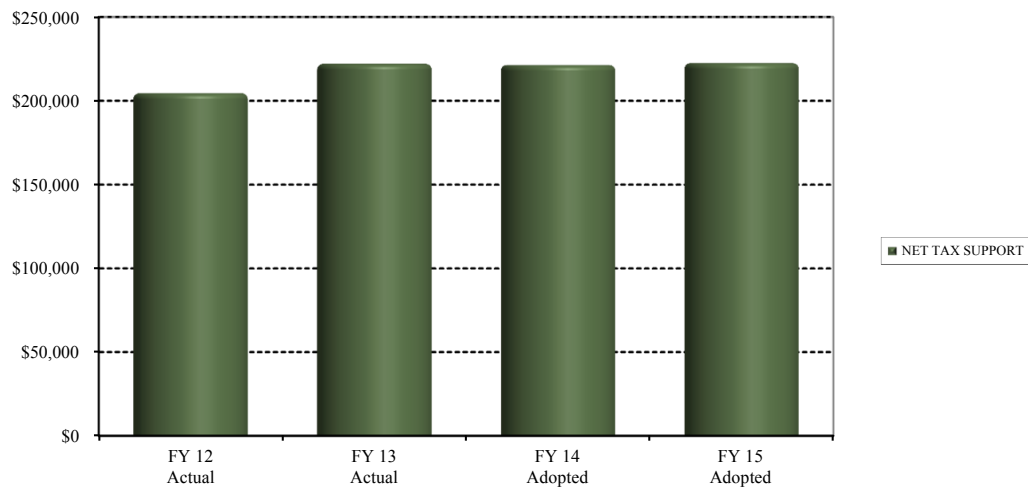
Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Local Support	\$204,466	\$222,006	\$221,389	\$222,446	0.48%
Total Expenditures	\$204,466	\$222,006	\$221,389	\$222,446	0.48%

Expenditure by Classification

1 Personal Services	\$184,408	\$184,408	\$184,408	\$184,408	0.00%
2 Fringe Benefits	\$14,107	\$14,107	\$14,108	\$14,108	0.00%
3 Contractual Services	\$1,249	\$1,224	\$1,250	\$1,250	0.00%
4 Internal Services	\$0	\$16,966	\$15,908	\$16,965	6.64%
5 Other Services	\$4,702	\$5,301	\$4,313	\$4,313	0.00%
6 Leases & Rentals	\$0	\$0	\$1,402	\$1,402	0.00%
Total Expenditures	\$204,466	\$222,006	\$221,389	\$222,446	0.48%
Net General Tax Support	\$204,466	\$222,006	\$221,389	\$222,446	0.48%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	

Expenditure History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Local Support	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	0.00	0.00	0.00	0.00

Note: There are 17.00 state positions in the Magistrates' Office. There are no county positions.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Magistrates technology bill increased by \$1,057 to \$16,965.

Program Summary

Local Support

Magistrates are independent judicial officers who work directly for the Supreme Court of Virginia, Office of the Executive Secretary. The principal function of the magistrate is to provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the general public. Magistrate duties include issuing various types of processes such as arrest warrants, summonses, bonds, search warrants and medical detention orders. Magistrates also conduct bail hearings in instances in which an individual is arrested on a warrant charging him or her with a criminal offense. Magistrates provide services 24-hours per day, 365 days per year to Prince William County, the cities of Manassas and Manassas Park and the towns of Dumfries, Occoquan, Quantico and Haymarket.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Cost per criminal process handled	\$4.77	NA		\$4.84	NA
Total criminal processes administered per Magistrate	3,890	NA		4,159	NA

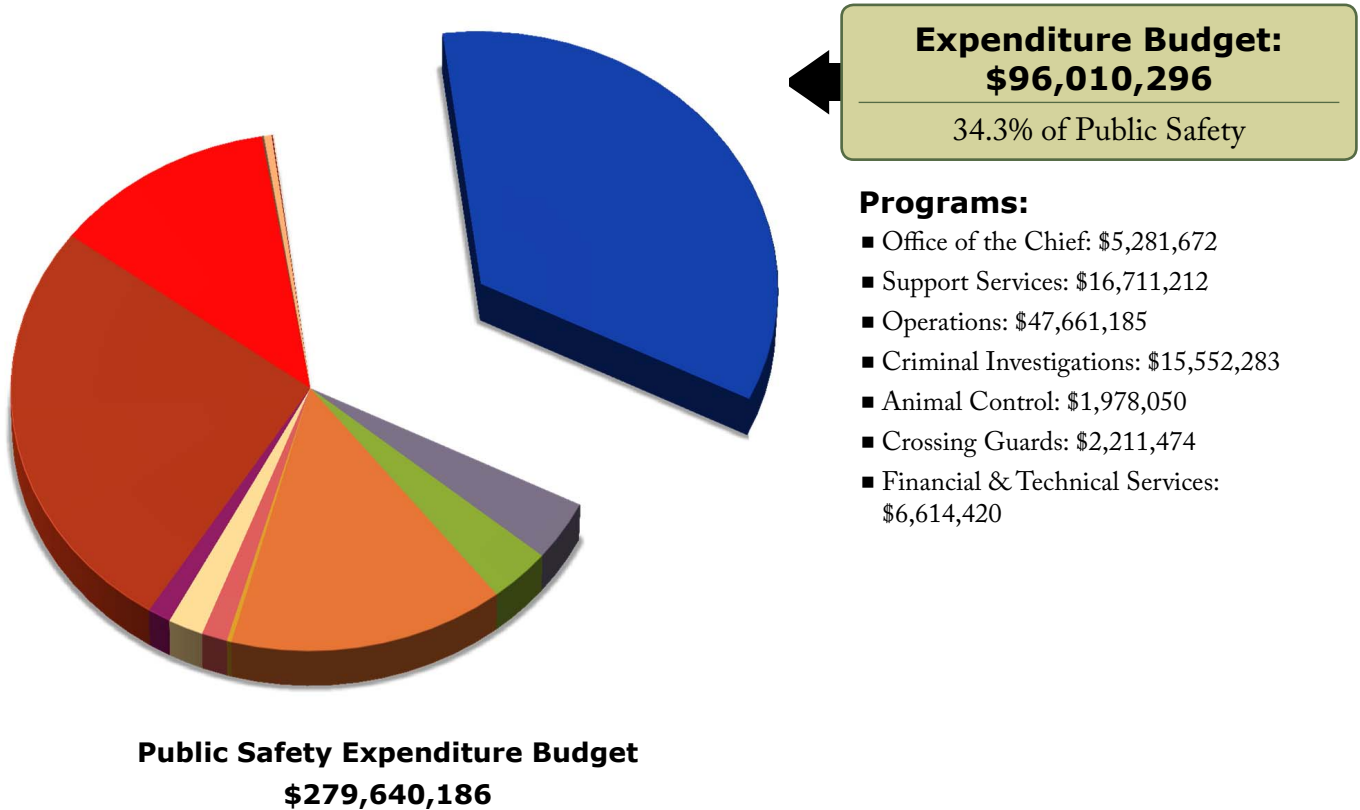
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Program Activities & Workload Measures

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
Magistrates Services	\$204,466	\$222,006	\$221,389	\$222,446
Total criminal processes handled	42,797	NA	45,749	NA

Mission Statement

The Police Department will enhance the quality of life by providing police services through shared responsibility with the public.



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.

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

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Office of the Chief	\$8,587,466	\$6,024,001	\$5,086,651	\$5,281,672	3.83%
2 Support Services	\$16,888,304	\$14,740,880	\$14,974,806	\$16,711,212	11.60%
3 Operations	\$35,667,864	\$39,278,024	\$41,598,745	\$47,661,185	14.57%
4 Criminal Investigations	\$15,409,202	\$16,140,540	\$14,889,604	\$15,552,283	4.45%
5 Animal Control	\$1,829,020	\$2,034,975	\$1,898,562	\$1,978,050	4.19%
6 Crossing Guards	\$1,801,780	\$1,783,076	\$2,177,459	\$2,211,474	1.56%
7 Financial & Technical Services	\$0	\$4,329,159	\$5,039,252	\$6,614,420	31.26%
Total Expenditures	\$80,183,636	\$84,330,655	\$85,665,079	\$96,010,296	12.08%

Expenditure by Classification

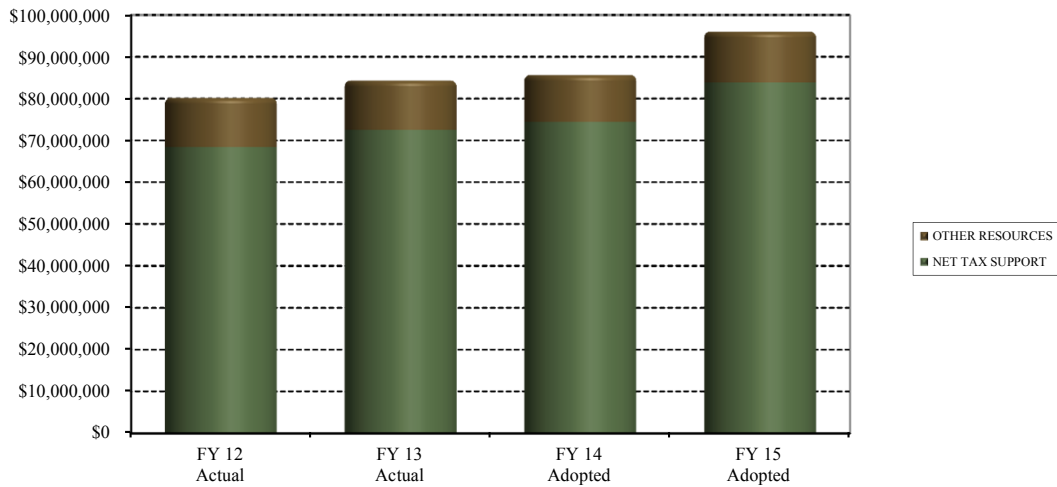
	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Personal Services	\$50,894,456	\$52,043,776	\$53,741,813	\$58,842,921	9.49%
2 Fringe Benefits	\$15,569,332	\$17,362,023	\$17,469,667	\$19,594,470	12.16%
3 Contractual Services	\$1,099,097	\$920,752	\$1,195,337	\$1,313,142	9.86%
4 Internal Services	\$8,511,383	\$10,095,755	\$7,904,645	\$9,874,506	24.92%
5 Other Services	\$3,041,253	\$2,525,369	\$3,861,046	\$4,850,252	25.62%
6 Capital Outlay	\$563,377	\$625,850	\$770,831	\$694,332	-9.92%
7 Leases & Rentals	\$459,881	\$491,734	\$417,440	\$518,040	24.10%
8 Transfers Out	\$44,857	\$265,396	\$304,300	\$322,633	6.02%
Total Expenditures	\$80,183,636	\$84,330,655	\$85,665,079	\$96,010,296	12.08%

Funding Sources

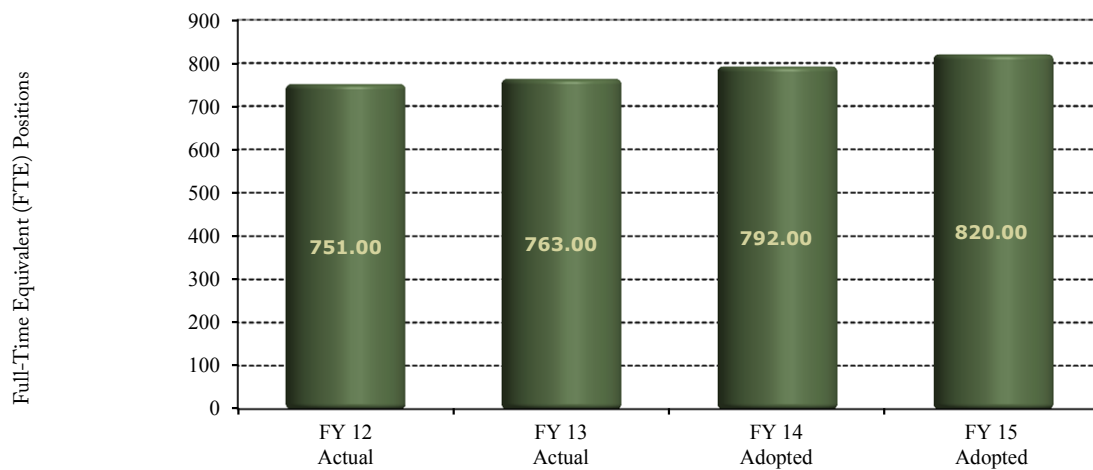
	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Permits, Privilege Fees & Regular Licenses	\$442,140	\$354,129	\$265,940	\$265,940	0.00%
2 Fines & Forfeitures	\$868,666	\$803,029	\$672,259	\$672,259	0.00%
3 Revenue from Use of Money & Property	\$19,839	(\$7,558)	\$0	\$0	—
4 Charges for Services	\$498,529	\$757,649	\$512,286	\$512,286	0.00%
5 Miscellaneous Revenue	\$129,239	\$211,032	\$206,200	\$206,200	0.00%
6 Revenue From Other Localities	\$11,120	\$16,661	\$50,000	\$50,000	0.00%
7 Revenue From Commonwealth	\$8,889,100	\$9,169,823	\$9,144,822	\$9,144,822	0.00%
8 Revenue From Federal Government	\$629,269	\$566,091	\$0	\$0	—
9 Non-Revenue Receipts	\$5,456	\$0	\$0	\$0	—
10 Transfers In	\$196,975	\$0	\$406,000	\$1,314,000	223.65%
Total Designated Funding Sources	\$11,690,333	\$11,870,856	\$11,257,507	\$12,165,507	8.07%
Net General Tax Support	\$68,493,303	\$72,459,799	\$74,407,572	\$83,844,789	12.68%
Net General Tax Support	85.42%	85.92%	86.86%	87.33%	

POLICE

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Office of the Chief	28.00	15.00	16.00	16.00
2 Support Services	129.00	146.00	111.00	127.00
3 Operations	396.00	379.00	437.00	441.00
4 Criminal Investigations	129.00	133.00	138.00	144.00
5 Animal Control	23.00	23.00	23.00	24.00
6 Crossing Guards	46.00	46.00	46.00	46.00
7 Financial & Technical Services	0.00	21.00	21.00	22.00
Full-Time Equivalent (FTE) Total	751.00	763.00	792.00	820.00
Authorized Sworn Strength (FTE) Total	569.00	581.00	610.00	635.00

Future Outlook

Over the past decade, with the support of the Board of County Supervisors (BOCS), Prince William County has seen a decline in crime with the County consistently being in the lowest third of the COG region in terms of the crime rate. The Police Department (Police) is nationally accredited with a reputation and culture of integrity and professionalism. The County is known for being proactive in addressing issues within the community and for partnering with the community, businesses, other regional partners and other County agencies. This has resulted in a 93% satisfaction rating for the Police within the community.

To maintain this level of service, policing requires continued commitment from the community and the BOCS. Through professional leadership, strategic planning, tactical resource management and the recruitment and retention of the very best police officers and professional civilian staff, Police will meet the public safety needs of the community. In addition, a strong and engaged partnership with the community is essential to maintaining the public trust and keeping the community safe.

There are several issues facing Police, and thus the community, in the future. Following a period of economic uncertainty during the 1990s, the County did not increase Police staffing to keep up with population growth and changing complexities. Since that time, the community and the BOCS made a commitment to fund annual staffing increases for Police through a multi-year police staffing plan. Economic conditions in recent years impacted the community's ability to fully fund this plan. In FY 15, the staffing plan was reinstated as 25 officers and 3 civilians per year in each year of the five year plan. As we look to the next five to ten years, staffing will continue to be an important issue for the following reasons:

- **Managed Workload Staffing Methodology** - It is imperative that an officer's workload be properly managed. This is important for community-based policing and to ensure proactive responses before issues escalate. It is recommended that no more than 35% of an officer's time should be spent on operational workload (responsive answering of calls), though current operational workload ranges from 50% to 60% currently.
- **Civilianization** - The BOCS supported Police in a concerted effort to provide civilian staffing in order to free up sworn officers for operational duties.
- **Young Population** - We have a young population with approximately 90,000 school students. This brings various challenges from school safety to juvenile crime and gang issues, which requires specialized police units.
- **Traffic Congestion** - Increasing traffic congestion requires increased vigilance in maintaining vehicular and pedestrian safety.
- **National Issues** - As national attention is brought to issues such as school shooting incidents, illegal immigration enforcement, homeland security, cyber-crimes, drug trafficking, etc., there are increased expectations and demands for local police services, which require additional staffing and resources.
- **Regional Issues** - The County's participation in task forces and mutual aid opportunities within the region and the Commonwealth, while vitally important, requires resources.
- **Major Events** - Given our location in Northern Virginia and the location of assets within the community, Prince William continues to be the site of major national events - election campaigns, civil unrest, mass demonstrations and political action protests, which require police support to maintain public safety.
- **Tactical Response** - Increased staffing will also provide capacity for additional tactical response resources such as an additional Tactical Training and Response Unit (TTRU) to respond to the national, regional and major events discussed above. Currently the County has one such unit.
- **Mental Illness** - This is a growing issue throughout the country and a significant contributing factor with many individuals who threaten public safety. It is important to note that not all mental illnesses result in violent or criminal behavior. Unfortunately, Police, along with other local departments, is among the first to be called upon within the community to address those with mental illness who engage in behaviors that impact personal and/or public safety.

- **Comprehensive Plan Standards** - The County's Comprehensive Plan adopted goal is to have two police officers per 1,000 population. Current staffing levels are at 1.44 officers per 1,000.

Along with ensuring that Police has the staff necessary to meet these challenges, the infrastructure in terms of equipment, facilities and technology to support these staff must also be in place. Some capital issues facing the Police include:

- **Academy Expansion** - The Public Safety Academy has not had permanent space added since 1995, although modular units have been added. As staffing grows, the need for training space grows.
- **Animal Control Shelter** - The shelter has not been significantly expanded since its opening in 1975, although eight dog "runs" (kennel spaces) were added in 1990; it is not adequate to meet current needs.
- **Technology** - Police must continue to implement innovations in technology, which assist in meeting the needs of the community. This includes body cameras, digital forensics recovery tools, License Plate Readers, mobile AFIS, GPS, electronic ticket writing, streaming video, reliance on social media, including the development of additional platforms such as a Police mobile app, and enhanced data and information sharing.

Most importantly for the future, PWC Police must maintain its culture and reputation for integrity and fair and impartial policing. That requires attracting and retaining excellent staff, building the leadership of the department and maintaining public trust and partnership in a growing and diverse community.

General Overview

- A. **Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Police's technology bill decreased by \$61,857 to \$3,898,477.
- B. **Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Police's salary lapse changed by \$5,133 to -\$443,669.
- C. **One-Time Reductions** - \$999,955 was removed for non-recurring support for 29 sworn officers added to the police force in FY 14 (including vehicles, equipment and supplies).
- D. **Retention Supplement Increase** - After sworn employees are no longer on probation and are employed at least two years, they receive an annual retention supplement between 3% and 5% depending on their tenure. Sworn personnel with the County between two and nine years will receive a 3% supplement. After ten years, the supplement is 5%. The supplement per employee is capped at \$5,103. The Police retention supplement budget is being increased \$79,012 in FY 15 to \$1,811,754.
- E. **Interdepartmental Shifts** - Police shifted \$32,843 to align expenses more accurately in the training academy budget.
- F. **Fleet Cost Allocation Increase** - The County allocates fleet costs to agencies through an ISF. Fleet Management is responsible for fuel, repairs and maintenance for County vehicles and equipment. In previous fiscal years, part of the general fund fleet budget was unallocated in the non-departmental budget. Using FY 13 actuals the budget is being shifted out of non-departmental to better reflect actual fleet costs within the agencies. In FY 15, the Police fleet budget increased by \$665,177 to \$4,378,088.

G. Personal Services and Fringe Benefits Structural Change - In FY 12, the BOCS provided the Police \$890,000 to offset a projected salary and benefits shortfall ([BOCS Resolution 12-579](#)). In FY 13, the BOCS transferred additional funding of \$1.75 million to offset another projected salary and benefits shortfall ([BOCS Resolution 13-371](#)). At the end of FY 13 the BOCS approved a transfer of \$1.6 million from year-end general fund balances to support the FY 14 Police budget and address structural changes including Sunday/holiday pay, part-time and temporary employees, shift differential, clothing allowance, career development and other salary categories. In FY 14, Police and the Office of Management & Budget initiated a joint study to review the Police budget and structural payroll issues. In order to continue providing uninterrupted Police services to the community, the following ongoing increases have occurred to the Police salary and benefits budget:

Salary & Benefits Budget	
Benefit	Budget
Sunday/Holiday	\$523,000
Career Development	\$330,000
Shift Differential	\$27,000
Clothing Allowance	\$32,000
Special Hires	\$325,000
Promotions	\$150,000
FICA	\$104,000
VA Retirement System	\$109,000
Total	\$1,600,000

H. Compensation Increase - Compensation adjustments totaling \$1,183,273 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Office of the Chief

The Office of the Chief of Police provides overall leadership and management oversight for Police in an effort to deliver efficient and effective police service to the residents and foster public trust; plans and directs all department activities and is the final authority in all matters of policy, operations, investigating citizen complaints and allegations of employee misconduct. Located within the Office of the Chief are the Public Information Office, the Internal Affairs Office, the Chaplain Program and the Critical Incident Stress Debriefing (CISD) Team.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Part 1 crime rate in the lowest third of COG communities	Yes	Yes	↔	Yes	Yes
Violent crime closure rate (Part 1)	64%	54%	↓	≥60%	≥60%
Residents feel safe in their neighborhoods (community survey)	93%	93%	↔	93%	93%
Police emergency response time (minutes)	6.5	6.5	↔	—	6.5

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Leadership and Management	\$8,244,589	\$5,608,546	\$4,680,441	\$4,859,975
Calls for services handled	226,292	224,977	235,000	235,000
Officers per 1,000 residents	1.38	1.39	1.40	1.43
Citizen complaints per 1,000 Police contacts	0.27	0.24	0.30	0.30
Public Information	\$342,877	\$415,455	\$406,210	\$421,697
Social media contacts	—	411,321	—	420,000

Support Services

The Support Services Division provides support services to the Office of the Chief, the Financial & Technical Services Division, the Operations Division and the Criminal Investigations Division. Located within the Support Services Division are the Administrative Support Bureau, the Personnel Bureau, the Animal Control Bureau, the Criminal Justice Academy and Public Safety Communications (which is jointly administered with the Department of Fire & Rescue).

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
OSHA recordable incident rate among police employees	9.3	10.6	↑	—	≤10.8
Animal Control effectively protects citizens and animals (community survey)	88%	88%	↔	88%	88%
Total number of identifications made from fingerprint impressions	310	385	↑	250	250
Sworn turnover rate without retirement and terminations	4.4%	4.6%	↑	4.2%	4.7%
Discrepancies found from audit of property evidence material	0	0	↔	0	0

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Administrative Services Bureau	\$6,011,981	\$6,254,422	\$5,469,274	\$5,652,057
Property received entered into systems within 48 hours	95%	100%	95%	100%
Permits and licenses reviewed	1,928	3,254	2,000	2,800
Records Section	\$1,528,531	\$1,510,346	\$1,549,930	\$1,596,118
Service requests	36,616	36,861	25,000	36,000
Forensics Services Section	\$1,412,237	\$1,524,190	\$1,543,249	\$1,595,915
Fingerprint packages recovered	1,233	1,284	1,500	1,300
Personnel Bureau	\$1,634,788	\$1,407,058	\$1,491,820	\$1,616,434
Applications reviewed	—	4,143	—	4,200
In-Service Training Section	\$2,707,097	\$2,490,813	\$2,795,031	\$3,263,862
Total hours of in-service training	—	42,625	—	48,000
Compliance with VA mandatory training standards	100%	100%	100%	100%
Basic Recruit Training Section	\$3,593,670	\$1,554,051	\$2,125,502	\$2,986,826
Total hours of basic training	—	21,200	—	42,000
Supervisors and field training officers reporting satisfactory preparedness of recruits	100%	96%	95%	95%

Program Activities & Workload Measures – (continued)

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Animal Enforcement Section	\$990,620	\$1,250,600	\$1,053,598	\$1,136,414
Calls for Animal Control services	10,351	9,631	11,600	9,500
Animal Care Section	\$838,400	\$784,375	\$844,964	\$841,636
Animals entering shelter	5,867	5,558	5,500	5,500
Animals adopted	38%	43%	36%	40%

Operations

The Operations Division is responsible for maintaining a safe community and ensuring police officers are in a constant state of operational readiness for immediate response to any call for service requiring police presence, protection of life and property and apprehending criminals. Nearly two-thirds of the department's personnel are assigned to the Operations Division which includes the Patrol Services Bureau, the Special Operations Bureau, Crime Prevention Unit and the Crossing Guard Bureau.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Community/School satisfaction with Crossing Guard services	98%	100%	↑	98%	100%
School crossings that are safe	100%	100%	↑	100%	100%
Police officers are courteous and helpful to all community members (community survey)	90%	90%	↔	90%	90%
Police emergency response time (minutes)	6.5	6.5	↔	—	6.5
Crime rate per 1,000 population	17.0	15.9	↓	≤24.0	≤24.0

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Patrol Services	\$29,495,205	\$32,903,268	\$35,518,371	\$41,485,468
Total calls for service	226,292	224,977	235,000	235,000
Calls for service requiring officer response	89,798	88,261	95,000	90,000
Calls handled by Tel-Serv	3,339	2,914	4,000	3,500
Criminal arrests made	14,369	13,392	14,000	14,000

Program Activities & Workload Measures (continued)

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
Crime Prevention Unit	\$775,035	\$729,576	\$965,341	\$702,229
Crime Prevention programs conducted	236	230	300	100
Total Neighborhood and Business Watch programs	—	79	—	80
Special Operations, Traffic Safety & Accident Investigation	\$5,397,624	\$5,645,180	\$5,115,033	\$5,473,488
Traffic accidents	4,198	4,299	5,000	5,000
Traffic arrests made	41,588	38,428	40,000	40,000
Hours of speed control	5,293	6,078	5,000	5,000
Hours monitoring high-risk intersections	3,379	2,984	3,000	3,000
Crossing Guard Safety Programs	\$1,622,467	\$1,613,081	\$1,925,017	\$1,952,470
Safety programs conducted	322	293	275	300
Parking Enforcement	\$179,313	\$169,995	\$252,442	\$259,004
Parking tickets issued	14,463	14,164	17,000	17,000

A. Budget Initiatives

1. Police Staffing Plan - Add Twenty-Five Sworn and Three Civilian Positions

Expenditure	\$4,599,323
Revenue	\$0
General Fund Impact	\$4,599,323
FTE Positions	28.00

- a. **Description** - The police staffing plan includes 25 sworn officers in FY 15 (includes vehicles, onetime equipment, training and technology costs) and three civilian positions. These positions will support patrol activities including traffic safety and community safety and security. Moving forward in the five year plan, the staffing plan includes 25 sworn per year, FY 16 through FY 19. In addition, three civilian positions are included each year of the staffing plan. 125 total sworn positions and 15 civilian staff will be added through the current staffing plan over five years.
- b. **Service Level Impacts** - A sustained and predictable staffing plan has proven to be an effective strategy that has provided a high degree of public trust and confidence, high customer satisfaction levels, highly qualified and trained police officers, safe schools and business environment and low crime rate. Continued funding of the department's staffing plan will sustain the above mentioned outcomes as well as maintain organizational capacity to deal with emerging crime trends, increased complexity of policing issues, neighborhood crime hot spots and effectively manage community risk, citizen and officer safety and major special events. The FY 15 police staffing plan officer per 1,000 population and the general fund impact over a five year period (FY 15 to FY 19) is shown in the following tables:

POLICE

FY 2015 Budget - Officers per 1,000

Police Staffing Plan	FY 15 Planned	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned
Sworn Strength	635	660	685	710	735
Officers per 1,000 Population	1.47	1.49	1.52	1.55	1.58
Expected Population Total	430,959	443,555	450,731	457,908	465,084
Additional Sworn Strength	25	25	25	25	25

*The Comprehensive Plan target is 2.0 officers per 1,000 population

FY 2015 Budget - Five Year Impacts

Police Staffing Plan	Total Sworn	Total Civilian	FY 15 Adopted	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned	5 Year Total
FY 15 Adopted	25.00	3.00	\$4,599,323	\$2,849,776	\$2,849,776	\$2,849,776	\$2,849,776	\$15,998,427
FY 16 - FY 19 Planned	100.00	12.00	\$0	\$4,599,323	\$7,331,903	\$10,111,362	\$12,890,821	\$34,933,409
Total:	125.00	15.00	\$4,599,323	\$7,449,099	\$10,181,679	\$12,961,138	\$15,740,597	\$50,931,836

2. Increase in Line of Duty Act Costs

Expenditure \$1,222,100

Revenue \$0

General Fund Impact \$1,222,100

FTE Positions 0.00

- a. **Description** - This initiative funds increases in Line of Duty Act (LODA) costs for the Police. In FY 13 the Virginia General Assembly required that localities establish an actuarially determined reserve to fund LODA costs for any certified law enforcement officer receiving benefits under the act. The LODA provides disability and death benefits for local public safety officers or their beneficiaries due to disability or death resulting from the performance of their duties.
- b. **Service Level Impacts** - Existing service levels are maintained.

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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Crime rate per 1,000 population	17.0	15.9	↓	≤24.0	≤24.0
Major crime closure rate (Part I)	25.0%	25.7%	↑	20.7%	20.7%
Property crime closure rate (Part I)	25.5%	23.4%	↓	20.0%	20.0%
Hours logged by officers in schools	19,717	14,311	↓	20,000	20,000
Part I crime rate in the lowest third of COG communities	Yes	Yes	↔	Yes	Yes

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Violent Crimes	\$7,875,700	\$8,668,705	\$7,919,529	\$8,598,682
Major crimes reported/investigated	7,046	6,670	7,500	7,500
Violent crimes reported/investigated	439	484	515	515
Property crimes reported/investigated	6,607	6,186	7,200	7,200
Special Investigations Bureau	\$3,610,403	\$3,721,072	\$3,559,281	\$3,323,847
Total drug arrests	1,944	2,066	1,800	1,800
Youth Services and Special Victims Bureau	\$3,923,099	\$3,750,763	\$3,410,794	\$3,629,754
Juvenile violent crime arrests as a percentage of all violent crime arrests	8.5%	8.9%	10.6%	10.6%
Juvenile criminal arrests as percentage of overall arrests	9.30%	8.70%	—	10.70%

Financial & Technical Services

The Financial & Technical Services Division includes the Fiscal & Policy Management Bureau and the Information Technology Bureau. This Division coordinates and manages all fiscal matters including budget, payroll, grants, accounts payable and receivable, procurement, policy matters including the Commission on Accreditation for Law Enforcement Agencies (CALEA), policy review and facility planning; provides support of the department's information technology needs including implementation, operations and maintenance.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Compliance with National Accreditation Standards	100%	100%	↔	100%	100%
Mobile Data Computers (MDC) hours of unplanned unavailability based on 8,760 hours annually	15	13	↓	≤3	≤3

↑ Trending Upward

↔ Stable

↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Fiscal & Policy Management Bureau	\$0	\$3,254,759	\$3,534,967	\$5,461,115
Standard operating procedures inspections conducted	15	20	16	16
Audits and internal control processes reviewed	11	10	7	12
Information Technology Management Bureau	—	\$1,074,400	\$1,504,285	\$1,153,305
MDC hours of unplanned unavailability based on 8,760 hours annually	15	13	≤3	≤3
Records Management System (RMS) hours of unplanned unavailability based on 8,760 hours annually	10	10	≤10	≤10

A. Budget Initiatives

1. Increase Public Safety Application Support

Expenditure	\$1,088,720
Revenue	\$908,000
General Fund Impact	\$180,720
FTE Positions	0.00

- a. **Description** - This initiative funds 50% of the increase in maintenance support of the public safety technology systems and 100% of the cost of the mandated Community Justice Information Service (CJIS) Security Policy. The maintenance is funded in the Technology Improvement Plan (TIP) Holding Account and the security mandate is funded in the general fund. The budget is located in the 4000 series, providing revenue to the Information Technology internal service fund. The remaining 50% of the maintenance is funded in the Fire & Rescue budget. Police's share of the general fund support for the maintenance of public safety systems in the TIP totals \$755,469, FY 16 through FY 19. The CJIS initiative's total cost, FY 15 through FY 19, is \$450,272.

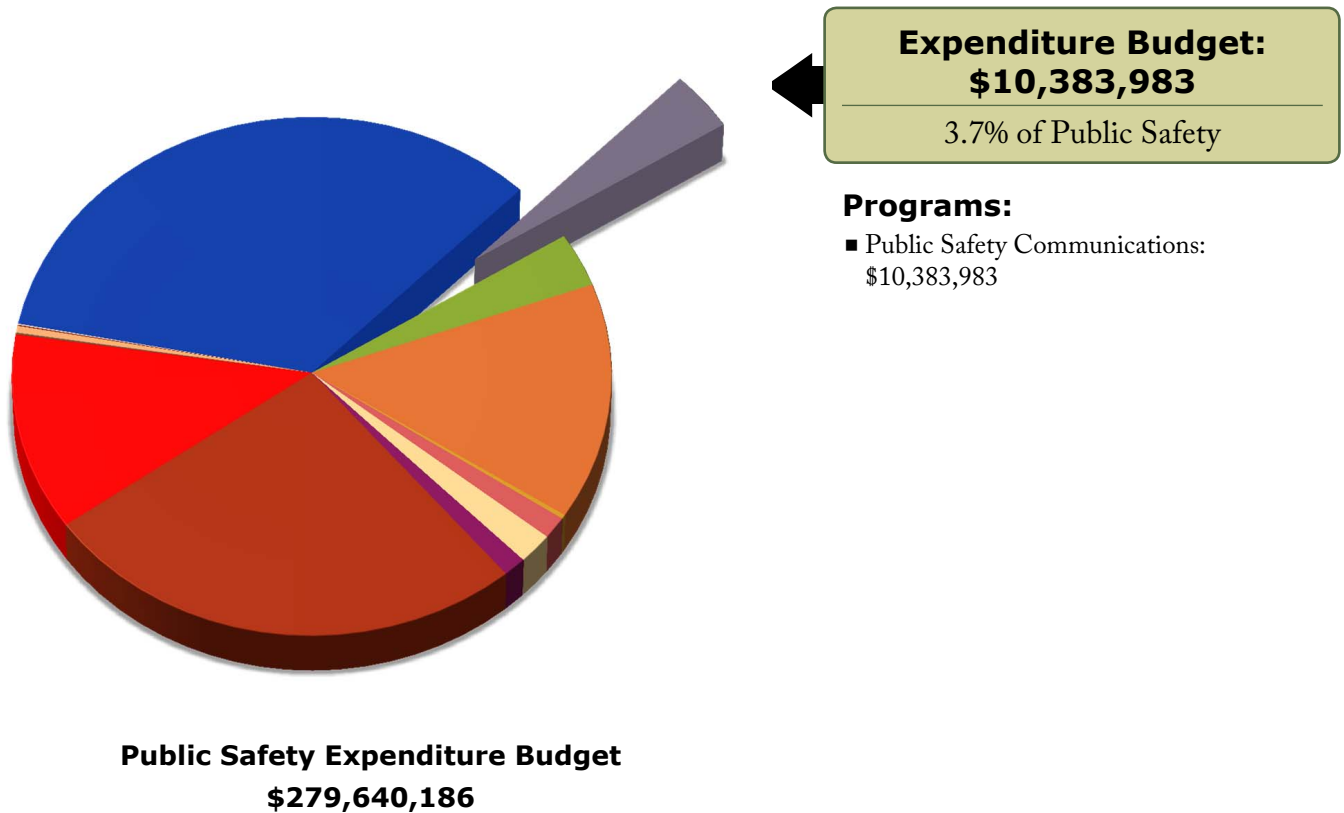
- b. **Service Level Impacts** - The service level impact of this initiative is as follows:

▪ **Number of weeks with a CJIS compliant system:**

<i>FY 15 w/o Addition</i>		0
<i>FY 15 w/ Addition</i>		26

Mission Statement

The mission of Public Safety Communications is to enhance the quality of life in Prince William County through the prompt, efficient and professional handling of calls for service and the dispatching of public safety services, thus making Prince William County a safer community in which to live, work and visit.



Mandates

Every county, city or town in the state shall be served by an E-911. The Public Safety Communications Center provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Public Safety Communications Center has responsibility.

State Code: [52-16](#), [52-34.3](#), [56-484.16](#)

County Code: Chapter 7 ([Emergency Medical Services](#)), Chapter 9.1 ([Fire Prevention Code](#)), Chapter 13 ([Enforcement of Parking/Private Property](#))

PUBLIC SAFETY COMMUNICATIONS

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Public Safety Communications	\$14,210,588	\$8,928,899	\$9,474,584	\$10,383,983	9.60%
Total Expenditures	\$14,210,588	\$8,928,899	\$9,474,584	\$10,383,983	9.60%

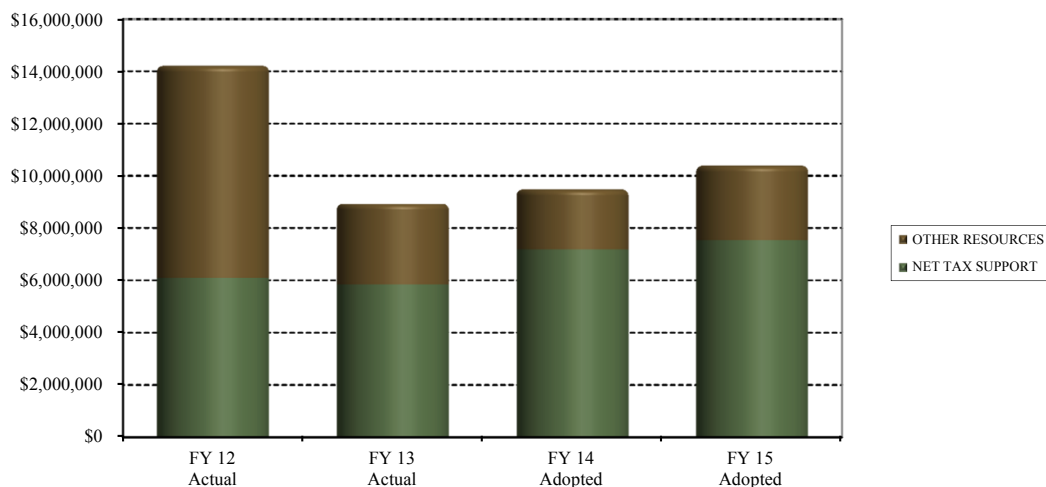
Expenditure by Classification

1 Personal Services	\$6,053,657	\$6,140,510	\$6,424,572	\$6,919,003	7.70%
2 Fringe Benefits	\$1,871,865	\$1,901,765	\$2,008,113	\$2,029,238	1.05%
3 Contractual Services	\$6,756	\$14,519	\$137,240	\$287,240	109.30%
4 Internal Services	\$311,708	\$325,895	\$227,648	\$246,491	8.28%
5 Other Services	\$413,257	\$456,189	\$652,057	\$482,057	-26.07%
6 Capital Outlay	\$0	\$0	\$5,000	\$5,000	0.00%
7 Leases & Rentals	\$9,020	\$8,064	\$16,780	\$11,780	-29.80%
8 Transfers Out	\$5,544,325	\$81,956	\$3,174	\$403,174	12602.39%
Total Expenditures	\$14,210,588	\$8,928,899	\$9,474,584	\$10,383,983	9.60%

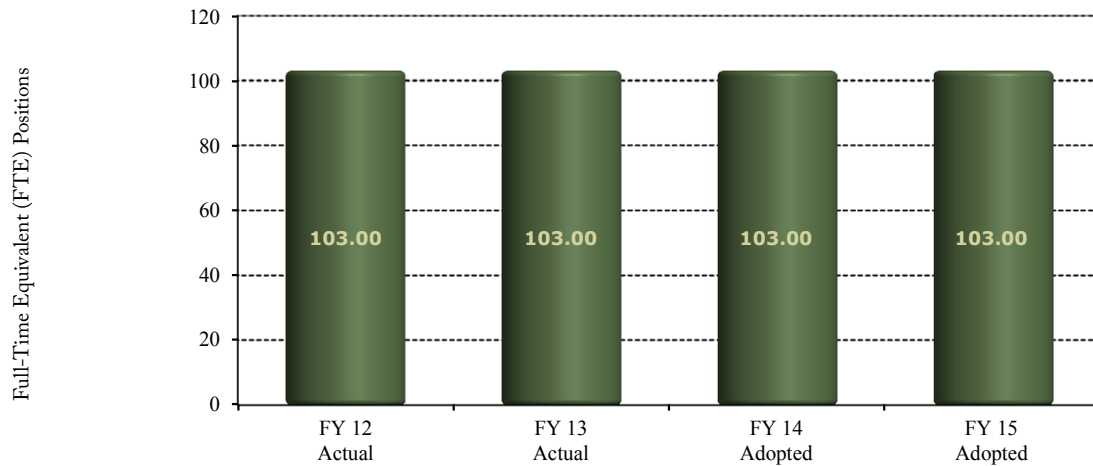
Funding Sources

1 Other Local Taxes	\$1,394,604	\$1,288,191	\$1,450,000	\$1,450,000	0.00%
2 Revenue From Use of Money & Property	\$150,837	(\$61,972)	\$0	\$0	—
3 Revenue From Other Localities	\$249,640	\$249,521	\$249,640	\$249,640	0.00%
4 Revenue From Commonwealth	\$710,645	\$1,552,062	\$533,252	\$533,252	0.00%
5 Transfers In	\$62,343	\$62,343	\$62,343	\$70,000	12.28%
Total Designated Funding Sources	\$2,568,070	\$3,090,145	\$2,295,235	\$2,302,892	0.33%
Use of Fund Balance	\$5,536,283	\$0	\$0	\$550,000	—
Net General Tax Support	\$6,106,235	\$5,838,753	\$7,179,349	\$7,531,091	4.90%
Net General Tax Support	42.97%	65.39%	75.77%	72.53%	
Designation of Restricted Funding Source for Future Equipment Replacement	(\$360,000)	(\$360,000)	(\$348,000)	(\$348,000)	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Public Safety Communications	103.00	103.00	103.00	103.00
Full-Time Equivalent (FTE) Total	103.00	103.00	103.00	103.00

Future Outlook

Growing Population - As Prince William County grows in population, there is an increased demand for public safety services. With new police officers and firefighters being added each year, the Public Safety Communications Center (PSCC) workload continues to increase. Additional staffing is needed to offset public safety requests and citizens calls for service. A prime example is the need to bring on-line an additional police radio channel on a 24/7 basis. Call complexity is another concern as it increases the amount of time necessary to handle calls for service. This, coupled with the staffing needs, creates a demand for extended call operations as well. In FY 13, PSCC handled 179,558 emergency 9-1-1 calls (of which 106,964 were cellular 9-1-1 calls) and a total of 284,204 non-emergency calls.

Texting to 9-1-1 - Texting to 9-1-1 is something that will undoubtedly cause all Public Safety Answering Points (PSAPs) issues both in technology, staffing and call processing. The cellular telephone vendors have not determined how and when this service will be available to the public and PSAPs. Also, 9-1-1 providers have not determined the delivery process for these calls into the PSAPs and how they will be integrated into our existing E-911 equipment. Additionally, it is anticipated that texting to 9-1-1 will slow down call processing times because not all of the needed information will be included in an initial text message. It will be incumbent on the PSAPs to send and receive follow-up questions via texting. Also, the population is becoming more technology driven with technological advancements such as texting to 9-1-1. This will undoubtedly require PSAPs to update communications processes and look at advancing technology to handle and process calls for service.

Changing Technology - Technology is, and will continue to be, an issue for PSAPs. This includes upgrades to E-911, PBX systems, voice-logging systems, migration to new Microsoft operating systems, compatibility with the new Motorola Solutions Computer Aided Dispatch (CAD), Records Management System (RMS) and Mobile Data Components (MDC) and other new innovations such as reverse 9-1-1. This will remain a moving target and could require additional funding to provide maintenance and future growth as technology advances.

Central District Police Station - The Police Department is already running a Central District part time from the existing Gar-Field station. The planned opening of the new Central District Police Station in 2016 will maintain adequate response times and the ability to manage increased administrative needs affiliated with the annual addition of new police officers. The new station and officers assigned to the station will require adding an additional police radio channel on a 24/7 basis to handle the radio traffic, calls for service, administrative requests, etc. for the officers assigned there. As a result, additional call-takers/police dispatchers will need to be hired and trained to accommodate those needs.

Staffing Plan - A staffing plan needs to be established to plan for future personnel needs within PSCC to keep up with population growth, technology advancements and the addition of new police officers and firefighters.

General Overview

- A. Overtime (OT) Budget Adjustment** - In FY 14, a Process Action Team (PAT) was tasked with reviewing OT costs incurred by PSCC telecommunicators. Since the PSCC department was created in FY 97, OT expenditures have exceeded the budget; however, the excess OT costs were always offset by underspending in other areas of the PSCC budget. The team determined the current scheduling methodology (12 hour shifts - 4 days on/4 days off) is the most efficient schedule with the current staffing complement and a \$180,000 shift from contractual and other services will correct the OT budget.
- B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15, PSCC's salary lapse changed by \$2,886 to -\$57,699.
- C. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, PSCC's technology bill increased by \$18,843 to \$235,277.
- D. Compensation Increase** - Compensation adjustments totaling \$134,793 are made to support the following rate changes:
 - 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Public Safety Communications

PSCC is a 24 hour consolidated call processing and dispatch center for the handling of all 9-1-1 and non-emergency requests for police, fire & rescue services within Prince William County and the incorporated towns. Also, Fire & Rescue calls for service are processed and dispatched for the City of Manassas and the City of Manassas Park. Additionally, teletype requests for missing, endangered and wanted persons are processed. Stolen vehicles, towed vehicles and property that meet certain criteria are entered into automated systems such as the National Crime Information Center (NCIC) and the Virginia Crime Information Network (VCIN). Requests for Criminal History Checks are likewise processed as a function within PSCC.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Police calls which require more than one hour of dispatcher time	—	—		—	23%
Fire & Rescue calls which require more than one hour of dispatcher time	—	—		—	45%
911 calls answered in 10 seconds	88%	90%	↑	90%	90%
Police emergency calls received through 911 dispatched within 120 seconds	62%	59%	↓	68%	59%
Fire & Rescue emergency calls received through 911 dispatched within 120 seconds	90%	88%	↓	92%	90%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Telephone Call Processing	\$9,914,205	\$4,613,797	\$5,183,145	\$5,820,803
Calls answered on E-911 (emergency) phone lines	190,182	179,558	185,000	185,000
Calls answered on non-emergency phone lines	293,812	284,204	310,000	300,000
Police and Fire & Rescue Dispatch Services	\$3,931,807	\$3,983,426	\$3,952,487	\$4,217,075
Police incidents dispatched	113,077	108,260	125,000	120,000
Fire & Rescue incidents dispatched	40,446	39,563	40,000	40,000
Teletype Processing	\$364,576	\$331,675	\$338,952	\$346,105
Record requests processed	20,693	19,756	20,000	20,000
Criminal history requests processed	4,740	4,440	5,000	5,000
Towed vehicle records processed	3,802	3,436	4,200	4,000

A. Budget Initiatives**1. Replace Network Equipment on the Public Safety Communications Redundant Link**

Expenditure	\$400,000
Use of Fund Balance	\$400,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - E-911 funds are being used for a Technology Improvement Plan (TIP) project to replace multiplexer equipment that comprise the network redundant link supporting the PSCC. Multiplexers are devices used with microwave radio and lightwave fiber optic transceivers to combine and manage many different communications signals such as voice calls, data streams, video, etc., into one data stream that may be transported by radio or light and then on the opposite end of the path, break all these combined signals out individually again. The existing multiplexers are at end-of-life and are no longer factory supported; parts and spare equipment are only available through after market or used parts suppliers. Moreover its technological platform is outdated. If these multiplexers are not replaced, overall County network reliability will be compromised and the link to the Fire & Rescue's main two-way 150 MHz radio base station used for station alerting could go down for an extended time adversely affecting the ability to alert stations across the County to calls and negatively affect response time goals and emergency service to the public.

b. Service Level Impacts - Existing service levels will be maintained.

2. Maintenance on the E-911 System

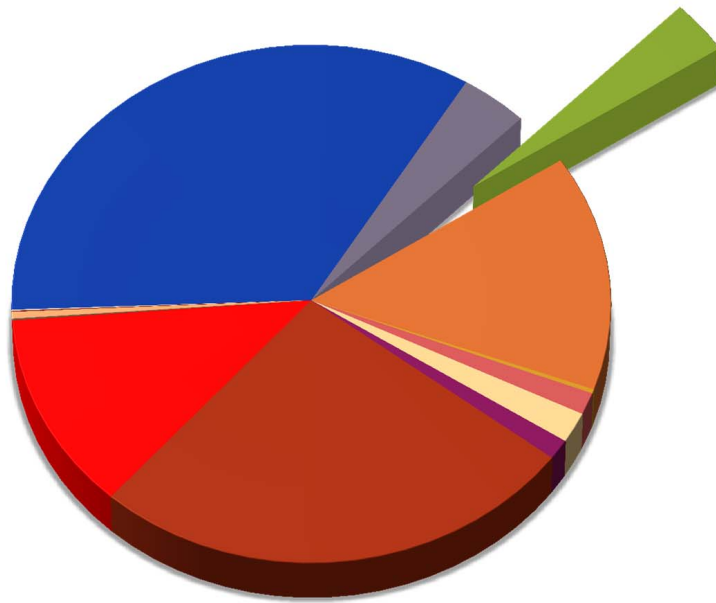
Expenditure	\$150,000
Use of Fund Balance	\$150,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - E-911 funds will be used for the maintenance costs associated with the E-911 system updated in FY 11. The first three years of maintenance were included in the FY 11 contract; additional funding is needed to ensure continued maintenance support until the system is replaced in FY 17.

b. Service Level Impacts - Existing service levels will be maintained.

Mission Statement

The Sheriff's Office, in partnership with elected leaders, staff and citizens as part of public safety will provide security at the Judicial Center, serve all court process, provide timely transport for prisoners and patients and continue to develop and enhance collaboration with all of our partners.



Expenditure Budget:
\$9,395,446

3.4% of Public Safety

Programs:

- Court Services: \$4,584,102
- Operations: \$3,214,698
- Administration: \$1,596,646

Public Safety Expenditure Budget
\$279,640,186

Mandates

The Code of Virginia mandates several activities that must be carried out by the Sheriff's Office. Primary among these is the provision of 24 hour continuous security at the Judicial Center Complex. Other mandates include service of all civil process, including subpoenas, levies, seizures and evictions; internal affairs and training.

State Code: [9.1-701](#), [40.1](#), [2.2-1201](#), [15.2-1603](#), [1609](#), [1606](#), [1636.14](#), [1711](#), [2.2-1840](#), [1841](#), [8.01-588.1](#), [15.2-1527-15.2-1530](#); [19.2-80](#), [37.2-808](#), [809](#), [8.01-293](#), [15.2-1609](#), [53.1-67.5](#), [113](#), [19.2-182.9](#)

County Code: Chapter 16 ([Riots and Unlawful Assemblies](#))

SHERIFF'S OFFICE

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Executive Management	\$2,004,982	\$2,350,176	\$2,062,807	\$0	-100.00%
2 Court Services	\$3,585,453	\$3,664,964	\$3,691,269	\$4,584,102	24.19%
3 Operations	\$2,380,890	\$2,372,798	\$2,799,920	\$3,214,698	14.81%
4 Administration	\$298,059	\$183,783	\$346,315	\$1,596,646	361.04%
Total Expenditures	\$8,269,384	\$8,571,721	\$8,900,311	\$9,395,446	5.56%

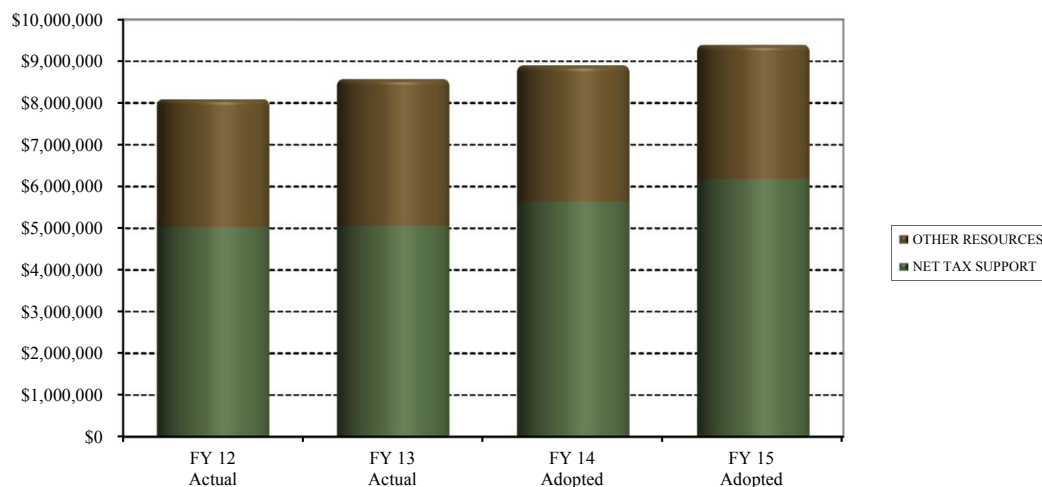
Expenditure by Classification

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Personal Services	\$5,316,716	\$5,327,389	\$5,705,433	\$5,954,982	4.37%
2 Fringe Benefits	\$1,674,140	\$1,824,162	\$1,951,288	\$2,179,594	11.70%
3 Contractual Services	\$85,983	\$85,415	\$127,483	\$127,483	0.00%
4 Internal Services	\$794,229	\$904,157	\$603,614	\$620,894	2.86%
5 Other Services	\$285,788	\$353,571	\$451,310	\$451,310	0.00%
6 Capital Outlay	\$53,306	\$17,849	\$0	\$0	—
7 Leases & Rentals	\$6,439	\$6,395	\$8,400	\$8,400	0.00%
8 Transfers Out	\$52,783	\$52,783	\$52,783	\$52,783	0.00%
Total Expenditures	\$8,269,384	\$8,571,721	\$8,900,311	\$9,395,446	5.56%

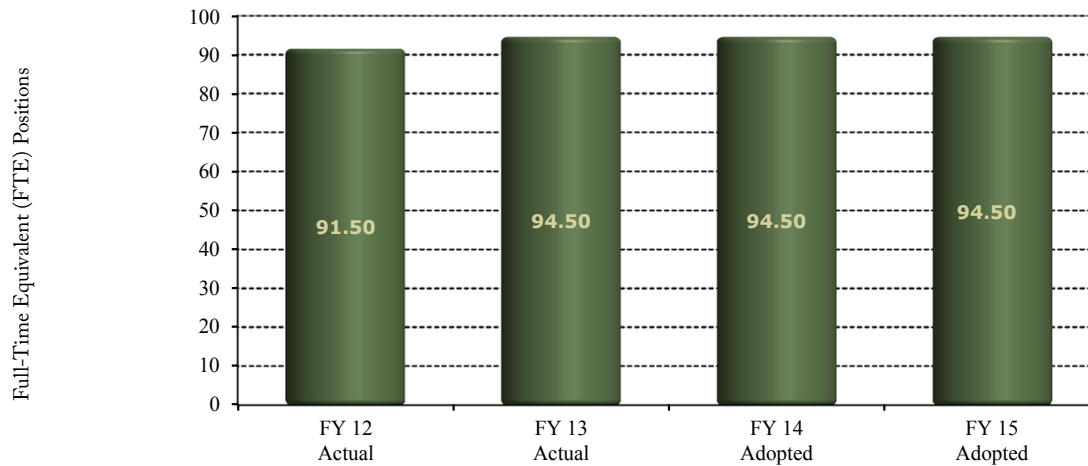
Funding Sources

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Permits, Privilege Fees & Regulatory License	\$0	\$0	\$75,000	\$75,000	0.00%
2 Charges for Services	\$727,550	\$958,156	\$585,834	\$585,834	0.00%
3 Revenue from Use of Money & Property	\$24	(\$8)	\$0	\$0	—
4 Miscellaneous Revenue	\$1,350	\$5,050	\$0	\$0	—
5 Revenue From Other Localities	\$706,464	\$875,484	\$836,236	\$799,542	-4.39%
6 Revenue From Commonwealth	\$1,624,185	\$1,663,141	\$1,755,627	\$1,755,627	0.00%
7 Transfers In	\$0	\$0	\$0	\$0	—
Total Designated Funding Sources	\$3,059,573	\$3,501,823	\$3,252,697	\$3,216,003	-1.13%
Net General Tax Support	\$5,209,811	\$5,069,898	\$5,647,614	\$6,179,443	9.42%
Net General Tax Support	63.00%	59.15%	63.45%	65.77%	

Expenditure History



Staffing History



Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Executive Management	12.00	13.00	15.00	0.00
2 Court Services	43.00	43.50	43.50	48.40
3 Operations	32.50	34.00	33.00	34.85
4 Administration	4.00	4.00	3.00	11.25
Full-Time Equivalent (FTE) Total	91.50	94.50	94.50	94.50
Authorized Sworn Strength (FTE) Total	77.50	77.50	79.50	79.50

Future Outlook

Implement Staffing Plan - The Police staffing plan calls for a set number of officers to be brought onto the force each year. This allows police to meet the demands of the growing Prince William County population. This increase in population and added police staff increases the number of cases, inmates and citizens visiting the Judicial Center on a daily basis. These increases also directly impact our Civil Process operations, including subpoenas, levies, seizures and eviction notices. In order to maintain the safety of the Judicial Center and address increased workloads, a staffing plan needs to be established for the Sheriff's Office to implement a set number of deputies for every set number of police officers hired each year. This will help offset the workload per deputy and help ensure safety at the Judicial Center.

Judicial Center Hardening Measures - Additional exterior hardening measures would improve the Sheriff's ability to maintain a secure environment at the Judicial Center. Examples of exterior hardening include non-removable barricades, permanent ballistic flower pots, chain fences around the exterior of the courthouse along Route 28 south and a fenced in parking area for the judges and staff. These improvements would not require any additional operating funds and could be phased in as funds become available.

General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Sheriff's Office technology bill increased by \$17,280 to \$281,972.
- B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15, the Sheriff's Office salary lapse changed by \$2,648 to -\$52,938.
- C. Program/Activity Reorganization** - This item reorganizes the Sheriff's Office, specifically moving the Management & Leadership activity from the Executive Management Program to the Administration Program, to better reflect actual service provision.
- D. Compensation Increase** - Compensation adjustments totaling \$153,668 are made to support the following rate changes:
- 5% Retiree Health;
 - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
 - 2.7% Health Insurance;
 - 3% Pay-for-Performance;
 - 0.13% Group Life; and
 - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.
- Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.
- E. Revenue Decrease for City Billings** - City billings is a reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Historically, the total city billing reimbursement is used to balance the County-wide budget at budget recap and later allocated to specific agencies. The Sheriff's Office FY 15 allocation is a decrease of \$36,694.

Court Services

Responsible for the safety and security of all citizens, courthouse staff and inmates visiting this facility. Focus is geared towards providing year round security, 24 hours a day at the Judicial Center Complex. Also provides security for 14 courtrooms/judges (including special hearings) attorneys, plaintiffs, defendants, witnesses, jurors, employees, the general public, prisoners and patient movement.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
I feel safe in the County Courthouse (community survey)	95%	95%	↔	95%	95%
Prisoner escapes while in the custody of the Sheriff's Office	0	0	↔	0	0
Hours spent providing courtroom security	34,691	35,234	↑	35,000	36,000

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Courthouse Security	\$1,523,211	\$1,515,606	\$1,483,765	\$1,877,647
Security screenings conducted with magnetometer	625,097	554,304	605,000	580,000
Courtroom Security	\$2,062,243	\$2,149,358	\$2,207,504	\$2,706,455
Docketed court cases	277,680	280,375	270,000	285,000
Total prisoners escorted to and from court	10,926	12,126	10,500	10,500

A. Budget Initiatives

1. Increase in Line of Duty Act (LODA) Costs

Expenditure	\$191,400
Revenue	\$0
General Fund Impact	\$191,400
FTE Positions	0.00

- Description** - This initiative funds increases in LODA costs for the Sheriff's Office. In FY 13 the Virginia General Assembly required that localities establish an actuarially determined reserve to fund LODA costs for any certified law enforcement officer receiving benefits under the act. LODA provides disability and death benefits for local public safety officers or their beneficiaries due to disability or death resulting from the performance of their duties.
- Service Level Impacts** - Existing service levels are maintained.

Operations

The Operations Division is comprised of a Civil Process Unit, Transportation Unit and a Warrants Unit. The civil process unit is responsible for the service of all civil papers received from any court of record. This function is solely mandated to the Sheriff by the Code of Virginia. The transportation unit is responsible for transporting prisoners to and from court and emotionally disturbed patients to hospitals and commitment hearings. The warrant unit is responsible for the service of criminal warrants, governor's warrants, parole violations, child support warrants as well as prisoner extraditions from other states. The Operations Division is community oriented and proactive in our efforts to assist primary law enforcement agencies within Prince William County.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Prisoner escapes while in the custody of the Sheriff's Office	0	0	↔	0	0
I feel safe in the County Courthouse (community survey)	95%	95%	↔	95%	95%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Civil Process	\$1,436,918	\$1,345,075	\$1,488,806	\$1,671,566
Civil process papers served	93,641	92,259	94,500	94,000
Warrants	\$307,792	\$333,911	\$379,102	\$465,394
Criminal warrants served	1,028	963	1,000	950
Extraditions completed	39	36	35	36
Transportation	\$636,180	\$693,812	\$932,012	\$1,077,738
Total civil transports	704	725	790	755
Total prisoner transports	2,380	2,477	2,400	2,450

Administration

Implement department vision and mission through accreditation activities and records management. Coordinate and oversee budget, planning and policy development and information technology while concentrating on continuous quality improvement

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
I feel safe in the County Courthouse (community survey)	95%	95%	↔	95%	95%
Maintain state law accreditation	Yes	Yes	↔	Yes	Yes
FTE equivalent of volunteer hours contributed	0.47	0.09	↓	0.39	0.26
Variance between adopted and actual department expenditure budget	6.52%	8.11%	↑	<3.00%	<5.00%

↑ Trending Upward ↔ Stable ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Accreditation	\$101,872	\$23,266	\$119,231	\$138,868
Maintain proof of compliance (documentation) as determined by Virginia Law Enforcement Professional Standards Commission	100%	100%	100%	100%
Human Resources	\$18,227	\$20,713	\$21,387	\$41,006
Applicants processed	506	626	400	450
Internal Affairs	\$0	\$0	\$1,000	\$1,000
Disciplinary actions as a result of internal affairs investigations	2	0	2	0
Community Services	\$93,059	\$96,385	\$87,903	\$150,170
Funeral escorts	395	376	420	390
Identification cards issued	2,844	3,140	2,500	3,000
Training	\$84,902	\$43,420	\$116,794	\$125,297
Staff training hours	7,102	5,656	7,500	6,000
Administrative Service	\$2,004,981*	\$2,350,176*	\$2,062,808*	\$1,140,305
Customers served at lobby service counter	37,501	33,165	33,000	0
Payment transactions	543	483	550	500
Background checks for concealed weapons permits	—	6,030	3,000	6,000
Hours supporting other public safety agencies	572	586	600	600

*Includes Executive Management Program totals





Prince William County
PUBLIC SCHOOLS
Providing A World-Class Education



NORTHERN VIRGINIA COMMUNITY COLLEGE

Student centered. Community focused.

Prince William County is home to a variety of public and private educational entities, ranging from preschools to universities. While each of these entities contributes to the Education goal, the public entities have the most direct ties to the County. Prince William County Schools, Northern Virginia Community College and George Mason University each have strategic plans that outline their individual goals for the near future. In an effort to maximize the partnerships between the County and these entities, the County's Strategic Plan incorporates outcomes from the various strategic plans that are of most interest to the community at large.

Education

Goal Statement: The County will provide an educational environment rich in opportunities to increase educational attainment for workforce readiness, postsecondary education, and lifelong learning.

Prince William County Schools

- By 2016 the high school graduation rate will increase from 88% to 90%.
- By 2016 the percentage of students scoring at an advanced Standards of Learning (SOL) level in each subject area will increase from 25% to 50%.
- By 2016 the percentage of graduates passing one or more advanced exam (Advanced Placement, International Baccalaureate, or Cambridge) will increase from 31% to 40%.
- By 2016 the percentage of graduates with a Governors, Career and Technical Education, Advanced Mathematics and Technology, or Civic Seal will increase from 46% to 65%.
- By 2016 the number of dual enrollment (PWCS/NVCC) students will increase to more than the baseline of 301.
- By 2016 the ratio of National Board Certified Teachers to students will increase from 1:701 to 1:500.
- By 2016 the percentage of accredited schools will be 100%, even with changes in the accreditation standards.
- By 2016 the average elementary school classroom size will decrease to less than the baseline of 23.2 students per classroom.
- By 2016 the average middle school classroom size will decrease to less than the baseline of 30.7 students per classroom.
- By 2016 the average high school classroom size will decrease to less than the baseline of 29.7 students per classroom.

George Mason University

- By 2016 GMU will improve its ranking in the National Science Foundation Annual Research and Development Survey from 153, on its way to a goal of being in the top 125 schools.

Northern Virginia Community College¹

- By 2016 the number of County residents/employees taking workforce development classes at the Manassas and Woodbridge NVCC campuses will increase from 3,617 to 4,340.

¹ The County provides operating and capital support to NVCC. In FY 15 the rate is \$2.25 per capita for a total contribution of \$947,619.



Average Tax Bill: Prince William County Public Schools accounted for \$2,042 and 57.23% of the average residential tax bill in FY 15.

Vision

In Prince William County Public Schools, all students will learn to their fullest potential. The education of each student will be individualized and developmentally appropriate. Student learning will be enhanced by national, global, and multicultural perspectives. Students who graduate from Prince William County Public Schools will possess the basic knowledge and skills that will assure their proficiency in problem solving and the use of technology. Graduates will have a desire to learn and the skills to be life-long learners. They will be responsible citizens. All graduates will be competent to enter the work world and prepared to pursue advanced educational opportunities.

Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopt 15
A. Expenditures					
1 Operating Fund	\$811,314,119	\$865,926,328	\$887,971,916	\$919,386,668	3.54%
2 Debt Service Fund	\$67,512,184	\$70,996,885	\$74,899,758	\$77,964,481	4.09%
3 Construction Fund	\$84,059,000	\$105,639,000	\$209,620,417	\$107,378,000	-48.78%
4 Food Service Fund	\$33,629,487	\$38,278,750	\$42,866,062	\$44,464,544	3.73%
5 Warehouse Fund	\$5,250,000	\$5,250,000	\$5,500,000	\$5,500,000	0.00%
6 Facilities Use Fund	\$1,408,700	\$1,487,573	\$1,388,658	\$1,365,233	-1.69%
7 Self Insurance Fund	\$5,291,670	\$5,364,315	\$4,531,035	\$5,069,606	11.89%
8 Health Insurance Fund	\$73,235,554	\$75,793,949	\$79,482,633	\$84,028,532	5.72%
9 Regional School Fund	\$33,900,309	\$34,583,749	\$40,793,831	\$47,417,814	16.24%
10 Gov School @ Innovation Pk	\$900,743	\$707,500	\$777,000	\$826,310	6.35%
11 SACC Program Fund	\$401,814	\$496,950	\$630,000	\$630,000	0.00%
Total Schools	\$1,116,903,580	\$1,204,524,999	\$1,348,461,310	\$1,294,031,188	-4.04%
Total Designated Funding Sources	\$1,089,350,264	\$1,151,038,283	\$1,201,251,494	\$1,269,561,494	5.69%
Net (Increase)/Decrease to Fund Balance	\$27,553,316	\$53,486,716	\$147,209,816	\$24,469,694	-83.38%

Mission Statement

Providing a World-Class Education

Providing a World-Class Education means...

- The focus is on teaching and learning, enhanced by professional learning communities.
- All students achieve high standards.
- Instruction is engaging and rigorous.
- Reading and writing literacy is taught in all content areas.
- There is a sense of belonging – including all students.
- We support the Developmental Assets™ for students.*
- Schools and offices are inviting, welcoming, and customer-oriented.
- We will accomplish our Strategic Plan by working together.

* The Search Institute has developed Developmental Assets™ that are 40 commonsense, positive experiences and qualities that help influence choices young people make and help them become caring, responsible adults.

Strategic Plan Goals

- Goal 1: All students meet high standards of performance.
- Goal 2: The teaching, learning, and working environment is caring, safe and healthy, and values human diversity.
- Goal 3: Family and community engagement create an environment focused on improved student learning and work readiness.
- Goal 4: Faculty, staff, and leaders are qualified, high performing, diverse, and motivated.
- Goal 5: The organizational system is aligned, integrated, and equitable.

General Overview

- A. **The School Budget** is handled independently from those budgets reviewed by the County Executive. The School Board, which is elected by the citizens of Prince William County, 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 FY 15 budget for the Prince William County Public Schools (PWCS) includes a total local County transfer of \$488,819,640. Of this amount, \$488,052,758 is transferred from the County's general fund and \$766,882 is transferred from the capital fund for the Schools share of Cable TV grant revenue. The County's general fund transfer includes \$486,673,956 which is the Schools' share of general revenue in accordance with the County/Schools general revenue agreement and \$1,378,802 in federal government reimbursements to the County associated with Qualified School Construction Bonds (the debt service is paid by the Schools).
- B. **The Revenue Sharing Agreement** between the BOCS and the School Board is maintained in the FY 15 budget whereby the Schools receive 57.23% of general revenues (less recordation tax as discussed in the Budget Summary section) and the County receives 42.77%.
- C. **Student Enrollment Growth** continues to be a major issue. Student enrollment is currently growing at a rate of 2.4% per year while the total county population is growing at 1.5% per year. The School Board estimates that almost 2,100 additional students will enroll in FY 15, bringing the total student enrollment to just over 87,100. The 2,100 increase in enrollment adds \$20 million in operation costs and \$6.6 million in debt service cost per year. Student class size is at the maximum number permitted under state law. Enrollment is estimated to grow by more than 8,500 between FY 15-19.

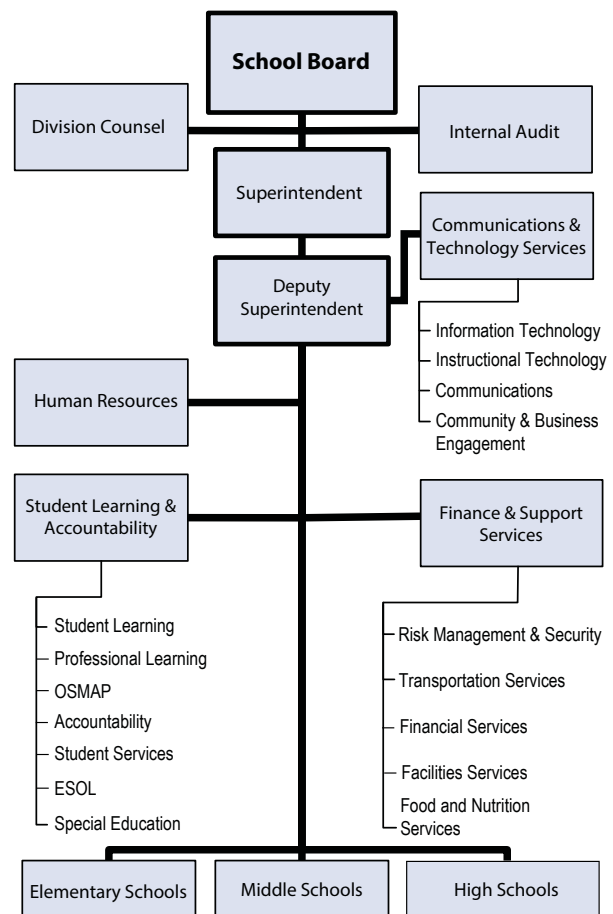
Organization

PWCS is organized to focus on meeting the needs of its projected 87,108 students while managing 94 schools. It is an efficient and well-managed organization of more than 10,000 employees.

PWCS is governed by eight elected School Board members. The members are elected to four-year terms. One member represents each of the county's seven magisterial districts and the chairman serves at large. The School Board is charged by Virginia law and the regulations of the Virginia Board of Education to establish guidelines and rules that will ensure the proper administration of the county's school programs.

The Superintendent works closely with the Deputy Superintendent and the associate superintendents to oversee the day-to-day operations of the schools and support services. Principals and support department heads report to the associate superintendents.

The School Division operates under a site-based management philosophy where schools and departments have significant authority to plan and budget resources to meet Division and school/department goals and objectives. Each school and department is held accountable for successfully meeting goals and objectives.



Five Year Accomplishments

- Raised on-time student graduation rate to approximately 90%
- Increased the number of students earning qualifying scores on Advanced Placement, International Baccalaureate, and Cambridge exams to 31%, exceeding both the national and Virginia average
- Earned exemplary ranking and Divisionwide accreditation by the Southern Association of Colleges and Schools and Council on Accreditation and School Improvement, 2012
- Implemented Teacher Incentive Performance Awards Program to enhance teaching and student achievement in schools with economically disadvantaged student populations
- Launched the Governor's School @ Innovation Park in collaboration with George Mason University and Manassas City and Manassas Park City Public Schools, providing advanced study and research opportunities in STEM, 2010
- Expanded Divisionwide use of digital instructional technology using high-speed Internet connections
- Completed major renewals of eight schools in the last five years at a cost of \$57.3 million
- Built eight new schools and 13 school additions in the last five years at a cost of \$331.4 million, adding 9,805 student spaces
- Established over 1,000 formal business partnerships Divisionwide

Major Awards

- College Board Advanced Placement District Honor Roll, 2013
- All high schools ranked among the top nine percent of high schools in the United States, "The Washington Post" High School Challenge, 2013
- Virginia Schools to Watch, National Forum to Accelerate Middle-Grades Reform, 2009-2013
- Governor's Award for Educational Excellence, 2009-2012
- Virginia Board of Education Index of Performance Awards, 2011-2013
- Excellence in Education Award, Virginia Tech School of Education, 2011
- National STEM Education and Cyberlearning Model School, 2011
- 13 Gold Award of Distinction schools, Healthier US School Challenge, USDA, 2012
- Nation's 100 Best Communities for Young People, three consecutive years
- Meritorious Budget Award, Association of School Business Officials, 1997-2013
- Distinguished Budget Presentation Award, Government Finance Officers Association, 2000-2014
- Excellence in Financial Reporting, Government Finance Officers Association, 2013



For more information on the PWC Schools visit www.pwcs.edu.

Elementary Schools

- Alvey
- Antietam
- Ashland
- Bel Air
- Belmont
- Bennett
- Bristow Run
- Buckland Mills
- Cedar Point
- Coles
- Dale City
- Dumfries
- Ellis
- Enterprise
- Featherstone
- Fitzgerald
- Glenkirk
- Gravely
- Haymarket
- Henderson
- Kerrydale
- Kilby
- King
- Lake Ridge
- Leesylvania
- Loch Lomond
- Marshall
- Marumsco Hills
- McAuliffe
- Minnieville
- Montclair
- Mountain View
- Mullen
- Neabsco
- Nokesville
- Occoquan
- Old Bridge
- Pattie
- Penn
- Piney Branch
- Potomac View
- River Oaks
- Rockledge

- Rosa Parks
- Signal Hill
- Sinclair
- Springwoods
- Sudley
- Swans Creek
- T. Clay Wood
- Triangle
- Tyler
- Vaughan
- Victory
- West Gate
- Westridge
- Williams
- Yorkshire

Middle Schools

- Benton
- Beville
- Bull Run
- Fred M. Lynn
- Gainesville
- Godwin
- Graham Park
- Lake Ridge
- Marsteller
- Parkside
- Potomac
- Reagan
- Rippon
- Saunders
- Stonewall
- Woodbridge

High Schools

- Battlefield
- Brentsville District
- Forest Park
- Freedom
- Gar-Field
- Governor's School @ Innovation Park
- Hylton

- Osbourn Park
- Patriot
- Potomac
- Stonewall Jackson
- Thomas Jefferson High School for Science & Technology
- Virtual
- Woodbridge

Traditional Schools

- Nokesville
- Pennington
- Porter

Special Education Schools

- Independent Hill School - PACE East Program
- PACE West
- Woodbine Preschool Center

Alternative Schools

- New Directions
- New Dominion



NON-DEPARTMENTAL

Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Administration	\$13,539,773	\$25,479,985	\$4,606,998	\$5,305,190	15.16%
2 Casualty Pool (All Funds)	\$1,042,417	\$1,326,931	\$1,617,638	\$1,629,381	0.73%
3 Workers Compensation (All Funds)	\$3,862,164	\$4,040,183	\$4,532,304	\$4,532,304	0.00%
4 Property & Miscellaneous Insurance	\$337,148	\$707,119	\$955,375	\$955,375	0.00%
5 Unemployment Insurance	\$49,684	\$148,974	\$75,000	\$125,000	66.67%
6 Medical Insurance (Internal Services)	\$40,129,715	\$44,145,490	\$55,586,000	\$58,745,000	5.68%
Total Expenditures	\$58,960,901	\$75,848,682	\$67,373,315	\$71,292,250	5.82%

Expenditure by Classification

1 Personal Services	\$40,482	\$40,712	\$459,823	\$679,101	47.69%
2 Fringe Benefits	\$892,128	\$570,455	(\$712,646)	(\$116,949)	-83.59%
3 Contractual Services	\$3,504,459	\$3,930,141	\$4,434,439	\$4,818,439	8.66%
4 Internal Services	\$4,946,715	\$5,721,587	\$8,312,753	\$7,947,777	-4.39%
5 Other Services	\$36,973,089	\$40,600,643	\$51,572,774	\$54,356,024	5.40%
6 Transfers	\$12,604,028	\$24,985,144	\$3,306,172	\$3,607,858	9.12%
Total Expenditures	\$58,960,901	\$75,848,682	\$67,373,315	\$71,292,250	5.82%

Funding Sources

1 Other Local Taxes	\$1,964,622	\$2,021,123	\$2,106,000	\$2,169,000	2.99%
2 Revenue From Use of Money & Property	\$563,007	(\$214,017)	\$450,000	\$300,000	-33.33%
3 Charges for Services	\$36,774,635	\$38,541,830	\$41,818,000	\$45,775,000	9.46%
4 Miscellaneous Revenue	\$8,266,776	\$22,782,837	\$7,154,452	\$8,238,819	15.16%
5 Revenue From Other Localities	\$8,170	\$0	\$8,170	\$8,170	0.00%
6 Revenue From Federal Government	\$169,634	\$136,592	\$0	\$0	—
7 Non-Revenue Receipts	\$74,621	\$103,390	\$0	\$0	—
8 Transfers	\$2,576,302	\$4,402,571	\$1,952,057	\$2,001,434	2.53%

Total Designated Funding Sources	\$50,397,767	\$67,774,325	\$53,488,679	\$58,492,423	9.35%
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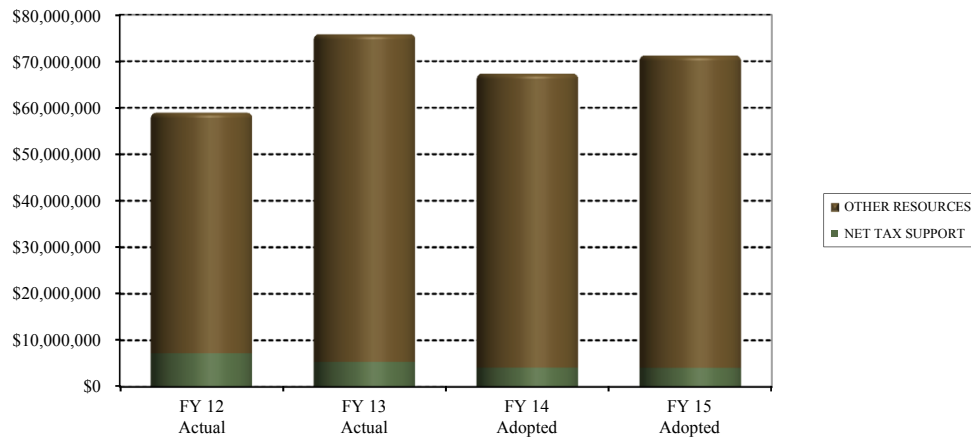
Use of Medical Insurance Internal Service Fund Balance	\$1,240,544	\$2,397,842	\$9,740,000	\$8,658,000	-11.11%
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Casualty Pool and Workers Compensation Costs Funded by Non-General Fund Sources	\$150,238	\$318,745	\$44,421	\$45,713	2.91%
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Net General Tax Support	\$7,172,352	\$5,357,770	\$4,100,215	\$4,096,114	-0.10%
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Net General Tax Support	12.16%	7.06%	6.09%	5.75%	
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Expenditure History



Mandates

The following mandated services are reported in the Non-Departmental section of the budget.

Federal Code: The unemployment insurance system, created by the Social Security Act of 1935, is administered by each state.

State Code: The unemployment insurance system is administered in Virginia through Title [65.2](#) of the Code of Virginia. Title [2.2-1204](#) of the Code of Virginia requires local governments to make health insurance plans available to employees. The Auditor of Public Accounts for the Commonwealth requires political subdivisions in Virginia to adhere to Governmental Accounting Standards Board standards for financial reporting.

General Overview

The Non-Departmental/Unclassified Administrative area of the budget includes those expenditures which are not assigned to specific agency budgets. During the course of the fiscal year, many of these dollars are allocated against agency budgets to properly account for where the expenditures actually occur. As a program becomes established, an unclassified administrative budget item will often be assigned to an agency on a permanent basis. The funds would then be transferred from Unclassified Administrative to the agency budget. Due to the many items coming into and out of the Non-Departmental/Unclassified Administrative budget area between budget years, it is difficult to compare different fiscal year totals. The current components of the FY 2015 Budget for Non-Departmental/Unclassified Administrative are discussed below.

- Casualty Pool, Workers Compensation, and Property and Miscellaneous Self-Insurance Programs** - The County maintains self-insurance programs for general liability, automobile, public official and law enforcement professional liability, pollution liability and workers compensation insurance through the Prince William County (PWC) Self-Insurance Group (PWSIG) casualty pool and workers compensation pool. The two self-insurance programs began operations July 1, 1989 and are licensed by the State Corporation Commission. The FY 15 general fund workers compensation and casualty pool budget is \$5,746,115 and the all funds budget is \$6,161,685. The FY 15 property and miscellaneous insurance budget is \$955,375.

These activities are reported in the internal services fund. Revenues come primarily from other County funds through “premiums” set to cover estimated self-insured claims and liabilities, excess and other insurance premiums and operating expenses. Claims filed or to be filed through the end of the previous fiscal year are accrued liabilities. Each of the programs has sufficient reserves to cover its estimated claims liability.

2. **Unemployment Insurance** - The Virginia Employment Commission (VEC) administers an unemployment insurance program that provides protection against loss of wages to individuals who become unemployed through no fault of their own. The FY 15 unemployment insurance budget is \$125,000.
3. **Medical Insurance Internal Service Fund** - PWC established a health insurance fund to self-insure for employee medical coverage as well as provide fully insured dental, vision, and flexible spending benefits. The fund also provides additional insurance credits for retirees. County-wide medical and dental premiums are paid from the medical insurance internal service fund which is funded primarily from charges to County departments. The FY 15 medical insurance budget is \$58,745,000.
4. **Shift Fleet Management Costs from Unclassified Administration** - A total of \$1,092,448 is shifted from the Unclassified Administration budget to the following agencies in order to accurately reflect fleet management fuel and maintenance costs based on a study of FY 13 actual expenditures: Police (\$665,177), Fire & Rescue (\$344,037), Community Services (\$56,390), Library (\$16,852), and Finance (\$9,992).
5. **Transfer from Adult Detention Center Fund** - The transfer of \$1,302,434 to the general fund from the Adult Detention Center (ADC) is required to compensate the general fund for the cost of implementing the Law Enforcement Officers (LEOS) retirement program for Jail Officers and the Jail Superintendent. The funds are included as revenue in the Total Designated Funding Sources area. Additional information concerning the ADC LEOS retirement program can be found in the General Overview section of the ADC departmental budget.
6. **Funds to Support GASB 45 Requirements** - A total of \$601,000 helps support the Board’s adopted compensation policy for PWC to have a combination of salaries and benefits to attract and retain the most qualified employees including post-employment benefits such as retiree health care credits.
7. **Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency’s ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Non-Departmental/Unclassified Administration technology bill increased by \$118,743 to \$789,106.

Attracting and Retaining Quality County Employees

The County’s compensation policy is as follows:

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

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

The County's policy will be implemented through the following components:

1. Market Pay Adjustment

Total Cost	\$0
Supporting Revenue	\$0
Total PWC Cost	\$0

- a. **Market Pay Adjustment** - When an adjustment is required to maintain salaries that are competitive between Prince William and the other Northern Virginia jurisdictions, an across-the-board market pay adjustment will be proposed for all County employees. No funding is included to support a market pay adjustment in FY 15. Market pay adjustments of 2.0% in FY 16 and FY 18 are included in the five year plan. The total general fund cost of market pay adjustments is \$35,236,561 in FY 15-19.
- b. **Sunday and Holiday Pay Increase** - This covers the increased cost of Sunday and holiday pay due to market pay adjustment increases. The total general fund cost is \$690,115 in FY 15-19.

2. Pay for Performance Adjustment

Total Cost	\$5,357,761
Supporting Revenue	\$548,537
Total PWC Cost	\$4,809,224

- a. **Pay for Performance Adjustment** - Funding is included to support a 3.0% pay for performance increase in FY 15. The five year plan funds 3.0% pay for performance increases during FY 17 and FY 19. Pay for performance includes the following:
 - The basic pay for performance increase is calculated on the employee's current salary/pay as a percentage increase until the employee reaches the maximum salary/pay for that position. Maximum salary/pay scales are not extended based on pay for performance adjustments.
 - "Performance Plus" is a lump-sum award that will be added to the first paycheck the employee receives after his/her evaluation, if the performance is rated higher than the "Fully Achieved" rating. This one-time amount is not added to the employee's base pay. Employees at the maximum salary/pay for their position ("topped out") are eligible for this award. Funding to support "Performance Plus" is budgeted in FY 15, FY 17, and FY 19.
 - In years when both pay for performance and market adjustments are approved, all employees will receive the pay plan market adjustment authorized by the Board of County Supervisors (BOCS), except those who receive a "Significantly Below" rating.

The total general fund cost of pay for performance adjustments is \$40,367,055 in FY 15-19.

- b. **Compensation "Rollover"** - Each year compensation actions are rolled over into the next budget year. This includes positions which were funded for a partial year that require a full year budget in the next fiscal year. Pay for performance rollovers are necessary because not all employees receive pay for performance increases at the beginning of the fiscal year. Therefore, a pay for performance increase given halfway through a fiscal year needs to be funded for the entire next fiscal year. This rollover captures the full cost of providing a pay for performance increase to employees. When no pay for performance increase is authorized, little if any compensation rollover funds are added to the budget in the next budget year. The total general fund cost of compensation rollover is \$12,291,264 in FY 15-19.

3. Virginia Retirement System (VRS) and Group Life Insurance Rate Changes

Total Cost \$2,430,531

Supporting Revenue \$120,170

Total PWC Cost \$2,310,361

- **VRS Background** - The Prince William County (PWC) FY 15 VRS rate is 18.49%. This rate includes the employer (13.49%) and employee share (5.0%) of VRS contributions. VRS rates are calculated based on an actuarial valuation of political subdivision contribution rates as of June 30, 2013. In May 1981 the BOCS approved that the employee share of VRS contributions would be paid by the County. From July 4, 1981, through June 30, 2012, the County paid the 5% employee share.
- **2012 Legislative Session Approves VRS Pension Reform** - During FY 12 the Commonwealth of Virginia passed additional VRS legislation that required all individuals in VRS who are employed by local governments to pay the 5% employee contribution effective July 1, 2012. The state provided local governments the option to phase in the 5% VRS contribution paid by employees over a maximum of five years. However, localities must provide a salary increase to offset the mandatory VRS contributions from employees.
- **1% VRS Offset Cost** - \$3,194,599 - PWC elected in the FY 2013 Budget to phase in the 5% employee VRS contribution over a period of five years. Therefore, an annual 1% VRS offset is included in FY 15-17 for the following employees at a total general fund cost of \$28,137,700 in FY 15-19:
 - All VRS Plan 1 employees hired on or before June 30, 2010 will receive a 1% salary increase on July 1, 2014 to help offset their required 3% contribution to VRS.
 - All VRS Plan 2 employees hired between July 1, 2010 and June 30, 2011 will receive a 1% salary increase on July 1, 2014 to help offset their required 5% employee contribution to VRS.
 - VRS Plan 2 employees hired on or after July 1, 2011 will not receive any VRS-related salary increase because they were hired knowing that they are required to make the 5% employee contribution to VRS.
- **VRS Savings - (\$654,529)** - During FY 10 the Commonwealth of Virginia passed legislation that created VRS Plan 2 for employees hired after July 1, 2010 and who were not a member of VRS in a previous job. The BOCS approved the FY 2012 Budget with all Plan 2 employees paying their 5% employee share of VRS.
 PWC will also realize savings as a result of the annual 1% shift in VRS costs from employer to Plan 1 employees as mandated by VRS legislation. Instead of paying the VRS actuarial rate of 18.49% in FY 15, the County will pay a rate of 15.49% because of the cumulative 3% shift to Plan 1 employees (1% shifted per year in FY 13-15). The savings to the County's general fund will increase each year until FY 17 which is when Plan 1 employees reach their mandated 5% contribution to VRS.
 The total general fund savings associated with Plan 2 employees paying their 5% employee share of VRS and Plan 1 employees paying their 5% share of VRS by FY 17 is projected to be \$12,509,435 in FY 15-19.
- **VRS Actuarial Rate Decrease - (\$474,161)** - Separate from the VRS reform legislation passed by the Commonwealth during FY 12, the VRS actuary completed an actuarial valuation of political subdivision contribution rates for FY 15 and FY 17 as of June 30, 2013. As a result of these valuations the PWC contribution rate for FY 15 decreased 0.21% from 13.70% to 13.49% effective July 1, 2014. The rate will remain at 13.49% for FY 16 at no additional cost to the general fund. The VRS rate is projected to decrease further by 1.13% to 12.36% for FY 17 and FY 18 at an additional general fund savings of \$2.4 million per year. No change is projected to VRS rates in FY 19. The combined FY 15 and FY 17 VRS rate decreases will realize additional general fund savings of \$2.8 million per year beginning in FY 17. The total general fund savings associated with the VRS actuarial rate decrease is \$9,392,625 in FY 15-19.

- **Group Life Insurance Rate Increase - \$305,625** - VRS notified the County that the group life insurance rate increased by 0.13% from 1.19% to 1.32% effective July 1, 2014. The rate is projected to remain at 1.32% for the duration of the five year plan. The total general fund cost due to the group life insurance rate increase is \$1,375,045 in FY 15 - 19.
- **VRS Hybrid Disability Insurance Requirement - \$58,997** - As part of VRS pension reform, all non-hazardous duty employees hired on or after January 1, 2014 will become VRS Hybrid Plan members. This plan is a mixture of a defined benefit plan and a defined contribution plan that provides a service retirement option for members as well as an employee investment option. The VRS Hybrid Plan does not have a disability retirement option as does VRS Plan 1 and 2. PWC is required to provide short and long term disability benefits to VRS Hybrid Plan members comparable to a plan offered by the Commonwealth. PWC has elected to use a third party insurance carrier at a rate of 0.59% of estimated hybrid plan payroll at an FY 15 cost of \$58,997. For comparative purposes, the disability program offered by the Commonwealth costs 0.79% of hybrid plan payroll. The total general fund cost of disability insurance for VRS Hybrid Plan employees is \$688,297 in FY 15-19.

4. Supplemental Pension Rate Increase for Police and Fire & Rescue

Total Cost	\$51,876
Supporting Revenue	\$0
Total PWC Cost	\$51,876

a. Description - PWC has a supplemental pension plan for police officers and uniformed fire & rescue personnel. It is a single employer defined benefit retirement plan administered by the Plan's Board of Trustees. Funding for the plan is based on employer contributions at actuarially determined rates as a percentage of payroll in order to accumulate sufficient assets to meet the costs of basic benefits when they are due. Based upon actuarial analysis, the County's contribution for supplemental police and fire retirement increases 0.07% from 1.37% in FY 14 to 1.44% in FY 15 at a cost of \$51,876.

The total general fund cost for the County's increased contribution rate for supplemental police and fire retirement is \$259,380 in FY 15-19.

5. County Health Insurance / Dental Rate Increase

Total Cost	\$626,609
Supporting Revenue	\$64,412
Total PWC Cost	\$562,197

a. Description - The County employer contributions to the Medical Insurance Self-Insurance Internal Service account for Health Insurance and Dental increases by \$626,609.

b. For FY 15 - The County employer share of the contribution increase to the Medical Insurance Self-Insurance Internal Service account is \$626,609 and is required to maintain the stability of the County's self-insurance for health insurance. The increase is due to a 2.7% average increase for the County's health insurance. No increase is projected for dental insurance.

The total general fund cost for the County's employer contribution for health insurance / dental is \$24,983,139 in FY 15 - 19.

6. Retiree Health Care Cost Increase

Total Cost	\$89,163
Supporting Revenue	\$8,165
Total PWC Cost	\$80,998

a. Description - County employees are not provided health insurance coverage upon their retirement. The County Retiree Health Credit Program is available to employees upon separation and retirement from County service. This Retiree Health Credit Program is separate from and in addition to the existing VRS Health Credit Program, which is also totally funded by County contributions. 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.

- A 5% cost increase of \$89,163 in the retiree health care budget is included to cover projected growth in this benefit due to additional retirees. The amount paid to each individual retiree has not increased.

The total general fund cost to increase the retiree health care budget at 5% per year is \$1,299,061 in FY 15 - 19.

Budget Initiatives

1. County Proffers

Expenditure	\$4,197,343
Revenue	\$4,197,343
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Funding is transferred from proffer accounts to support capital projects. Of this amount, \$2,918,283 is budgeted for transportation projects; \$582,589 for fire & rescue projects; \$315,009 for park projects; \$341,476 for library projects; \$38,900 for stormwater projects; and \$1,086 for a police project identified in the [FY 2015-2020 Capital Improvement Program](#) (CIP). Please refer to the CIP section of this document for additional information regarding proffers and specific projects. This is a one-time transfer and there are no five year plan impacts.

2. General Fund Support for DoIT System Developer Positions

Expenditure	\$493,240
Revenue	\$0
General Fund Impact	\$493,240
FTE Positions	0.00

a. Description - Funding is provided in the general fund Non-Departmental budget to support the addition of four (4.00 FTEs) system developers in the Department of Information Technology's (DoIT) internal service fund. Two of the positions will be assigned to DoIT's Public Safety Applications activity and two will be assigned to their General Government Applications activity. The 2.00 FTEs assigned to public safety applications will replace two sworn officers currently supporting Technology Improvement Plan (TIP) projects. This will allow one sworn police officer and one career firefighter to resume direct response

to community needs. The 2.00 FTEs assigned to general government applications will provide additional capacity to expedite the development of TIP projects. The five year general fund cost of these four positions is \$2,441,048. Please refer to the DoIT budget pages in the General Government section of this document for more information on these positions. Please refer to the [FY 2015-2020 Capital Improvement Program](#) for more information on TIP projects.

3. County Historic Site Improvements

Expenditure	\$314,000
Revenue	\$314,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative provides a one-time transfer of funding from the Transient Occupancy Tax for Tourism fund balance to the Department of Public Works Historic Preservation program to support one-time capital improvements at the following County historic sites:

- **Williams Ordinary** - Wall and foundation repair (\$247,000)
- **Bristoe Battlefield Park** - Building demolition and septic and well upgrades (\$59,000)
- **Ben Lomond Historic Site** - Chimney repair (\$8,000)

4. Cable Equipment Grant

Expenditure	\$190,000
Revenue	\$190,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - An annual 1% cable equipment grant is provided by cable television providers operating in PWC. Grant proceeds must be used for cable-related capital needs. Although not considered general revenue, revenue derived from the grant is shared with Prince William County Schools. Cable grant revenue is expected to increase \$190,000 from \$1,150,000 in FY 14 to \$1,340,000 in FY 15. The total transfer to the Schools will increase \$114,257 from \$652,625 to \$766,882. The total revenue to the County will increase \$75,743 from \$497,375 to \$573,118. 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 increases.

5. Fuel and Parts Increase

Expenditure	\$119,217
Revenue	\$0
General Fund Impact	\$119,217
FTE Positions	0.00

a. Description - This initiative increases funding for gasoline and diesel fuel (\$87,484) and vehicle parts (\$31,733) in the Fleet internal service fund. This addition is included in the Public Works, Fleet Management program in the Community Development section of this document. The cumulative five year cost to increase the fuel and parts budget is projected to be \$596,085.

6. Proffer Funded Site Inspector

Expenditure	\$115,966
Revenue	\$115,966
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - A full-time site inspector is proffered by the developer of Potomac Shores in eastern PWC. The inspector is necessary to mitigate stormwater impacts of the development while it is under construction. Annual funding for the existing position (salary, benefits, vehicle, and other operating costs) is transferred from proffer accounts to the Department of Public Works, Stormwater Infrastructure Management program.

7. Transient Occupancy Tax for Tourism

Expenditure	\$112,215
Revenue	\$63,000
Use of Fund Balance	\$49,215
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Transient Occupancy Tax revenue designated for tourism increases 3.0% or \$63,000 from \$2,106,000 in FY 14 to \$2,169,000 in FY 15. Transient Occupancy Tax (TOT) revenue is derived from a levy on hotels, motels, boarding houses, travel campgrounds and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty consecutive days. This tax is reinvested to attract and serve more visitors. 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. Funding is restricted to a portion of the three cents of each five cents received from TOT revenue collected by the County. The three cents represent 60 percent of total TOT revenue collected and is designated for the promotion of tourism in the County.

The FY 2015 Budget designated TOT fund allocation is shown in the table below:

Table One: Transient Occupancy Tax (TOT) Fund Allocations for FY 2015 Budget	
The FY 15 budget allocates the Transient Occupancy Tax (TOT) funding in the following manner:	Total
1. Transfer to the Convention and Visitors Bureau (CVB)	\$1,211,777
2. Transfer to Public Works/Historic Preservation	\$941,438
3. Dumfries Weems-Botts Museum	\$35,000
4. Prince William Soccer, Inc.	\$25,000
5. Occoquan Mill House Museum	\$5,000
TOT Allocated Total	\$2,218,215
FY 15 TOT Revenue Projection	\$2,169,000
Contribution To / (Use Of) TOT Fund Balance	(\$49,215)

Transient occupancy tax expenditures for tourism in the FY 2015 Budget total \$2,218,215 and are allocated as follows:

1. The FY 2015 Budget for the Prince William/Manassas Convention and Visitors Bureau (CVB) is \$1,211,777 which increases \$112,965 or 10.3% over the FY 14 budget of \$1,098,812. The increased funding includes a 3.0% operating increase (\$32,965) as well as one-time funding for marketing research (\$33,000) and a sports tourism initiative (\$47,000). The \$112,965 increase to the CVB is funded by the \$63,000 revenue increase in FY 15 TOT funding; a one-time use of TOT fund balance (\$49,215); and a \$750 shift of previously unallocated TOT funding. Additional information on this addition can be found in the CVB budget pages in the Community Development section.
2. The FY 2015 Budget provided to the Public Works, Historic Preservation program remains unchanged from FY 14. The total revenue for the Historic Preservation program is \$941,438.
3. The FY 2015 Budget for the Dumfries Weems-Botts Museum, Prince William Soccer, Inc. and Occoquan Mill House Museum are unchanged from FY 14.

8. Unemployment Insurance Increase

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

- b. **Description** - In FY 14, the Unemployment Insurance budget was reduced \$75,000 based on FY 11 (\$85,995) and FY 12 (\$49,684) actual expenditures. However, FY 13 actual expenditures were \$148,974 and the average quarterly payment to the Virginia Employment Commission (VEC) has been approximately \$34,000. In FY 15, the Unemployment Insurance budget increases \$50,000 from \$75,000 to \$125,000 in order to accurately reflect recent payment activity to VEC.

Budget Shift

1. Virginia Line of Duty Act (LODA)

Budget Shift	(\$700,000)
Agency Impact	(\$700,000)
FTE Positions	0.00

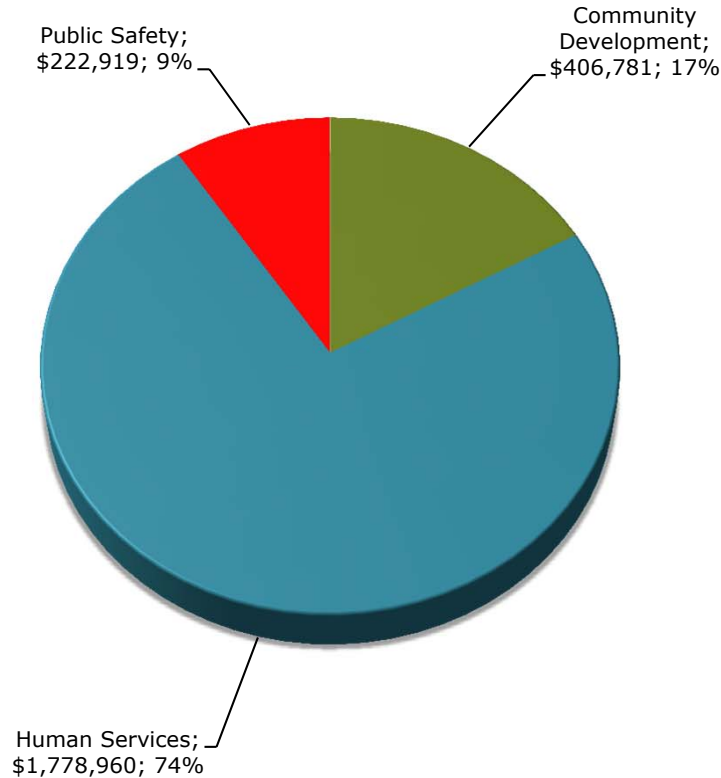
- a. **Description** - This budget shift decreases the Non-Departmental budget by \$700,000 and transfers the funding to public safety agencies in support of LODA costs. Individuals or survivors of public safety officers or firefighters with the Commonwealth of Virginia or one of its political subdivisions who are disabled or die in the line of duty may be eligible for benefits under LODA. Beginning in FY 12, the Commonwealth mandated all political subdivision employers with employees covered under LODA to pay contributions for the cost of the program. Prior to FY 12, the program was funded by the Commonwealth. Funds were originally budgeted in Non-Departmental in FY 12 because public safety costs were not yet determined on an agency basis. The FY 15 Budget includes LODA increases necessary to pre-fund the LODA trust in accordance with Governmental Accounting Standards Board (GASB) standards for the following public safety agencies:

Table Two: LODA Cost Summary

General Fund	Total
Police	\$1,222,100
Fire & Rescue	\$704,000
Sheriff	\$191,400
Adult Detention Center	\$83,482
Non-Departmental Shift	(\$700,000)
General Fund Total	\$1,500,982
Other Funds	
Fire & Rescue Volunteers	\$625,900
Adult Detention Center	\$93,800
Other Funds Total	\$719,700
Grand Total (All Funds)	\$2,220,682



By Functional Area



Total Expenditure Budget: \$2,408,660

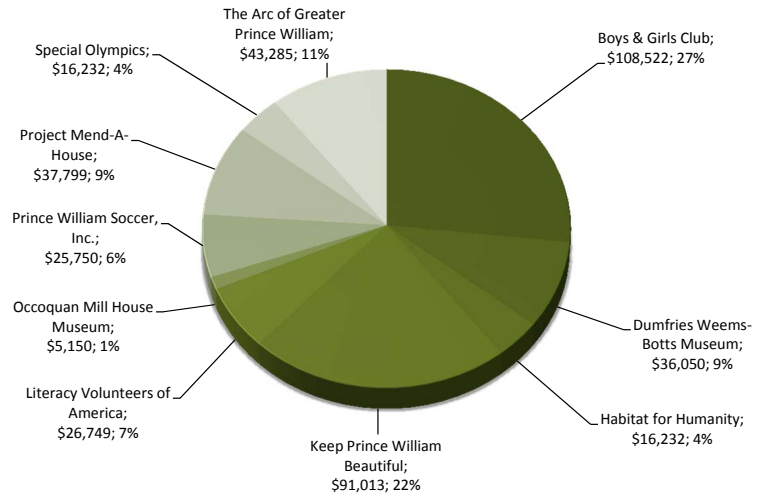
PARTNERS

- | | | |
|---|---------------------------------------|---|
| ➤ Action in the Community Through Service | ➤ Habitat for Humanity | ➤ OpenDoor Housing Fund |
| ➤ American Red Cross | ➤ Independence Empowerment Center | ➤ Prince William Soccer, Inc. |
| ➤ The Arc of Greater Prince William | ➤ Keep Prince William Beautiful | ➤ Prince William Speech & Hearing Center |
| ➤ Boys & Girls Club | ➤ Legal Services of Northern Virginia | ➤ Project Mend-A-House |
| ➤ Dumfries Weems-Botts Museum | ➤ Literacy Volunteers of America | ➤ Rainbow Riding Center |
| ➤ ENS Youth Mentoring Partnership | ➤ The Metropolitan Washington Ear | ➤ Special Olympics |
| ➤ Free Clinic | ➤ Northern Virginia Family Service | ➤ StreetLight Community Outreach Ministries |
| ➤ Good Shepherd Housing Foundation | ➤ Occoquan Mill House Museum | ➤ Volunteer Prince William |

COMMUNITY PARTNERS

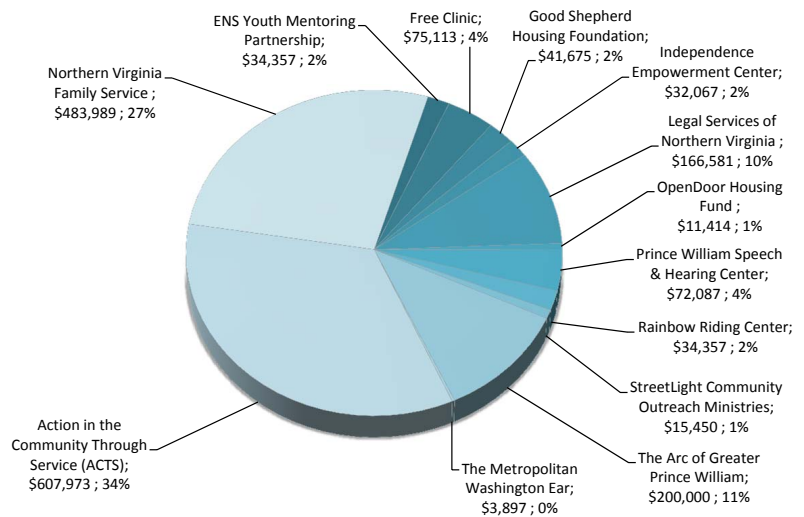
Community Development

Total Expenditure Budget: \$406,781



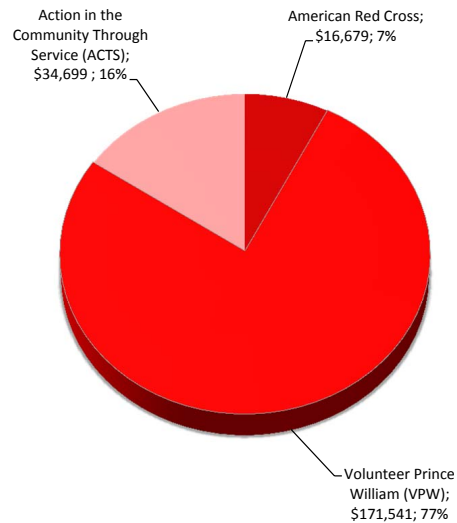
Human Services

Total Expenditure Budget: \$1,778,960



Public Safety

Total Expenditure Budget: \$222,919



The County works with numerous organizations to deliver effective and efficient services to the community. Community partners are non-profit organizations that receive funding directly from or through the County government. Typically community partners help reduce the cost of services through the leveraging of scarce County resources with other funding sources and fundraising. Often County residents can receive direct services more quickly when community partners are utilized.

The funding provided to community partners can be categorized as follows:

I. Donations - These organizations receive funding via donation and in accordance with a memorandum of understanding that has defined service level targets. Performance is reviewed annually by the County agency that oversees the service delivery, known as the host agency. The annual financial statements for each partner receiving current year funding are reviewed by the Finance Department.

II. Interjurisdictional Agreements - These organizations receive funding according to formulae, criteria, or other requirements. This includes support of certain community infrastructure improvements approved by the Board of County Supervisors.

III. Memberships - The County chooses to be a member of some regional and/or national organizations.

IV. Grants and Matching Funds - These organizations receive funding provided from pass-through grants from the federal or state government and direct County grants that leverage other sources of funding.

General Overview

Community Partners Receiving Donations - No new partners are funded in FY 15. The FY 15 Budget eliminates funding for one community partner, Pediatric Primary Care Project. Please see the Public Health agency pages for details.

Community Partners Funding Increase - The FY 15 budget includes a 3% donation increase for Community Partners. The table below lists the donation increases in the five year plan for FY 15-19:

Five Year Plan Donation Increase				
FY 15	FY 16	FY 17	FY 18	FY 19
3%	2%	3%	2%	3%

COMMUNITY PARTNERS

Funding Provided to Community Partners

Funding Mechanism/Host Agency/Community Partners	FY 14 Adopted	FY 15 Adopted	Funding Source
I. <u>DONATIONS:</u> Funding provided via donation and in accordance with a Memorandum of Understanding			
A. <u>Aging</u>			
1 Independence Empowerment Center	\$31,133	\$32,067	General Fund
2 Legal Services of Northern Virginia	\$161,729	\$166,581	General Fund
Total Aging	<u>\$192,862</u>	<u>\$198,648</u>	
B. <u>At-Risk Youth & Family Services</u>			
1 ENS Youth Mentoring Partnership	\$33,357	\$34,357	General Fund
Total At-Risk Youth & Family Services	<u>\$33,357</u>	<u>\$34,357</u>	
C. <u>Capital Improvement Support</u>			
1 The Arc of Greater Prince William (Termination Date: 6/30/2016)	\$200,000	\$200,000	General Fund
Total Capital Improvement Support	<u>\$200,000</u>	<u>\$200,000</u>	
D. <u>Commonwealth's Attorney</u>			
1 ACTS - Sexual Assault Victims Advocacy Service	\$33,689	\$34,699	General Fund
Total Commonwealth's Attorney	<u>\$33,689</u>	<u>\$34,699</u>	
E. <u>Community Services</u>			
1 ACTS (Total)	\$391,572	\$403,319	General Fund
1a Behavioral Intervention Program	\$6,185	\$6,370	
1b Helpline	\$92,766	\$95,549	
1c Turning Points	\$159,626	\$164,415	
1d West County Domestic Violence Shelter	\$132,995	\$136,985	
2 Good Shepherd Housing Foundation	\$18,223	\$18,769	General Fund
Total Community Services	<u>\$409,795</u>	<u>\$422,089</u>	
F. <u>Criminal Justice Services</u>			
1 Volunteer Prince William (VPW)	\$150,352	\$154,863	General Fund
Total Criminal Justice Services	<u>\$150,352</u>	<u>\$154,863</u>	
G. <u>Fire & Rescue</u>			
1 American Red Cross	\$16,193	\$16,679	General Fund
2 Volunteer Prince William (VPW)	\$16,192	\$16,678	General Fund
Total Fire & Rescue	<u>\$32,385</u>	<u>\$33,356</u>	
H. <u>Housing & Community Development</u>			
1 OpenDoor Housing Fund (1)	\$11,082	\$11,414	General Fund
Total Housing & Community Development	<u>\$11,082</u>	<u>\$11,414</u>	
I. <u>Library</u>			
1 Literacy Volunteers of America	\$25,970	\$26,749	General Fund
Total Library	<u>\$25,970</u>	<u>\$26,749</u>	
J. <u>Parks & Recreation</u>			
1 The Arc of Greater Prince William	\$42,024	\$43,285	General Fund
2 Boys & Girls Club	\$105,361	\$108,522	General Fund
3 Prince William Soccer, Inc.	\$25,000	\$25,750	Transient Occupancy Tax/General Fund
4 Special Olympics	\$15,759	\$16,232	General Fund
Total Parks & Recreation	<u>\$188,144</u>	<u>\$193,788</u>	

COMMUNITY PARTNERS

Funding Provided to Community Partners

Funding Mechanism/Host Agency/Community Partners	FY 14 Adopted	FY 15 Adopted	Funding Source
K. Public Health			
1 Free Clinic	\$72,925	\$75,113	General Fund
2 Northern Virginia Family Service (Total)	\$128,714	\$132,576	General Fund
2a HealthLink	\$36,951	\$38,059	
2b Pharmacy Central	\$91,764	\$94,517	
3 Pediatric Primary Care Project	\$20,453	\$0	General Fund
4 Prince William Speech & Hearing Center	\$69,988	\$72,087	General Fund
5 The Metropolitan Washington Ear	\$3,783	\$3,897	General Fund
Total Public Health	\$295,863	\$283,673	
L. Public Works			
1 Dumfries Weems-Botts Museum	\$35,000	\$36,050	Transient Occupancy Tax/General Fund
2 Habitat for Humanity	\$15,759	\$16,232	General Fund
3 Keep Prince William Beautiful - Litter Control	\$73,362	\$75,563	Solid Waste Fee
4 Keep Prince William Beautiful - Recycling	\$15,000	\$15,450	Solid Waste Fee
5 Occoquan Mill House Museum	\$5,000	\$5,150	Transient Occupancy Tax/General Fund
6 Project Mend-A-House	\$36,698	\$37,799	General Fund
Total Public Works	\$180,819	\$186,244	
M. Social Services			
1 ACTS (Total)	\$198,693	\$204,653	General Fund
1a Homeless Shelter	\$146,553	\$150,950	
1b Transitional Living	\$52,139	\$53,703	
2 Good Shepherd Housing Foundation	\$22,238	\$22,905	General Fund
3 Northern Virginia Family Service (Total)	\$341,178	\$351,413	General Fund
3a Healthy Families	\$170,033	\$175,134	
3b SERVE Homeless Shelter	\$98,964	\$101,933	
3c Housing Continuum Services at SERVE	\$72,180	\$74,346	
4 StreetLight Community Outreach Ministries	\$15,000	\$15,450	General Fund
Total Social Services	\$577,109	\$594,422	
N. Virginia Cooperative Extension			
1 Rainbow Riding Center	\$33,357	\$34,357	General Fund
Total Virginia Cooperative Extension	\$33,357	\$34,357	
TOTAL DONATIONS	\$2,364,783	\$2,408,660	

COMMUNITY PARTNERS

Funding Provided to Community Partners

Funding Mechanism/Host Agency/Community Partners	FY 14 Adopted	FY 15 Adopted	Funding Source
II. <u>INTERJURISDICTIONAL AGREEMENTS:</u> Funding provided according to formulas, criteria, or other requirements			
A. <u>Aging</u>			
1 Birmingham Green	\$1,345,775	\$1,427,228	General Fund
Total Aging	<u>\$1,345,775</u>	<u>\$1,427,228</u>	
B. <u>Board of County Supervisors</u>			
1 PW Chamber of Commerce	\$7,000	\$7,000	General Fund
Total Board of County Supervisors	<u>\$7,000</u>	<u>\$7,000</u>	
C. <u>Capital Improvement Support</u>			
1 Freedom Aquatic and Fitness Center (Current commitment ends: 2/2018)	\$899,882	\$899,882	General Fund
2 Hylton Performing Arts Center (Final debt service payment: 2/2030)	\$2,050,000	\$2,050,000	General Fund
3 Northern Virginia Community College (NVCC)	\$863,113	\$981,558	General Fund
Total Capital Improvement Support	<u>\$3,812,995</u>	<u>\$3,931,440</u>	
D. <u>Fire & Rescue</u>			
1 National Capital Regional Intelligence Cntr	\$15,412	\$15,412	General Fund
Total Fire & Rescue	<u>\$15,412</u>	<u>\$15,412</u>	
E. <u>Public Works</u>			
1 NVRC - Occoquan Watershed Mgmt Program	\$36,538	\$36,538	Stormwater Fee
2 NVRC - NoVA Waste Management Program	\$9,518	\$9,518	Solid Waste Fee
3 Occoquan Watershed Monitoring Lab	\$194,057	\$194,057	Stormwater Fee
4 Potomac Watershed Roundtable	\$1,500	\$1,500	Stormwater Fee
5 Soil and Water Conservation District	\$232,612	\$232,612	Stormwater Fee
Total Public Works	<u>\$474,225</u>	<u>\$474,225</u>	
F. <u>Transportation</u>			
1 Stafford Regional Airport Commission	\$58,000	\$58,000	General Fund
Total Transportation	<u>\$58,000</u>	<u>\$58,000</u>	
TOTAL INTERJURISDICTIONAL	<u>\$5,713,406</u>	<u>\$5,913,304</u>	

Funding Provided to Community Partners

Funding Mechanism/Host Agency/Community Partners	FY 14 Adopted	FY 15 Adopted	Funding Source
III. <u>MEMBERSHIPS:</u> The County chooses to be a member of some regional and/or national organizations.			
A. <u>Board of County Supervisors</u>			
1 National Association of Counties (NACO)	\$5,205	\$5,205	General Fund
2 Northern Virginia Regional Commission (NVRC)	\$216,961	\$216,961	General Fund
3 Virginia Association of Counties (VACO)	\$88,440	\$88,440	General Fund
Total Board of County Supervisors	<u>\$310,606</u>	<u>\$310,606</u>	
B. <u>Planning</u>			
1 Council of Governments	\$421,170	\$441,170	General Fund
Total Planning	<u>\$421,170</u>	<u>\$441,170</u>	
C. <u>Transportation</u>			
1 Washington Airports Task Force	\$25,000	\$25,000	General Fund
Total Transportation	<u>\$25,000</u>	<u>\$25,000</u>	
TOTAL MEMBERSHIPS	<u>\$756,776</u>	<u>\$776,776</u>	
IV. <u>GRANTS AND MATCHING FUNDS:</u> Funding provided by pass-through grants from other entities or County provided grants or matching funds			
A. <u>Aging</u>			
1 ACTS	\$10,000	\$10,000	State Pass-Through
2 Legal Services of Northern Virginia	\$8,280	\$8,280	Federal Pass-Through
3 Project Mend-A-House	\$10,000	\$10,000	State Pass-Through
Total Aging	<u>\$28,280</u>	<u>\$28,280</u>	
B. <u>At-Risk Youth & Family Services</u>			
1 ARC (Disability Respite/Interpreter Serv)	\$6,500	\$6,500	Federal Pass-Through
2 No Va Family Service (Healthy Families)	\$55,000	\$55,000	Federal Pass-Through
3 Sentara Hosp (Fam Health Connection)	\$7,500	\$7,500	Federal Pass-Through
4 Virginia Coop Ext (Parent Education)	\$50,950	\$50,950	Federal Pass-Through
5 Dept of Social Svcs (Family Reunification)	\$45,499	\$45,499	Federal Pass-Through
Total At-Risk Youth & Family Services	<u>\$165,449</u>	<u>\$165,449</u>	
C. <u>Community Services</u>			
1 Prince William Drop-In Center, Inc.	\$328,000	\$328,000	State Pass-Through
2 Little Jack Horner's Corner Bakery	\$27,000	\$27,000	State Pass-Through
Total Community Services	<u>\$355,000</u>	<u>\$355,000</u>	
D. <u>Housing & Community Development</u>			
1 CDBG Competitive Awards (Total)	\$500,000	\$500,000	Federal Pass-Through
1a Capital Caring - Hospice	\$40,000	\$40,000	
1b Project Mend-A-House	\$16,800	\$16,800	
1c Good Shepherd Housing Foundation - Rehab Shepherd House III	\$79,200	\$79,200	
1d INSIGHT Acquisition	\$225,000	\$225,000	
1e NVFS Acquisition/Rehab	\$139,000	\$139,000	
2 Emerg Solutions Grant Recipients (Total)	\$74,557	\$74,557	Federal Pass-Through
2a ACTS - Emergency Shelter	\$24,971	\$24,971	
2b NVFS - Transitional Housing and SERVE Shelter	\$38,884	\$38,884	
2c Volunteers of America Chesapeake, Inc	\$10,702	\$10,702	
Total Housing & Community Development	<u>\$574,557</u>	<u>\$574,557</u>	

COMMUNITY PARTNERS

Funding Provided to Community Partners

Funding Mechanism/Host Agency/Community Partners	FY 14 Adopted	FY 15 Adopted	Funding Source
E. Parks & Recreation			
1 Arts Council Grants	\$193,000	\$193,000	General Fund
2 Arts Council - Administration (2)	\$37,186	\$0	
Total Parks & Recreation	\$230,186	\$193,000	
F. Public Works			
1 Keep Prince William Beautiful	\$46,000	\$46,000	State Pass-Through
Total Public Works	\$46,000	\$46,000	
G. Social Services			
1 Supportive Housing Program Grant (Total)	\$690,060	\$690,060	Federal Pass-Through
1a DSS - Homeless Mgt Info System	\$45,830	\$45,830	
1b BARN - Transitional Housing	\$143,585	\$143,585	
1c Benedictine Counseling Services	\$91,900	\$91,900	
1d Good Shepherd Leasing Program	\$126,463	\$126,463	
1e Good Shepherd - Shepherd House I	\$7,094	\$7,094	
1f Good Shepherd Transitional Housing	\$141,156	\$141,156	
1g NVFS/SERVE Permmt Supprtve Housing	\$134,032	\$134,032	
Total Social Services	\$690,060	\$690,060	
TOTAL GRANTS & MATCHING FUNDS	\$2,089,532	\$2,052,346	
GRAND TOTAL	\$10,924,497	\$11,151,086	

Notes:

- (1) As of FY 15 the OpenDoor Housing Fund has been moved from the Interjurisdictional Agreements and Membership section to the Donation section.
- (2) Please note the \$37,186 has not been eliminated from the FY 15 budget. The Arts Council Administration function is performed by Department of Parks & Recreation.

COMMUNITY PARTNERS

Community Partners In-Kind Donations

Host Agency	Community Partner	FY 14 Adopted (Estimated Value)*	FY 15 Adopted (Estimated Value)*
A. Cooperative Extension	Rainbow Riding Center 1. Provide mailbox in office. 2. Provide conference room for monthly board meetings as needed. 3. Provide use of copier up to 10,300 copies annually. Estimated value of in-kind service is \$51.50.	\$52	\$52
B. Library	Literacy Volunteers of America 1. Provide photocopying support up to \$1,000 per fiscal year. Estimated value of in-kind service is \$1,000. 2. Provide tutor training and event promotion through the Library System's website for 6 events per year. Estimated value of in-kind service is \$110.	\$1,710	\$1,110
C. Parks & Recreation	The Arc of Greater Prince William 1. Provide various in-kind donations for decorations, food, prizes and tickets to events.	\$2,000	\$2,000
D. Public Works	Keep Prince William Beautiful 1. Provide van and driver for the completion of a litter survey, no more than four times a year. Estimated value of in-kind service is \$1,220. 2. Provide Adopt-a-Spot signs when required. Estimated value of in-kind services is \$865. 3. Provide staff support for Adopt-a-Spot sign installation and VDOT location coordination. Estimated value of in-kind service is \$1,380.	\$3,465	\$3,465
	Project Mend-A-House 1. Office space	\$7,060	\$11,424

* Estimated values for in-kind donations are not included in the community partner donation totals.

Action in the Community Through Service (ACTS)

ACTS services to County residents include Helpline, a 24 hour/365 free confidential 24-hour telephone service to help callers with problem solving and crisis situations; Turning Points, the only domestic violence intervention program serving Prince William County; and SAVAS, the only sexual assault crisis center serving Prince William County. The ACTS Housing Services operates an Emergency Shelter, Transitional Housing and permanent affordable housing.

Commonwealth's Attorney

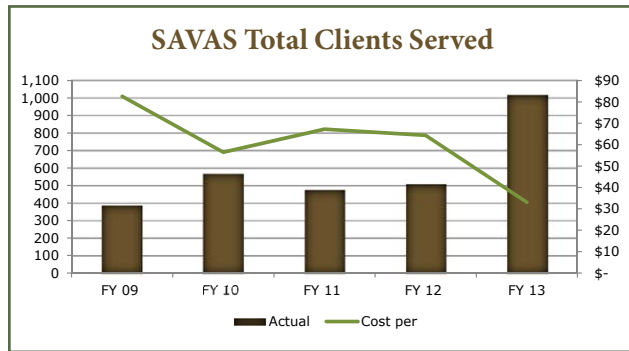
Victim / Witness Support

Sexual Assault Victims Advocacy Service (SAVAS)

total clients served

SAVAS presentations given

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
	\$32,708	\$33,689	\$33,689	\$34,699
	508	1,019	575	800
	93	144	200	200



Community Services

Emergency Services

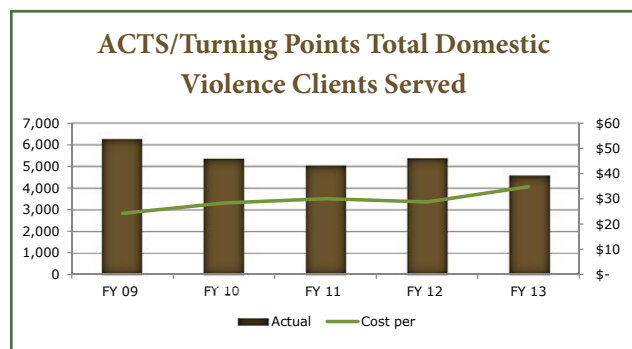
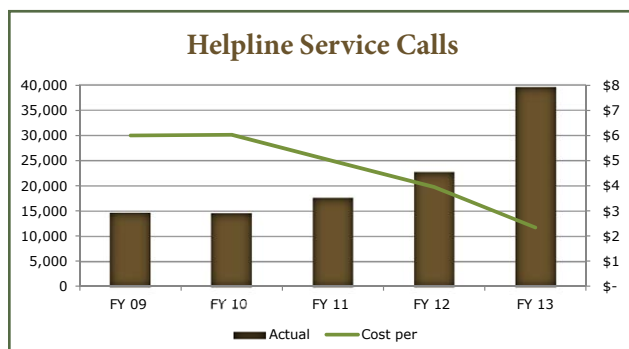
Helpline Service Calls

Turning Points domestic violence clients served

Clients served at West County Domestic Violence Shelter

Number graduating from Behavioral Intervention Program

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
	\$380,168	\$391,572	\$391,572	\$403,319
	22,794	39,648	24,000	30,000
	5,389	4,589	5,000	4,500
	130	167	135	150
	169	163	143	145

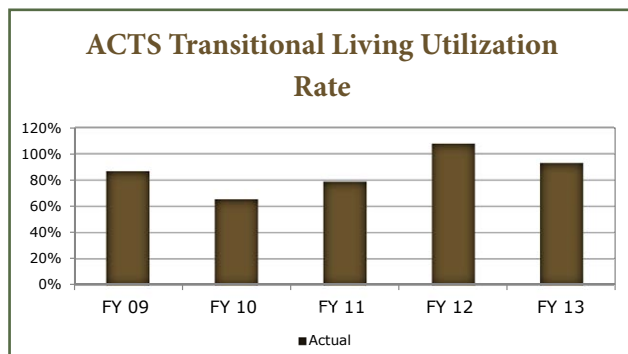
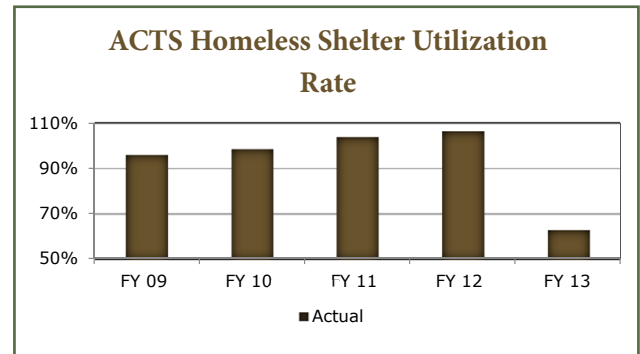
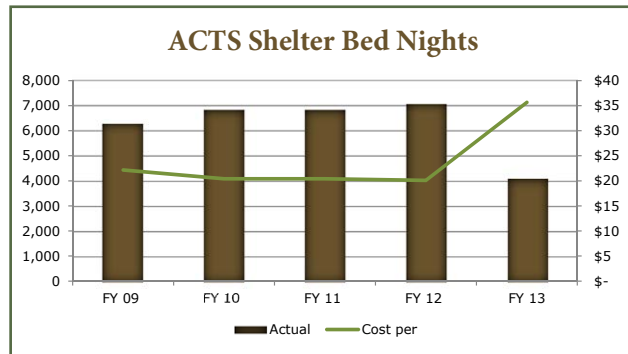


Social Services

Homeless Emergency Shelter and Overnight Care

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Shelter bed nights	\$192,906	\$198,692	\$198,693	\$204,653
Shelter utilization rate	7,079	4,111*	6,500	6,500
Shelter utilization rate	106.4%	63.0%*	100.0%	100.0%
Transitional Living utilization rate	108%	93%	100%	80%

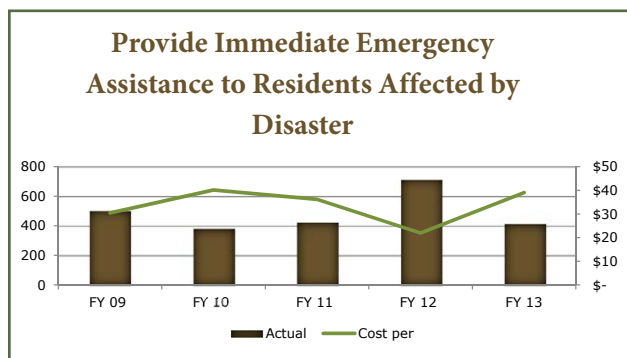
*The FY 13 actuals reflect the fact that the ACTS Homeless Shelter was closed for CY 2013 due to water damage. We anticipate FY 14 actuals to be impacted in a similar manner.



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.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Fire & Rescue				
Community Safety	\$15,721	\$16,193	\$16,193	\$16,679
Provide immediate emergency assistance to residents affected by disaster	715	415	400	450



The Arc of Greater Prince William

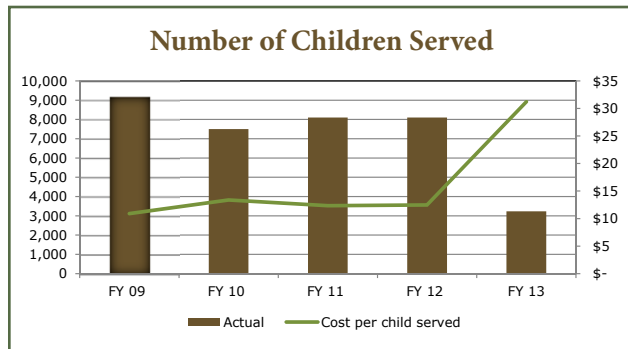
The Arc provides targeted therapeutic recreation programs for youth and adults with intellectual disabilities.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Community Services				
Intellectual Disability Case Management Services	\$200,000	\$200,000	\$200,000	\$200,000
Note: Five year capital commitment; terminates June 30, 2016				
Parks & Recreation				
Recreation Services	\$40,000	\$42,024	\$42,024	\$43,285
Individuals in fitness programs	47	47	50	50
Number attending special events	1,040	1,040	1,080	1,080

Boys & Girls Club (B&GC)

B&GC supports positive youth development in a welcoming and safe environment. School age children ages 5-18 participate in a variety of activities that enhance educational goals, leadership development and life skills.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Parks & Recreation				
Administration and Communication	\$100,000	\$100,000	\$105,361	\$108,522
Number of children served	8,100	3,236	8,200	3,450
Counseling clients served at Dale City	3,000	1,286	3,100	3,100



Dumfries Weems-Botts Museum

The museum, operated by Historic Dumfries, Virginia, Inc., features the history of Dumfries, Virginia's oldest chartered town.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Public Works				
Historic Preservation	\$35,000	\$35,000	\$35,000	\$36,050
Museum attendance	6,773	7,749	5,000	7,000
Volunteer hours	1,992	3,388	1,500	2,000

ENS Youth Mentoring Partnership

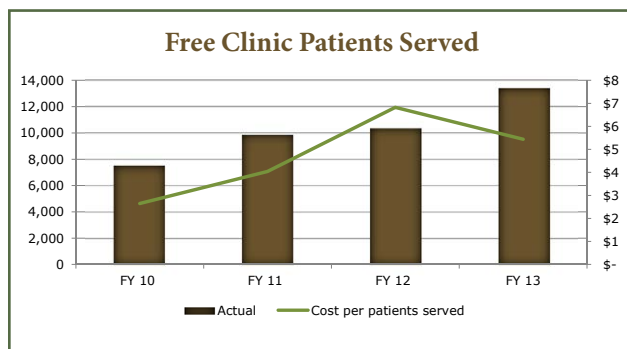
ENS provides primary prevention services to underserved and at-risk youth and their families in the County and reduces the risk of youth becoming involved in the juvenile justice system or experiencing academic failure. Services include total mentoring, client therapeutic counseling support and an after-school program providing academic support.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
At Risk Youth & Family Services				
Family Preservation and Support Services	\$32,385	\$33,357	\$33,357	\$34,357
Mentor/mentee matches lasting longer than six months	16	16	20	20

Free Clinic

The Free Clinic provides a permanent patient-centered medical home to County residents. Free services include diagnostic studies, specialty care and referrals, case management, patient education, medication assistance and preventive care. The Free Clinic serves uninsured indigent patients meeting 125% of the state poverty guidelines.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Public Health				
General Medicine	\$70,800	\$72,925	\$72,925	\$75,113
Free Clinic patients served	10,368	13,401	12,000	14,000



Good Shepherd Housing Foundation (GSHF)

GSHF provides housing for chronically mentally ill adults and chronic low income families in the community. Services include case management, rental assistance, supportive services (transportation, assistance toward childcare) and emergency funding to families in the program. Case management to the chronically mentally ill is provided through Community Services.

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
Community Services				
Mental Health Residential Services	\$17,692	\$18,223	\$18,223	\$18,769
Clients served by Good Shepherd Housing Foundation	26	24	25	25
Social Services				
Homeless Emergency Shelter and Overnight Care	\$15,876	\$22,238	\$22,238	\$22,905
Good Shepherd Housing Partnership families served	5	5	5	5

Habitat for Humanity

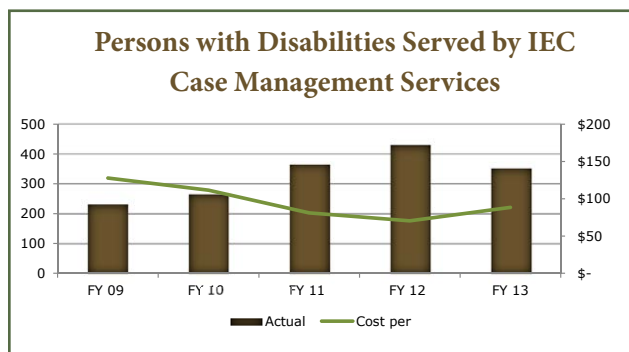
Habitat provides volunteer assistance for graffiti abatements and property repairs for low income, elderly or disabled County homeowners in violation of county code.

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
Public Works				
Neighborhood Services	\$15,300	\$15,759	\$15,759	\$16,232
Administer and coordinate graffiti abatement projects	0	8	35	5
Administer and coordinate property maintenance projects	11	12	4	13

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 school children and their families. The IEC serves County residents of all ages with any type of disability.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Aging				
Supportive Services	\$30,522	\$31,132	\$31,133	\$32,067
Persons with disabilities served by IEC case management services	430	352	457	373



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.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Public Works				
Solid Waste - Litter Control	\$71,226	\$73,362	\$73,362	\$75,563
Clean shopping center participants (centers)	68	41	58	50
Community Cleanups	67	70	246	90
Public Works				
Solid Waste - Recycling	\$15,000	\$15,000	\$15,000	\$15,450
Trained recycling educators (# volunteers)	4	6	4	—
Recycling presentation attendees (youth and adults)	—	3,540	2,000	2,000

Legal Services of Northern Virginia (LSNV)

LSNV provides critical civil legal services free of charge to elderly, disabled or low income individuals and families in Prince William County in order to maintain adequate shelter, income, family stability and medical care.

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
Area Agency on Aging				
Senior Centers	\$161,936	\$166,794	\$161,729	\$166,581
Legal services cases	1,090	937	1,100	1,100
Contribution per PWC client	\$144	\$173	\$147	\$147
Contribution per PWC household member benefit	\$55	\$65	\$60	\$62



Literacy Volunteers of America - Prince William, Inc. (LVA-PW)

LVA-PW volunteers provide free basic literacy, English as a second language, computer and workplace literacy, pre-GED and GED tutoring and ESOL/civics tutoring services to adults and children in the community.

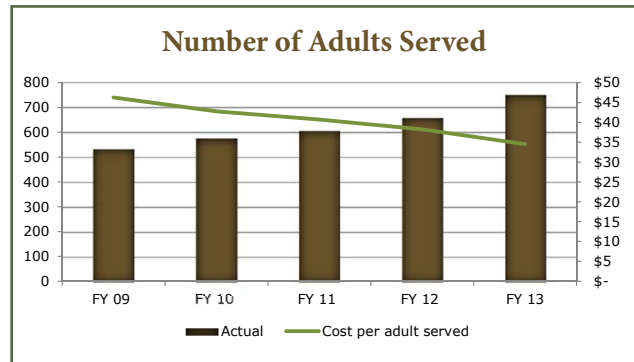
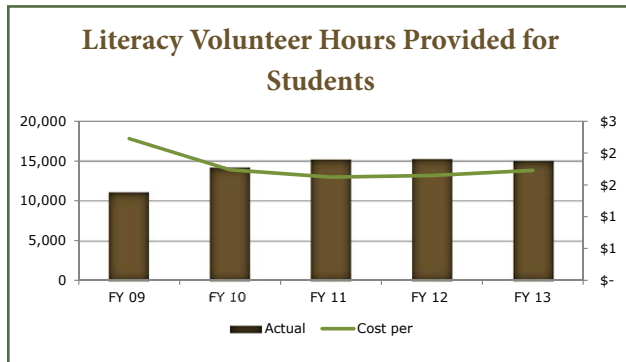
Library

Public Services Management

Literacy Volunteer hours provided for students

Number of adults served

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
	\$25,215	\$25,970	\$25,970	\$26,749
Literacy Volunteer hours provided for students	15,305	15,033	14,750	14,750
Number of adults served	659	752	660	650



The Metropolitan Washington Ear, Inc.

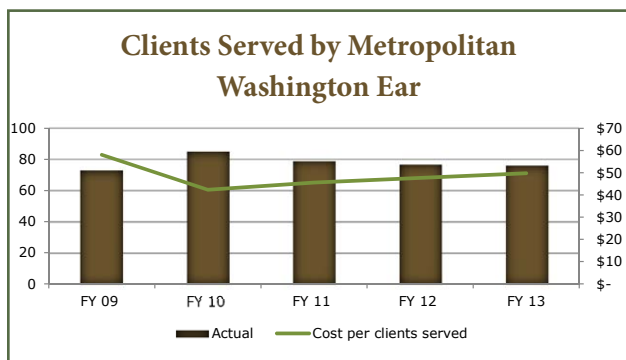
Washington Ear provides radio reading services, dial-in information newspaper and magazine services to blind, visually impaired and disabled individuals who can no longer read ordinary print.

Public Health

General Medicine

Clients served by Washington Ear

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
	\$3,673	\$3,783	\$3,783	\$3,897
Clients served by Washington Ear	77	76	77	81



Northern Virginia Family Service (NVFS)

NVFS services to County residents include rapid rehousing, transitional and permanent housing programs for low-income and extremely-low income clients; temporary emergency shelter, housing location services, children's services and life skills; and parenting support, child abuse prevention and linkage to consistent child health care providers for County families at risk for poor childhood outcomes.

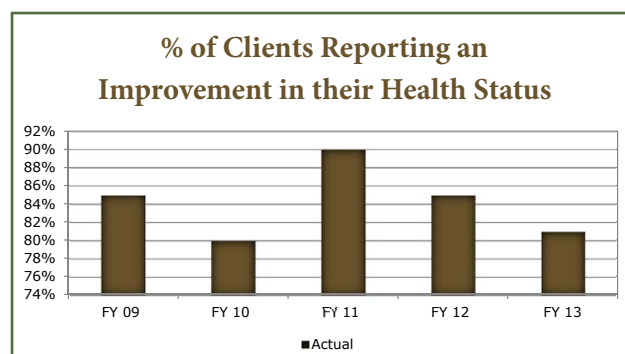
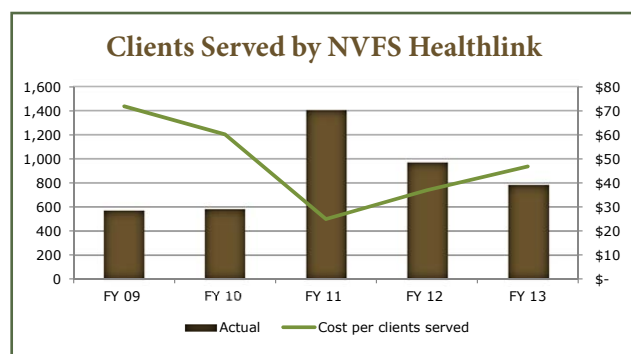
Public Health

General Medicine

Clients served by NVFS Healthlink

% of clients reporting an improvement in their health status

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
	\$124,965	\$128,715	\$128,714	\$132,576
	972	788	600	750
	85%	81%	90%	90%



Social Services

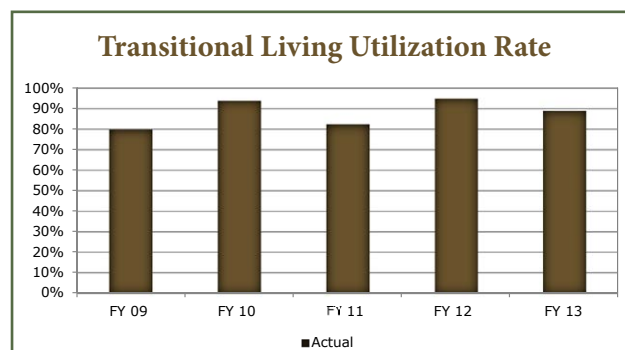
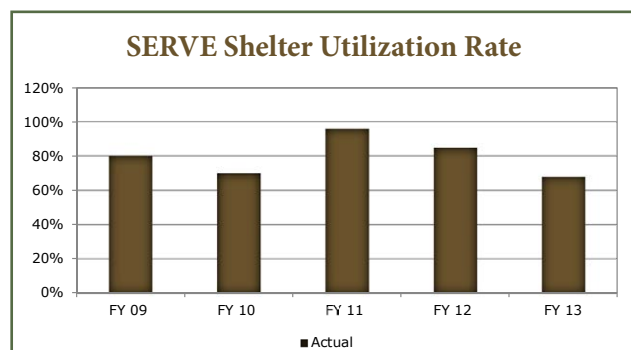
Child Welfare, Homeless Emergency Shelter and Overnight Care

Healthy families children assigned a primary health care provider within two months of enrollment

SERVE shelter utilization rate

SERVE Housing Continuum Transitional Living utilization rate

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
	\$331,241	\$341,177	\$341,178	\$351,413
	100%	100%	90%	90%
	85%	68%	85%	85%
	95%	89%	90%	90%



Occoquan Mill House Museum

The Mill House Museum contains an eclectic collection of artifacts related to Occoquan's history and the surrounding area.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Public Works				
Historic Preservation	\$5,000	\$5,000	\$5,000	\$5,150
Museum attendance	17,735	11,598	17,735	17,735
Volunteer hours	275	200	275	275

OpenDoor Housing Fund

OpenDoor is dedicated to community growth and development. They partner with investors, other federal, state and local organizations in order to create the financial, strategic and technical assistance that's needed to develop strong and diverse communities.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Housing & Community Development				
Housing Finance & Development	\$11,082	\$11,082	\$11,082	\$11,414
Affordable housing units added, with counseling to the families that rent or purchase the units	—	—	—	25

Pediatric Primary Care Project (PPCP)

PPCP facilitates the delivery of primary care and support services to uninsured, low income children with chronic illnesses.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Public Health				
Maternal and Child Health	\$19,857	\$20,453	\$20,453	—
Children screened by Pediatric Primary Care Project	4,396	565	3,800	—

Prince William Soccer, Inc. (PWSI)

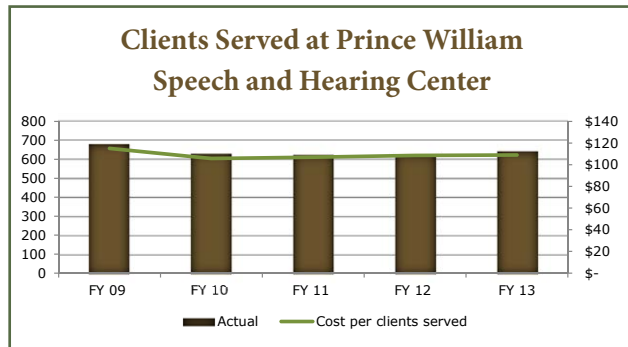
PWSI provides recreation opportunities for players of all backgrounds and abilities.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Parks & Recreation				
Administration and Communications	\$25,000	\$25,000	\$25,000	\$25,750
Number of participants	—	6,800	6,800	6,800

Prince William Speech & Hearing Center

Services include evaluation and therapy to diagnose and treat speech-language, voice, fluency and related disorders, hearing screenings and evaluation. Clients range in age from preschool to geriatric. County residents are charged for services based on the Northern Virginia Health Department Income Levels for Eligibility for Health Services.

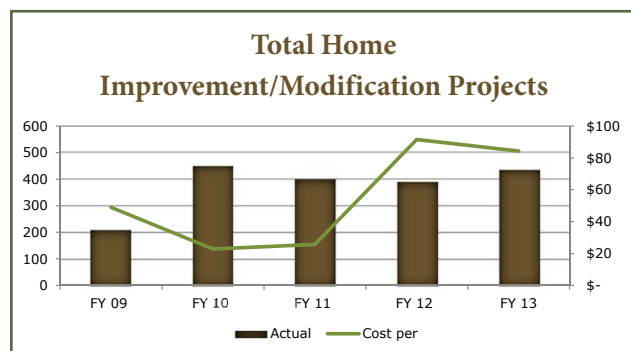
	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Public Health				
General Medicine	\$67,949	\$69,988	\$69,988	\$72,087
Clients served by Prince William Speech & Hearing Center	626	642	630	640



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.

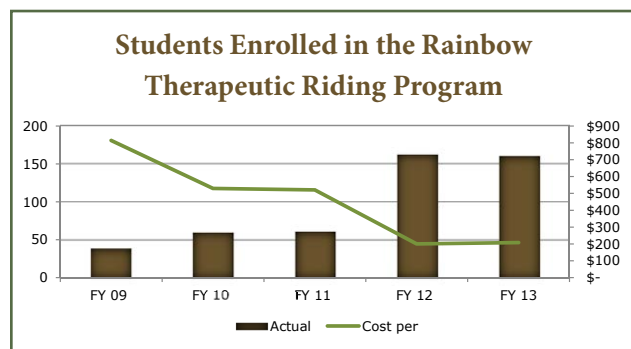
	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Public Works				
Neighborhood Services	\$35,629	\$36,698	\$36,698	\$37,799
Total home improvement/modification projects	389	435	450	350



Rainbow Riding Center

Rainbow Riding Center provides therapeutic equestrian activities to individuals with physical and mental challenges. Rainbow clients are children, teens and adults; recuperating soldiers from Walter Reed Medical Center; and at risk youth.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Virginia Cooperative Extension				
Family Stability	\$32,385	\$33,357	\$33,357	\$34,357
Students enrolled in the Rainbow Therapeutic Riding program	162	160	80	180
Students enrolled in Equine Assisted Psychotherapy	—	1	4	2



Special Olympics

Special Olympics serves more than 200 athletes in Prince William County. Sports training programs are offered in athletics, aquatics, basketball, bocce, bowling, floor hockey, golf, powerlifting, skiing, soccer, tennis and a program for children 2 - 7 years called the Young Athlete program through a network of volunteers; athletes pay nothing to participate.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Parks & Recreation				
Recreation Services	\$15,000	\$15,759	\$15,759	\$16,232
Multiple athletic events for the intellectually disabled	—	25	25	25

StreetLight Community Outreach Ministries

StreetLight's supported housing program provides group homes for homeless adults with supported services including budgeting, substance abuse, employment counsel and career development and volunteer mentoring.

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
Social Services				
Homeless Emergency Shelter and Overnight Care	—	\$15,000	\$15,000	\$15,450
Clients maintain safe, permanent housing	—	90%	90%	90%
Clients achieved and maintained sobriety	—	100%	100%	100%

Volunteer Prince William (VPW)

VPW places and tracks court-ordered community service clients and provides written reports to 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.

Criminal Justice Services

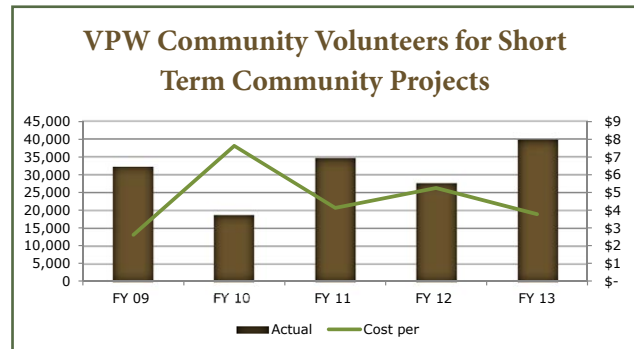
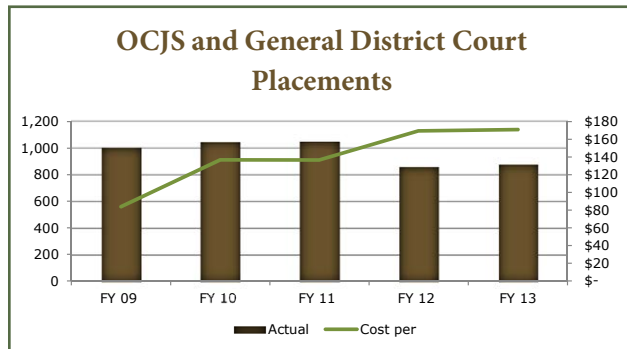
Local Criminal Justice Support

OCJS and General District Court placements

Community volunteers for short term community projects

Community service hours performed

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
	\$145,973	\$150,352	\$150,352	\$154,863
	861	879	900	900
	27,778	39,842	20,000	30,000
	27,208	25,921	30,000	30,000



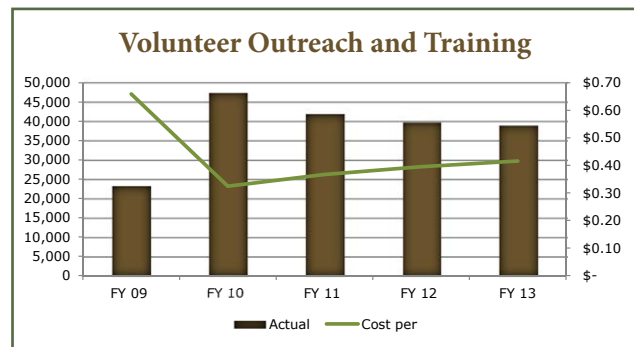
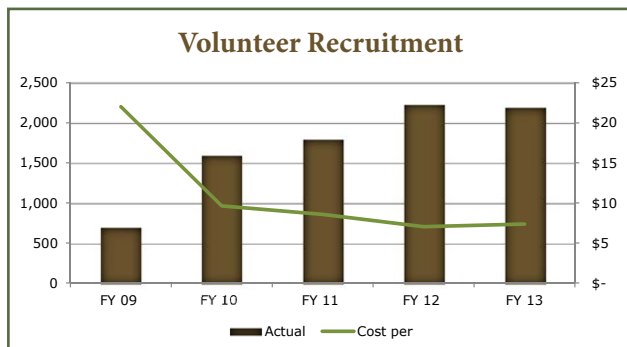
Fire & Rescue

Community Safety

Volunteer recruitment

Volunteer Outreach and Training

	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Adopted</u>	FY 15 <u>Adopted</u>
	\$15,721	\$16,193	\$16,192	\$16,678
	2,235	2,200	1,500	1,500
	39,802	38,936	40,000	40,000



GENERAL DEBT

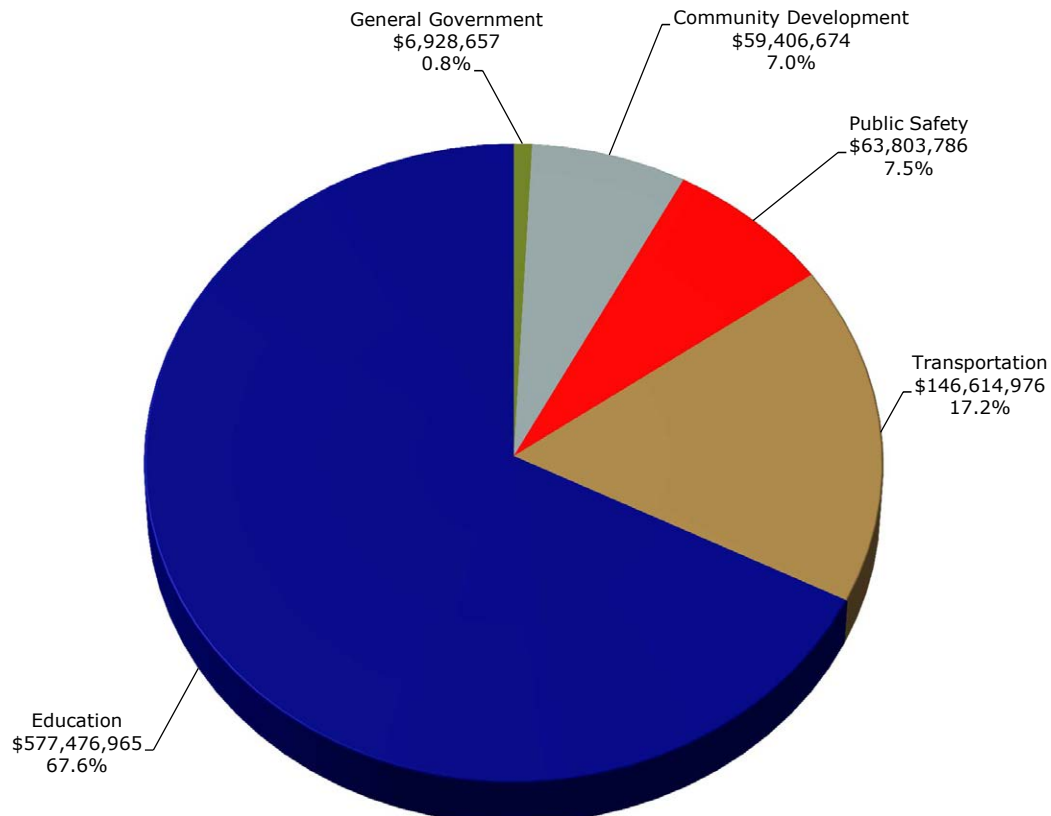
Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
Expenditure by Program					
1 Debt Service	\$56,075,395	\$43,209,403	\$44,403,232	\$47,152,147	6.19%
Total Expenditures	\$56,075,395	\$43,209,403	\$44,403,232	\$47,152,147	6.19%

Funding Sources

1 Revenue from Use of Money	\$677,582	\$673,919	\$677,375	\$677,375	0.00%
2 Revenue from Commonwealth	\$0	\$0	\$1,516,961	\$1,541,433	0.00%
3 Revenue from Federal Government	\$1,566,762	\$1,638,656	\$0	\$0	—
4 Non-Revenue Receipts	\$0	\$538,743	\$0	\$0	—
5 Transfers In	\$8,195,754	\$2,503,780	\$2,184,980	\$2,125,513	-2.72%
Total Designated Funding Sources	\$10,440,098	\$5,355,098	\$4,379,316	\$4,344,321	-0.80%
Net General Tax Support	\$45,635,297	\$37,854,306	\$40,023,916	\$42,807,826	6.96%
Net General Tax Support	81.38%	87.61%	90.14%	90.79%	

FY 15-20 General Debt (Existing and New) by Project Category



Debt Management in Prince William County

General Debt

The County's General Debt budget includes principal and interest payments on outstanding debt repaid from the general fund. 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 general debt obligations for the County are structured with level principal payments, thereby reducing the debt service payments annually.

General Overview

- A. Existing Debt** - The total FY 15 debt service on financing issued prior to FY 14, including the Prince William County Schools CIP, is \$114.5 million. The County's portion of existing debt service is \$42.1 million. The Schools' portion of existing debt service is \$72.4 million.
 - 1. Retired County Debt** - In FY 15 debt service will be retired on the following projects: Ashton Avenue South, Bull Run Library, Cardinal Drive, Linton Hall (Nokesville) Fire Station, Owens Building, Public Safety Training Center and Sudley Road.
 - 2. Retired School Debt** - In FY 15 no debt will be retired for the Schools.
- B. Projects Planned for Debt Financing in Fiscal Year 2015**
 - 1. County Projects** - A total of \$78.5 million in debt is planned to be sold in FY 15 to finance the Central District Police Station (\$26.2 million), the Coles Fire and Rescue station reconstruction (\$5.1 million), the Gainesville Community Library (\$11.7 million), the Montclair Community Library (\$14.1 million), Route 1-Neabsco to Featherstone (\$16.3 million), the Occoquan Riverfront Park (\$1.5 million) and the remaining 2006 Park bond balance (\$13.7 million). First year debt service costs will begin in FY 16.
 - 2. School Projects** - According to the Schools capital plan it is anticipated \$34.8 million will be sold in FY 15 to finance school projects during FY 16. New and renovated facilities will provide capacity needed to meet increased demands due to population growth.
- C. Future Debt Issuances for Major Projects**
 - 1. County Projects** - A total of \$44.0 million in additional debt issuances are planned for County projects in FY 16-20. The Catharpin Park Phase II (\$3.5 million) is planned for FY 16 and the Adult Detention Center Phase II is planned for FY 17.
 - 2. School Projects** - A total of \$643.4 million in additional debt issuances are planned between FY 16-20 to finance ten new schools, nine school additions, two school replacement/renewals and two support facilities, along with \$274.3 million in other facility renewal and repair projects. The total for FY 16-20 for School projects is projected to be \$917.7 million.
- D. Additional General Debt Funding Sources**
 - 1. Recordation Tax Revenue** - Recordation tax revenue is generated when deeds are recorded in the County. Recordation revenue helps to support the debt service on Transportation bond projects.
 - 2. Build America Bonds (BAB) Federal Reimbursement** - The BAB program was included in the American Recovery and Reinvestment Act (ARRA) of 2009, which was created to stimulate the national economy out of economic recession. The BAB program was intended to help state and local agencies regain access to bond markets after the financial collapse made it difficult to borrow and construct infrastructure improvements. It allowed municipalities to issue taxable bonds with the federal government subsidizing 35% of the interest payments.

During calendar year 2010, the County issued debt through the BAB program to construct roads and schools (as part of the Virginia Public School Authority). Consequently, the County will be reimbursed \$1,064,187 by the federal government in the County's general debt budget as a revenue source. Of this amount, \$162,630 will be retained to help pay County government debt service and \$901,557 will be transferred to the County's School division to pay their debt service obligation.

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 provides 100% of the interest payment through a reimbursement to the locality. Therefore, the locality is only responsible for repayment of the bond principal. QSCB bond proceeds may be used to finance new school construction or rehabilitate and repair public school facilities.

The County issued debt as part of the QSCB program during calendar year 2010. In FY 15, the County will be reimbursed \$477,246 by the federal government in the County's General Debt budget as a revenue source. The revenue will be transferred to the County's School division which is responsible for the annual debt service payments.

Bond Rating

Prince William County has been awarded three AAA ratings from the major credit rating agencies (Moody's, Fitch and Standard & Poor's). Only 72 out of the 17,669 (or 0.4%) local governments throughout the country have received this extraordinary achievement.

The AAA bond rating serves as a statement of a locality's economic, financial and managerial condition and representation of the business community's assessment of the investment quality of a local government. Highly rated bonds are more attractive and are more competitive in the market, thereby helping to lower the County's interest costs.

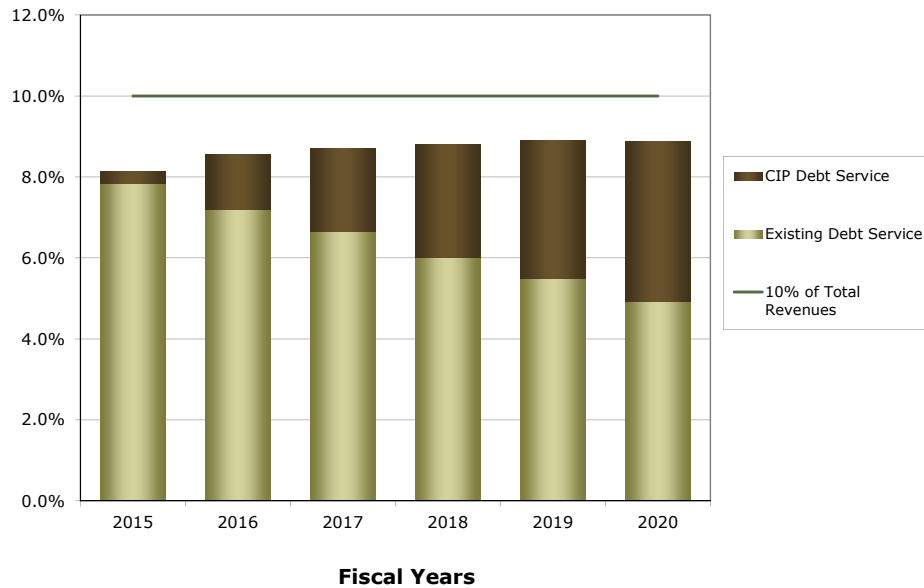
Debt Management Policy Statement

Proper debt management provides a locality and its citizens with fiscal advantages. The State does not impose a debt limitation on the County. However, a debt policy is approved as part of the County's Principles of Sound Financial Management and has been adopted by the Board of County Supervisors to ensure that no undue burden is placed on the County and its taxpayers. The policy provides the framework to limit the use of debt in Prince William County.

Debt Capacity

The graph below highlights the County's current debt service obligations with the projects in the CIP. The County's future debt service averages over eight percent of total projected revenues in FY 15-20, and peaks at 8.9% in FY 19 and 20.

Debt Service Capacity - County and Schools

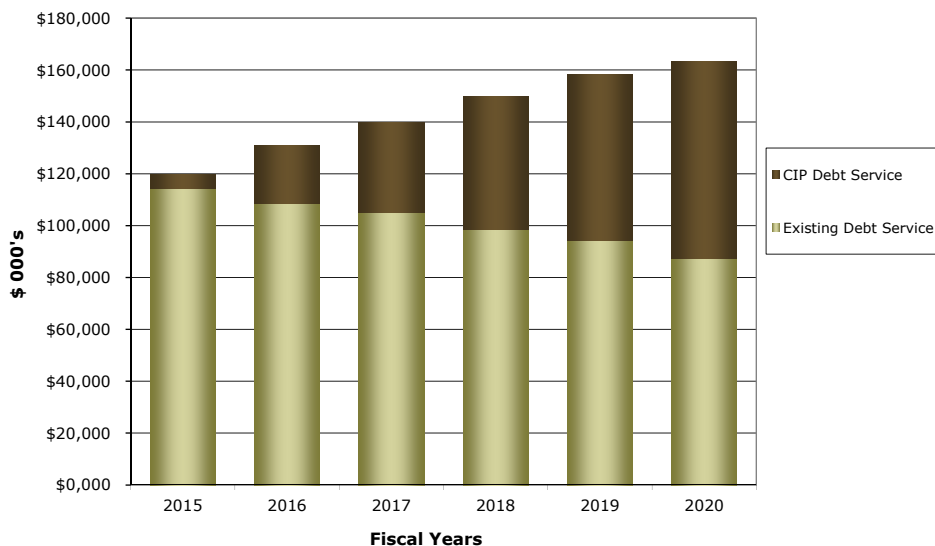


New & Existing Debt Service

The graph below illustrates the County's and the School's total debt service obligation in principal and interest payments over the next six years. The amounts are below projected revenue in all six years.

The tables on the next three pages include debt service payments and funding source projections for the County's and the Schools' debt service through FY 20.

New & Existing Debt Service - County & Schools



GENERAL DEBT

FY 2015 to FY 2020 CIP - Existing Debt Service

General Debt						
Existing Debt Service on County Projects:	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
2012B Refunding - Road Projects	\$155,126	\$1,038,962	\$1,386,719	\$1,269,847	\$244,695	\$400,831
2012B Refunding - Park Projects	28,910	82,425	258,078	245,216	52,324	98,946
234 Bypass	65,335	16,524	20,550	19,824	20,161	20,594
Adult Detention Center	2,673,588	2,599,419	3,418,153	2,401,340	2,314,587	2,228,588
Antioch Volunteer Fire Station (Fire Levy)	415,583	402,869	390,154	373,467	361,907	349,448
Ashton Avenue South	126,301	0	0	0	0	0
ATCC	1,236,113	1,230,613	1,235,225	1,236,688	0	0
Benita Fitzgerald	329,133	357,950	177,036	172,859	174,797	234,689
Birchdale Volunteer Fire Station (Fire Levy)	378,343	368,824	358,444	347,976	337,420	326,732
BMX	20,451	19,504	625	625	625	625
Bull Run Library	111,548	0	0	0	0	0
Cardinal Drive	403,138	0	0	0	0	0
Delaney Land Parcel Acquisition	516,288	497,897	318,886	470,777	453,206	435,788
Development Services Building	2,285,657	2,204,585	1,412,304	2,085,012	2,007,191	1,930,048
Facilities General	1,132,125	1,108,825	668,425	670,363	666,400	666,119
Fuller Heights Park Phase I	339,206	330,216	321,226	312,235	303,245	294,255
Heathcote Boulevard	483,070	525,289	259,610	253,487	256,328	344,222
Hellwig Park	369,057	393,464	404,700	392,746	385,649	229,650
Innovation Loop Road	107,160	115,361	38,165	36,816	37,442	38,246
Judicial Center	1,254,876	1,223,220	2,284,876	177,938	2,183,579	101,719
Juvenile Detention Center Phase II	402,765	392,605	733,354	57,111	700,841	32,648
Liberia Extended	218,788	0	0	0	0	0
Linton Hall (Nokesville) Fire Station (Fire Levy)	454,849	441,686	428,074	404,266	384,267	368,946
Linton Hall Road	1,030,346	961,205	933,329	905,524	877,569	848,658
Minnieville Road (existing)	98,220	165,237	205,503	198,238	201,610	205,938
Minnieville Road (Old Bridge to Caton Hill)	1,810,110	1,802,774	1,435,113	1,394,042	1,386,433	1,297,001
Minnieville Road (Cardinal to Spriggs)	909,562	982,606	660,826	643,226	640,861	620,329
Old Bridge Road	35,023	0	0	0	0	0
Owens Building	350,161	341,327	637,572	49,652	609,306	28,384
Parks - General's Ridge GC	243,162	242,074	242,630	241,566	240,308	241,276
Parks - Forest Greens GC	442,779	440,798	441,811	439,873	437,584	439,345
Parks - Splashdown Waterpark	319,690	318,260	318,991	317,592	315,939	317,211
PW Parkway Extension to Rt. 1	453,243	506,856	626,936	605,271	615,325	641,976
Police Driver Training Track	441,565	429,965	418,365	406,765	395,165	383,565
Prince William Golf Irrigation & Stormwater Improvements	48,661	46,974	30,021	44,320	42,666	41,026
Prince William Parkway	2,017,116	302,141	325,755	314,390	319,664	329,345
Public Safety Training Center	340,699	0	0	0	0	0
PW Parkway Intersection Improvements at Minnieville	204,686	105,592	124,575	121,150	122,739	151,783
PW Parkway Intersection Improvements at Old Bridge	235,322	121,540	143,399	139,455	141,286	174,681
Ridgefield Road	281,801	333,674	192,312	185,721	188,780	192,706
Rt 1 Intersection	224,268	148,450	183,252	176,973	179,887	189,125
Rt 1 Neabco (Dale) to Featherstone	2,447,966	2,477,226	2,344,175	2,277,784	2,225,270	1,905,966
Rt 1 Joplin to Bradys Hill	3,852,477	3,902,122	3,783,662	3,674,961	3,586,050	2,949,413
Rt 15 James Madison Highway (Rt. 15 N & S, Old Carolina, Waterfall)	2,802,047	2,788,655	2,651,454	2,572,148	2,502,974	2,239,467
River Oaks Volunteer Fire Station (Fire Levy)	398,625	386,975	375,275	363,525	351,725	339,875
Rollins Ford Road	886,051	862,567	839,083	815,599	792,116	768,632
Spicer Fire Station (Fire Levy)	159,780	154,526	149,235	143,988	133,924	129,244
Sports Fields Improvements	90,915	143,957	164,780	158,968	161,665	165,128
Spriggs Road Phase I	847,329	607,326	646,604	627,482	636,356	748,648
Spriggs Road Phase II	2,113,110	1,850,526	1,991,790	1,924,384	1,902,695	1,930,843
Sudley Manor Drive	1,721,360	998,647	1,187,612	1,153,518	1,169,339	1,407,298
Sudley Park Land Acquisition	28,262	41,011	40,641	39,214	39,876	40,726
Sudley Road	156,167	0	0	0	0	0
University Boulevard (Hornbaker to Sudley Manor)	1,235,931	1,210,652	1,185,372	1,163,705	1,134,814	1,105,924
Valley View Park	154,172	164,925	55,338	53,522	54,365	55,447
Veterans Park	41,393	69,636	86,605	83,543	84,964	86,788
Wellington Road	307,546	280,216	247,087	335,022	340,620	353,467
Wellington Station Road	46,655	44,428	0	0	0	0
Western District Police Station	1,512,794	1,511,222	1,512,815	1,507,888	1,508,505	1,505,573
Yorkshire Fire Station (Fire Levy)	318,333	320,663	321,675	320,214	319,407	318,953
Subtotal County Existing Debt Service:	\$42,114,735	\$38,414,988	\$38,618,193	\$34,327,816	\$34,544,448	\$30,255,831

GENERAL DEBT

FY 2015 to FY 2020 CIP - Existing Debt Service (Continued)

Existing Debt Service on School Projects:	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Air Conditioners/Gym Renovations	\$32,934	\$31,362	\$0	\$0	\$0	\$0
Architectural & Eng. Services	65,416	62,883	60,351	57,602	55,453	52,899
Ashland ES	753,565	725,756	697,946	669,034	641,283	613,531
Ashland ES Addition	286,455	277,653	268,852	260,051	251,249	242,448
Ashton ES	818,571	790,059	761,547	735,830	710,113	680,926
Battlefield High School (Ninth High School)	3,048,425	2,853,283	2,748,550	2,647,577	2,547,089	2,441,360
Bel Air ES Addition	251,929	244,189	236,448	228,708	220,967	213,227
Bennett ES	503,865	476,235	0	0	0	0
Benton MS	1,181,333	1,141,243	1,100,846	1,060,450	1,020,053	502,151
Benton MS Site	65,225	61,649	0	0	0	0
Blackburn Traditional School	818,571	790,059	761,547	735,830	710,113	680,926
Braemar ES	742,275	711,801	681,326	650,852	620,377	589,902
Braemar MS	1,037,016	998,746	960,476	920,689	882,499	844,309
Brentsville HS Renewal	312,874	297,939	0	0	0	0
Brightwood ES	1,634,033	1,583,827	1,533,622	1,483,416	1,433,210	1,383,005
Bristow Run ES Addition	129,607	125,093	120,578	116,506	112,435	107,813
Bus Parking Lot at Garfield HS	79,955	78,012	75,825	74,063	72,302	70,358
Catharpin MS	1,292,048	1,241,610	1,191,172	1,139,815	1,089,424	1,039,034
Dale City ES Addition	54,479	52,242	50,006	47,769	45,532	43,296
Dominion ES	791,525	762,328	734,206	706,084	677,962	649,840
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	211,210	205,149	201,275	192,195	182,570	179,121
Forest Park High School	938,621	893,816	0	0	0	0
Four Year Trail ES	995,927	961,238	926,548	895,260	863,971	828,460
Freedom High School (Tenth High School)	3,369,578	3,163,250	3,047,330	2,936,268	2,825,690	2,708,510
General non specific School Projects	9,912,391	9,574,278	8,387,190	8,093,885	7,800,580	7,522,850
General School Renovations	1,633,492	1,576,043	1,277,112	1,234,537	1,191,961	1,149,385
Godwin MS Addition	155,770	149,753	118,692	113,811	109,126	104,442
Graham Park MS Addition	54,479	52,272	50,006	47,769	45,532	43,296
Graham Park MS Renewal	159,950	152,545	4,890	4,890	4,890	4,890
Kettle Run ES	2,841,566	2,715,378	2,633,340	1,483,744	1,448,098	1,409,731
Kettle Run HS, Phase I	237,364	230,071	222,778	215,485	208,192	200,899
Kettle Run HS, Phase II	529,764	514,185	498,606	483,027	467,449	451,870
Kettle Run HS, Phase III	2,967,741	2,891,688	2,810,508	2,729,329	2,643,050	2,565,313
Kettle Run HS, Phase VI	2,036,605	2,001,746	1,973,790	3,069,583	2,995,657	2,916,575
Kilby ES Renewal	204,753	198,527	195,792	185,700	177,268	177,065
Kingsbrooke ES	615,940	587,100	558,260	529,420	0	0
Lake Ridge MS Renewal	28,563	27,240	873	873	873	873
Linton Hall Elementary School - Piney Branch	1,725,947	1,680,840	1,641,550	1,699,438	1,658,620	1,614,660
Loch Lomond ES Addition	499,169	485,945	472,649	459,479	446,309	433,086
Lynn MS Renewal	194,225	185,233	5,937	5,937	5,937	5,937
Marumco ES Addition	327,570	317,937	308,304	298,671	289,039	279,406
Mill Park ES	1,634,033	1,583,827	1,533,622	1,483,416	1,433,210	1,383,005
Montclair ES Addition	197,444	191,377	185,311	179,244	173,178	167,111
Mountain View ES Addition	82,594	79,547	76,613	73,678	70,744	67,809
Mullen ES Addition	479,410	466,712	453,941	441,297	428,653	415,355
Newport ES	559,850	529,150	0	0	0	0
Nokesville K-8	2,073,418	2,021,566	1,967,263	1,912,959	1,858,656	1,804,352
Occoquan ES Addition	82,594	79,547	76,613	73,678	70,744	67,809
Pace West School Replacement	636,582	621,107	603,697	589,673	575,648	560,173
Parkside MS Renewal	1,287,485	1,249,883	919,408	894,790	870,173	845,555
Pattie ES Addition & Renovation	144,487	140,644	136,801	132,957	129,114	125,270
Penn ES Addition	464,953	452,585	440,217	427,849	415,481	403,113
Potomac High School Addition	1,378,959	1,343,669	1,306,534	1,272,627	1,238,720	1,203,430
Potomac Middle School Addition	621,172	604,649	588,125	571,602	555,078	538,555
Potomac View ES Addition	265,081	257,286	249,490	241,695	233,900	226,105
Queen Chapel ES	574,080	547,200	520,320	493,440	0	0
Rippon MS Renewal	28,563	27,240	873	873	873	873
River Oaks ES Addition	536,938	524,431	510,606	496,780	482,954	469,129
Rockledge ES Addition	425,085	412,584	400,084	387,583	375,083	362,583

GENERAL DEBT

FY 2015 to FY 2020 CIP - Existing Debt Service (Continued)

Existing Debt Service on School Projects:	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Saunders MS Renewal	28,563	27,240	873	873	873	873
School Administration Building	\$2,207,868	\$2,137,984	\$2,068,099	\$1,998,215	\$1,928,330	\$1,858,446
School Site Acquisitions	840,623	814,016	787,408	760,800	734,192	707,584
Schools GO 2012 B Refunding	411,633	544,582	3,534,233	3,406,725	1,768,196	1,479,137
Signal Hill ES	762,269	733,040	702,695	672,350	641,633	610,544
Silver Lake Middle School	2,318,684	2,255,553	2,197,353	2,062,701	2,013,292	1,959,721
Sinclair ES Addition	511,518	497,966	484,341	470,843	457,345	443,792
Southbridge ES	680,987	653,028	625,070	597,111	569,153	541,195
Stonewall MS Renewal	301,161	289,843	247,071	244,097	251,196	221,070
Sudley ES Addition	523,868	509,987	496,034	482,207	468,380	454,499
Swans Creek ES Addition	377,971	368,782	358,445	350,118	341,791	332,603
Tech Electrical Upgrade	148,203	141,129	0	0	0	0
Tech Labs	164,670	156,810	0	0	0	0
Transportation Center, Mid County	327,428	316,023	304,619	294,332	284,045	272,370
Transportation Center, West	155,552	149,812	144,071	138,103	132,375	126,646
Triangle ES Replacement Phase I	633,249	614,627	596,005	577,383	558,761	540,139
Triangle ES Replacement Phase II	1,461,723	1,424,264	1,384,280	1,344,296	1,301,801	1,263,512
Twelfth HS (East) Phase I	239,577	233,204	226,832	220,459	214,086	207,713
Tyler ES	101,844	98,620	95,396	92,173	88,949	85,726
Wentworth Green MS	1,035,909	1,003,119	970,330	937,541	904,752	871,963
Woodbridge MS Renewal	28,563	27,240	873	873	873	873
Vaughn ES Addition	499,863	484,529	469,195	453,861	438,526	423,192
Westridge ES Addition	327,472	319,512	310,556	303,341	296,127	288,166
West Gate ES Addition	274,411	267,166	259,848	252,657	245,466	238,221
Yorkshire ES Replacement Phase I	1,921,576	1,864,321	1,807,065	1,749,810	1,692,554	1,635,298
Subtotal School Existing Debt Service:	\$72,382,912	\$70,019,874	\$66,443,211	\$64,382,863	\$59,784,055	\$57,039,180
Total Existing Debt Service:	\$114,497,646	\$108,434,862	\$105,061,404	\$98,710,679	\$94,328,504	\$87,295,010

GENERAL DEBT

FY 2015 to FY 2020 CIP - New Debt Service

New Debt Service, Current CIP Projects						
County	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
2006 Parks & Recreation Bond Projects	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000
Montclair Community Library	0	1,775,825	1,734,871	1,693,918	1,652,964	1,612,010
Gainesville Community Library	0	1,618,975	1,581,914	1,544,853	1,507,791	1,470,730
Adult Detention Center Phase II	0	0	0	2,578,210	2,521,005	2,461,799
Central District Police Station	0	2,616,000	2,550,600	2,485,200	2,419,800	2,354,400
Coles Fire & Rescue Station Reconstruction (Fire Levy)	0	510,000	497,250	484,500	471,750	459,000
Catharpin Park Phase II	0	0	353,500	344,663	335,825	326,988
Occoquan Riverfront Park	0	151,500	147,713	143,925	140,138	136,350
Rollins Ford Road	871,625	850,981	830,338	809,694	789,050	768,406
Prince William Parkway (Old Bridge to Minnieville)	853,575	833,359	813,143	792,926	772,710	752,494
Route 1 Improvement (Neabsco Mills to Featherstone)	0	1,552,775	1,515,999	1,479,223	1,442,446	1,406,385
Subtotal County New CIP Debt Service:	\$3,095,200	\$11,279,415	\$11,395,328	\$13,727,112	\$13,423,479	\$13,118,562

Schools	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
12th High School	\$1,124,359	\$5,940,362	\$9,513,324	\$9,275,960	\$9,038,595	\$8,801,230
13th High School	0	100,000	615,000	2,676,061	8,153,326	12,022,345
14th High School	0	0	0	110,000	634,500	2,821,464
Belmont ES Addition	0	10,000	266,843	895,168	871,434	847,699
Bus Parking/Fuel Center (West I-66)	0	20,650	191,568	494,003	480,938	467,873
Cherry Hill ES	0	0	0	0	0	82,500
Devlin Road West ES	643,208	2,683,605	2,619,284	2,554,963	2,490,642	2,426,322
East Harbor Station/Potomac Shores ES	0	50,000	950,286	3,029,131	2,948,852	2,868,574
Elementary School East (Ferlazzo Area)	45,000	851,100	2,803,483	2,732,648	2,661,813	2,590,978
Elementary School West Vint Hill Road	0	0	55,000	1,000,543	3,191,020	3,106,191
Featherstone ES Addition (6 room)	133,448	556,773	543,428	530,083	516,738	503,394
Haymarket ES Addition	0	0	0	13,750	227,840	713,741
Henderson ES Addition	0	0	0	11,000	312,958	1,063,440
Kilby ES Addition (13 room)	22,500	243,875	1,357,215	3,203,201	3,118,642	3,034,083
Lakeridge ES Addition (7 rooms)	0	0	0	0	82,500	1,163,815
Leesylvania ES Addition (4 rooms)	0	0	0	13,750	227,813	713,638
Maintenance Facility	32,490	385,556	1,119,807	1,091,558	1,063,309	1,035,060
Middle School (TBD)	0	0	0	0	0	879,670
Middle School East	0	0	0	110,000	1,207,201	4,183,244
Middle School West (Linton Hall Area)	0	75,000	1,023,776	3,757,727	5,691,400	5,538,395
Neabsco Mills East ES	0	50,000	950,285	3,029,131	2,948,852	2,865,574
Neabsco ES Addition (8 rooms)	0	10,000	245,860	816,102	794,466	772,830
Pace East Replacement	0	50,000	335,000	1,404,368	3,306,023	3,217,899
Pattie ES Addition (10 rooms)	0	0	0	0	13,750	334,705
Rippon MS Addition (8 rooms)	6,750	205,913	729,600	711,150	692,700	674,250
Subtotal Schools New CIP Debt Service:	\$2,007,755	\$11,232,834	\$23,319,759	\$37,460,297	\$50,675,312	\$62,728,914
Total New CIP Debt Service:	\$5,102,955	\$22,512,249	\$34,715,087	\$51,187,409	\$64,098,791	\$75,847,476

Total General Debt	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Total County Existing Debt	\$42,114,735	\$38,414,988	\$38,618,193	\$34,327,816	\$34,544,448	\$30,255,831
Total Schools Existing Debt	72,382,912	70,019,874	66,443,211	64,382,863	59,784,055	57,039,180
Total County New CIP Debt	3,095,200	11,279,415	11,395,328	13,727,112	13,423,479	13,118,562
Total Schools New CIP Debt	2,007,755	11,232,834	23,319,759	37,460,297	50,675,312	62,728,914
Grand Total All Debt Service:	\$119,600,601	\$130,947,111	\$139,776,491	\$149,898,088	\$158,427,295	\$163,142,486

Debt Program Admin Expenses	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Other Debt Service Costs	\$80,000	\$84,000	\$85,000	\$85,000	\$85,000	\$85,000
Investment Fees on Unspent Bond Proceeds	20,000	20,000	20,000	20,000	20,000	20,000
Subtotal Administrative Expenses:	\$100,000	\$104,000	\$105,000	\$105,000	\$105,000	\$105,000
Total General Debt:	\$119,700,601	\$131,051,111	\$139,881,491	\$150,003,088	\$158,532,295	\$163,247,486

GENERAL DEBT

FY 2015 to FY 2020 CIP - County Funding Sources

Funding Sources						
School Funding Sources (funding passed-thorough County budget)	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
VP&A 2010 B Build America Bonds' Federal Reimbursement @ 35% Subsidy of Interest Payment	\$901,557	\$901,557	\$901,557	\$876,630	\$824,397	\$768,475
School 2010 Qualified School Construction Bonds' Federal Reimbursement, 100% Subsidy of Interest Payment	477,246	477,246	477,246	477,246	477,246	477,246
Subtotal School Funding Sources:	\$1,378,802	\$1,378,802	\$1,378,802	\$1,353,875	\$1,301,643	\$1,245,721

County Funding Sources	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Rent from American Type Culture Collection (ATCC)	\$636,375	\$636,375	\$636,375	\$636,375	\$0	\$0
PWC GO Bond Series 2010B Build America Bonds' Federal Reimbursement @ 35% Subsidy of Interest Payment	162,630	162,630	162,630	162,630	162,630	162,630
Transfer in from Fire Levy	2,125,513	2,585,544	2,520,106	2,437,935	2,360,399	2,292,197
PW Parkway Transportation District	2,300,000	2,163,000	0	0	0	0
234 Bypass Transportation District	200,000	206,000	212,180	218,545	218,545	218,545
Interest Earned on Unspent Bond Proceeds	41,000	41,000	41,000	41,000	41,000	41,000
Subtotal County Funding Sources:	\$5,465,518	\$5,794,549	\$3,572,292	\$3,496,485	\$2,782,574	\$2,714,372





FY 2015 - FY 2020

CAPITAL IMPROVEMENT PROGRAM

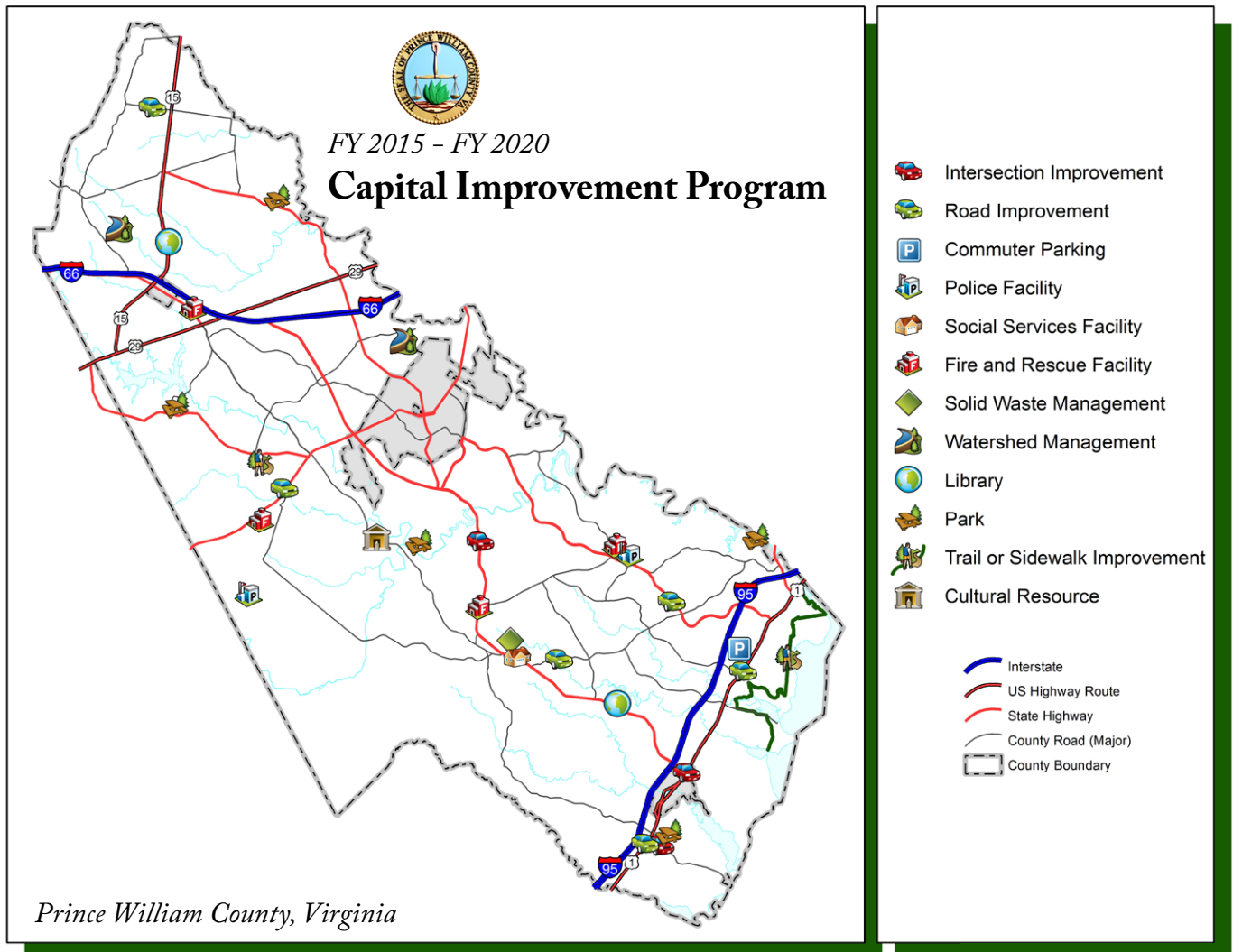
Prince William County, VA



CAPITAL IMPROVEMENT PROGRAM

Total Project Costs by Functional Area

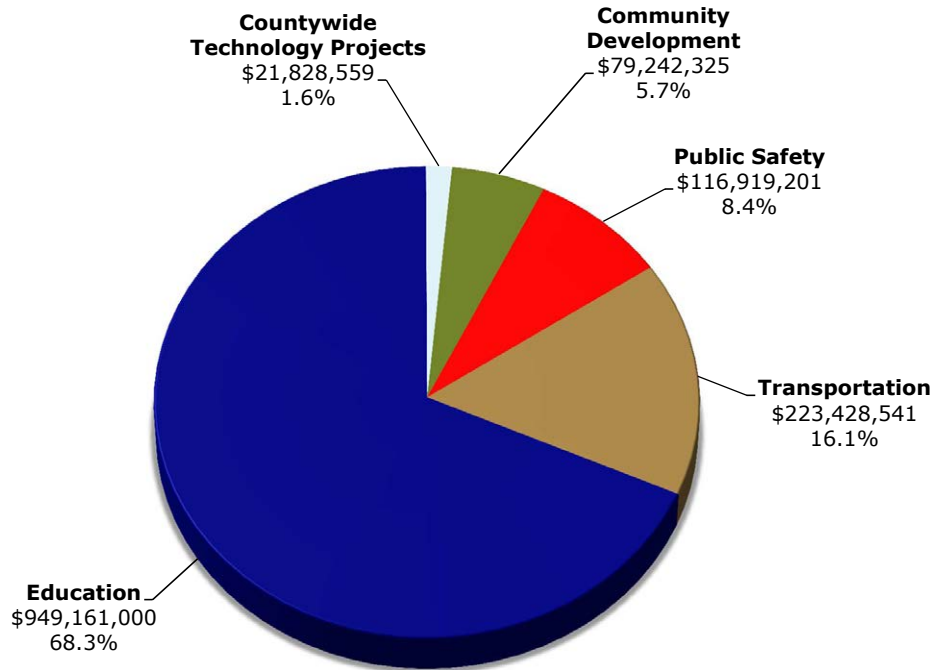
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20
Community Development	\$43,732,634	\$19,796,411	\$4,802,293	\$9,944,995	\$13,000	\$0	\$78,289,333
Education	\$87,087,000	\$185,584,000	\$180,617,000	\$149,522,000	\$205,615,000	\$140,736,000	\$949,161,000
General Government	\$12,996,069	\$8,142,009	\$6,552,708	\$1,335,928	\$1,540,928	\$1,250,928	\$31,818,570
Public Safety	\$28,904,197	\$32,846,666	\$4,500,161	\$16,492,773	\$20,327,903	\$4,810,482	\$107,882,182
Transportation	\$74,390,394	\$74,038,900	\$37,441,764	\$17,557,483	\$10,000,000	\$10,000,000	\$223,428,541
Total	\$247,110,294	\$320,407,986	\$233,913,926	\$194,853,179	\$237,496,831	\$156,797,410	\$1,390,579,626



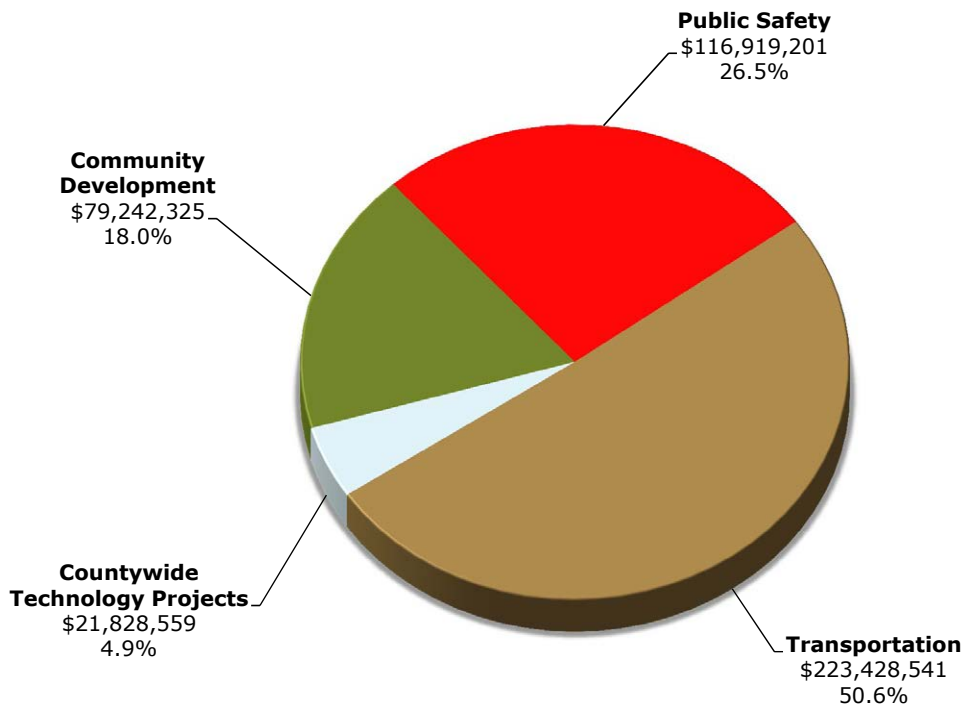
Maps produced by the PWC Planning Office

Project Expenditures by Category (FY 15-20)

(Includes Schools)



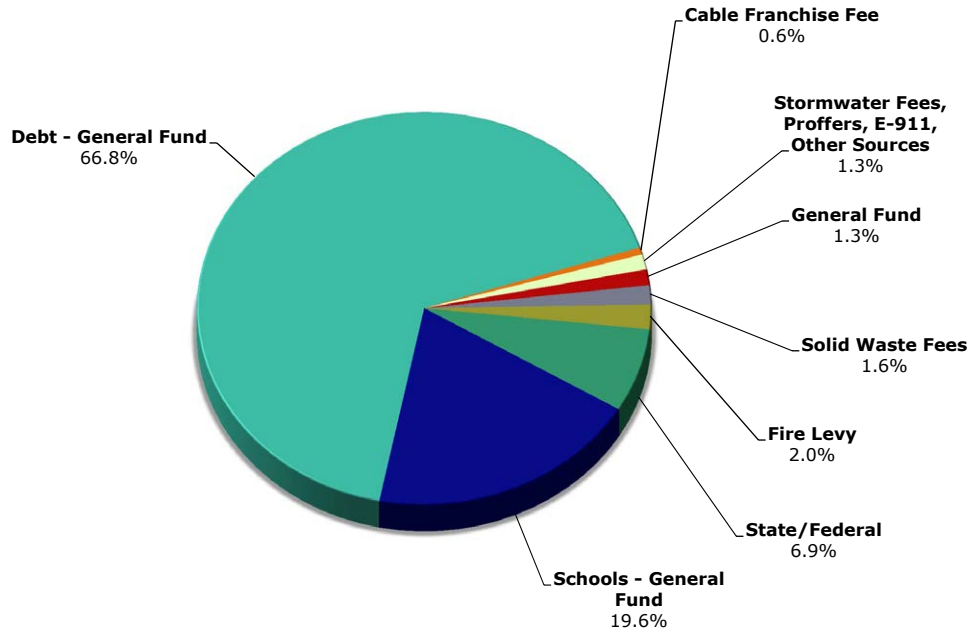
(Excludes Schools)



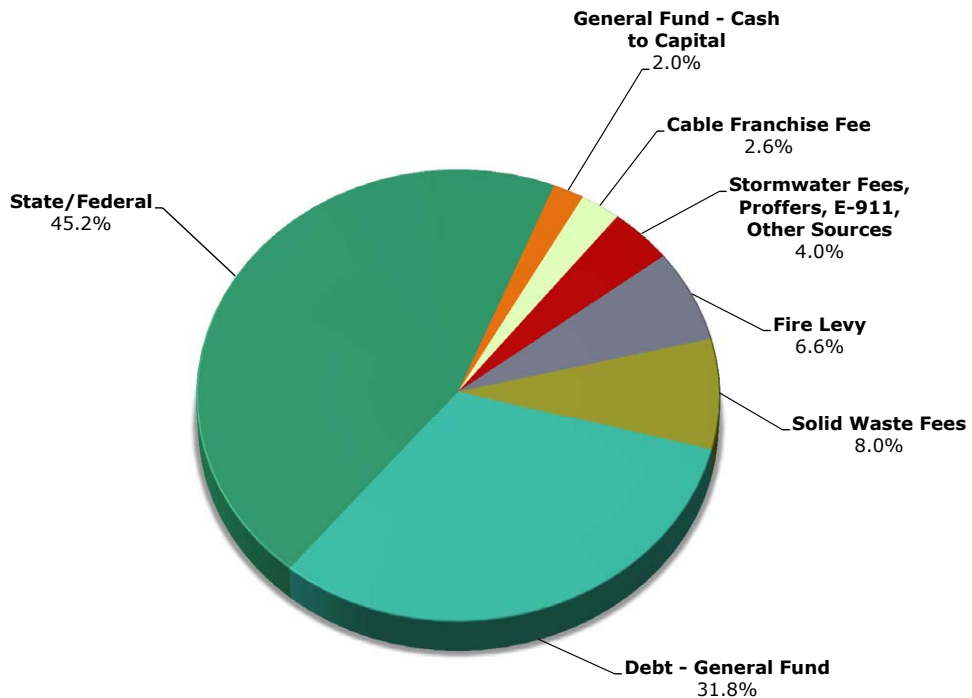
CAPITAL IMPROVEMENT PROGRAM

Funding Sources (FY 15-20)

(Includes Schools)



(Excludes Schools)



Capital Improvement in Prince William County

The Prince William County financial and program planning ordinance requires that the County Executive prepare a capital plan annually. The development of the Capital Improvement Program (CIP) is guided by the Board of County Supervisors' (BOCS) adopted Strategic Plan, Comprehensive Plan and Principles of Sound Financial Management. Together these policy documents require that the CIP:

- Incorporate the goals and strategies of the Strategic Plan;
- Demonstrate an identifiable revenue source for each project;
- Meet the debt financing policies in the Principles of Sound Financial Management; and
- Integrate County government projects with school projects into one affordable plan.

The capital planning process begins each summer when agencies are asked to identify capital project needs. Agency submissions are collaboratively evaluated by staff from Finance, Public Works, Information Technology, Transportation, Planning, Management & Budget and Executive Management. Funding requests are prioritized using criteria that include the relationship to the community's goals as expressed through the County's Strategic and Comprehensive Plans, completion of projects already underway and mandated improvements to County infrastructure, and are then balanced against available funds. Once evaluated, the recommendations are reviewed, modified and sanctioned by the County Executive.

The CIP is then presented to the BOCS for consideration. During the spring, work sessions and public hearings are held with the Planning Commission and the BOCS as part of the annual budget process. In late April, the BOCS considers and adopts a capital plan for six fiscal years and a capital budget for the ensuing fiscal year.

Annual Capital Review

In order to provide the BOCS and the County Executive with regular status reports, capital project updates are reported through:

- Department of Public Works Quarterly Project Reports,
- Department of Transportation Bimonthly Reports,
- Department of Parks & Recreation Quarterly Reports and
- Economic Development Quarterly 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 yearend 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 ensuing fiscal year.

The Capital Budget

The capital budget is appropriated on an annual basis and is included in the adopted budget. The FY 15 capital budget for the County is \$247.1 million, including \$160.0 million for the County government and \$87.1 million for County schools.

Funding sources for County projects include the general fund, debt, fire levy, stormwater management fees, proffers, the transportation reserve, internal service fund balance, Adult Detention Center fund balance and solid waste fees.

No revenues are anticipated from the projects included in the FY 15 capital budget.

General Overview

A. New County Projects - The CIP includes eight new projects:

- **2006 Park & Recreation Bond Projects (Parks & Recreation)** - This project will construct park and recreation amenities throughout the County that will primarily be focused on sport field improvements. The table below shows projects identified by the BOCS that would be supported by bond funds:

Potential Park Bond Projects	
Project	Site
Complete build out of Rollins Ford Park	Rollins Ford Park
Installation of lighting and irrigation on two diamond fields at Nokesville Park	Nokesville Park
Renovate, re-locate, and light three diamond fields at Fairmont Park	Fairmont Park
Installation of lighting on four rectangular fields at Hellwig Park	Hellwig Park
Construction of a permanent auxiliary facility at Hellwig Park	Hellwig Park
Installation of lighting and artificial turf Benton Middle School	Benton Middle School
Lighting of two diamond fields at Cloverdale Park	Cloverdale Park
Renovate children's pool at Waterworks at Andrew Leitch Park	Waterworks at Andrew Leitch Park
Installation of artificial turf at Godwin Middle School	Godwin Middle School
Installation of lighting and turf (with bleachers) Graham Park Middle School	Graham Park Middle School
Renovation of diamond field and track at Graham Park Middle School	Graham Park Middle School
Lighting of two rectangular fields at Veterans Park	Veterans Park
Installation of lighting and artificial turf Woodbridge Middle School	Woodbridge Middle School

- **Dove's Landing (Parks & Recreation)** - This project will allow for the opening of the area by constructing an entrance road and parking area. Dove's Landing is a 234 acre parcel that will be available for passive recreation.
- **Adult Detention Center Expansion (Judicial Administration)** - This project provides an additional 204 bed expansion adjacent the existing detention center and renovate areas in the mail jail.
- **Kettle Run Road Sidewalk (Transportation)** - This project will construct a sidewalk on the west-bound side of Kettle Run Road from 0.19 miles south of Vint Hill Road to the intersection with Vint Hill Road.
- **Purcell Road Intersection Improvement (Transportation)** - This project will realign and improve a section of Purcell Road from its intersection with Route 234 to approximately 0.3 miles east of Vista Brook Drive.
- **Route 1 Improvement-Featherstone to Marys Way (Transportation)** - This project will widen a 1.3 miles section of Route 1 from a 4 lane undivided highway to a six lane divided highway. Only funding for design of the project has been identified.
- **Route 1/Route 234 Turn Lane Modification** - This project will provide improved access to and from the Route 1/Route 234 Commuter Lot by extending the dual-left turn lanes from the entrance of the commuter lot.
- **U.S. Marine Corps Heritage Center Parkway (Transportation)** - This project will extend the Heritage Center Parkway and construct a right turn lane, a left turn lane, and a possible traffic signal at a second entrance for the Heritage Center located south of the existing entrance on Route 1.

CAPITAL IMPROVEMENT PROGRAM

- B. Northern Virginia Transportation Authority (NVTa) Funding for Transportation** - The CIP includes new resources as a result of House Bill 2313 (HB 2313) which provides additional transportation funding for the Commonwealth of Virginia and the Northern Virginia region. The NVTa is the authorized regional entity responsible for project selection and implementation for the Northern Virginia region, which includes Prince William County. Transportation funding benefiting Prince William County will be split into two categories. Projects with regional congestion relief benefits will be funded by 70% of the NVTa funds. The remaining 30% of NVTa funds will be transferred directly to the County for urban or secondary road construction, capital improvements that reduce congestion, projects included in the regional plan TransAction 2040 or its future updates and/or for public transportation purposes. This funding may be used at the County's discretion. In FY 15, the 30% fund from both FY 14 and FY15 are programmed to the Minnieville Road (Spriggs to Route 234) project to provide the required match for additional State Revenue Sharing Funds. Future 30% revenues that will be received in the remainder of the CIP period (FY 16-20) will allocated as projects are identified. Additional information can be found on the NVTa project page in the CIP Transportation section and the Department of Transportation agency pages.
- C. Route 1/Route 123 Underground Utilities** - In BOCS Resolution 13-706, approved on 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 will be provided to VDOT on a reimbursement basis for actual costs.
- D. Prince William Museum at Rippon Lodge** - In BOCS Resolution 13-496, approved on August 6, 2013, funding of \$25,999 was designated for the development of preliminary design and construction documents for a museum focused on the history of Prince William County. The museum is proposed to be located at the Rippon Lodge historic site in Woodbridge. The Prince William Historic Preservation Foundation has begun fundraising for the museum and the project is in the Foundation's work plan approved by the BOCS. Proffer funding is being identified to supplement the prior approved funding to complete the preliminary documents.
- E. Courthouse Security System** - The CIP includes a one-time transfer of \$250,000 from the capital reserve designated for future facilities (a use of fund balance) to fund a needs assessment for the replacement and upgrade of the entire security system at the Prince William County Judicial Center in Manassas.
- F. Six Year Secondary Road Plan** - The Six Year Secondary Road Plan is the VDOT method of establishing road improvement priorities and allocating funding for road improvements in the County's secondary road system. Secondary roads are defined as roads with state route numbers of 600 or greater. Each county in Virginia receives a specified amount of formulaic funding for road improvement projects. Funding pays for previously constructed projects as well as continuing progress on current road projects.

On June 4, 2013, the BOCS adopted VDOT's FY 14-19 Six Year Secondary Road Plan. The total FY 14 Secondary Road allocation is \$127,855, which will upgrade Burwell Road from a gravel road to a paved road from its intersection with Fitzwater Drive to the Fauquier County line. The following table details the estimated secondary road plan funding from in the State's plan:

Name of Project	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	TOTAL
Six Year Secondary Road Plan	\$127,855	\$1,044,704	\$1,574,274	\$3,366,336	\$3,737,445	\$4,127,275	\$13,977,889

Projected funding are estimates only. Future allocations are contingent upon State funding.

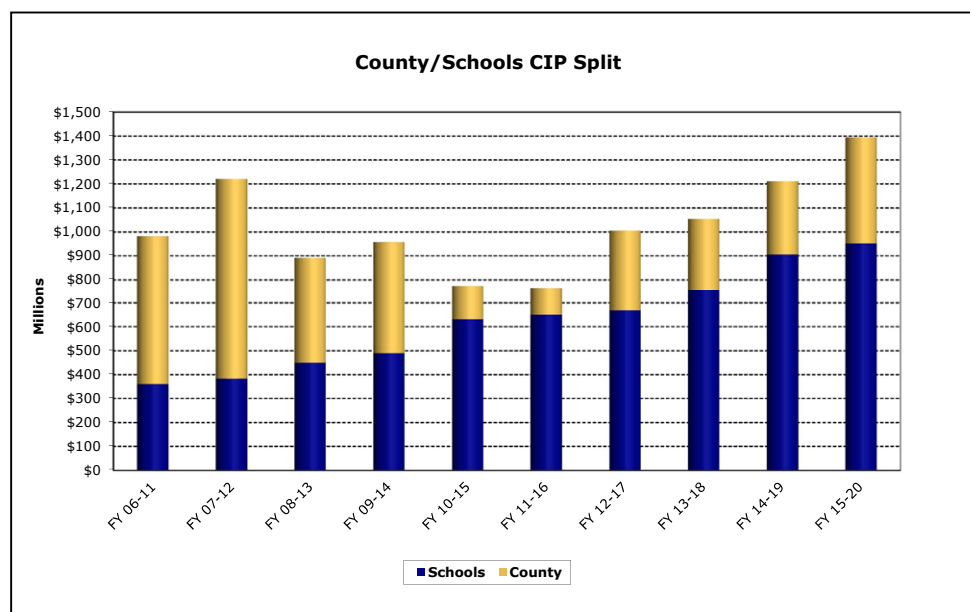
CAPITAL IMPROVEMENT PROGRAM

- G. Proffers for VDOT Secondary Road Plan Projects** - The CIP includes the transfer of \$77,388 in proffer funds to VDOT for projects in the Six Year Secondary Road Plan.
- H. Lake Jackson Dam** - The CIP includes an FY 15 transfer of \$138,000, funded by the stormwater management fee, to support periodic inspection, maintenance, repair and certification activities for Lake Jackson Dam. The dam recently underwent a major rehabilitation to restore the reliability and function of the structure. An Inundation Zone Study and Emergency Action Plan are being prepared to provide recommendations on additional dam maintenance or repair. The County is responsible for the safe operation and maintenance of the dam and must comply with Virginia Dam Safety requirements.
- I. Northern Virginia Community College (NVCC)** - The CIP includes two items for NVCC. First, the operating and capital development contribution to NVCC increases from \$2.00 per capita to \$2.25 in FY 15. Capital budget support is planned to increase by \$0.25 per capita in FY 16 and is projected to remain \$2.50 per capita the remaining years of the five year plan. Second, an allocation to support maintenance and operations is provided to NVCC in the amount of \$33,939. The total contribution to NVCC in FY 15 is \$981,558.
- J. Transfer for Parks & Recreation Capital Equipment** - The CIP includes a one-time transfer of \$469,138 from the capital reserve designated for Parks (a use of fund balance) to Parks & Recreation. The funds will be used to purchase capital equipment necessary to operate sport field and park facilities.
- K. Transfer from Economic Development Opportunity Fund** - The CIP includes a FY 15 transfer of \$243,635 from the Economic Development Opportunity Fund to the Department of Economic Development (in the general fund). The transfer will support increased costs associated with Prince William Science Accelerator leased space at Innovation. The transfer amount is \$13,953 higher than the FY 14 budget due to lease escalations. The lease agreement was approved by BOCS Resolution 13-635, and expires on May 31, 2023.

Trends

The FY 2015-2020 Capital Improvement Program (CIP) totals \$1.4 billion. Of this amount, County projects total \$441.4 million and comprise 32% of the CIP whereas Schools projects total \$949.2 million and comprise 68% of the CIP.

The following chart highlights the funds allocated to County and Schools projects through ten adopted CIPs. The split between County and Schools projects varies with each CIP, depending on capital needs.



CAPITAL IMPROVEMENT PROGRAM

Significant General Fund Operating Impacts

There are several projects that have specific significant general fund financial impact in future years of the five year plan. The following table illustrates new personnel (full-time equivalents) as a result of the project with both program and facility operating costs.

	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	TOTAL
Adult Detention Center Expansion							
New Personnel (FTEs)	0.00	0.00	0.00	48.00	44.00	8.00	100.00
Program Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Facility Operating	\$0	\$0	\$0	\$2,433,601	\$6,504,786	\$10,629,101	\$19,567,488
<i>Total Operating Costs</i>	\$0	\$0	\$0	\$2,433,601	\$6,504,786	\$10,629,101	\$19,567,488
Central District Police Station							
New Personnel (FTEs)	0.00	13.50	5.50	0.00	0.00	0.00	19.00
Program Operating	\$0	\$281,707	\$1,060,645	\$1,082,766	\$1,082,766	\$1,082,766	\$4,590,651
Facility Operating	\$0	\$1,145,821	\$1,079,021	\$1,079,021	\$1,079,021	\$1,079,021	\$5,461,905
<i>Total Operating Costs</i>	\$0	\$1,427,528	\$2,139,666	\$2,161,787	\$2,161,787	\$2,161,787	\$10,052,556
Gainesville Library							
New Personnel (FTEs)	6.06	14.25	0.00	0.00	0.00	0.00	20.31
Program Operating	\$183,702	\$478,345	\$481,241	\$484,224	\$487,296	\$490,460	\$2,605,269
Facility Operating	\$146,298	\$2,028,824	\$2,031,720	\$2,034,703	\$2,037,775	\$2,040,939	\$10,320,258
<i>Total Operating Costs</i>	\$330,000	\$2,507,169	\$2,512,961	\$2,518,927	\$2,525,071	\$2,531,399	\$12,925,527
Montclair Library							
New Personnel (FTEs)	9.59	14.72	0.00	0.00	0.00	0.00	24.31
Program Operating	\$195,285	\$600,258	\$604,481	\$608,832	\$613,313	\$617,928	\$3,240,096
Facility Operating	\$134,715	\$2,154,038	\$2,154,038	\$2,154,038	\$2,154,038	\$2,154,038	\$10,904,905
<i>Total Operating Costs</i>	\$330,000	\$2,754,296	\$2,758,519	\$2,762,870	\$2,767,351	\$2,771,966	\$14,145,000

Completed Capital Improvement Projects

The following projects listed in the FY 2014-2019 CIP are scheduled to be completed (or substantially complete) in FY 14.

Community Development

Bristoe Station Battlefield Heritage Park - This project completed the restoration of a historic home on the property to house a police officer for site security and renovation of an existing structure to create a visitors center. Other site improvements will be performed in the future as funds become available.

Lake Jackson Dam - Repairs to ensure the structure is in compliance with Virginia Dam Safety requirements are underway. Completion is expected in spring 2014.

Household Hazardous & Electronics Waste Facility - Improved drive-through access is provided for customers while increasing spill containment and reducing work hazards. Completion is expected in late summer 2014.

World Trade Center Steel Monument - The monument, dedicated September 11, 2013, was erected on the ellipse at the McCoart government complex near the Liberty Memorial using beams from the World Trade Center. The monument consists of four beams total with three beams leaning together at angles that depict the chaos of the fallen towers. A fourth beam stands upright, apart from the others, to testify to the certainty of American resilience.

Public Safety

Juvenile Detention Center Security System - This project replaces the existing security system to support the needs of the maximum security facility. The system is scheduled for completion in October 2015 (FY 15).

Transportation

Glenkirk Road Sidewalk - A sidewalk was constructed along Glenkirk Road from its intersection with Sterling Point Drive to Linton Hall Road.

Hornbaker Road - Hornbaker Road was widened to a four-lane roadway north of its intersection with University Boulevard to Thomason Barn Road.

Rollins Ford Road (Vint Hill Road to Songsparrow Drive) - Rollins Ford Road will be widened to a four-lane divided roadway from Vint Hill Road to the intersection of Song Sparrow Drive and Yellow Hammer Drive. The roadway is scheduled for completion in spring 2014.

Telegraph Road Commuter Lot & Road Improvements - Construction of additional parking spaces and intersection improvements at Caton Hill Road and Telegraph Road is scheduled to be completed by the end of FY 14.

Transportation Roadway Improvement Program (TRIP) - Projects are small-scale capital improvements to the County's local roadways and other transportation facilities, the following projects have been completed:

- **Franklin Street Traffic Calming** - Installation of traffic calming devices on Franklin Street. Completed in June 2013 (FY 13).
- **Harbor Drive Speed Tables** - Installation of traffic calming devices on Harbor Drive. Completed in August 2013 (FY 14).
- **Neabsco Mills Road Landscaping** - Landscaping improvements on Neabsco Mills Road. Completed in November 2013 (FY 14).
- **Botts Avenue/Parkway Landscaping** - Landscaping improvements at the intersection of Botts Avenue and Prince William Parkway. Completed in November 2013 (FY 14).

University Boulevard (Prince William Parkway to Sudley Manor Drive) - This project constructed additional lanes and widened existing University Boulevard from Prince William Parkway to Sudley Manor Drive.

CAPITAL IMPROVEMENT PROGRAM

FY 2015-2020 CIP Functional Area Summary

The following tables show FY 15-20 capital expenditures by functional area for both County government and the Schools, totaling \$1.4 billion. Of this amount, \$949.2 million represents new construction, capital maintenance and technology upgrades for the Schools.

Community Development							
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20
Historic Preservation							
Brentsville Courthouse	\$80,747	\$0	\$0	\$0	\$0	\$0	\$80,747
Subtotal	\$80,747	\$0	\$0	\$0	\$0	\$0	\$80,747
Libraries							
Gainesville Community Library	\$10,521,018	\$479,262	\$0	\$0	\$0	\$0	\$11,000,280
Montclair Community Library	\$12,755,073	\$327,715	\$0	\$0	\$0	\$0	\$13,082,788
Subtotal	\$23,276,091	\$806,977	\$0	\$0	\$0	\$0	\$24,083,068
Parks & Recreation							
2006 Parks & Recreation Bond Projects	\$3,425,000	\$6,850,000	\$3,425,000	\$0	\$0	\$0	\$13,700,000
Catharpin Park Phase II	\$350,000	\$3,660,439	\$184,494	\$0	\$0	\$0	\$4,194,933
Dove's Landing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fuller Heights Park Phase I	\$62,000	\$0	\$0	\$0	\$0	\$0	\$62,000
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Occoquan Riverfront Park	\$270,000	\$1,245,000	\$0	\$0	\$0	\$0	\$1,515,000
Potomac Heritage National Scenic Trail	\$1,958,009	\$810,000	\$730,799	\$0	\$0	\$0	\$3,498,808
Rollins Ford Park	\$1,850,906	\$2,102,726	\$0	\$0	\$0	\$0	\$3,953,632
Sports Field Improvements	\$528,827	\$0	\$0	\$0	\$0	\$0	\$528,827
Trail Development	\$323,000	\$385,269	\$312,000	\$174,995	\$13,000	\$0	\$1,208,264
Subtotal	\$8,767,742	\$15,053,434	\$4,652,293	\$174,995	\$13,000	\$0	\$28,661,464
Solid Waste							
Eco Park Complex	\$6,000,000	\$0	\$0	\$0	\$0	\$0	\$6,000,000
Landfill Ballfield Redevelopment	\$435,154	\$0	\$0	\$0	\$0	\$0	\$435,154
Landfill Caps	\$0	\$0	\$0	\$4,140,000	\$0	\$0	\$4,140,000
Landfill Liners	\$0	\$0	\$150,000	\$5,630,000	\$0	\$0	\$5,780,000
Landfill Wetland Mitigation	\$4,194,000	\$1,686,000	\$0	\$0	\$0	\$0	\$5,880,000
Subtotal	\$10,629,154	\$1,686,000	\$150,000	\$9,770,000	\$0	\$0	\$22,235,154
Watershed Management							
County Watersheds	\$978,900	\$0	\$0	\$0	\$0	\$0	\$978,900
Flat Branch Flood Control	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Silver Lake Dam	\$0	\$2,250,000	\$0	\$0	\$0	\$0	\$2,250,000
Subtotal	\$978,900	\$2,250,000	\$0	\$0	\$0	\$0	\$3,228,900
Community Development Grand Total	\$43,732,634	\$19,796,411	\$4,802,293	\$9,944,995	\$13,000	\$0	\$78,289,333

CAPITAL IMPROVEMENT PROGRAM

FY 2015-2020 CIP Functional Area Summary (Continued)

Education							
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20
Education							
Elementary School/IHS (West - Devlin Road Area)	\$28,587,000	\$0	\$0	\$0	\$0	\$0	\$28,587,000
Featherstone Elementary Addition (6 rooms)	\$6,231,000	\$0	\$0	\$0	\$0	\$0	\$6,231,000
Elementary School/IHS (East - Ferlazzo)	\$0	\$28,534,000	\$0	\$0	\$0	\$0	\$28,534,000
Rippon Middle Addition/IHS (9 rooms)	\$0	\$7,410,000	\$0	\$0	\$0	\$0	\$7,410,000
12th High School (Mid-County)	\$0	\$110,943,000	\$0	\$0	\$0	\$0	\$110,943,000
Maintenance Facility (Independent Hill site)	\$0	\$11,444,000	\$0	\$0	\$0	\$0	\$11,444,000
Western Bus Facility	\$0	\$0	\$4,826,000	\$0	\$0	\$0	\$4,826,000
Elementary School (East - Potomac Shores)	\$0	\$0	\$29,374,000	\$0	\$0	\$0	\$29,374,000
Elementary School (East - Neabsco Mills Area) (2)	\$0	\$0	\$29,374,000	\$0	\$0	\$0	\$29,374,000
Kilby Elementary Replacement	\$0	\$0	\$31,476,000	\$0	\$0	\$0	\$31,476,000
Belmont Elementary Addition (4 rooms)	\$0	\$0	\$8,667,000	\$0	\$0	\$0	\$8,667,000
Henderson Elementary Addition (10 rooms)	\$0	\$0	\$9,318,000	\$0	\$0	\$0	\$9,318,000
Neabsco Elementary Addition (8 rooms)	\$0	\$0	\$7,904,000	\$0	\$0	\$0	\$7,904,000
Elementary School (West - Vint Hill Road)	\$0	\$0	\$0	\$30,847,000	\$0	\$0	\$30,847,000
Middle School (West - Linton Hall Area)	\$0	\$0	\$0	\$55,911,000	\$0	\$0	\$55,911,000
PACE East Replacement/Multi-Space	\$0	\$0	\$0	\$32,227,000	\$0	\$0	\$32,227,000
13th High School (West)	\$0	\$0	\$0	\$0	\$118,331,000	\$0	\$118,331,000
Elementary School Addition Haymarket (6 rooms)	\$0	\$0	\$0	\$0	\$6,901,000	\$0	\$6,901,000
Leesylvania Elementary School Addition (4 rooms)	\$0	\$0	\$0	\$0	\$6,900,000	\$0	\$6,900,000
New Dominion Addition	\$0	\$0	\$0	\$0	\$5,623,000	\$0	\$5,623,000
Middle School (East - Potomac Shores)	\$0	\$0	\$0	\$0	\$0	\$61,651,000	\$61,651,000
Elementary School (East - Lake Ridge Area)	\$0	\$0	\$0	\$0	\$0	\$34,016,000	\$34,016,000
Pattie Elementary School Addition (10 rooms)	\$0	\$0	\$0	\$0	\$0	\$10,787,000	\$10,787,000
Additional Renewals & Repairs (1)	\$52,269,000	\$27,253,000	\$59,678,000	\$30,537,000	\$67,860,000	\$34,282,000	\$271,879,000
Education Grand Total	\$87,087,000	\$185,584,000	\$180,617,000	\$149,522,000	\$205,615,000	\$140,736,000	\$949,161,000

Note: The education projects are based on the Prince William County Schools approved FY 2015-2024 Capital Improvements Program available at www.pwcs.edu.

(1) Funded on cash basis, with a portion or renewals and repairs covered with \$25 million bond

Public Safety							
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20
Fire & Rescue							
Bacon Race Fire & Rescue Station	\$3,500,000	\$6,000,136	\$1,209,812	\$0	\$0	\$0	\$10,709,948
Coles Fire & Rescue Station Reconstruction	\$5,424,577	\$4,942,198	\$0	\$0	\$0	\$0	\$10,366,775
Gainesville Fire & Rescue Station Renovation	\$1,800,000	\$2,001,220	\$0	\$0	\$0	\$0	\$3,801,220
Nokesville Fire & Rescue Station Reconstruction	\$5,326,029	\$3,246,647	\$0	\$0	\$0	\$0	\$8,572,676
Subtotal	\$16,050,606	\$16,190,201	\$1,209,812	\$0	\$0	\$0	\$33,450,619
Judicial Administration							
Adult Detention Center Expansion Phase II	\$35,000	\$616,944	\$3,290,349	\$16,492,773	\$20,327,903	\$4,810,482	\$45,573,451
Subtotal	\$35,000	\$616,944	\$3,290,349	\$16,492,773	\$20,327,903	\$4,810,482	\$45,573,451
Police							
Central District Police Station	\$12,663,591	\$14,609,065	\$0	\$0	\$0	\$0	\$27,272,656
Public Safety Training Center Rifle Range	\$155,000	\$1,430,456	\$0	\$0	\$0	\$0	\$1,585,456
Subtotal	\$12,818,591	\$16,039,521	\$0	\$0	\$0	\$0	\$28,858,112
Public Safety Grand Total	\$28,904,197	\$32,846,666	\$4,500,161	\$16,492,773	\$20,327,903	\$4,810,482	\$107,882,182

CAPITAL IMPROVEMENT PROGRAM

FY 2015-2020 CIP Functional Area Summary (Continued)

General Government							
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20
Technology Improvements							
800 MHz Radio Communications System	\$1,056,025	\$1,391,883	\$0	\$0	\$0	\$0	\$2,447,908
Adult Detention Center Information Mgmt System	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Cable Equipment	\$1,165,928	\$1,165,928	\$1,165,928	\$1,165,928	\$1,165,928	\$1,165,928	\$6,995,568
Computer-Aided Dispatch (CAD) System	\$405,078	\$79,564	\$0	\$0	\$0	\$0	\$484,642
Disaster Recover/Business Continuity	\$560,000	\$555,195	\$0	\$0	\$0	\$0	\$1,115,195
E-911 Call Trunking System	\$0	\$250,000	\$1,250,000	\$0	\$0	\$0	\$1,500,000
Financial Information Management System	\$2,500,735	\$2,500,735	\$2,500,735	\$0	\$0	\$0	\$7,502,205
Geographic Information System Upgrades	\$70,000	\$88,167	\$81,833	\$170,000	\$0	\$85,000	\$495,000
I-NET	\$439,000	\$0	\$0	\$0	\$375,000	\$0	\$814,000
Information Technology Upgrades & Improvements	\$0	\$256,405	\$0	\$0	\$0	\$0	\$256,405
Land Use Information System	\$952,992	\$0	\$0	\$0	\$0	\$0	\$952,992
Central Ring - Microwave Multiplexers	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000
Central Ring - Microwave Transmitters	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
Public Safety Records Management/EMS System	\$2,400,337	\$354,132	\$0	\$0	\$0	\$0	\$2,754,469
Public Safety Voice Logging System	\$750,000	\$0	\$0	\$0	\$0	\$0	\$750,000
Sheriff Information Management System	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Social Services EDMS System	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000
Social Services Information System	\$796,000	\$0	\$0	\$0	\$0	\$0	\$796,000
Tax Administration System	\$999,974	\$500,000	\$0	\$0	\$0	\$0	\$1,499,974
Virtual Desktop Infrastructure	\$0	\$0	\$554,212	\$0	\$0	\$0	\$554,212
General Government Grand Total	\$12,996,069	\$8,142,009	\$6,552,708	\$1,335,928	\$1,540,928	\$1,250,928	\$31,818,570

Transportation							
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20
Transportation							
Fuller Road/Fuller Heights Road Improvements	\$1,627,364	\$1,618,469	\$0	\$0	\$0	\$0	\$3,245,833
Kettle Run Road Sidewalk	\$1,526,707	\$919,793	\$0	\$0	\$0	\$0	\$2,446,500
Logmill Road (Parnell Court to Meander Creek Lane)	\$600,345	\$0	\$0	\$0	\$0	\$0	\$600,345
Minnieville Road (Spriggs Road to Route 234)	\$11,658,557	\$10,158,557	\$11,684,281	\$0	\$0	\$0	\$33,501,396
Northern Virginia Transportation Authority Funding	\$0	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$50,000,000
Potomac Town Center Commuter Parking Garage	\$500,000	\$7,000,000	\$7,000,000	\$0	\$0	\$0	\$14,500,000
Prince William Parkway (Old Bridge Rd to Minnieville I	\$7,882,320	\$0	\$0	\$0	\$0	\$0	\$7,882,320
Purcell Road Intersection Improvement	\$2,012,189	\$1,576,089	\$0	\$0	\$0	\$0	\$3,588,278
Route 1 Improvements (Featherstone to Mary's Way)	\$300,000	\$1,500,000	\$1,200,000	\$0	\$0	\$0	\$3,000,000
Route 1 Improvements (Neabsco Mills to Featherstone)	\$19,025,983	\$14,671,390	\$0	\$0	\$0	\$0	\$33,697,373
Route 1/Route 234 Turn Lane Modification	\$733,000	\$706,000	\$0	\$0	\$0	\$0	\$1,439,000
Route 28 (Linton Hall Road to Vint Hill) Phase I	\$16,798,009	\$14,876,985	\$0	\$0	\$0	\$0	\$31,674,994
Route 28 (Vint Hill to Fitzwater Drive) Phase II	\$9,081,520	\$8,987,739	\$7,557,483	\$7,557,483	\$0	\$0	\$33,184,225
Transportation and Roadway Improvement Program	\$620,522	\$0	\$0	\$0	\$0	\$0	\$620,522
U.S. Marine Corps Heritage Center Parkway	\$2,023,878	\$2,023,877	\$0	\$0	\$0	\$0	\$4,047,755
Transportation Grand Total	\$74,390,394	\$74,038,900	\$37,441,764	\$17,557,483	\$10,000,000	\$10,000,000	\$223,428,541

CAPITAL IMPROVEMENT PROGRAM

FY 2015-2020 CIP Functional Area Summary (Continued)

Total Project Costs by Functional Area							
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20
Community Development	\$43,732,634	\$19,796,411	\$4,802,293	\$9,944,995	\$13,000	\$0	\$78,289,333
Education	\$87,087,000	\$185,584,000	\$180,617,000	\$149,522,000	\$205,615,000	\$140,736,000	\$949,161,000
General Government	\$12,996,069	\$8,142,009	\$6,552,708	\$1,335,928	\$1,540,928	\$1,250,928	\$31,818,570
Public Safety	\$28,904,197	\$32,846,666	\$4,500,161	\$16,492,773	\$20,327,903	\$4,810,482	\$107,882,182
Transportation	\$74,390,394	\$74,038,900	\$37,441,764	\$17,557,483	\$10,000,000	\$10,000,000	\$223,428,541
Total	\$247,110,294	\$320,407,986	\$233,913,926	\$194,853,179	\$237,496,831	\$156,797,410	\$1,390,579,626

CAPITAL IMPROVEMENT PROGRAM

Proffer Integration

Prince William County integrates developer contributions, or proffers, into the CIP. Proffers are contributions of land, capital improvements and funding (monetary proffers) from developers to address the demand for community services created by new development. The inclusion of identified monetary proffers as funding sources for CIP projects reduces the level of general tax support and makes these projects more affordable for the community. The CIP includes \$4.2 million¹ in monetary proffers for projects.

	Prior Proffers	FY 15 Proffers Identified	Total Proffer Funding
Historic Preservation			
Brentsville Courthouse	35,400	0	35,400
Libraries			
Gainesville Community Library	408,755	216,440	625,195
Montclair Community Library	620,904	125,036	745,940
Parks & Recreation			
Catharpin Park Phase II	89,074	114,494	203,568
Fuller Heights Park Phase I	56,200	0	56,200
Land Acquisition	2,845,204	0	2,845,204
Potomac Heritage National Scenic Trail	316,573	74,012	390,585
Rollins Ford Park	3,266,670	0	3,266,670
Sports Field Improvements	3,062,542	10,955	3,073,497
Trail Development	882,560	115,548	998,108
Watershed Management			
County Watersheds	205,215	38,900	244,115
Subtotal	\$11,994,312	\$695,385	\$12,689,697
Fire & Rescue			
Bacon Race Fire & Rescue Station	271,793	134,091	405,884
Coles Fire & Rescue Station Reconstruction	418,883	188,762	607,645
Gainesville Fire & Rescue Station Renovation	197,687	0	197,687
Nokesville Fire & Rescue Station Reconstruction	658,854	259,736	918,590
Police			
Central District Police Station	0	1,086	1,086
Subtotal	\$1,547,217	\$583,675	\$2,130,892
Transportation			
Fuller Road/Fuller Heights Road Improvements	722,850	0	722,850
Kettle Run Road Sidewalk	0	181,793	181,793
Logmill Road (Parnell Court to Meander Creek Lane)	83,398	0	83,398
Minnieville Road (Spriggs Road to Route 234)	1,517,955	1,525,724	3,043,679
Prince William Parkway (Old Bridge Rd to Minnieville Rd)	1,101,526	344,977	1,446,503
Purcell Road Intersection Improvement	1,026,445	0	1,026,445
Route 1 Improvements (Neabsco Mills to Featherstone)	678,360	0	678,360
Route 28 (Linton Hall Road to Vint Hill) Phase I	1,266,921	310,827	1,577,748
Transportation and Roadway Improvement Program	686,145	477,574	1,163,719
Subtotal	\$7,083,600	\$2,840,895	\$9,924,495
Grand Total	\$20,625,129	\$4,119,955	\$24,745,084

¹ In addition, \$77,388 in locally collected proffers for the Traffic Cost Center will be transferred to VDOT to support the state's Six Year Secondary Plan.

CAPITAL IMPROVEMENT PROGRAM

Operating Impacts

The development and implementation of capital projects in Prince William County is accompanied by significant on-going operating costs throughout the life of the six year CIP. Operating funds are programmed into the five year plan and are budgeted as an addition in the annual budget when the project is completed and the improvement becomes a usable asset. While transportation projects generally have operating costs such as maintenance, these costs are the responsibility of the Virginia Department of Transportation (VDOT) after the improvements are completed by the County in compliance with VDOT standards. As illustrated in the following table, the FY 15-20 operating impact of the CIP is \$106.0 million.

Operating Impact							
Name of Project	FY 15 Facility and Program Operating	FY 16 Facility and Program Operating	FY 17 Facility and Program Operating	FY 18 Facility and Program Operating	FY 19 Facility and Program Operating	FY 20 Facility and Program Operating	TOTAL
Gainesville Community Library	\$330,000	\$2,507,169	\$2,512,961	\$2,518,927	\$2,525,071	\$2,531,399	\$12,925,527
Montclair Community Library	\$330,000	\$2,754,296	\$2,758,519	\$2,762,870	\$2,767,351	\$2,771,966	\$14,145,000
Catharpin Park Phase II	\$0	\$0	\$165,938	\$165,938	\$165,938	\$165,938	\$663,752
Dove's Landing	\$10,082	\$10,082	\$10,082	\$10,082	\$10,082	\$10,082	\$60,492
Fuller Heights Park Phase I	\$237,945	\$205,166	\$216,747	\$216,747	\$216,747	\$216,747	\$1,310,099
Potomac Heritage National Scenic Trail	\$79,444	\$68,563	\$81,868	\$90,173	\$95,173	\$95,173	\$510,394
Rollins Ford Park	\$103,250	\$180,345	\$180,345	\$180,345	\$180,345	\$180,345	\$1,004,975
Sports Field Improvements	\$0	\$3,500	\$4,500	\$4,500	\$4,500	\$4,500	\$21,500
Trail Development	\$79,444	\$96,833	\$95,715	\$119,904	\$129,364	\$129,364	\$650,624
Bacon Race Fire & Rescue Station	\$0	\$1,131,387	\$3,509,536	\$3,289,711	\$3,289,711	\$3,289,711	\$14,510,056
Adult Detention Center Expansion Phase II	\$0	\$0	\$0	\$2,433,601	\$6,504,786	\$10,629,101	\$19,567,488
Central District Police Station	\$0	\$1,427,528	\$2,139,666	\$2,161,787	\$2,161,787	\$2,161,787	\$10,052,555
Public Safety Training Center Rifle Range	\$0	\$18,000	\$118,000	\$118,000	\$118,000	\$118,000	\$490,000
Landfill Wetland Mitigation	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
800 MHz Radio Communications System	\$0	\$848,462	\$870,531	\$893,298	\$916,683	\$944,183	\$4,473,157
Computer-Aided Dispatch (CAD) System	\$844,480	\$878,259	\$913,390	\$949,925	\$987,922	\$1,066,956	\$5,640,932
Disaster Recover/Business Continuity	\$8,578	\$8,578	\$8,578	\$8,578	\$8,578	\$8,578	\$51,468
E-911 Call Trunking System	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
Financial Information Management System	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Geographic Information System Upgrades	\$4,320	\$4,320	\$4,320	\$4,320	\$4,320	\$4,320	\$25,920
Information Technology Upgrades & Improvements	\$41,069	\$42,728	\$43,512	\$45,292	\$46,156	\$47,323	\$266,080
Land Use Information System	\$55,212	\$56,674	\$58,209	\$69,675	\$81,715	\$17,206	\$338,691
Public Safety Records Management/EMS System	\$1,737,520	\$1,807,021	\$1,879,302	\$1,954,474	\$2,032,653	\$2,113,959	\$11,524,929
Public Safety Voice Logging System	\$46,000	\$51,200	\$56,608	\$62,232	\$68,081	\$74,164	\$358,285
Sheriff Information Management System	\$0	\$37,080	\$38,192	\$39,338	\$40,518	\$42,139	\$197,267
Social Services EDMS System	\$0	\$40,000	\$42,000	\$45,000	\$48,000	\$51,000	\$226,000
Social Services Information System	\$40,255	\$43,123	\$44,632	\$46,194	\$48,000	\$49,920	\$272,124
Tax Administration System	\$0	\$87,000	\$87,000	\$87,000	\$87,000	\$87,000	\$435,000
Virtual Desktop Infrastructure	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$48,000
Total	\$4,105,599	\$13,515,314	\$17,048,151	\$19,485,911	\$23,746,481	\$28,018,861	\$105,920,315

CAPITAL IMPROVEMENT PROGRAM

Debt Service Impacts

Financing capital projects through debt requires on-going debt service payments throughout the life of the six year CIP. As illustrated in the following table, the FY 15-20 debt service impact of the CIP is \$68.8 million.

Debt Service Impacts							
Name of Project	FY 15 Debt Service	FY 16 Debt Service	FY 17 Debt Service	FY 18 Debt Service	FY 19 Debt Service	FY 20 Debt Service	TOTAL
2006 Parks & Recreation Bond Projects	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000	\$8,220,000
Montclair Community Library	\$0	\$1,775,825	\$1,734,871	\$1,693,918	\$1,652,964	\$1,612,010	\$8,469,588
Gainesville Community Library	\$0	\$1,618,975	\$1,581,914	\$1,544,853	\$1,507,791	\$1,470,730	\$7,724,263
Adult Detention Center Phase II	\$0	\$0	\$0	\$2,578,210	\$2,521,005	\$2,461,799	\$7,561,014
Central District Police Station	\$0	\$2,616,000	\$2,550,600	\$2,485,200	\$2,419,800	\$2,354,400	\$12,426,000
Coles Fire & Rescue Station Reconstruction	\$0	\$510,000	\$497,250	\$484,500	\$471,750	\$459,000	\$2,422,500
Catharpin Park Phase II	\$0	\$0	\$353,500	\$344,663	\$335,825	\$326,988	\$1,360,976
Occoquan Riverfront Park	\$0	\$151,500	\$147,713	\$143,925	\$140,138	\$136,350	\$719,626
Rollins Ford Road	\$871,625	\$850,981	\$830,338	\$809,694	\$789,050	\$768,406	\$4,920,094
Prince William Parkway (Old Bridge to Minnieville)	\$853,575	\$833,359	\$813,143	\$792,926	\$772,710	\$752,494	\$4,818,207
Route 1 Improvement (Neabsco Mills to Featherstone)	\$0	\$1,552,775	\$1,515,999	\$1,479,223	\$1,442,446	\$1,406,385	\$7,396,828
Eco Park Complex	\$250,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,750,000
Total	\$3,345,200	\$11,779,415	\$11,895,328	\$14,227,112	\$13,923,479	\$13,618,562	\$68,789,096

Infrastructure and Facilities Plan

Comprehensive Plan Unfunded Projects

The following facilities are identified in the County's Comprehensive Plan but are not currently funded in the six year CIP.

Unfunded Needs in the Comprehensive Plan

Section/Facility/Location	Number
Fire and Rescue	
■ Area One - Brentsville/Gainesville Districts	2 Stations
■ Area Two - Brentsville/Gainesville Districts	1 Station
■ Area Three - Brentsville/Potomac Districts	2 Stations
■ Area Four - Brentsville/Coles/Neabsco/Occoquan Districts	4 Stations
Total:	9 Stations
Library	
■ Library Facility - Braemar	1 Library
■ Library Facility - Southbridge	1 Library
Total:	2 Libraries
Parks/Open Spaces	
■ Neighborhood Park	288 Acres
■ Community Park	1,299 Acres
■ Regional Park	1,199 Acres
■ Linear/Resource Based Park	1,538 Acres
Total:	4,324 Acres
Telecommunication Monopole or Tower Sites	
■ Bull Run Mountain I	1 Facility
■ Bull Run Mountain II	1 Facility
■ Cherry Hill	1 Facility
■ Green Valley Water Tank Vicinity	1 Facility
■ H.L. Mooney Plant	1 Facility
■ Locust Shade Park	1 Facility
■ Oakmont	1 Facility
■ Old Antioch School Site	1 Facility
■ Sudley North	1 Facility
Total:	9 Facilities

CAPITAL IMPROVEMENT PROGRAM

Transportation Unfunded Projects

The following roadways are identified in the County's Comprehensive Plan as existing or projected needs but are not currently funded as projects in the six year CIP.

FACILITY	TERMINI
Aden Rd	Rt-28 to Rt-234
Artemus Rd	Rt-15 to Rt-234 Bypass (North)
Bristow Rd	Rt-28 to Rt-234
Catharpin Rd	Rt-234 to Heathcote Dr
Catharpin Rd	Heathcote Dr to Rt-55
Cherry Hill Spine Rd	Congressional Way to end
Cockpit Point Connector Rd	Congressional Way to Cockpit Point Rd
Coverstone Dr	Ashton Ave to Rt-234 Business
Dale Blvd	Benita Fitzgerald Blvd to I-95
Devlin Rd	Linton Hall Rd to Wellington Rd
Farm Creek Rd	Featherstone Rd to Rippon Blvd
Fauquier Dr	Fauquier Co to Rt-28
Featherstone Rd	Rt-1 to Farm Creek Rd
Fitzwater Dr	Rt-28 to Aden Rd
Fleetwood Dr	Fauquier Co to Aden Rd
Gideon Dr	Dale Blvd to Smoketown Rd
Groveton Rd	Pageland La to Balls Ford Rd
Gum Springs Rd	Loudoun Co to Rt-234
Haymarket Bypass	Rt-15 to Rt-29
Haymarket Dr	Thoroughfare Rd to Old Carolina Rd
Hornbaker Rd	Wellington Rd to Shallow Creek
Horner Rd	Prince William Pkwy to Rt-123
I-66	Rt-15 to Rt-29
I-95	Fairfax Co to Rt-234
I-95	Rt-234 to Stafford Co
Longview Dr/Montgomery Ave	Prince William Pkwy to Oritz Blvd
Lucasville Rd	Manassas to Bristow Rd
McGraws Corner Dr	Somerset Crossing Dr to Rt-55
Neabsco Mills Rd	Oritz Blvd to Rt-1
Neabsco Rd	Rt-1 to end
Old Carolina Rd	Rt-15 to Heathcote Blvd
Old Carolina Rd	Heathcote Blvd to Rt-29
Old Centreville Rd	Fairfax Co to Rt-28
Oritz Blvd	Gideon Dr to Rt-1
Pageland La	Rt-234 to Groveton Rd

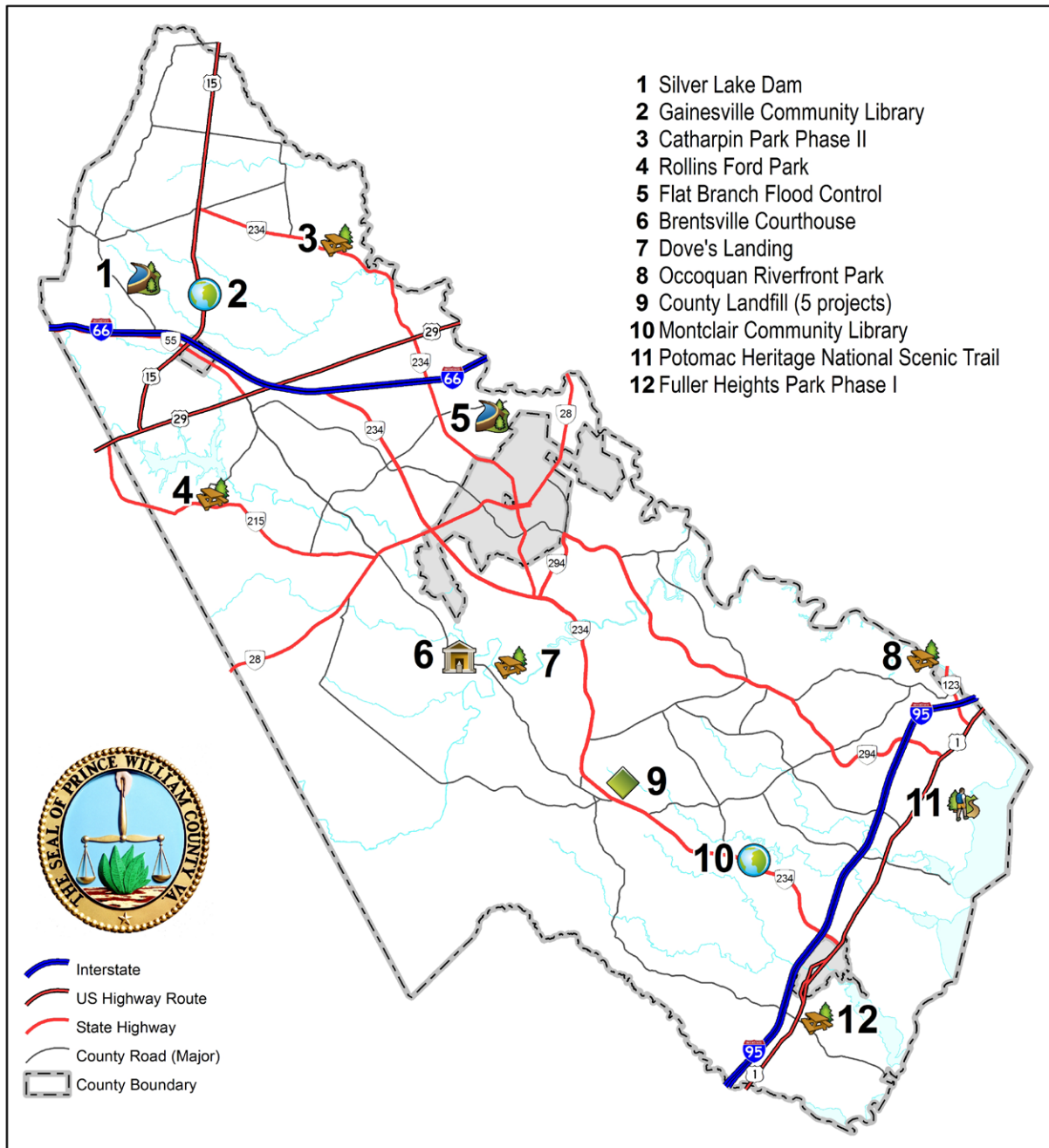
FACILITY	TERMINI
Potomac Pkwy	Rt-1 to Cherry Hill Spine Rd
Powells Creek Blvd	Rt-1 to River Ridge Blvd
Prince William Pkwy	Hoadly Rd to Caton Hill Rd
Rippon Blvd	Rt-1 to Farm Creek Rd
Rixew La	Wellington Rd to Rt-234 Business
Rollins Ford Rd	Rt-215 to University Blvd
Rt-1 (Jefferson Davis Hwy)	Brady's Hill to Dale Bld
Rt-1 (Jefferson Davis Hwy)	Featherstone Rd to Rt 123
Rt-15 (James Madison Hwy)	Loudoun Co to Rt 234
Rt-15 (James Madison Hwy)	Rt 29 to I-66
Rt-215 (Vint Hill Rd)	Fauquier Co to Rt-28
Rt-234 North Bypass	I-66 to Loudoun County
Rt-234 (Prince William Pkwy)	Rt-28 to Rt-234 (Dumfries Rd)
Rt-234 (Prince William Pkwy)	Rt-28 to I-66
Rt-28 (Nokesville Rd)	Fitzwater Dr to Fauquier County
Rt-29 (Lee Hwy)	Fauquier Co to Virginia Oaks Dr
Rt-29 (Lee Hwy)	Heathcote Dr to Rt 234 Bypass
Signal Hill Rd	Liberia Ave to Signal View Dr
Smoketown Rd	Minnieville Rd to Gideon Dr
Smoketown Rd	Griffith Ave to Old Bridge Rd
Summit School Rd	Minnieville Rd to Telegraph Rd
Telegraph Rd	Summit School Rd to Caton Hill Rd
Telegraph Rd	Caton Hill Rd to Prince William Pkwy
Telegraph Rd	Minnieville Rd to Summit School Rd
Van Buren Rd (North)	Cardinal Dr to Rt-234
Van Buren Rd (South)	Rt-234 to Mine Rd
Waterfall Rd	Mill Creek Rd to Rt-15
Waterway Dr	Rt-234 to Cardinal Dr
Wayside Dr	Rt-1 to Congressional Way
Wellington Rd	Rt-29 to Godwin Dr
Williamson Blvd	Rt-234 Business to Portsmouth Rd
Yates Ford Rd	Davis Ford Rd to Fairfax Co

NOTES:







1. This list only includes major roadways. Lesser roadways, minor collectors and local streets, are addressed through the County's Design and Construction Standards Manual (DCSM).
2. To facilitate finding a specific roadway, this list is sorted alphabetically. For a list sorted by functional classification, please see the Thoroughfare Plan Map.



COMMUNITY DEVELOPMENT



Community Development

- | | |
|--|---|
|  Solid Waste Management |  Park |
|  Watershed Management |  Trail or Sidewalk Improvement |
|  Library |  Cultural Resource |

Map produced by the Prince William County Planning Office (2011)

Total Project Cost - \$3.1 M

Project Description

Constructed in the early 1820s, the Brentsville Courthouse was Prince William County's fourth courthouse. Also located on the site are the Brentsville Jail, Union Church, One Room Schoolhouse, 1830 John Hall Cabin and a modern house to be used for a visitor building. Existing funds will complete the jail restoration. There is no additional funding allocated to projects at the Brentsville Courthouse site in the six-year CIP.

Service Impact

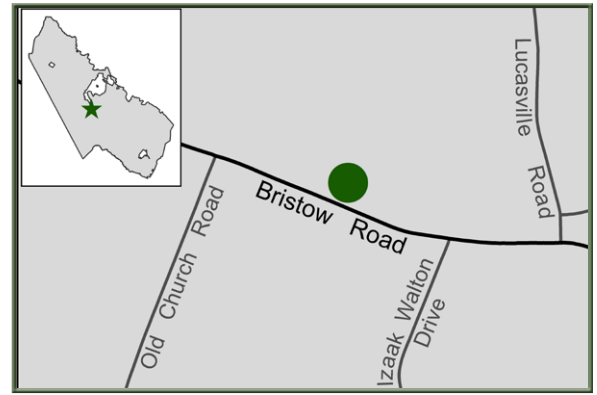
- **Tourism Attractions** - Brentsville Courthouse serves as a tourist destination as well as an educational focal point in Prince William County.

Funding Sources

- **Federal and state grants** - \$576 K
- **General fund** - \$2.4 M
- **Other, gifts and donations** - \$195 K

Project Milestones

- **Jail stabilization** began in FY 11 was completed in February 2013 (FY 13).
- **Jail restoration design** began in December 2011 (FY 12).
- **Jail restoration construction** will be completed in FY 15.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	2,374	2,363	-	11	-	-	-	-	-	11	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	576	576	-	-	-	-	-	-	-	-	-
Other, Gifts and Donations	195	120	5	70	-	-	-	-	-	70	-
Total Revenue	\$3,145	\$3,059	\$5	\$81	-	-	-	-	-	\$81	-
Cost Categories (Expenditures)											
Planning/Design	218	132	86	-	-	-	-	-	-	-	-
Construction/Utility Relocation	2,175	1,792	303	81	-	-	-	-	-	81	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	752	752	-	-	-	-	-	-	-	-	-
Total Expenditure	\$3,145	\$2,675	\$389	\$81	-	-	-	-	-	\$81	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Total Project Cost - \$14.2 M

Project Description

Construction of the library was authorized by voters in the 2006 bond referendum. It will be a full-service library with regular services such as circulation, information services, readers' advisory services, children's programs and services, an online library catalog, electronic resources, web-based library services, self check-out and public Internet access. The Bushy Park House, a 200 year-old Gainesville farmhouse, is planned to become a historical interpretive center at the site.

Service Impact

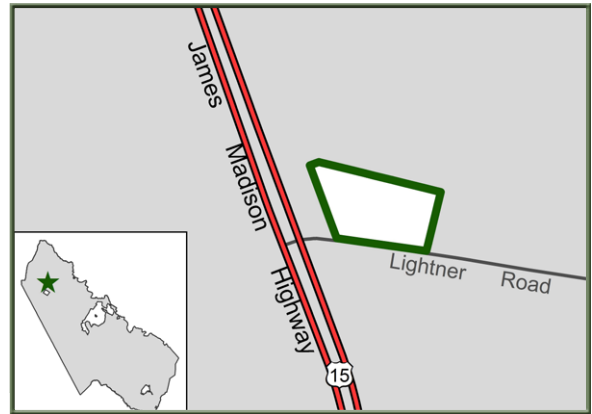
- **Service area** - The Gainesville Library will serve upwards of 60,000 residents within a 15 minute drive radius.
- **Projected usage** - This library will provide the following levels of service to the community:
 - Checkouts per month: 25,000 - 75,000
 - Information requests per month: 5,000 - 10,000
 - Visits per month: 15,000 - 25,000

Funding Sources

- **Debt financing** - \$11.7 M
- **General fund** - \$1.7 M
- **Developer contributions (proffers)** - \$625 K
- **Other funding sources** - \$119 K

Project Milestones

- **Construction** is scheduled to begin in early FY 14.
- **Occupancy** is scheduled for September 2015 (FY 16).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	1,739	1,739	-	-	-	-	-	-	-	-	-
Proffers	625	409	-	216	-	-	-	-	-	216	-
Debt	11,705	-	-	11,705	-	-	-	-	-	11,705	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	119	119	-	-	-	-	-	-	-	-	-
Total Revenue	\$14,188	\$2,267	-	\$11,921	-	-	-	-	-	\$11,921	-
Cost Categories (Expenditures)											
Planning/Design	1,034	588	260	140	45	-	-	-	-	185	-
Construction/Utility Relocation	7,404	-	500	6,515	389	-	-	-	-	6,904	-
Occupancy/Telecommunications	5,021	-	1,600	3,421	-	-	-	-	-	3,421	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	729	90	149	445	45	-	-	-	-	490	-
Total Expenditure	\$14,188	\$679	\$2,509	\$10,521	\$479	-	-	-	-	\$11,000	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				6.06	14.25	0.00	0.00	0.00	0.00	20.31	
Facility & Program Operating				330	2,507	2,513	2,519	2,525	2,531	12,926	
Debt Service				-	1,619	1,582	1,545	1,508	1,471	7,724	
Revenue				-	20	20	20	20	20	100	
General Fund Requirement				\$330	\$4,106	\$4,075	\$4,044	\$4,013	\$3,982	\$20,550	

[Amounts expressed in thousands, excluding FTEs]

Total Project Cost - \$15.4 M

Project Description

Construction of the library was authorized by voters in the 2006 bond referendum. It will be a full-service library with regular services such as circulation, information services, readers' advisory services, children's programs and services, reference, online catalogs, electronic resources, web-based library services, self check-out and public Internet access. The Barnes House, a post-Civil War African-American settlement, is planned to become a reading room and historical interpretive center at the site.

Service Impact

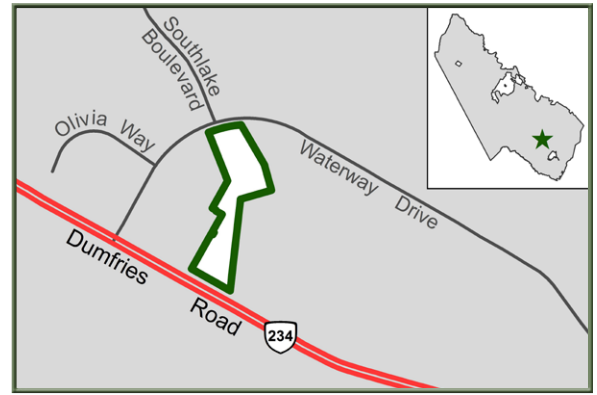
- **Service area** - The Montclair Library will serve 60,000 residents within a 15 minute drive radius.
- **Projected usage** - This library will provide the following levels of service to the community:
 - Checkouts per month: 25,000 - 75,000
 - Information requests per month: 5,000 - 10,000
 - Visits per month: 15,000 - 25,000

Funding Sources

- **Debt financing** - \$14.1 M
- **Potomac District Supervisor funds** - \$267 K
- **General fund and other funding sources** - \$716 K
- **Developer contributions (proffers)** - \$303 K

Project Milestones

- **Construction** is scheduled to begin in early FY 14.
- **Occupancy** is scheduled for September 2015 (FY 16).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	959	959	-	-	-	-	-	-	-	-	-
Proffers	303	114	64	125	-	-	-	-	-	125	-
Debt	14,095	-	-	14,095	-	-	-	-	-	14,095	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	24	24	-	-	-	-	-	-	-	-	-
Total Revenue	\$15,381	\$1,096	\$64	\$14,220	-	-	-	-	-	\$14,220	-
Cost Categories (Expenditures)											
Planning/Design	1,096	498	413	140	45	-	-	-	-	185	-
Construction/Utility Relocation	9,765	26	1,000	8,501	238	-	-	-	-	8,739	-
Occupancy/Telecommunications	3,804	-	20	3,784	-	-	-	-	-	3,784	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	715	94	246	330	45	-	-	-	-	375	-
Total Expenditure	\$15,381	\$618	\$1,680	\$12,755	\$328	-	-	-	-	\$13,083	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				9.59	14.72	0.00	0.00	0.00	0.00	24.31	
Facility & Program Operating				330	2,754	2,759	2,763	2,767	2,772	14,145	
Debt Service				-	1,776	1,735	1,694	1,653	1,612	8,470	
Revenue				-	20	20	20	20	20	100	
General Fund Requirement				\$330	\$4,510	\$4,473	\$4,437	\$4,400	\$4,364	\$22,515	

[Amounts expressed in thousands, excluding FTEs]

2006 Park & Recreation Bond Projects

Total Project Cost - \$13.7 M

Project Description

The remaining 2006 Park Bond authority will construct parks & recreation amenities throughout the County that will primarily be focused on sport field improvements. The list of projects identified by the BOCS include improvements to Rollins Ford Park, Nokesville Park, Fairmont Park, Hellwig Park, Benton Middle School, Cloverdale Park, Waterworks at Leitch Park, Godwin Middle School, Graham Park Middle School, Veterans Park and Woodbridge Middle School.

Service Impact

- **Improve Sport Field Availability** - Construction of sports field improvements will help meet sports field demand within the County.

Funding Sources

- **Debt financing** - \$13.7 M
- **Annual operating costs** for park maintenance will be funded by the general fund.

Project Milestones

- **Construction** is scheduled to begin in FY 15.
- **Improvements** are planned for completion in FY 15-17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	13,700	-	-	13,700	-	-	-	-	-	13,700	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$13,700	-	-	\$13,700	-	-	-	-	-	\$13,700	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	13,700	-	-	3,425	6,850	3,425	-	-	-	13,700	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$13,700	-	-	\$3,425	\$6,850	\$3,425	-	-	-	\$13,700	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	1,370	1,370	1,370	1,370	1,370	6,850	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	\$1,370	\$1,370	\$1,370	\$1,370	\$1,370	\$6,850	

Catharpin Park Phase II

Total Project Cost - \$4.2 M

Project Description

Catharpin Park is a 101.77 acre community park located at 4805 Sudley Road. This park is designed to be a sports complex with five lighted softball/little league fields, four lighted soccer fields, two lighted football fields, a playground, a pavilion, restroom/concessions buildings and 500 parking spaces.

Service Impact

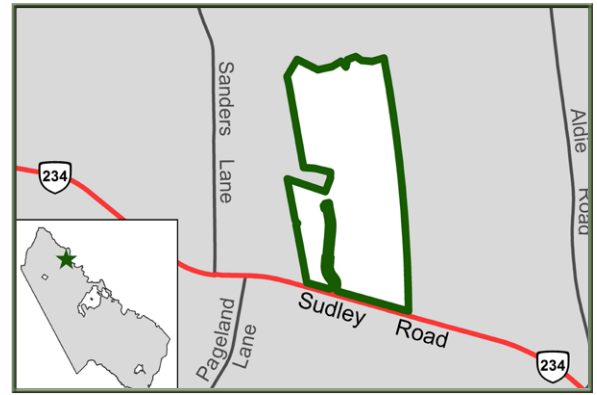
- **Improve Sport Field Availability** - Construction of the sports fields will help meet sports field demand on the west end of the County. The playground and pavilion will address unmet passive recreation needs in the area.

Funding Sources

- **General fund** - \$40 K
- **Developer contributions (proffers)** - \$649 K
- **Debt financing** - \$3.5 M
- **Annual operating costs** for park maintenance will be funded by the general fund.

Project Milestones

- **Construction** is scheduled to begin in FY 15.
- **Fields** will be ready for play in FY 17.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	40	40	-	-	-	-	-	-	-	-	-
Proffers	649	445	89	114	-	-	-	-	-	114	-
Debt	3,535	-	-	-	3,535	-	-	-	-	3,535	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,224	\$485	\$89	\$114	\$3,535	-	-	-	-	\$3,649	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	4,089	29	-	350	3,595	114	-	-	-	4,060	-
Occupancy/Telecommunications	70	-	-	-	-	70	-	-	-	70	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	65	-	-	-	65	-	-	-	-	65	-
Total Expenditure	\$4,224	\$29	-	\$350	\$3,660	\$184	-	-	-	\$4,195	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	166	166	166	166	664	
Debt Service				-	-	354	345	336	327	1,361	
Revenue				-	-	5	5	5	5	20	
General Fund Requirement				-	-	\$514	\$506	\$497	\$488	\$2,005	

[Amounts expressed in thousands, excluding FTEs]

Total Project Cost - \$100 K

Project Description

Dove's Landing is a 234 acre parcel located at 9113 Doves Lane in Brentsville. The property will largely remain undisturbed, except for the existing trails on the property, a few areas with picnic tables, two potential locations for fishing piers, an entrance road and parking. The entrance road and parking will be between Smithfield Road and Bradley Forest Road.

Service Impact

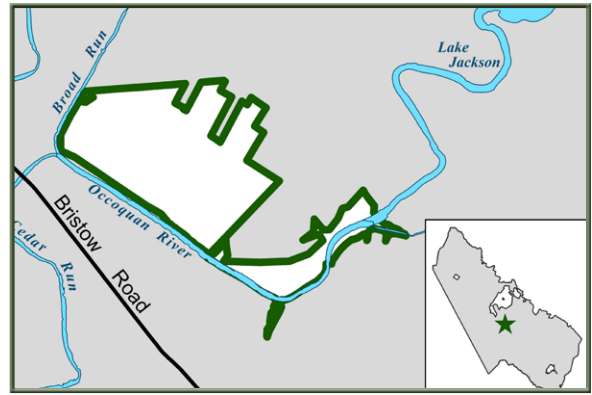
- **Passive Recreation** - Assist in meeting demand for passive recreation in the community.

Funding Sources

- **General fund** - \$100 K
- **Annual operating costs** for park maintenance will be funded by the general fund.

Project Milestones

- **Construction** of the entry road and parking lot will begin in FY 14.
- **Park opening** in late FY 14/early FY 15.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	100	100	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$100	\$100	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	10	-	10	-	-	-	-	-	-	-	-
Construction/Utility Relocation	90	-	40	-	-	-	-	-	-	-	\$0
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$100	-	\$50	-	-	-	-	-	-	-	\$50
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				10	10	10	10	10	10	60	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				\$10	\$10	\$10	\$10	\$10	\$10	\$60	

[Amounts expressed in thousands, excluding FTEs]

Fuller Heights Park Phase I

Total Project Cost - \$5.7 M

Project Description

The development of Fuller Heights Park will include sports fields and other community park amenities off Fuller Heights Road in Triangle. Planned park amenities include four lighted little league baseball fields, a multi-purpose rectangular field, trail, parking and a tot lot. The project will be constructed in two phases. Phase I will include the little league baseball field (unlit) and parking with associated roadways.

Service Impact

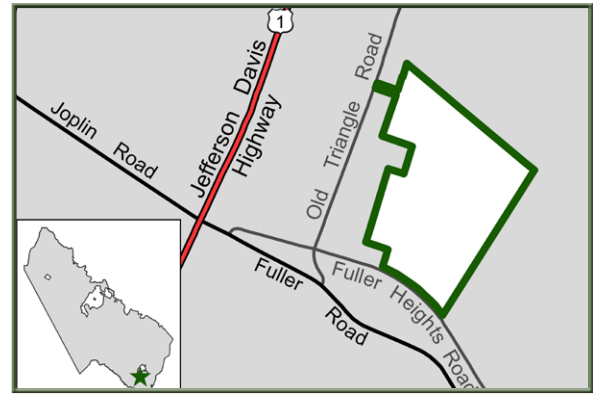
- **Increase Park Services** - Fuller Heights Park will serve the Triangle community surrounding the park and provide additional fields for youth baseball. The tot lot and trail will address unmet passive recreation needs in the community.

Funding Sources

- **General fund** - \$1.4 M
- **Debt financing** - \$3.9 M
- **Developer contributions (proffers)** - \$422 K
- **Annual operating costs** for park maintenance will be funded by the general fund.

Project Milestones

- **Construction** began in Fall 2013 (FY 14).
- **Project completion** of Phase I will occur in FY 14.
- **Fields** will be ready for play in FY 15.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	1,360	1,210	150	-	-	-	-	-	-	-	-
Proffers	422	216	206	-	-	-	-	-	-	-	-
Debt	3,903	-	3,903	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$5,685	\$1,426	\$4,259	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	450	450	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	5,007	-	5,007	-	-	-	-	-	-	-	-
Occupancy/Telecommunications	62	-	-	62	-	-	-	-	-	62	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	166	31	135	-	-	-	-	-	-	-	-
Total Expenditure	\$5,685	\$481	\$5,142	\$62	-	-	-	-	-	\$62	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			3.12	0.88	0.00	0.00	0.00	0.00	0.00	4.00	
Facility & Program Operating			238	205	217	217	217	217	217	1,310	
Debt Service			339	330	321	312	303	294	294	1,900	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			\$577	\$535	\$538	\$529	\$520	\$511	\$511	\$3,210	

[Amounts expressed in thousands, excluding FTEs]

Land Acquisition

Total Project Cost - \$2.6 M

Project Description

Land will be purchased to increase open space at some existing parks and preserve open space in developing areas for future parks. Exact locations will be determined by land and funding availability.

Service Impact

- **Increase Open and Passive Recreation Opportunities** - Land acquisition will add open space within the community while making progress toward the goals of the Parks, Open Space and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **Developer contributions (proffers)** - \$2.6 M

Project Milestones

- **Acquisition** will be based on site identification and funding availability.
- **Transfer to support Rollins Ford Park** project was approved on September 24, 2013 with [BOCS Resolution 13-557](#).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	2,553	2,553	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,553	\$2,553	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Property Acquisition	2,303	-	-	-	-	-	-	-	-	-	2,303
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	250	-	250	-	-	-	-	-	-	-	-
Total Expenditure	\$2,553	-	\$250	-	-	-	-	-	-	-	\$2,303
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

Occoquan Riverfront Park

Total Project Cost - \$1.5 M

Project Description

Occoquan Riverfront Park will be developed on a portion of two parcels owned by Fairfax Water and located at 415 Mill Street and 460 Mill Street in the Town of Occoquan. The site was previously utilized as a water treatment plant and has been decommissioned. Fairfax Water will assist in site development with selective demolition of existing facilities.

The area will be developed into a small community park with a playground, a spray ground, a small amphitheater and possibly some indoor space appropriate for community based programming. Planning and design discussions are ongoing between Fairfax Water, the Town of Occoquan and Prince William County.

Service Impact

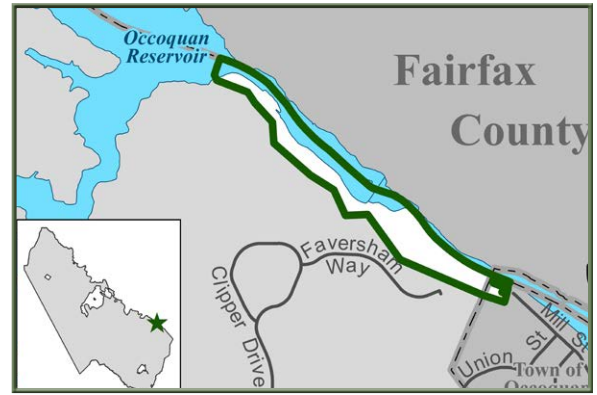
- **Increase Park Services** - This community park will provide recreation opportunities to County residents within the Town of Occoquan.

Funding Sources

- **Debt financing** up to \$1.5 million is designated to this project.
- **Annual operating costs** for park maintenance will be funded by the Town of Occoquan.

Project Milestones

- **Planning and design** has begun and is ongoing.
- **Construction** is scheduled to begin once final design is complete.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	1,515	-	-	1,515	-	-	-	-	-	1,515	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,515	-	-	\$1,515	-	-	-	-	-	\$1,515	-
Cost Categories (Expenditures)											
Planning/Design	250	-	-	250	-	-	-	-	-	250	-
Construction/Utility Relocation	1,100	-	-	-	1,100	-	-	-	-	1,100	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	165	-	-	20	145	-	-	-	-	165	-
Total Expenditure	\$1,515	-	-	\$270	\$1,245	-	-	-	-	\$1,515	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating		-	-	-	-	-	-	-	-	-	
Debt Service		-	-	-	-	-	-	-	-	-	
Revenue		-	-	-	-	-	-	-	-	-	
General Fund Requirement		-	-	-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Potomac Heritage National Scenic Trail

Total Project Cost - \$4.6 M

Project Description

Project constructs trail segments of the Potomac Heritage National Scenic Trail (PHNST). The PHNST is designed to be a multi-use trail through the County and is a portion of the national trail that links the Potomac and upper Ohio river basins.

Service Impact

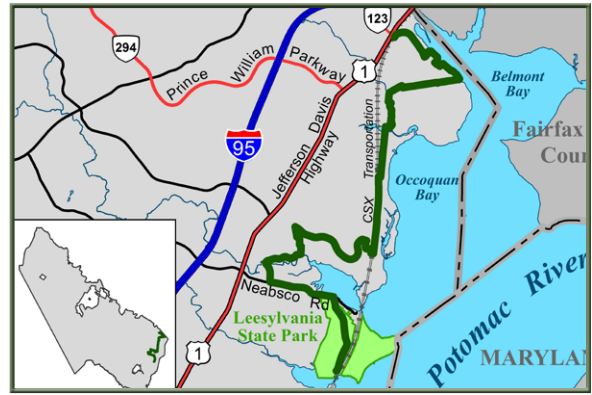
- **Increase Open Space and Passive Recreation Opportunities** - Provide dedicated trail segments for walking, jogging and biking and makes progress toward the goals of the Parks, Open Space and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **General fund** - \$2.7 M
 - **Developer contributions (proffers)** - \$383 K
 - **Other funding sources** - \$368 K
- 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.

Project Milestones

- **The trail segment** crossing Neabsco Creek is planned to begin construction in FY 15.
- **The trail segments** in areas including Powell's Landing, Port Potomac, Featherstone Refuge, Occoquan Refuge and Heritage Harbor are in various states of development.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	2,650	2,650	-	-	-	-	-	-	-	-	-
Proffers	383	285	24	74	-	-	-	-	-	74	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	368	368	-	-	-	-	-	-	-	-	-
Total Revenue	\$3,400	\$3,303	\$24	\$74	-	-	-	-	-	\$74	-
Cost Categories (Expenditures)											
Planning/Design	600	253	342	5	-	-	-	-	-	5	-
Construction/Utility Relocation	3,899	69	400	1,909	800	721	-	-	-	3,430	-
Occupancy/Telecommunications	18	-	-	18	-	-	-	-	-	18	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	100	29	25	26	10	10	-	-	-	46	-
Total Expenditure	\$4,617	\$351	\$767	\$1,958	\$810	\$731	-	-	-	\$3,499	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				1.27	0.00	0.00	0.23	0.00	0.00	1.50	
Facility & Program Operating				79	69	82	90	95	95	510	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				\$79	\$69	\$82	\$90	\$95	\$95	\$510	

Rollins Ford Park

Total Project Cost - \$6.1 M

Project Description

This park will be constructed on 64 acres along Rollins Ford Road. The park will be designed and constructed as a soccer complex serving the Linton Hall corridor. Once completed, the park will have a soccer stadium, five soccer fields, a playground, parking, a league building and trails.

Service Impact

- **Increase Active Recreation Opportunities** - This project will increase sports participation visits and customer satisfaction ratings in the County.

Funding Sources

- **Developer contributions (proffers)** - \$4.0 M
Final construction of all planned park amenities will not occur until additional funding is available.
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Design** began in FY 11 and was completed in FY 13.
- **Earthmoving work** began in spring 2013 (FY 13) in coordination with the Rollins Ford Road project.
- **Construction** of fields planned to begin late spring 2014 (FY 14).
- **Soccer field (1-artificial turf)** is planned to be ready for play in fall 2015 (FY 16).
- **Soccer fields (5-grass)** are planned to be ready for play in spring 2016 (FY 17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	4,027	3,785	242	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,027	\$3,785	\$242	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	120	120	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	5,804	228	1,750	1,801	2,025	-	-	-	-	3,826	-
Occupancy/Telecommunications	78	-	-	-	78	-	-	-	-	78	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	50	-	-	50	-	-	-	-	-	50	-
Total Expenditure	\$6,051	\$348	\$1,750	\$1,851	\$2,103	-	-	-	-	\$3,954	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	3.00	0.00	0.00	0.00	0.00	0.00	3.00	
Facility & Program Operating			103	180	180	180	180	180	180	1,005	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			\$103	\$180	\$180	\$180	\$180	\$180	\$180	\$1,005	

[Amounts expressed in thousands, excluding FTEs]

Sports Field Improvements

Total Project Cost - \$4.1 M

Project Description

This project improves existing facilities by adding lights and upgrading turf on selected fields throughout the community.

Service Impact

- **Increase Active Recreation Opportunities** - Sports fields in the County are in high demand. Both sports league membership and types of sports leagues needing field access have grown. Continued population growth also creates higher demand as a result fields require renovation and enhancement. Enhancements and improvements, for example adding lights, extend the usage of existing sports fields.

Funding Sources

- **General fund** - \$3.3 M
- **Developer contributions (proffers)** - \$772 K

Project Milestones

- **Current projects** and improvements are under development in:
 - Catharpin Park (field lighting)
 - Hellwig Independent Hill Sports Complex
 - Neabsco Eagles Park
 - Nokesville Park
 - Veterans Park (batting cages)

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	3,297	2,820	478	-	-	-	-	-	-	-	-
Proffers	772	-	761	11	-	-	-	-	-	11	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,069	\$2,820	\$1,238	\$11	-	-	-	-	-	\$11	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	4,069	2,820	721	529	-	-	-	-	-	529	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$4,069	\$2,820	\$721	\$529	-	-	-	-	-	\$529	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	4	5	5	5	5	22	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	\$4	\$5	\$5	\$5	\$5	\$22	

Trail Development

Total Project Cost - \$2.2 M

Project Description

This project adds trails and connectors to the Neabsco Greenway Trail, Catharpin Trail, Broad Run Trail and East End (Lake Ridge) Trail corridors.

Service Impact

- **Increase Open Space and Passive Recreation Opportunities** - The trails will be used by hikers, non-motorized bikers and equestrians, providing an alternative transportation route between several parks and school sites. Completion of trail segments makes progress toward the goals of the Parks, Open Space and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **General fund** - \$1.2 M
- **Developer contributions (proffers)** - \$543 K
Final construction of all planned trail segments will not occur until additional funding is available.
- **Annual operating costs** for trail maintenance will be funded by the general fund. In addition, community volunteers will help provide ongoing trail clean-up and maintenance.

Project Milestones

- **Broad Run Creek Trail** is scheduled for completion in FY 14.
- **The Lake Ridge Trail** segment from Lake Ridge Park to Hedges Run is scheduled for completion in FY 14.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

- **The Hedges Run to Mohican Trail** segment, including a foot bridge, is scheduled for completion in FY 15.
- **The Hooes Run Boardwalk** is scheduled for completion in FY 16.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	1,241	1,241	-	-	-	-	-	-	-	-	-
Proffers	543	184	243	116	-	-	-	-	-	116	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,785	\$1,426	\$243	\$116	-	-	-	-	-	\$116	-
Cost Categories (Expenditures)											
Neabsco Greenway	239	239	-	-	-	-	-	-	-	-	-
Broad Run Creek Trail	675	326	350	-	-	-	-	-	-	-	-
Catharpin Trail	505	1	-	-	30	299	175	-	-	504	-
Lake Ridge Trail	748	33	50	310	355	-	-	-	-	665	-
Occupancy	39	-	-	13	-	13	-	13	-	39	-
Total Expenditure	\$2,206	\$598	\$400	\$323	\$385	\$312	\$175	\$13	-	\$1,208	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				1.00	0.00	0.20	0.30	0.20	0.20	1.90	-
Facility & Program Operating				79	97	96	120	129	129	651	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				\$79	\$97	\$96	\$120	\$129	\$129	\$651	-

[Amounts expressed in thousands, excluding FTEs]

Total Project Cost - \$8.0 M

Project Description

The Eco Park Complex expands the landfill energy production to increase sustainability. Potential projects include expansion of the landfill gas to energy facility and a greenhouse using energy from the landfill gas, solar and wind power. Public-private partnerships will be sought for funding as the project develops. A partnership with George Mason University is also being explored to develop an office and educational facility that may include a business incubator for "green" companies to be built to LEED standards, potentially using energy from the landfill.

Service Impact

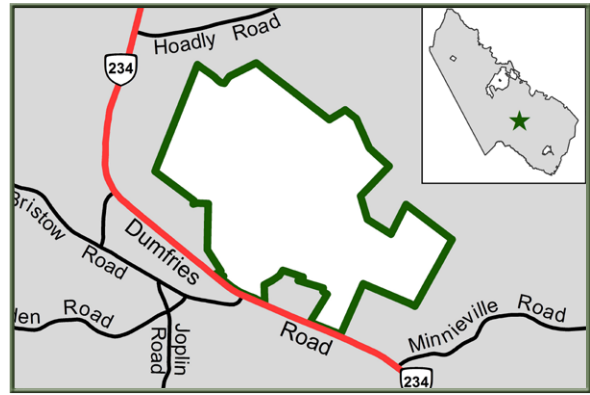
- **Increase Revenue** - This project will generate revenue through investment in alternative energy solutions (including landfill gas, wind and solar).
- **Decrease Fuel Dependence and Emissions** - The project will decrease fossil fuel dependence and greenhouse gas emissions at the landfill.

Funding Sources

- **Solid waste fee revenue** - \$8.0 M

Project Milestones

- **Expansion of landfill gas to electric power plant** was completed and began operating in November 2013 (FY 14).
- **Planning and engineering (Phase I)** of waste conversion public/private partnership to convert solid waste to reusable products began in February 2014 (FY 14).



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	

- **Design and begin construction** of renewable energy projects (wind, solar and waste conversion technologies) in FY 15.
- **Begin power generation** from renewable sources and develop outdoor education facility for schools in FY 15.
- **Continue development** of Eco Complex and education facility at landfill site in FY 16-18.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	8,000	500	1,500	6,000	-	-	-	-	-	6,000	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$8,000	\$500	\$1,500	\$6,000	-	-	-	-	-	\$6,000	-
Cost Categories (Expenditures)											
Planning/Design	3,000	500	1,500	1,000	-	-	-	-	-	1,000	-
Construction/Utility Relocation	5,000	-	-	5,000	-	-	-	-	-	5,000	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$8,000	\$500	\$1,500	\$6,000	-	-	-	-	-	\$6,000	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				250	500	500	500	500	500	2,750	
Revenue				250	500	500	500	500	500	2,750	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Landfill Ballfield Redevelopment

Total Project Cost - \$1.3 M

Project Description

Two existing ballfields located on the old landfill will be reengineered, surcharged (filled to provide stability prior to reconstruction) and reconstructed to develop an additional multi-purpose field to match the existing reconstructed multi-purpose field. The ballfields are currently unusable due to soil settlement issues.

Service Impact

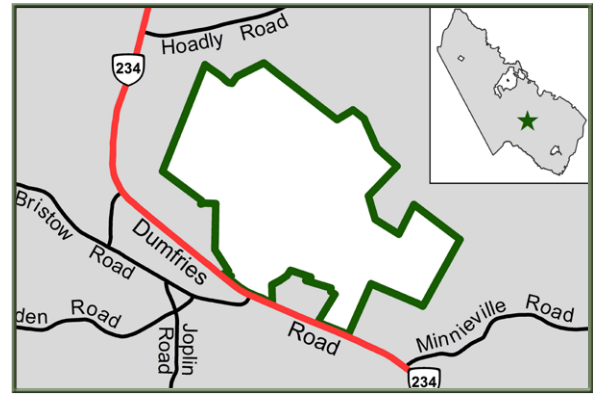
- **Provide Additional Playing Fields** - The project will fund the reconstruction of a multi-purpose field for use by local football and lacrosse teams.

Funding Sources

- **Solid waste park reserve fund** - \$1.2 M
- **Solid waste fee revenue** - \$64 K
- **One-time project** and annual maintenance costs will be covered by the Parks & Recreation department.

Project Milestones

- **Project design** was completed in FY 13.
- **Surcharging** of the existing ballfields began in FY 13.
- **Project bidding and construction** is scheduled for FY 14.
- **Eastern field opens** in spring 2015 (FY 15).
- **Western field reopens** in fall 2016 (FY 17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	64	64	-	-	-	-	-	-	-	-	-
Other	1,188	-	1,188	-	-	-	-	-	-	-	-
Total Revenue	\$1,252	\$64	\$1,188	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	64	53	11	-	-	-	-	-	-	-	-
Construction/Utility Relocation	1,088	-	653	435	-	-	-	-	-	435	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	100	-	100	-	-	-	-	-	-	-	-
Total Expenditure	\$1,252	\$53	\$764	\$435	-	-	-	-	-	\$435	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Total Project Cost - \$14.6 M

Project Description

The project funds the mandated closure of filled cells located at the Prince William County Sanitary Landfill. Filled cells are areas of the landfill that have reached capacity.

Service Impact

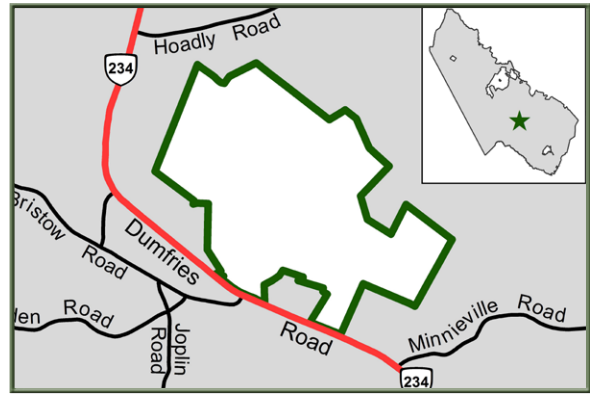
- **Protecting Public Health** - The closure of filled cells will reduce rainwater infiltration, thereby protecting public health, groundwater quality and the environment.
- **Comply with Virginia Solid Waste Regulations** - Regulations mandate that cells must be capped once they are completely filled.

Funding Sources

- **Solid waste fee revenue** - \$14.6 M

Project Milestones

- **Construction** of the caps for Phase I (Sequence 1) was completed in FY 13.
- **Design and construction** drawings for Phase I (Sequence 2) were completed in March 2013 (FY 13).
- **Construction** Phase I (Sequence 2) began in FY 13 and will be completed in FY 14.
- **Construction** Phase I (Sequence 3) will begin in FY 14.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	14,640	6,750	3,750	-	-	-	4,140	-	-	4,140	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$14,640	\$6,750	\$3,750	-	-	-	\$4,140	-	-	\$4,140	-
Cost Categories (Expenditures)											
Planning/Design	550	300	-	-	-	-	250	-	-	250	-
Construction/Utility Relocation	13,020	5,950	3,450	-	-	-	3,620	-	-	3,620	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	1,070	500	300	-	-	-	270	-	-	270	-
Total Expenditure	\$14,640	\$6,750	\$3,750	-	-	-	\$4,140	-	-	\$4,140	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Total Project Cost - \$15.0 M

Project Description

Installation of mandated landfill liners is required to complete the liner systems at the Prince William County Sanitary Landfill.

Service Impact

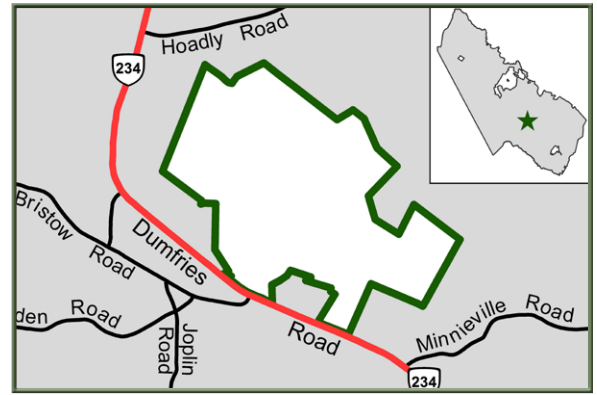
- **Protecting Public Health** - The landfill liners will protect public health and the environment by reducing groundwater contamination.
- **Comply with Virginia Solid Waste Regulations** - The regulations mandate that liners be installed in all new landfill cells.
- **Capacity of Phase I Cell** - The life of the Phase I cell (Parts 1, 2, 3 and 4) was filled to capacity in February 2011.
- **Capacity of Phase II and III Cells** - The life of the Phase II and III cells are estimated to last until 2033.

Funding Sources

- **Solid waste fee revenue** - \$15.0 M

Project Milestones

- **Design and construction drawings** for Phase II, Part C were completed February 2014 (FY 14).
- **Construction** of Phase II, Part C began in spring 2014 (FY 14).
- **Design and construction drawings** for Phase II, Part D will be completed in FY 18.
- **Construction** of Phase II, Part D will begin in FY 18.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	14,955	4,050	5,125	-	-	150	5,630	-	-	5,780	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$14,955	\$4,050	\$5,125	-	-	\$150	\$5,630	-	-	\$5,780	-
Cost Categories (Expenditures)											
Planning/Design	870	500	-	-	-	150	220	-	-	370	-
Construction/Utility Relocation	13,210	3,250	4,800	-	-	-	5,160	-	-	5,160	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	875	300	325	-	-	-	250	-	-	250	-
Total Expenditure	\$14,955	\$4,050	\$5,125	-	-	\$150	\$5,630	-	-	\$5,780	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Landfill Wetlands Mitigation

Total Project Cost - \$7.1 M

Project Description

Wetland relocation at the landfill increases acreage and maximizes waste capacity of landfill cells. Compensation for wetland impacts is provided by creating 4.9 acres of emergent wetlands, relocating 3,778 linear feet of on-site stream channel, restoring 14.9 acres of on-site riparian buffer and 17.8 acres of associated riparian buffer in accordance with plans and permits approved by the Virginia Department of Environmental Quality (DEQ) and U.S. Army Corp of Engineers.

Service Impact

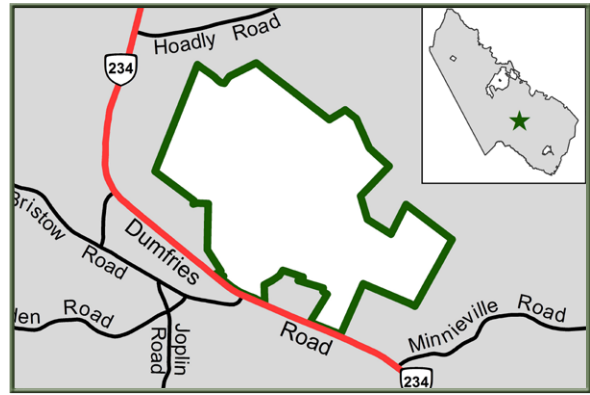
- **Improve Water Quality** - The mitigation will provide improved wetland areas, thereby improving water quality, public health and the environment.
- **Comply with Virginia State Water Control Laws and Regulations** - The laws and regulations mandate compensation for wetland impacts.
- **Capacity of Phase II and III Cells** - The life of the Phase II and III cells will be increased by approximately 8 years, allowing them to be used until 2033.

Funding Sources

- **Solid waste fee revenue** - \$7.1 M

Project Milestones

- **Design and permitting** was completed in FY 11.
- **Construction** is being done in phases. Work began in FY 12 and is planned for completion in FY 17.
- **Monitoring** of completed wetland areas will continue in FY 18 and FY 19.



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	7,080	600	600	4,194	1,686	-	-	-	-	5,880	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$7,080	\$600	\$600	\$4,194	\$1,686	-	-	-	-	\$5,880	-
Cost Categories (Expenditures)											
Planning/Design	520	-	-	320	200	-	-	-	-	520	-
Construction/Utility Relocation	5,840	600	350	3,580	1,310	-	-	-	-	4,890	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	720	-	250	294	176	-	-	-	-	470	-
Total Expenditure	\$7,080	\$600	\$600	\$4,194	\$1,686	-	-	-	-	\$5,880	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	50	50	50	50	50	250	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	\$50	\$50	\$50	\$50	\$50	\$250	

[Amounts expressed in thousands, excluding FTEs]

Total Project Cost - \$11.1 M

Project Description

These funds are for watershed capital projects throughout the County. Projects can include stream restoration, best management practices (BMP), stormwater management facility retrofits, culvert modifications, channel improvements and drainage improvements within county-wide watersheds to reduce flooding and erosion problems and/or improve water quality. In addition to alleviate citizens' concern regarding drainage and flooding issues, these projects help the County meet the requirements of the Chesapeake Bay Total Maximum Daily Loads (TMDL) and County's Municipal Separate Storm Sewer Systems (MS4) permit. The County watersheds included in this project are:

- Broad Run Watershed
- Bull Run Watershed
- Cedar Run Watershed
- Marumsco Creek Watershed
- Neabsco Creek Watershed
- Occoquan River Watershed
- Powells Creek Watershed
- Quantico Creek Watershed

Service Impact

- **Protect Water Quality** - These projects will protect local water quality and the Chesapeake Bay.
- **Control Flooding and Reduce Erosion** - These projects will help control flooding and reduce erosion and siltation problems countywide.

- **Comply with State and Federal Mandates** - All of the projects help comply with federal and state mandates, associated with the Clean Water Act, including the Chesapeake Bay TMDL and the County's MS4 permit by providing water quality and quantity improvements, reduction of non-point source pollution and the enhancement of stream/riparian habitat.

Funding Sources

- **Stormwater management fees** - \$10.5 M
- **General fund** - \$304 K
- **State/ federal and other sources** - \$158 K
- **Developer contributions (proffers)** - \$120 K

Project Milestones

- **Construction** will occur on a phased basis as funding becomes available and as specific projects are identified in watershed studies. Planned and ongoing projects include but are not limited to the following:
 - **Bull Run Watershed**
 - **Water quality enhancement** of stormwater management facilities to improve pollutant removal efficiency will be completed in FY 15.
 - **Marumsco Creek Watershed**
 - **East Longview** - Restoration of 800 linear feet of severely degraded stream channel and exposed sewer infrastructure; design completed in FY 14 and construction continues into FY 15.

<i>Funding Sources (Revenue)</i>	<i>Project Estimate</i>	<i>Prior Yrs. Actual</i>	<i>FY 14</i>	<i>FY 15</i>	<i>FY 16</i>	<i>FY 17</i>	<i>FY 18</i>	<i>FY 19</i>	<i>FY 20</i>	<i>FY 15-20</i>	<i>Future</i>
General Fund	304	304	-	-	-	-	-	-	-	-	-
Proffers	120	2	79	39	-	-	-	-	-	39	-
Stormwater Management Fees	10,525	8,620	965	940	-	-	-	-	-	940	-
State/Federal & Other Sources	158	158	-	-	-	-	-	-	-	-	-
Total Revenue	\$11,106	\$9,083	\$1,044	\$979	-	-	-	-	-	\$979	-
<i>Cost Categories (Expenditures)</i>											
Broad Run Watershed	598	535	53	11	-	-	-	-	-	11	-
Bull Run Watershed	871	805	13	53	-	-	-	-	-	53	-
Cedar Run Watershed	4	3	1	-	-	-	-	-	-	-	-
County-wide Watersheds	2,259	342	-	-700	-	-	-	-	-	-700	2,616
Marumsco Creek Watershed	1,231	590	200	440	-	-	-	-	-	440	-
Neabsco Creek Watershed	2,208	2,147	29	32	-	-	-	-	-	32	-
Occoquan River Watershed	1,686	1,083	3	601	-	-	-	-	-	601	-
Powells Creek Watershed	554	534	18	2	-	-	-	-	-	2	-
Quantico Creek Watershed	1,696	1,127	27	541	-	-	-	-	-	541	-
Total Expenditure	\$11,106	\$7,167	\$344	\$979	-	-	-	-	-	\$979	\$2,616
<i>Operating Impacts (Personnel and Expenditures)</i>											
[Amounts expressed in thousands]											
General Fund Requirement				-	-	-	-	-	-	-	-

- **Hylbrook Park** - Stabilization of approximately 300 linear feet of stream bank as well as stabilization of adjacent side slope; construction in FY 15.

- **BMP Retrofit** - Water quality enhancement of one stormwater facility to improve pollutant removal in FY 15.

➤ Neabsco Creek Watershed

- **BMP Retrofit** - Water quality enhancement of stormwater management facilities to improve pollutant removal will be completed in FY 15.

➤ Occoquan River Watershed

- **Stream Restoration/BMP Retrofit** - Restoration of approximately 1,500 linear feet of severely degraded stream channel identified in watershed study. In conjunction enhance water quality treatment of associated stormwater management facility. Construction begins in FY 15.

Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

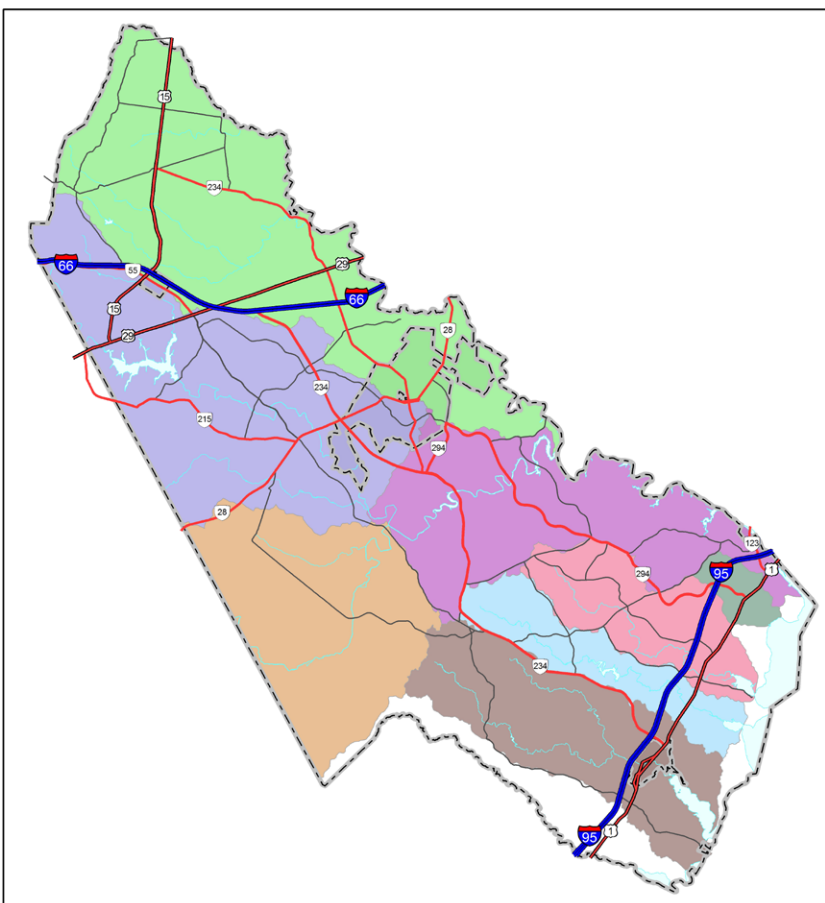
Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	

- **BMP Retrofits** - Water quality enhancement of two additional stormwater management facilities to improve pollutant removal in FY 15.

➤ Quantico Creek Watershed

- **Dewey's Creek Phase I** - Implement stream channel stabilization and erosion control for first segment of a multiple phase restoration project, of approximately 1,000 linear feet along Dewey's Creek. Design completed in FY 14 and construction scheduled in FY 15.
- **BMP Retrofits** - Implement water quality enhancement of stormwater management facilities in FY 15.



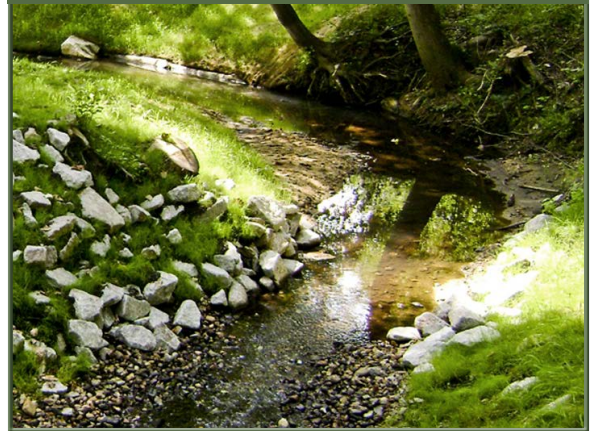
Major Watersheds

- Broad Run
- Bull Run
- Cedar Run
- Marumsco Creek
- Neabsco Creek
- Occoquan River
- Powells Creek
- Quantico Creek
- Interstate
- US Highway Route
- State Highway
- County Road (Major)
- County Boundary

Marumsco Creek



Neabsco Creek



Bull Run



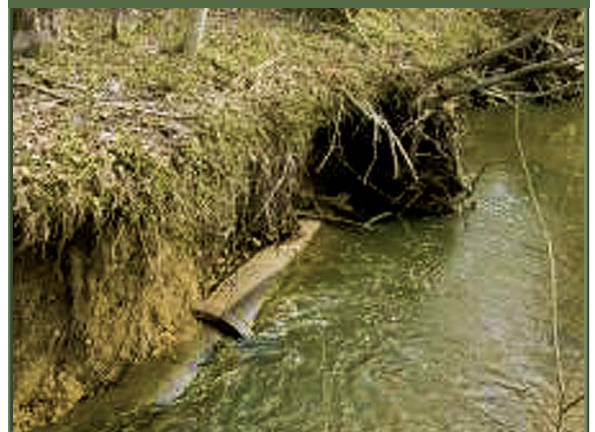
Occoquan River



Quantico Creek



Powells Creek



Flat Branch Flood Control

Total Project Cost - \$1.3 M

Project Description

Flat Branch is a tributary to Bull Run, located northwest of the cities of Manassas and Manassas Park. There are many residential properties within the Flat Branch watershed that were constructed within the 100-year floodplain. These properties were built in the early 1960's before flooding regulations were enacted. Many of these older properties in low-lying areas have suffered damages due to flooding in the past.

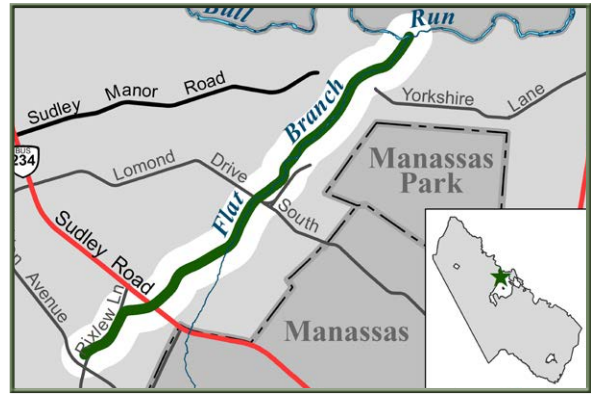
This project includes planning and construction of localized improvements and/or other flood mitigation measures as funding becomes available and specific projects are identified. The project funds may also be used to undertake relatively smaller flood improvement projects that minimize or mitigate the localized flooding at some of the properties, in lieu of addressing the flooding problems of the entire watershed with a comprehensive drainage improvement plan.

Service Impact

- **Improvement in Flat Branch Drainage Area** - The majority of the Flat Branch drainage area contains developed residential and commercial properties. Upward of 70+ residences will benefit from this project.
- **Improved Flood Protection** - These funds will improve and several properties will experience less inundation as a result of potential relocated sanitary sewer utilities.

Funding Sources

- **Stormwater management fees** - \$1.3 M



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Construction** will occur on a phased basis as funding becomes available and as specific projects are identified. Currently there are no identified projects in the six-year CIP.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Stormwater Management Fee	1,312	707	163	50	50	50	50	50	50	300	142
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,312	\$707	\$163	\$50	\$50	\$50	\$50	\$50	\$50	\$300	\$142
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	1,312	106	163	-	-	-	-	-	-	-	1,043
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$1,312	\$106	\$163	-	-	-	-	-	-	-	\$1,043
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Silver Lake Dam

Total Project Cost - \$2.5 M

Project Description

Renovate the dam at Silver Lake Park to meet the current state standards for a class A dam.

Service Impact

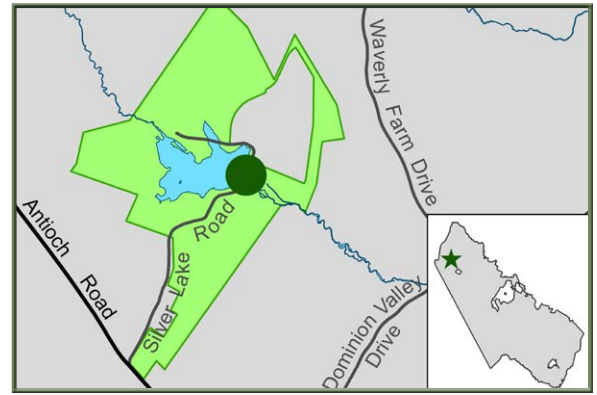
- **Increase safety for downstream residents** - This project will ensure that approximately 200 homes downstream from the Silver Lake Dam will be safe from flooding in case of an extraordinary weather event.
- **Comply with State and Federal Mandates** - This project will help comply with Virginia state dam requirements.

Funding Sources

- **General fund** - \$2.5 M

Project Milestones

- **Design and permitting** will occur during FY 14-15.
- **Construction** will occur in FY 16.



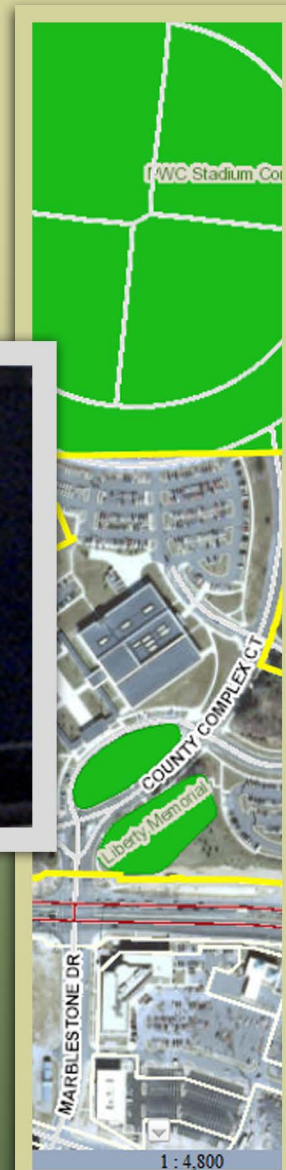
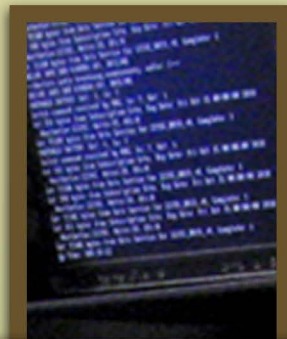
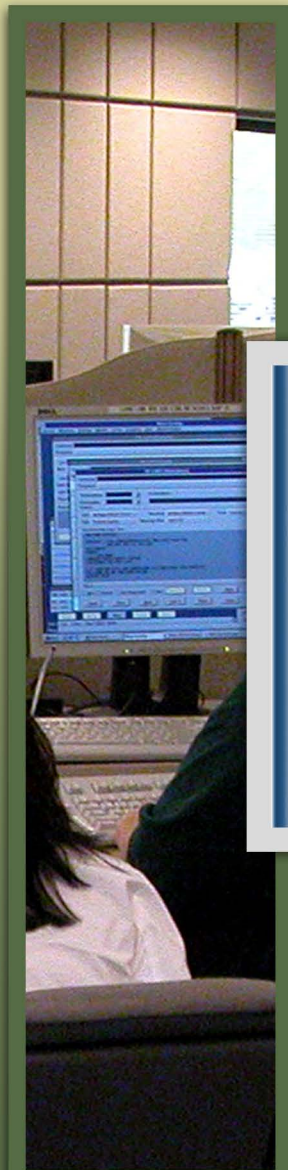
Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	2,500	2,500	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Stormwater Management Fee	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,500	\$2,500	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	250	-	250	-	-	-	-	-	-	-	-
Construction/Utility Relocation	2,200	-	-	-	2,200	-	-	-	-	2,200	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	50	-	-	-	50	-	-	-	-	50	-
Total Expenditure	\$2,500	-	\$250	-	\$2,250	-	-	-	-	\$2,250	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]



GENERAL GOVERNMENT

Cable Equipment

Total Project Cost - \$11.7 M

Project Description

This project is made possible by separate cable franchise agreements between the County and the local cable television providers. Cable equipment funding is one percent of the gross revenues generated in Prince William County by the cable operators. Use of this revenue stream is restricted to cable-related capital needs.

Service Impact

- **The Government Access Channel** - The channel provides general government programs to cable subscribers. Information is broadcast in the form of bulletin board messages, original programs, public service announcements, BOCS meetings (both live and rebroadcast) and other outside programming.
- **Online presence for the County** - Used to share information about Prince William County government with our residents. An essential component of that presence is video content.
- **Prince William County Schools Education Access Channel** - Provides broadcast capability to Prince William County Schools for educational and informational programming.
- **The College and University Access Channel** - Provide George Mason University and Northern Virginia Community College with broadcast capability for classes.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources

- **Cable franchise fee** - \$9.1 M
- **General fund** - \$2.7 M

Project Milestones

- **Installation of a Shared Area Network (SAN)** storage server to provide increased efficiency in workflow, improvements in production capability, expandable media storage archival, and serve as a disaster recovery tool for still and motion media completed in FY 14.
- **Physical upgrades to Chinn Studio** to improve production capability, quality and workflow planned for completion in FY 15.
- **PWC Channel (play to air appliance) master control system refresh** to replace aging hardware planned for completion in FY 15.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	2,663	2,663	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Cable Franchise Fee	9,080	752	1,332	1,166	1,166	1,166	1,166	1,166	1,166	6,996	-
Total Revenue	\$11,742	\$3,414	\$1,332	\$1,166	\$1,166	\$1,166	\$1,166	\$1,166	\$1,166	\$6,996	-
Cost Categories (Expenditures)											
Transfer to Schools	7,383	2,130	653	767	767	767	767	767	767	4,601	-
Equipment Refresh	3,459	542	506	199	399	399	399	399	399	2,194	217
Video Streaming/Granicus	83	83	-	-	-	-	-	-	-	-	-
Board Audio Room Reconstruction	443	443	-	-	-	-	-	-	-	-	-
Chinn Studio Equipment	173	-	173	-	-	-	-	-	-	-	-
Play to Air Appliance Refresh	200	-	-	200	-	-	-	-	-	200	-
Total Expenditure	\$11,742	\$3,198	\$1,332	\$1,166	\$1,166	\$1,166	\$1,166	\$1,166	\$1,166	\$6,996	\$217
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

800 MHz Radio Communications System

Total Project Cost - \$22.2 M

Project Description

The current 800 MHz Public Safety Radio Infrastructure Platform reached the end of contracted vendor service support and guaranteed replacement parts availability in 2013. This project includes the replacement and technology update to the County's 800 MHz System and a new microwave link at the Western District Police Station to support the new 800 MHz equipment.

Service Impact

- **Communications** - The 800 MHz system provides primary voice communications for all public safety agencies, to include, but not limited to, Public Safety Communications, County Police, Fire and Rescue, Sheriff and the Adult Detention Center. This critical communication ensures that the appropriate resources arrive on the scene of emergency calls for service in the timeliest manner. The system is also used by the Public Schools Division and Service Authority and Development Services as a primary means of communication between field personnel/resources and control centers/headquarters. The 800 MHz system averages 9,000 individual communications daily.
- **Radios** - Currently there are a total of 4,400 radios in use in the system which includes 1,420 law enforcement, 1,450 fire and rescue and 1,530 public service agency subscribers, including school buses.

Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources

- **Capital reserve** - \$18.0 M
- **Fire levy** - \$4.0 M
- **ISF fund balance** - \$245 K
- **Annual operating costs** will be funded by the general fund.

Critical Milestones

- **System design, budgetary analysis, request for proposals and vendor selection** completed in FY 11.
- **Contract was approved** in FY 12.
- **Acceptance testing and system cutover** will be completed in FY 14.
- **Radio site planning and design** for final radio site will occur in FY 15.
- **Construction and system implementation** for final radio site will occur in FY 16.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
Capital Reserve	18,000	18,000	-	-	-	-	-	-	-	-	-
ISF Fund Balance	245	245	-	-	-	-	-	-	-	-	-
Fire Levy	4,000	4,000	-	-	-	-	-	-	-	-	-
Total Revenue	\$22,245	\$22,245	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	21,060	12,605	7,062	-	1,392	-	-	-	-	1,392	-
Operations, Maintenance & Evaluation	1,185	129	-	1,056	-	-	-	-	-	1,056	-
Total Expenditure	\$22,245	\$12,735	\$7,062	\$1,056	\$1,392	-	-	-	-	\$2,448	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				-	848	871	893	917	944	4,473	
General Fund Requirement				-	\$848	\$871	\$893	\$917	\$944	\$4,473	

ADC Information Management System

Total Project Cost - \$1.1 M

Project Description

The Adult Detention Center (ADC) Information Management System manages booking and digital photos of inmates at intake and release, arrest charges and sentence information. The information managed also includes inmate transfers and cell assignment, inmate accounts and work-release activity. The current system was installed in 2000, underwent upgrades in 2003, 2007, and 2012 and will reach end of life in FY 15.

Service Impact

- **System Maintenance** - The upgraded system will properly maintain the ADC information management system, aiding in inmate control.

Funding Sources

- **General fund** - \$1.0 M
- **ISF fund balance** - \$88 K

Project Milestones

- **Existing system upgrade** completed in FY 14.
- **System implementation and acceptance** is scheduled for FY 17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	1,000	-	-	-	1,000	-	-	-	-	1,000	-
ISF Fund Balance	88	88	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,088	\$88	-	-	\$1,000	-	-	-	-	\$1,000	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	88	6	81	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	1,000	-	-	-	1,000	-	-	-	-	1,000	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$1,088	\$6	\$81	-	\$1,000	-	-	-	-	\$1,000	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands]

Computer-Aided Dispatch (CAD) System

Total Project Cost - \$6.3 M

Project Description

CAD is hardware and software infrastructure that processes calls and dispatch of police, fire and emergency medical services (EMS). CAD interfaces with police/fire/EMS records management systems, mobile data, Westnet, E-911, pagers, SafetyPAD and 800 MHz. The existing CAD system was accepted in 1999 and exceeds industry standards for replacement. During FY 13, the County processed over 463,000 calls for service, of which approximately 180,000 were answered via E-911.

Service Impact

- **Call Management** - The effective management of calls for public safety service to the community is dependent on the CAD system.
- **Response, Reporting and Dispatching** - The CAD system is mission critical for public safety agencies in meeting emergency response, accurate reporting and dispatching and ensuring the health and safety of the community.

Funding Sources

- **E-911 fund balance** - \$6.1 M
- **ISF Fund Balance** - \$150 K
- **Annual operating costs** will be funded by the general fund.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Needs analysis and RFP development** completed in FY 11.
- **Candidate systems live test, demonstrations and site visits** with current customers of candidate systems in FY 12.
- **Contractor negotiation and selection** occurred in FY 13.
- **CAD test and system acceptance** will occur in FY 16.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
E 911 Fund Balance	6,100	6,100	-	-	-	-	-	-	-	-	-
ISF Fund Balance	150	150	-	-	-	-	-	-	-	-	-
Total Revenue	\$6,250	\$6,250	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	195	175	20	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	6,055	1,620	3,950	405	80	-	-	-	-	485	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$6,250	\$1,795	\$3,970	\$405	\$80	-	-	-	-	\$485	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				844	878	913	950	988	1,067	5,641	
General Fund Requirement				-	\$878	\$913	\$950	\$988	\$1,067	\$5,641	

Total Project Cost - \$3.4 M

Project Description

This project includes multiple sub-projects to ensure critical County systems and applications are redundant and reliable in the event of system failures. Additional facilities, generators, heating ventilation and air conditioning, fire suppression, battery plants, servers, data network components and application developments are requirements for a comprehensive disaster recovery and business continuity development plan.

Service Impact

- **Recovery and Continuity** - Disaster recovery and business continuity is critical to ensure essential public services such as Police, Fire & Rescue and Emergency Medical Services (EMS) continue in the event of catastrophic system-wide failure.

Funding Sources

- **General fund** - \$3.1 M
- **ISF fund balance** - \$300 K
- **Annual operating costs** will be funded by the ISF fund balance in FY 15 and general fund in FY 16 and beyond.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Individual projects** will be ongoing in FY 12, FY 15 and FY 16 to enhance sustainability, accessibility, reliability and survivability of systems and infrastructure as identified by DoIT and the Information Technology Steering Committee.
- **Construction of a second data center** was completed in FY 14.
- **Implementation of the application infrastructure and the population of the data center with systems and data** are projected for completion in FY 15.
- **Increased storage and software needs** are projected for completion in FY 15 and FY 16.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	3,115	2,000	-	560	555	-	-	-	-	1,115	-
ISF Fund Balance	300	300	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$3,415	\$2,300	-	\$560	\$555	-	-	-	-	\$1,115	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	3,415	1,245	1,055	560	555	-	-	-	-	1,115	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$3,415	\$1,245	\$1,055	\$560	\$555	-	-	-	-	\$1,115	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				9	9	9	9	9	9	51	
General Fund Requirement				-	\$9	\$9	\$9	\$9	\$9	\$51	

[Amounts expressed in thousands]

E-911 Call Trunking System

Total Project Cost - \$2.4 M

Project Description

The E-911 Call Trunking System is hardware and software infrastructure that supports the receipt of 911 emergency calls. The current system was installed in FY 11, and the system is due for replacement by 2016. The new installation and configuration will meet the requirements and current workload for the Public Safety Communications Center and prepare for potential increases in volume.

Service Impact

- **Access to Emergency Services** - The residents and visitors of Prince William County depend on the E-911 system for direct access to emergency services. This system provides immediate access as well as critical address information to improve the accuracy and efficiency of processing calls for service. 425,960 County residents depend on this system to access emergency services. In FY 13, calls for service resulted in 147,823 police and fire and rescue incident dispatches.

Funding Sources

- **E-911 fund balance** - \$1.3 M
- **ISF fund balance** - \$850 K
- **Annual operating costs** will be funded by the E-911 fund.

Project Milestones

- **Establish new system requirements** in FY 16.
- **System replacement** is scheduled for FY 17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
ISF Fund Balance	850	850	-	-	-	-	-	-	-	-	-
E 911 Fund Balance	1,500	-	-	-	250	1,250	-	-	-	1,500	-
Total Revenue	\$2,350	\$850	-	-	\$250	\$1,250	-	-	-	\$1,500	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	150	-	150	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	2,200	700	-	-	250	1,250	-	-	-	1,500	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,350	\$700	\$150	-	\$250	\$1,250	-	-	-	\$1,500	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				150	150	150	150	150	150	900	
General Fund Requirement				-	-	-	-	-	-	-	

Total Project Cost - \$10.3 M

Project Description

This project replaces the existing financial information management system. The new system will have integrated modules using a integrated database for general ledger, purchasing, budgeting, accounts receivable and accounts payable. The current system was implemented in 1999 and has been sold to different vendors twice in the last ten years. Future vendor software support is uncertain.

Service Impact

- **Software Life Cycle** - The life cycle of the software is at an end and continued vendor support is uncertain. Software replacement is critical in order to support and manage the County's budget, revenues, expenditures and procurement.

Funding Sources

- **General fund** - \$10.0 M
- **ISF fund balance** - \$300 K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Contract award for GAP analysis and RFP development** was awarded in FY 13.
- **Acquisition of system** scheduled for FY 14.
- **System implementation** will begin in FY 16.
- **System acceptance** scheduled for FY 17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	10,000	-	10,000	-	-	-	-	-	-	-	-
ISF Fund Balance	300	300	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$10,300	\$300	\$10,000	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	297	134	163	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	10,003	-	2,501	2,501	2,501	2,501	-	-	-	7,502	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$10,300	\$134	\$2,664	\$2,501	\$2,501	\$2,501	-	-	-	\$7,502	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				-	1,000	1,000	1,000	1,000	1,000	5,000	
General Fund Requirement				-	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000	

[Amounts expressed in thousands]

Geographic Information System Upgrades

Total Project Cost - \$863 K

Project Description

Approximately 152 data layers are maintained and updated in the County's Geographic Information System (GIS) on a defined schedule. This project supports the need for current land detail in the County's GIS.

Service Impact

- **Information Management** - GIS data supports most of the County's business functions such as assessment of land and environmental conditions for new development projects, providing change detection for the assessment process and supporting public safety response and pre-planning efforts.

Funding Sources

- **General fund** - \$510 K
- **ISF fund balance** - \$353 K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Land detail data was acquired** in FY 12 and FY 13.
 - **Final delivery and acceptance** of impervious and hydrologic data/models were completed in FY 14.
 - **Updated digital ortho imagery** (aerial photography) and land detail data acquisition were completed in FY 14.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

- **Acquisition of pictometry digital data** is scheduled for FY 16.
- **Updated digital orthoimagery (aerial photography) and land detail data acquisition** is scheduled for FY 18.
- **Updated pictometry digital data acquisition** is scheduled for FY 20.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	510	-	-	-	170	-	170	-	170	510	-
ISF Fund Balance	353	183	170	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$863	\$183	\$170	-	\$170	-	\$170	-	\$170	\$510	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	863	183	100	70	88	82	170	-	85	495	85
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$863	\$183	\$100	\$70	\$88	\$82	\$170	-	\$85	\$495	\$85
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				4	4	4	4	4	4	26	
General Fund Requirement				\$4	\$4	\$4	\$4	\$4	\$4	\$26	

Total Project Cost - \$2.7 M

Project Description

Phase I of this project replaced network equipment with newer, more efficient optical network equipment that reduced power consumption, cooling and annual maintenance costs by approximately \$750,000. This upgrade increased the network capacity in anticipation of future network growth. Phase II is the installation of new routers to increase capacity between the data centers.

Cable franchise grant fees are accumulating to fund replacement of end of life equipment and purchase new equipment when needed to accommodate future needs for increased network capacity.

Service Impact

- **Bandwidth and Resiliency** - The benefits of the project are greater bandwidth dedicated to major County facilities (Owens, Ferlazzo and the Western District Police Station) and additional resiliency to network switch equipment providing network connectivity to critical County servers. The technology provides for fast failover and improved resiliency during outages and upgrades. Other features include reduced management overhead and more simplified modifications and additions. The reduction in yearly maintenance costs is significant as it reduces the number of switches deployed in the County's network infrastructure.

Funding Sources

- **Cable franchise fee** - \$2.7 M

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Evaluated solutions** with vendors in FY 12.
- **Installed system upgrade** in FY 12 (Phase I).
- **Install additional network routers** to add capacity between primary and secondary data centers (Phase II) in FY 15, with recurring replacements every seven years.
- **Replace existing network routers** in FY 19, with recurring replacements every seven years.
- **Replace optical equipment** installed with the FY 12 upgrade in FY 27.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
Cable Franchise Fee	2,671	1,452	174	174	174	174	174	174	174	1,044	-
ISF Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,671	\$1,452	\$174	\$174	\$174	\$174	\$174	\$174	\$174	\$1,044	-
Cost Categories (Expenditures)											
Project Management	10	10	-	-	-	-	-	-	-	-	-
Requirements	10	10	-	-	-	-	-	-	-	-	-
Planning and Analysis	10	10	-	-	-	-	-	-	-	-	-
Design	10	10	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	2,596	799	-	439	-	-	-	375	-	814	983
Operations, Maintenance & Evaluation	35	35	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,671	\$874	-	\$439	-	-	-	\$375	-	\$814	\$983
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands]

Technology Upgrades and Improvements

Total Project Cost - \$2.0 M

Project Description

This project provides important smaller scale technology improvements throughout the County government. Generally, these individual projects cost less than \$500,000 and require less than one year to implement. It provides ongoing capital replacement, upgrades and improvement of the County's technology infrastructure, including networking and telecommunications hardware, servers and application software.

Service Impact

- **Efficiency** - Voice infrastructure provides citizens and employees the ability to conduct business in a convenient and efficient manner. Data and video infrastructure enables optimal support for services to citizens, including conducting business electronically.
- **Access** - Citizen access to electronic services will be maintained.
- **Network responsiveness** - Responsiveness for citizen services will be maintained and enhanced. Data and voice networks will be maintained and enhanced.

Funding Sources

- **ISF fund balance** - \$2.0 M
- **General fund** - \$22 K
- **Annual operating costs** will be funded by the ISF fund balance in FY 15 and the general fund in FY 16 and beyond.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **FY 14 Technology Upgrades and Improvements:**
 - Radio Uninterruptible Power System replacement for the public safety radio communications system.
 - Fire Station Alert Tone Encoder replacement.
 - Complete Email system upgrade.
 - Emergency Call Location Project for County Facilities.
- **FY 16 Technology Upgrades and Improvements:**
 - Policy Management System.
 - Microwave Radio Site Location Purchase.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	22	22	-	-	-	-	-	-	-	-	-
ISF Fund Balance	2,020	2,020	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,042	\$2,042	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	2,042	936	850	-	256	-	-	-	-	256	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,042	\$936	\$850	-	\$256	-	-	-	-	\$256	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				41	43	44	45	46	47	266	
General Fund Requirement				-	\$43	\$44	\$45	\$46	\$47	\$266	

Total Project Costs - \$4.0 M

Project Description

The Land Use Information System manages land and building development and code enforcement information. The system manages and tracks plan review, permits, inspections, violations and other applications approvals and fee collection. It is used by 300+ users across all development agencies. In addition to the core software and database, the system also supports mobile devices, interactive voice response, online scheduling and customer e-services.

The current system was first installed in 1999 and most recently upgraded in 2010. The project for replacing the system is divided into two phases. Phase I replaces online services related to land development (such as e-permits, e-inspections, e-plan status) and replaces the automated phone scheduling system. Phase I also includes the implementation of a customer portal. Phase II incorporates electronic plan review capabilities.

Service Impact

- **Partnerships** - Facilitate partnership between staff and customers.
- **Integration** - Spatially integrate GIS.
- **Automation** - Streamline business processes through automated workflows.
- **Efficiencies** - Achieve efficiencies through paperless/electronic processes.
- **Access** - Expand citizen access and project oriented tracking.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources

- **ISF fund balance** - \$4.0 M
- **Annual operating costs** will be funded by the ISF fund balance in FY 15 and the general fund in FY 16 and beyond.

Project Milestones

- **Procurement process** began in FY 11.
- **Vendor selection and contract** was completed in FY 12.
- **System assessment** was completed in FY 13.
- **System configuration and user acceptance testing for Phase I** will be completed in FY 14.
- **Production deployment** of Phase I is scheduled for FY 14.
- **Electronic plan review capabilities (Phase II)** scheduled for completion in FY 15.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
ISF Fund Balance	4,000	4,000	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,000	\$4,000	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	3,574	1,343	1,277	953	-	-	-	-	-	953	-
Operations, Maintenance & Evaluation	426	-	426	-	-	-	-	-	-	-	-
Total Expenditure	\$4,000	\$1,343	\$1,704	\$953	-	-	-	-	-	\$953	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				55	57	58	70	82	17	339	
General Fund Requirement				-	\$57	\$58	\$70	\$82	\$17	\$339	

[Amounts expressed in thousands]

Microwave Multiplexers on Central Rings

Total Project Cost - \$400 K

Project Description

Equipment on the County's telecommunications network is approaching the end of its support life and is in need of replacement. The County network provides phone and data communications, provides a backup communications system for the Public Safety Answering Point (PSAS) and provides the primary link for fire dispatch station alerting radio base station at a major County facility.

Service Impact

- **Reliability** - Telecommunications and data communications in support of County operations will continue. 911 Service at the PSAS will continue over the County's system, should the PSAS's dedicated system become inoperable.

Funding Sources

- **E-911 fund balance** - \$400 K

Project Milestones

- **Equipment replacement** is expected to be completed in FY 15.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
ISF Fund Balance	-	-	-	-	-	-	-	-	-	-	-
E 911 Fund Balance	400	-	-	400	-	-	-	-	-	400	-
Total Revenue	\$400	-	-	\$400	-	-	-	-	-	\$400	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	400	-	-	400	-	-	-	-	-	400	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$400	-	-	\$400	-	-	-	-	-	\$400	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands]

Microwave Transmitters on Central Rings

Total Project Cost - \$1.0 M

Project Description

Point-to-point microwave radio transmitters provide highly reliable public safety grade broadband voice and data communications links between the County's radio towers and major County facilities. Some of these radio transmitters need replacement since they are nearing the end of their service support life cycle. At the end of the life cycle, the manufacturer no longer guarantees support and replacement parts availability.

The County's microwave radio transmitters provide vital interconnectivity between remote base station sites and the "Prime Site" at major County facilities for the County's 800 MHz Public Safety Two-Way Radio System on which staffing in Fire & Rescue, Police, Sheriff and the Adult Detention Center depend.

Service Impact

- **Reliability** - Radio communications in support of County public safety operations will continue.

Funding Sources

- **E-911 fund balance** - \$1.0 M

Project Milestones

- **Equipment replacement** is expected to be completed in FY 17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
ISF Fund Balance	-	-	-	-	-	-	-	-	-	-	-
E 911 Fund Balance	1,000	-	-	-	-	1,000	-	-	-	1,000	-
Total Revenue	\$1,000	-	-	-	-	\$1,000	-	-	-	\$1,000	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	1,000	-	-	-	-	1,000	-	-	-	1,000	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$1,000	-	-	-	-	\$1,000	-	-	-	\$1,000	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands]

Total Project Cost - \$10.4 M

Project Description

This project replaces three critical systems that facilitate record keeping, data collection, data processing and reporting to include local, state and federal requirements. Records Management includes fire, EMS and police incident reporting, summons, and police incident history, and performs property tracking, resource reporting and planning as well as statistical analysis for decision making. Mobile Data provides immediate and uninterrupted access to CAD, Records Management and links to outside resources such as the Virginia Criminal Information Network field emergency service providers through a secure network. The EMS reporting system is designed for patient care reporting as required by the Virginia State Office of EMS and as an integral part of the EMS billing platform.

The existing systems exceed industry standards for replacement. The replacement cycle for this hardware and software meets industry standard if completed on schedule.

Service Impact

- **Safety** - Improved citizen and provider safety due to more rapid availability of information, including floor plans, GIS data, hazardous materials information and situational awareness information.
- **Accuracy and Timeliness** - More accurate and timely reporting is critical in meeting local, state and federal reporting requirements.

Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources

- **ISF fund balance** - \$125 K
- **General fund** - \$10.3 M
- **Annual operating costs** will be funded by the ISF fund balance in FY 15 and the general fund in FY 16 and beyond.

Project Milestones

- **Needs analysis and RFP development** completed in FY 11.
- **Candidate systems live test, demonstrations and site visits** with current customers of candidate systems in FY 12.
- **Contractor negotiation and selection** completed in FY 13.
- **RMS test and system acceptance** in FY 16.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	10,264	6,107	4,157	-	-	-	-	-	-	-	-
ISF Fund Balance	125	125	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$10,389	\$6,232	\$4,157	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	10,389	1,695	5,940	2,400	354	-	-	-	-	2,754	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$10,389	\$1,695	\$5,940	\$2,400	\$354	-	-	-	-	\$2,754	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				1,738	1,807	1,879	1,954	2,033	2,114	11,525	
General Fund Requirement				-	\$1,807	\$1,879	\$1,954	\$2,033	\$2,114	\$11,525	

Public Safety Voice Logging System

Total Project Cost - \$850 K

Project Description

The Public Safety Voice Logging System is hardware and software infrastructure that records all emergency and non-emergency calls into the 911 center, as well as all radio traffic on public safety radio channels.

The existing system was installed in 2009. The system will reach end of life in 2016.

Service Impact

- **Operability** - Future operability is gained by replacing the system, enhancing public safety services throughout the County. While there is no federal law requiring recordings of 911 calls for service, the National Fire Protection Association (NFPA) requires logging and instant recorders for fire dispatch operations under its Standard 1221. The Virginia Library establishes retention periods for voice logging recordings.
- **Critical Operations** - Criminal investigations, internal control practices, the quality assurance program and training for our public safety providers are recorded by the system. The recording of radio communications has proven to be valuable in determining the level of service provided and identifying how and what is communicated to public safety in the emergency environments.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources

- **General fund** - \$750 K
- **ISF fund balance** - \$100 K
- **Annual operating costs** will be funded by the ISF fund balance in FY 15 and the general fund in FY 16 and beyond.

Project Milestones

- **Project completion** is scheduled for FY 16.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	750	-	-	750	-	-	-	-	-	750	-
ISF Fund Balance	100	100	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$850	\$100	-	\$750	-	-	-	-	-	\$750	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	100	-	100	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	750	-	-	750	-	-	-	-	-	750	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$850	-	\$100	\$750	-	-	-	-	-	\$750	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				46	51	57	62	68	74	358	
General Fund Requirement				-	\$51	\$57	\$62	\$68	\$74	\$358	

[Amounts expressed in thousands]

Total Project Cost - \$200 K

Project Description

The Sheriff's Office maintains a web-based system that logs, tracks, and maintains records for service of civil and criminal process. The application was custom developed for the Sheriff's Office. Process service calculations are submitted to the State for funding.

Service Impact

- **Process Service** - Accurate and timely service of court process is critical to effective State Court operation.

Funding Sources

- **ISF fund balance** - \$200 K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Establish requirements** in FY 12.
- **Contract** was executed in FY 14.
- **Implement and test system** in FY 14.
- **Accept system** in FY 15.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
ISF Fund Balance	200	200	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$200	\$200	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	200	-	100	100	-	-	-	-	-	100	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$200	-	\$100	\$100	-	-	-	-	-	\$100	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				-	37	38	39	41	42	197	
General Fund Requirement				-	\$37	\$38	\$39	\$41	\$42	\$197	

Total Project Cost - \$400 K

Project Description

The Department of Social Services has a need for Electronic Document Management System that can store client documents in a manageable, retrievable and searchable format. The project will cover the cost for licenses, purchase a new server for file storage, an automated scanning server and set up and customization of the system to meet business needs.

Service Impact

- **Efficiencies** - Reduce and eliminate paper storage. Improve efficiency and reduce errors.

Funding Sources

- **General fund** - \$400 K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Establish requirements, develop and implement system** in FY 15.
- **System testing and acceptance** in FY 16.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	400	-	-	400	-	-	-	-	-	400	-
ISF Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$400	-	-	\$400	-	-	-	-	-	\$400	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	110	-	-	110	-	-	-	-	-	110	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	100	-	-	100	-	-	-	-	-	100	-
Operations, Maintenance & Evaluation	190	-	-	190	-	-	-	-	-	190	-
Total Expenditure	\$400	-	-	\$400	-	-	-	-	-	\$400	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				-	40	42	45	48	51	226	
General Fund Requirement				-	\$40	\$42	\$45	\$48	\$51	\$226	

[Amounts expressed in thousands]

Total Project Cost - \$796 K

Project Description

The Comprehensive Services Act (CSA) is legislation enacted by the Virginia General Assembly to manage funding for high-risk and special needs children.

Harmony is the automated management information system to support three multi-disciplinary teams, hearing schedules, confidential client data bases, treatment services and financial records. Harmony also tracks cases, referral and enrollment information, services needed and family relationships and contacts.

The Department of Social Services (DSS) has a number of unsupported Microsoft Access databases containing mission critical data which, if unavailable would create significant difficulties for multiple departments. Harmony Software has the capacity to integrate the current software structure to support the data contained in these unsupported databases.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- Establish system requirements, develop and implement system in FY 14.
- System testing and acceptance in FY 15.

Service Impact

- **Critical Systems** - The Harmony fiscal module currently in use is a business critical system which is used by DSS and CSA as well as Prince William County School system, Community Services and Juvenile Court Service Unit.

Funding Sources

- **ISF fund balance** - \$796 K
- **Annual operating costs** will be funded by the general fund.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund		-	-		-	-	-	-	-	-	-
ISF Fund Balance	796	-	796	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$796	-	\$796	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	72	-	-	72	-	-	-	-	-	72	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	28	-	-	28	-	-	-	-	-	28	-
Development, Deployment & Testing	522	-	-	522	-	-	-	-	-	522	-
Operations, Maintenance & Evaluation	174	-	-	174	-	-	-	-	-	174	-
Total Expenditure	\$796	-	-	\$796	-	-	-	-	-	\$796	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				40	43	45	46	48	50	272	
General Fund Requirement				\$40	\$43	\$45	\$46	\$48	\$50	\$272	

Total Project Cost - \$2.0 M

Project Description

The County's Tax Administration System manages the billing and collection of taxes, personal property assessments and business licenses. The existing system was implemented in 1999 and is outdated, thus requiring a system upgrade.

Service Impact

- **Accuracy** - The Tax Administration system is responsible for billing and collecting nearly \$700 million in tax revenue annually. The inability to accurately bill and collect revenues would have a severe financial impact on County government operations including public safety, human services and Prince William County Schools.

Funding Sources

- **ISF fund balance** - \$2.0 M
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **RFP** published in FY 13.
- **Contract award and project schedule** will be completed in FY 14.
- **System replacement** is scheduled for FY 16.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
ISF Fund Balance	2,000	2,000	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,000	\$2,000	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	2,000	-	500	1,000	500	-	-	-	-	1,500	-
Development, Deployment & Testing	-	-	-	-	-	-	-	-	-	-	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,000	\$	\$500	\$1,000	\$500	-	-	-	-	\$1,500	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				-	87	87	87	87	87	435	
General Fund Requirement				-	\$87	\$87	\$87	\$87	\$87	\$435	

[Amounts expressed in thousands]

Total Project Cost - \$854 K

Project Description

This project will design and implement a virtual desktop infrastructure (VDI) within the County. This will reduce the complexity of standalone personal computer systems, thereby reducing support and hardware costs for those systems.

In a VDI environment, a single instance of the application software is loaded on a server, which is accessed by users. Additionally, with VDI, County data is stored on servers as opposed to individual hard drives.

Project management and design began in FY 12 with a pilot. Ongoing contract costs exceeded the project and VDI was suspended. DoIT continues to research the opportunity for viable alternatives.

Service Impact

- **Cost** - Simpler provisioning of desktops lowers the cost of deploying new applications, improves desktop image management, provides longer desktop lifecycles and secures remote access to an enterprise desktop environment.
- **Security** - Improved security of County data.
- **Recovery** - Decrease in time to return to operations in a disaster recovery situation when applications are centrally stored on servers.

Funding Sources

- **General fund** - \$554 K
- **ISF fund balance** - \$300 K
- **Annual operating costs** will be funded by the general fund.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

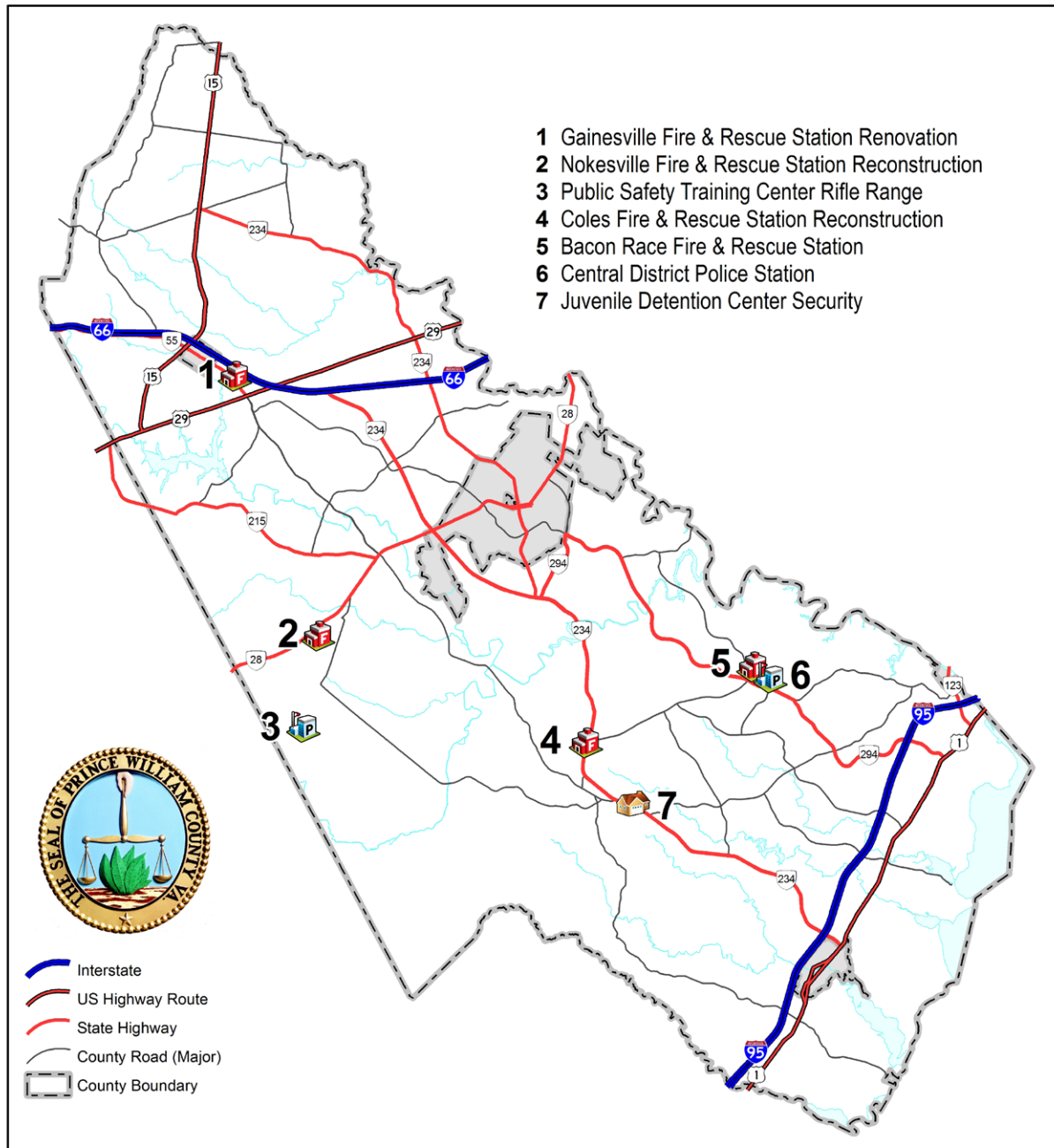
Project Milestones

- **Feasibility/assessment project** completed FY 13.
- **Procurement of hardware, software and design services** projected for FY 15.
- **Implementation, testing and acceptance** projected for FY 16.
- **Expanded use of VDI** to additional eligible users projected for FY 16.




Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	554	-	-	-	-	554	-	-	-	554	-
ISF Fund Balance	300	300	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$854	\$300	-	-	-	\$554	-	-	-	\$554	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	854	116	184	-	-	554	-	-	-	554	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$854	\$116	\$184	-	-	\$554	-	-	-	\$554	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				8	8	8	8	8	8	48	
General Fund Requirement				-	\$8	\$8	\$8	\$8	\$8	\$48	



PUBLIC SAFETY



Public Safety

-  Police Facility
-  Social Services Facility
-  Fire and Rescue Facility

Bacon Race Fire & Rescue Station

Total Project Cost - \$11.2 M

Project Description

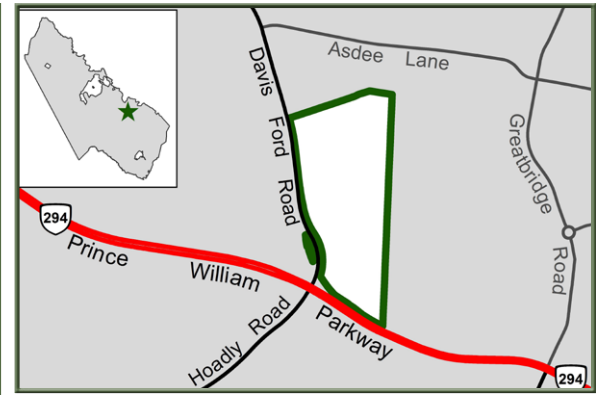
The station will be approximately 15,000 square feet and house a pumper and Advanced Life Support ambulance. Career staffing will be provided for a 24-hour pumper unit and a 24-hour medic unit. The building will include sleeping quarters, a kitchen and dayroom, physical fitness room and offices. The station will include four bays: three for apparatus and one for personal protective equipment storage; a storage shed and training area will be added to the exterior.

Service Impact

- **Response Time Improvements** - The station's first due area will experience response time improvements. Systemwide response time improvements are projected to improve which will help ease the burden on existing stations.

Funding Sources

- **Fire levy funds** - \$10.0 M
- **Developer contributions (proffers)** - \$1.1 M
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Design** will begin in FY 14.
- **Construction** is scheduled to begin in FY 16 and will be completed in FY 17.
- **Occupancy** is projected for FY 17.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	1,185	779	272	134	-	-	-	-	-	134	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Fire Levy	9,975	-	8,612	1,363	-	-	-	-	-	1,363	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$11,160	\$779	\$8,884	\$1,497	-	-	-	-	-	\$1,497	-
Cost Categories (Expenditures)											
Planning/Design	1,050	-	350	350	300	50	-	-	-	700	-
Construction/Utility Relocation	7,735	-	-	3,000	4,000	735	-	-	-	7,735	-
Occupancy/Telecommunications	1,800	-	-	-	1,475	325	-	-	-	1,800	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	575	-	100	150	225	100	-	-	-	475	-
Total Expenditure	\$11,160	-	\$450	\$3,500	\$6,000	\$1,210	-	-	-	\$10,710	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	13.00	16.00	0.00	0.00	0.00	0.00	29.00	
Facility & Program Operating			-	1,131	3,510	3,290	3,290	3,290	3,290	14,510	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	\$1,131	\$3,510	\$3,290	\$3,290	\$3,290	\$3,290	\$14,510	

[Amounts expressed in thousands, excluding FTEs]

Coles Fire & Rescue Station Reconstruction

Total Project Cost - \$11.0 M

Project Description

The volunteer station was built in 1979 and is located at 13712 Dumfries Road in Manassas. This project will replace the current station based on recommendations identified in the Fire and Rescue Facilities Assessment dated January 2010 and approved by the Fire and Rescue Association. The new station will be constructed at the same address and will be approximately 21,500 square feet with expanded office space, sleeping quarters, more suitable apparatus areas and hazmat storage.

Service Impact

- **Safety** - The reconstructed station will provide a safer environment for career and volunteer staff members.
- **Volunteer Recruitment and Retention** - Although the reconstruction is not expected to directly impact station response times, it is anticipated that improved living and working space may improve volunteer firefighter recruitment and retention.

Funding Sources

- **Fire levy funds** - \$10.5 M
- **Developer contributions (proffers)** - \$584 K
- **Annual debt service costs** will be paid by the fire levy.
- **Facility operating costs** will be funded by the fire levy.

Project Milestones

- **Design** began in FY 14.
- **Reconstruction** will begin in FY 15 and will be completed in late FY 16.



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	647	244	214	189	-	-	-	-	-	189	-
Debt (supported by Fire Levy)	5,100	-	-	5,100	-	-	-	-	-	5,100	-
Fire Levy	5,300	5,362	-	-62	-	-	-	-	-	-62	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$11,046	\$5,606	\$214	\$5,227	-	-	-	-	-	\$5,227	-
Cost Categories (Expenditures)											
Planning/Design	816	12	605	200	-	-	-	-	-	200	-
Construction/Utility Relocation	8,668	3	-	4,000	4,666	-	-	-	-	8,666	-
Occupancy/Telecommunications	976	-	-	900	76	-	-	-	-	976	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	585	10	50	325	200	-	-	-	-	525	-
Total Expenditure	\$11,046	\$25	\$655	\$5,425	\$4,942	-	-	-	-	\$10,367	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	510	497	485	472	459	2,423	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Gainesville Fire & Rescue Station Renovation

Total Project Cost - \$4.4 M

Project Description

The Gainesville Station was built in 1990 and is located at 14450 John Marshall Highway in Gainesville. The station is a one story building with four double drive-through bays and is approximately 13,500 square feet. This project will renovate the existing space and may construct additional space, if an architectural review finds more space is needed to efficiently operate this station. This project will reorganize the interior of the building so that it is more efficient and increase the size of the living quarters, office space and operational space. This station was recommended for renovation in the 2010 Fire and Rescue Facilities Assessment.

Service Impact

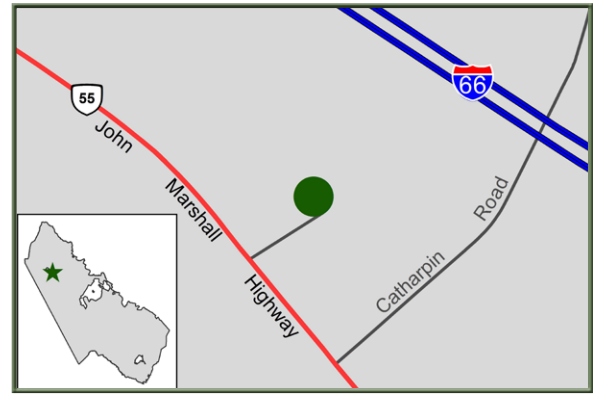
- **Safety** - The renovated station will provide a safer environment for career and volunteer staff members.

Funding Sources

- **Fire levy funds** - \$4.2 M
- **Developer contributions (proffers)** - \$231 K
- **Facility operating costs** will be funded through the fire levy.

Project Milestones

- **Design** began in FY 14.
- **Renovation** is scheduled to begin in FY 15 and will be completed in FY 16.



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	231	231	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Fire Levy	4,170	4,170	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,401	\$4,401	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	600	-	500	100	-	-	-	-	-	100	-
Construction/Utility Relocation	2,532	-	-	1,500	1,032	-	-	-	-	2,532	-
Occupancy/Telecommunications	770	-	-	-	770	-	-	-	-	770	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	500	-	100	200	200	-	-	-	-	400	-
Total Expenditure	\$4,401	-	\$600	\$1,800	\$2,001	-	-	-	-	\$3,801	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Nokesville Fire & Rescue Station Reconstruction

Total Project Cost - \$9.5 M

Project Description

The Nokesville Volunteer Fire and Rescue Station was built in 1967 and is located at 12826 Marsteller Drive in Nokesville. This project will replace the current station as recommended in the 2010 Fire and Rescue Facilities Assessment. The new station will be constructed at the same location as the current station. The new station will be approximately 18,500 square feet with expanded office space, sleeping quarters and more suitable apparatus areas.

Service Impact

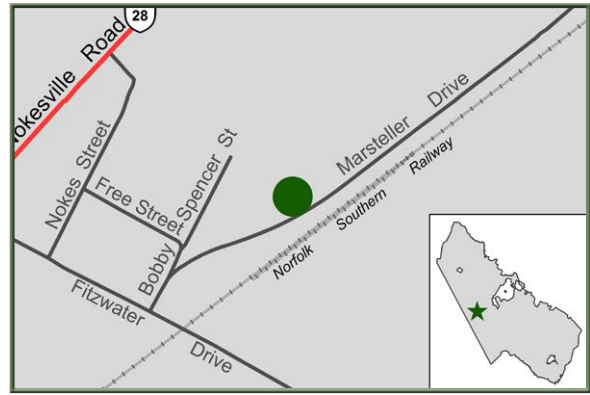
- **Safety** - The reconstructed station will provide a safer environment for career and volunteer staff members.
- **Volunteer Recruitment and Retention** - Although the renovation is not expected to directly impact station response times, it is anticipated that improved living and working space will improve volunteer firefighter recruitment and retention.

Funding Sources

- **Fire levy funds** - \$8.3 M
- **Developer contributions (proffers)** - \$1.2 M
- **Facility and program operating costs** will be funded through the fire levy.

Project Milestones

- **Design** began in FY 14.
- **Reconstruction** is scheduled to begin in FY 15 and finish in FY 16.



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	1,287	751	276	260	-	-	-	-	-	260	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Fire Levy	8,235	8,772	-276	-260	-	-	-	-	-	-260	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$9,523	\$9,523	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	950	-	800	150	-	-	-	-	-	150	-
Construction/Utility Relocation	7,013	-	-	4,000	3,013	-	-	-	-	7,013	-
Occupancy/Telecommunications	985	-	-	926	59	-	-	-	-	985	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	575	-	150	250	175	-	-	-	-	425	-
Total Expenditure	\$9,523	-	\$950	\$5,326	\$3,247	-	-	-	-	\$8,573	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Adult Detention Center Phase II

Total Project Cost - \$45.6 M

Project Description

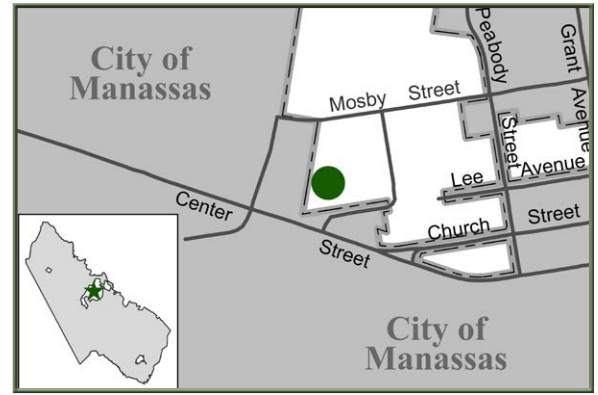
This project provides an additional 204 bed expansion adjacent the existing detention center. The addition will provide bed space for future inmate population growth. In addition, improvement will include renovations to the main jail.

Service Impact

- **Inmate Population** - This expansion provides future capacity for projected inmate population.
- **Bed Space** - The expansion will provide 204 additional beds in the Manassas Complex.
- **Support Increase of Average Daily Population (ADP)** - The current ADP, as defined by the Community Based Corrections Planning study, provided to the BOCS on February 25, 2014, currently exceeds the existing rated capacity of the facility by 219 jail beds. The additional bed space will address the projected growth

Funding Sources

- **Debt financing** - \$20.8 M
- **General fund** - \$150 K
- **Facilities Capital Reserve** - \$5.1 M
- **State Reimbursement** - \$19.7 M
- **Facility operating costs** will be funded by the general fund. Facility personnel FTEs are included in the FTE count and operating costs below and include 100 additional FTEs (82 security positions / 18 non-security positions). Staffing will be phased in over three years.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Planning and design** is scheduled for FY 16-17.
- **Construction** is scheduled for FY 17-19.
- **Occupancy** is planned for September 2019 (FY 20).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	150	150	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	20,802	-	-	-	-	40,502	-	-	-19,700	20,802	-
State/Federal	19,700	-	-	-	-	-	-	-	19,700	19,700	-
Other (Facilities Capital Reserve)	5,071	-	5,071	-	-	-	-	-	-	-	-
Total Revenue	\$45,723	\$150	\$5,071	-	-	\$40,502	-	-	-	\$40,502	-
Cost Categories (Expenditures)											
Planning/Design	3,069	150	-	-	292	803	803	561	461	2,919	-
Construction/Utility Relocation	37,572	-	-	-	-	2,000	14,057	18,000	3,515	37,572	-
Occupancy/Telecommunications	992	-	-	-	-	-	300	492	200	992	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	4,090	-	-	35	325	488	1,333	1,275	635	4,090	-
Total Expenditure	\$45,723	\$150	-	\$35	\$617	\$3,290	\$16,493	\$20,328	\$4,810	\$45,573	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	48.00	44.00	8.00	100.00		
Facility & Program Operating			-	-	-	2,434	6,505	10,629	19,567		
Debt Service			-	-	-	2,578	2,521	2,462	7,561		
Revenue			-	-	-	-	-	2,123	2,123		
General Fund Requirement			-	-	-	\$5,012	\$9,026	\$10,968	\$25,005		

[Amounts expressed in thousands, excluding FTEs]

Central District Police Station

Total Project Cost - \$28.6 M

Project Description

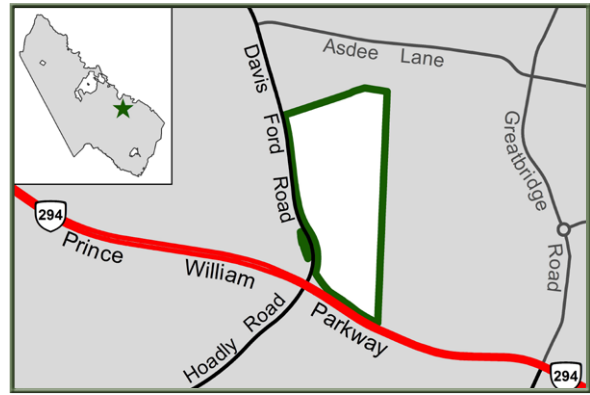
The Central District Police Station will be a new 50,000 square foot facility located on Davis Ford Road between the Prince William County Parkway and Asdee Lane. The facility will provide police services to the mid-County area, primarily the Dale City, Lake Ridge and Davis Ford Road corridor. Personnel from the Patrol Service Bureau, Criminal Investigations Division, Special Operations Bureau and the Office of the Chief are planned to be located in this facility.

Service Impact

- **Public Safety Outcomes** - This project will provide the following levels of service to the community:
 - Police department's overall performance meets community needs: 93%
 - Average emergency response time: < 7.0 minutes
 - Residents feel safe in their neighborhoods: 93%

Funding Sources

- **Debt financing** - \$26.2 M
- **General fund** - \$193 K
- **Developer contributions (proffers)** - \$1 K
- **Public Safety Driver Training Track savings** - \$2.2 M
- **Facility operating costs** will be funded by the general fund. Facility personnel FTEs are included in the FTE count and operating costs below. Sworn personnel for the facility will be provided through the Police staffing plan. Also included in the FTE count below, are 6.0 FTE



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	

additional telecommunicators needed to support the Central District police channel in the 24/7 Public Safety Communications Center (PSCC).

Project Milestones

- **Planning and design** is scheduled for FY 13-14.
- **Construction** is scheduled for FY 15-16.
- **Occupancy** is planned for September 2016 (FY 17).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	193	-	193	-	-	-	-	-	-	-	-
Proffers	1	-	-	1	-	-	-	-	-	1	-
Debt	26,160	-	-	26,160	-	-	-	-	-	26,160	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other (Public Safety Driver Training Track savings)	2,236	-	2,236	-	-	-	-	-	-	-	-
Total Revenue	\$28,591	-	\$2,430	\$26,161	-	-	-	-	-	\$26,161	-
Cost Categories (Expenditures)											
Planning/Design	2,249	-	1,149	1,050	50	-	-	-	-	1,100	-
Construction/Utility Relocation	19,834	-	-	10,000	9,834	-	-	-	-	19,834	-
Occupancy/Telecommunications	4,960	-	-	450	4,510	-	-	-	-	4,960	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	1,547	41	128	1,164	215	-	-	-	-	1,379	-
Total Expenditure	\$28,591	\$41	\$1,277	\$12,664	\$14,609	-	-	-	-	\$27,273	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	13.50	5.50	0.00	0.00	0.00	19.00	
Facility & Program Operating				-	1,428	2,140	2,162	2,162	2,162	10,053	
Debt Service				-	2,616	2,551	2,485	2,420	2,354	12,426	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	\$4,044	\$4,690	\$4,647	\$4,582	\$4,516	\$22,479	

[Amounts expressed in thousands, excluding FTEs]

Public Safety Training Center Rifle Range

Total Project Cost - \$1.6 M

Project Description

The rifle range will support existing and future firearms training. The range is part of the Public Safety Training Center (PSTC) Master Plan Space completed in 2005. Existing facility conditions are inadequate to provide ongoing training.

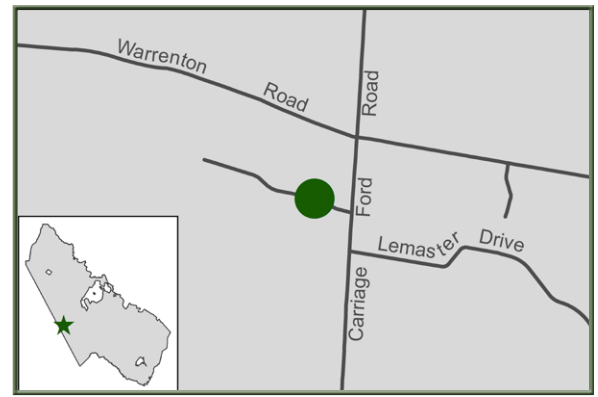
Range dimensions are estimated at 200 yards by 20 yards consisting of 10-12 shooting lanes, contingent upon project funding, with backstop and side berms running the length of the range, concrete lanes at designated shooting positions, targeting system, perimeter fencing, lighting, gravel roadway and parking lot for 20-25 vehicles, bleachers and roof for student seating/instruction.

Service Impact

- **Public Safety Outcomes** - This project will provide the following levels of service to the community:
 - Citizens satisfied with Police Services: > 93%
 - Police Supervisors and field training officers reporting satisfactory preparedness of recruits: > 95%
 - Assure compliance with mandatory training standards: 100%

Funding Sources

- **Prior PSTC project savings (general fund)** - \$1.6 M
- **Facility operating costs** will be funded by the general fund.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Planning and design** is scheduled for FY 13-14.
- **Construction** is scheduled for FY 14-15.
- **Occupancy** is anticipated for July 2015 (FY 16).

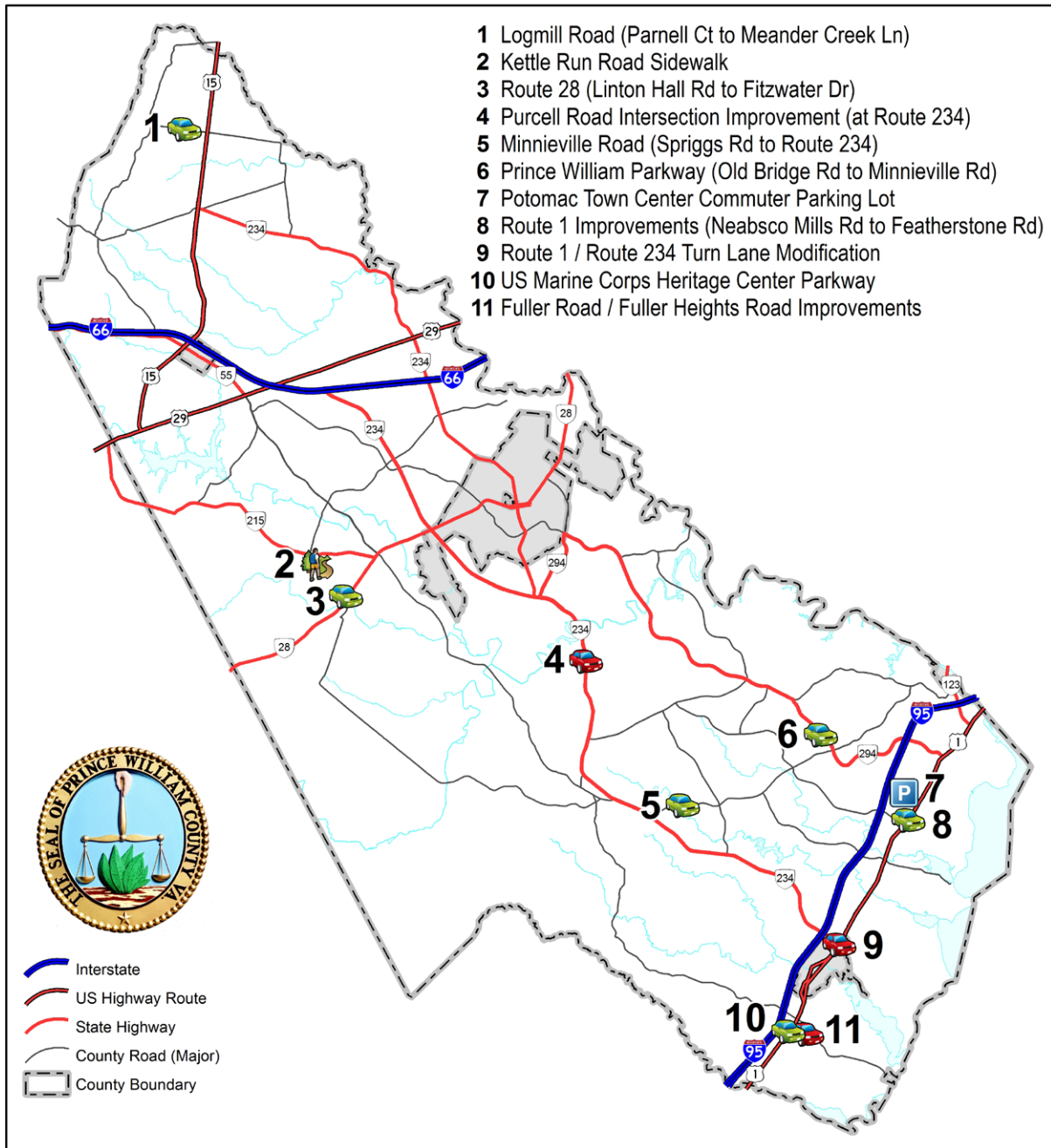
Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	1,585	1,585	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,585	\$1,585	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	128	-	-	75	53	-	-	-	-	128	-
Construction/Utility Relocation	1,293	-	-	-	1,293	-	-	-	-	1,293	-
Occupancy/Telecommunications	40	-	-	40	-	-	-	-	-	40	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	125	-	-	40	85	-	-	-	-	125	-
Total Expenditure	\$1,585	-	-	\$155	\$1,430	-	-	-	-	\$1,585	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	18	118	118	118	118	118	490	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	\$18	\$118	\$118	\$118	\$118	\$118	\$490	

[Amounts expressed in thousands, excluding FTEs]







TRANSPORTATION

TRANSPORTATION



Transportation

- | | |
|--|--|
|  Intersection Improvement |  Commuter Parking |
|  Road Improvement |  Sidewalk |

Map produced by the Prince William County Planning Office (ghm)

Fuller Road/Fuller Heights Road Improvements

Total Project Cost - \$4.4 M

Project Description

This project will widen Fuller Road, which is the entrance road serving the Quantico Marine Corps Base, the Town of Quantico and communities adjacent to the military base. The improvements will convert the existing four-lane undivided road to a four-lane divided section of roadway. In addition, the Fuller Road and Fuller Heights Road intersection will be relocated to the east to provide maximum spacing from the intersection of Route 1 and Fuller Road.

Service Impact

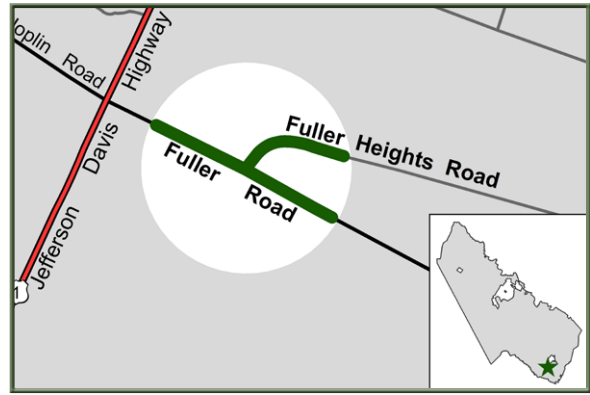
- **Relieve Congestion and Improve Safety** - Construction of this roadway will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

Funding Sources

- **Public lands federal funding** - \$3.7 M
- **General fund** - \$768 K

Project Milestones

- **Design** began in FY 10 and was completed in FY 12.
- **Construction** is anticipated to begin spring 2015 (FY 16) with completion scheduled in summer 2016 (FY 17).



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	768	768	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	3,659	858	1,771	1,030	-	-	-	-	-	1,030	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,426	\$1,626	\$1,771	\$1,030	-	-	-	-	-	\$1,030	-
Cost Categories (Expenditures)											
Planning/Design	684	684	-	-	-	-	-	-	-	-	-
Right of Way Acquisition	148	-	148	-	-	-	-	-	-	-	-
Construction/Utility Relocation	3,246	-	-	1,627	1,618	-	-	-	-	3,246	-
Other (Project Mgmt, Debt Issuance Costs)	348	339	9	-	-	-	-	-	-	-	-
Total Expenditure	\$4,426	\$1,023	\$158	\$1,627	\$1,618	-	-	-	-	\$3,246	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Kettle Run Road Sidewalk

Total Project Cost - \$2.6 M

Project Description

This project involves the design and construction of a sidewalk on the west-bound side of Kettle Run Road from 0.19 miles south of Vint Hill Road to the intersection with Vint Hill Road. The project will also include the relocation of utilities along the project termini and the possible acquisition of right-of-way for project construction.

Service Impact

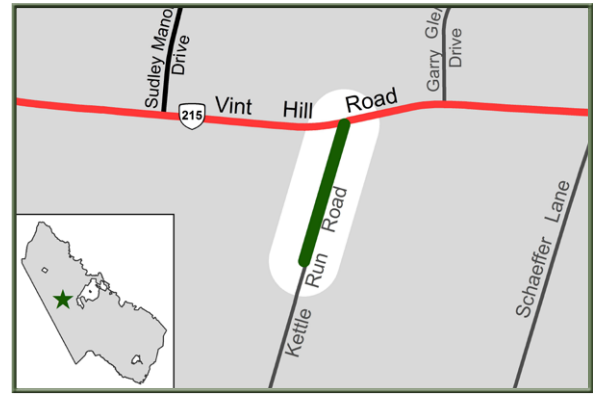
- **Enhance Pedestrian Safety** - This project will provide enhanced safety for pedestrians in the vicinity of the Kettle Run Road and Vint Hill Road intersection.

Funding Sources

- **Congestion Mitigation & Air Quality Program (CMAQ) funding** - \$2.4 M
- **Developer contributions (proffers)** - \$165 K

Project Milestones

- **Design** is anticipated to begin in spring 2014 (FY14) for completion in fall 2014 (FY15).
- **Construction** is anticipated to begin in spring 2015 (FY 15) with completion in fall 2015 (FY 16).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	182	-	-	182	-	-	-	-	-	182	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	2,408	-	2,408	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,590	-	\$2,408	\$182	-	-	-	-	-	\$182	-
Cost Categories (Expenditures)											
Planning/Design	287	-	144	144	-	-	-	-	-	144	-
Right of Way Acquisition	645	-	-	645	-	-	-	-	-	645	-
Construction/Utility Relocation	1,658	-	-	738	920	-	-	-	-	1,658	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,590	-	\$144	\$1,527	\$920	-	-	-	-	\$2,447	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Logmill Rd (Parnell Court to Meander Creek Lane)

Total Project Cost - \$2.9 M

Project Description

This project improves a section of Logmill Road from the intersection with Parnell Court to Meander Creek Lane for an approximate distance of 1,600 linear feet.

Service Impact

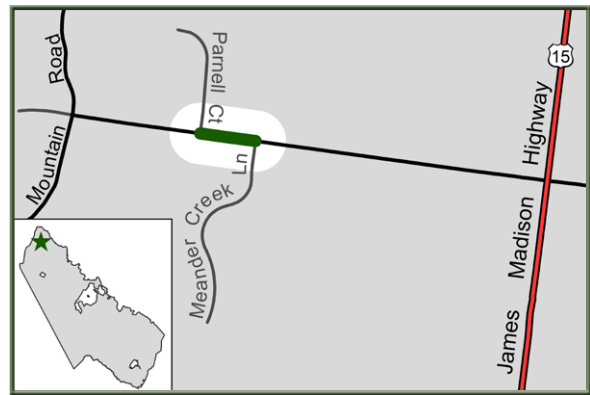
- **Enhance Driver Safety** - This project will enhance safety for motorists using Logmill Road between its intersection with Parnell Court and Meander Creek Lane by providing a vertical road alignment.

Funding Sources

- **Commonwealth's Highway Safety Improvement Program (HSIP)** - \$2.4 M
- **Gainesville District Transportation and Roadway Improvement Program (TRIP) funds** - \$340 K
- **Developer contributions (proffers)** - \$83 K

Project Milestones

- **Design** will be completed in spring 2014 (FY 14).
- **Construction** is scheduled to begin in fall 2014 (FY 15) and end fall 2015 (FY 16).



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	340	340	-	-	-	-	-	-	-	-	-
Proffers	83	1	82	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	2,430	354	1,038	1,038	-	-	-	-	-	1,038	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,853	\$695	\$1,121	\$1,038	-	-	-	-	-	\$1,038	-
Cost Categories (Expenditures)											
Planning/Design	692	398	294	-	-	-	-	-	-	-	-
Right of Way Acquisition	258	-	258	-	-	-	-	-	-	-	-
Construction/Utility Relocation	1,766	-	1,165	600	-	-	-	-	-	600	-
Other (Project Mgmt, Debt Issuance Costs)	138	136	2	-	-	-	-	-	-	-	-
Total Expenditure	\$2,853	\$534	\$1,719	\$600	-	-	-	-	-	\$600	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Minnieville Road (Spriggs Road to Route 234)

Total Project Cost - \$37.4 M

Project Description

A four-lane divided roadway with a raised median will widen approximately 10,600 linear feet of the current two-lane Minnieville Road from its intersection with Spriggs Road to Route 234 (Dumfries Road).

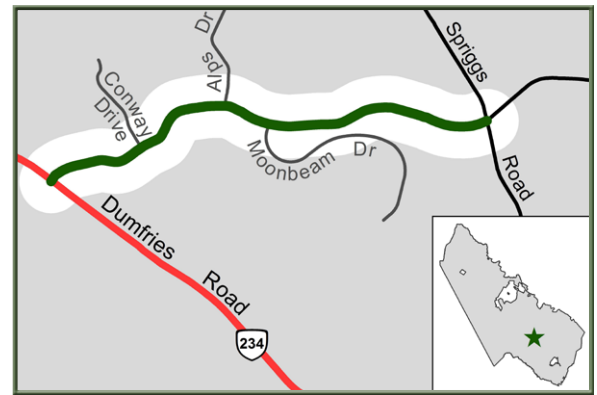
Service Impact

- **Connectivity** - This project will complete the four-lane widening of Minnieville Road from its northern terminus with Old Bridge Road to its southern terminus at Route 234 (Dumfries Road).

Funding Sources

- **Developer contributions (proffers)** - \$4.5 M
- **Revenue sharing funds** from the Commonwealth of Virginia in the amount of \$10.0 million are anticipated to be received in FY 14 to help fund the project's construction.
- **NVTA funding** in the amount of \$22.9 million will be used to match the revenue sharing funds for the right-of-way acquisition and construction phases of the project.

To initiate final construction of the roadway the anticipated revenue sharing funds and NVTA funds will need to be applied to the project.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Design** began in FY 13 and was completed in fall 2014 (FY 14).
- **Right-of-Way acquisition** began in FY 14.
- **Construction** scheduled to begin in spring 2015 (FY 15) and finish in FY 17.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	4,457	2,356	576	1,526	-	-	-	-	-	1,526	-
NVTA Funding	22,900	-	11,000	11,900	-	-	-	-	-	11,900	-
State/Federal	10,000	-	10,000	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$37,357	\$2,356	\$21,576	\$13,426	-	-	-	-	-	\$13,426	-
Cost Categories (Expenditures)											
Planning/Design	2,274	-	2,274	-	-	-	-	-	-	-	-
Right of Way Acquisition	3,000	-	1,500	1,500	-	-	-	-	-	1,500	-
Construction/Utility Relocation	32,001	-	-	10,159	10,159	11,684	-	-	-	32,001	-
Other (Project Mgmt, Debt Issuance Costs)	82	82	-	-	-	-	-	-	-	-	-
Total Expenditure	\$37,357	\$82	\$3,774	\$11,659	\$10,159	\$11,684	-	-	-	\$33,501	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Total Project Cost - \$50.0 M

Project Description

The introduction of House Bill 2313 (HB 2313) provides additional transportation funding for the Commonwealth of Virginia and the Northern Virginia region. The Northern Virginia Transportation Authority (NVTA) is the authorized regional entity responsible for project selection and implementation of this funding for the Northern Virginia region, which includes Prince William County.

Transportation funding to Prince William County will be split into two categories. Projects with regional congestion relief benefits will constitute 70% of the NVTA funds. The remaining 30% of NVTA funds will be transferred directly to the County for urban or secondary road construction, capital improvements that reduce congestion, projects included in TransAction 2040 or its future updates and/or for public transportation purposes. This funding may be used at the County's discretion.

This project specifically deals with the 30% funding that will be received by the County and can fund transportation projects. The County will begin to receive funding allocations in FY 14. The FY 14-15 allocations, estimated at \$22.9 million, are being applied to the Minnieville Road (Spriggs Road to Route 234) project. Future funding will be allocated to BOCS approved local road priorities eligible for NVTA local (30%) funding, including:

- University Boulevard (Sudley Manor to Devlin)
- Telegraph/Summit School Road (Minnieville to existing)
- Neabsco Mills Road Widening (Route 1 to Dale)
- Vint Hill Road Widening (Schaeffer to Sudley Manor)
- Wellington Road (Devlin to Route 234 Bypass)

Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	

Service Impact

- **Connectivity** - NVTA allocation will fund improvements that will increase county and regional connectivity throughout the transportation network.
- **Relieve Congestion** - NVTA allocations will fund improvements to help alleviate congestion.

Funding Sources

- **Northern Virginia Transportation Authority (NVTA) - \$50.0 M**

Project Milestones

- **NVTA funding** will be allocated though the County's capital program to BOCS approved transportation projects.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	50,000	-	-	-	10,000	10,000	10,000	10,000	10,000	50,000	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$50,000	-	-	-	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Right of Way Acquisition	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	50,000	-	-	-	10,000	10,000	10,000	10,000	10,000	50,000	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$50,000	-	-	-	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Potomac Town Center Commuter Parking Garage

Total Project Cost - \$15.0 M

Project Description

The Potomac Town Center commuter parking garage is a planned 1,250 space commuter parking structure to the north of the existing Potomac Town Center at Stonebridge. The structure will include 250 spaces for retail funded by developers. The remaining 1,000 spaces will be a shared use with commuters using it during weekdays and the proposed Potomac Nationals Stadium using it on nights and weekends.

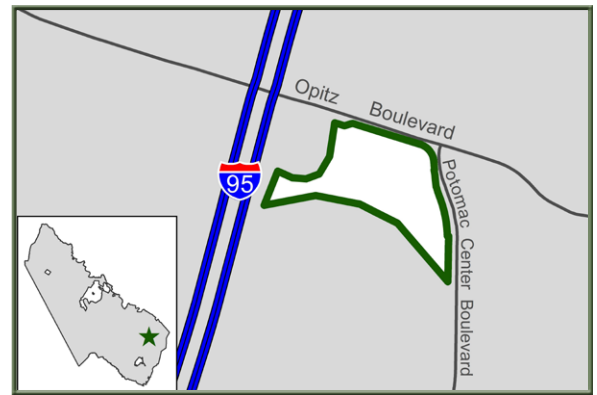
The project will be funded by a combination of grant and state transportation funds. No local matching funds are required for the project.

Service Impact

- **Citizen Satisfaction** - This project will increase the number of citizens satisfied with their ease of travel within the County by providing commuters additional parking options for carpooling on the I-95 corridor.
- **Economic Development** - This project will increase the number of residents traveling in and around the retail businesses within the Potomac Town Center area.

Funding Source

- **Transportation Partnership Opportunity Fund (TPOF) grant funds** have been requested to provide \$10.0 million in funding towards this project.
- **State funding** in the 2013 VDOT Six Year Plan - \$5.0 M



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Design** will begin when agreements between all parties are finalized and final notice to proceed occurs.
- **Construction** and completion dates for the commuter garage will be determined during the design phase.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	15,000	-	-	15,000	-	-	-	-	-	15,000	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$15,000	-	-	\$15,000	-	-	-	-	-	\$15,000	-
Cost Categories (Expenditures)											
Planning/Design	1,000	-	500	500	-	-	-	-	-	500	-
Right of Way Acquisition	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	14,000	-	-	-	7,000	7,000	-	-	-	14,000	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$15,000	-	\$500	\$500	\$7,000	\$7,000	-	-	-	\$14,500	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

PW Parkway (Old Bridge Rd to Minnieville Rd)

Total Project Cost - \$17.9 M

Project Description

The project widens Prince William Parkway to a six-lane divided roadway with a raised median from Old Bridge Road to Minnieville Road. It was approved as part of the 2006 road bond referendum. Improvements will also be made at the intersection of Prince William Parkway and Hillendale Drive.

Service Impact

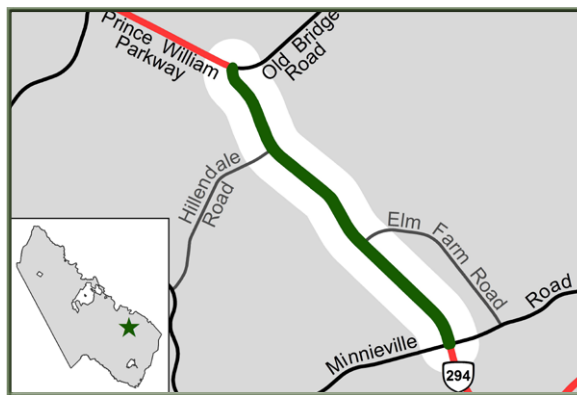
- **Relieve Congestion and Improve Safety** - Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Sources

- **2006 road bond referendum** - \$9.0 M
- **Developer contributions (proffers)** - \$2.2 M
- **Revenue sharing funding** - \$6.8 M
- **Annual debt service** will be paid by the general fund.

Project Milestones

- **Preliminary design** began in September 2011 (FY 12) to prepare the project for a design-build solicitation. Full design began in fall 2012 (FY 13) and was completed in spring 2013 (FY 13).
- **Construction** began in late FY 13 and is scheduled to finish in FY 15.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	2,191	1,844	2	345	-	-	-	-	-	345	-
Debt	8,985	-	8,985	-	-	-	-	-	-	-	-
State/Federal	6,755	719	3,018	3,018	-	-	-	-	-	3,018	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$17,930	\$2,562	\$12,005	\$3,363	-	-	-	-	-	\$3,363	-
Cost Categories (Expenditures)											
Planning/Design	634	606	28	-	-	-	-	-	-	-	-
Right of Way Acquisition	1,989	-	995	995	-	-	-	-	-	995	-
Construction/Utility Relocation	14,586	1,551	6,388	6,648	-	-	-	-	-	6,648	-
Other (Project Mgmt, Debt Issuance Costs)	722	157	325	240	-	-	-	-	-	240	-
Total Expenditure	\$17,930	\$2,313	\$7,735	\$7,882	-	-	-	-	-	\$7,882	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			854	833	813	793	773	752	4,818		
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			\$854	\$833	\$813	\$793	\$773	\$752	\$4,818		

[Amounts expressed in thousands, excluding FTEs]

Purcell Rd Improvement (Purcell Rd & Rte 234)

Total Project Cost - \$5.2 M

Project Description

This project involves the realignment and improvement of a section of Purcell Road from its intersection with Route 234 to approximately 0.3 miles east of Vista Brook Drive. Also, including the construction of receiving lanes to accept the dual-left turn lane from Route 234 onto Purcell Road, and improving an existing sharp curve to a section of Purcell Road from Vista Brook Drive to 0.3 miles east of Vista Brook Drive.

Service Impact

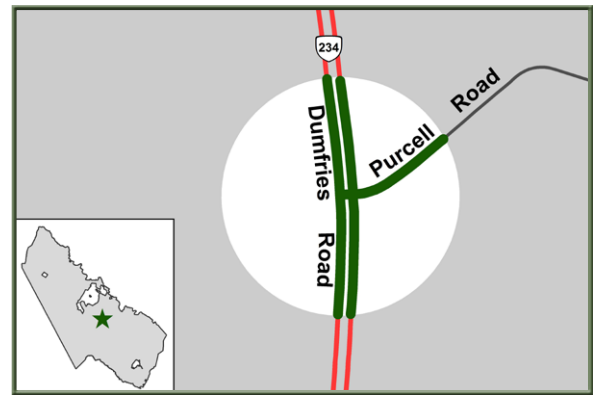
- **Relieve Congestion and Improve Safety** - Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Sources

- **Developer contributions (proffers)** - \$735 K
- **Regional Surface Transportation Program (RSTP)** - \$4.5 M

Project Milestones

- **Design** was completed in October 2013 (FY 14).
- **Right-of-way acquisition** began in spring 2014 (FY 14) for completion in fall 2014 (FY 15).
- **Construction** is anticipated to begin in fall 2014 (FY 15) for completion in winter 2015 (FY 16).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	735	735	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	4,489	858	731	2,012	888	-	-	-	-	2,901	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$5,225	\$1,593	\$731	\$2,012	\$888	-	-	-	-	\$2,901	-
Cost Categories (Expenditures)											
Planning/Design	946	658	288	-	-	-	-	-	-	-	-
Right of Way Acquisition	880	8	436	436	-	-	-	-	-	436	-
Construction/Utility Relocation	3,152	-	-	1,576	1,576	-	-	-	-	3,152	-
Other (Project Mgmt, Debt Issuance Costs)	246	239	7	-	-	-	-	-	-	-	-
Total Expenditure	\$5,225	\$905	\$731	\$2,012	\$1,576	-	-	-	-	\$3,588	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Route 1 (Featherstone Rd to Mary's Way)

Total Project Cost - \$3.0 M

Project Description

The widening of Route 1 from Marys Way to Featherstone Road, a project that spans 1.3 miles, will widen this section of Route 1 from a 4 lane undivided highway to a 6 lane divided highway, which will also include a multi-use trail and sidewalk. The project also includes intersection improvements at all the intersections within the project limits including additional signals, separation of intersections, and pedestrian improvements at signalized intersections.

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.

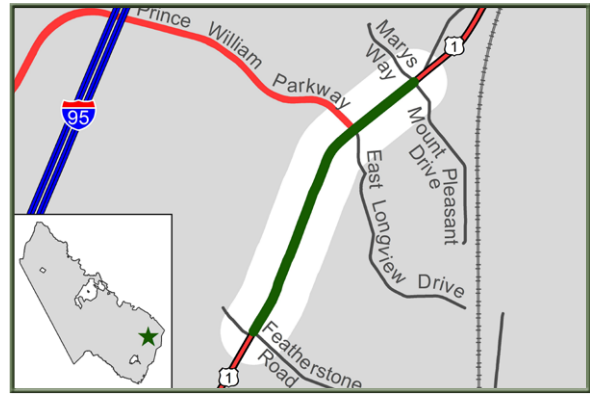
Funding Sources

- **Northern Virginia Transportation Authority (NVTa)**
70% funds - \$3.0 M

The funding for this project is for design only, additional NVTa 70% funding will be identified once design is complete to acquire right-of-way and construct the roadway.

Project Milestones

- **Design** planned to begin in FY 14 and is scheduled to be completed in FY 16.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
NVTa Funding	3,000	-	3,000	-	-	-	-	-	-	-	-
Total Revenue	\$3,000	-	\$3,000	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	3,000	-	-	300	1,500	1,200	-	-	-	3,000	-
Right of Way Acquisition	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$3,000	-	-	\$300	\$1,500	\$1,200	-	-	-	\$3,000	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Route 1 (Neabsco Mills Rd to Featherstone Rd)

Total Project Cost - \$58.5 M

Project Description

This project widens Route 1 north to a six-lane roadway from Neabsco Mills Road to Featherstone Road. Intersection improvements will also be made at Neabsco Mills Road and at Dale Boulevard. The new roadway will feature a 16 foot wide raised median with curb and gutter, on-road bike lanes, a pedestrian sidewalk and asphalt trail.

Service Impact

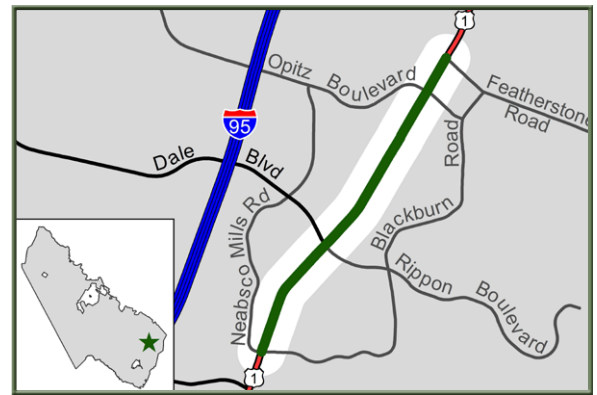
- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **2006 road bond referendum** - \$41.0 M
- **State revenue sharing funds** - \$9.7 M
- **Prince William Service Authority** is funding water and sewer betterments - \$5.4 M
- **Developer contributions (proffers)** - \$678 K
- **General fund transportation reserve** - \$1.8 M

Project Milestones

- **Right-of-way acquisition** began in FY 12 and is scheduled to be completed in FY 15.
- **Utility relocation** began in FY 13 and is scheduled to be completed in FY 15.
- **Construction** began in FY 14 and is planned to be completed in FY 16.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	1,769	1,769	-	-	-	-	-	-	-	-	-
Proffers	678	678	-	-	-	-	-	-	-	-	-
Debt	40,973	7,571	17,056	16,345	-	-	-	-	-	16,345	-
State/Federal	9,699	-	3,637	4,849	1,212	-	-	-	-	6,062	-
Other	5,373	951	2,219	2,204	-	-	-	-	-	2,204	-
Total Revenue	\$58,492	\$10,970	\$22,912	\$23,398	\$1,212	-	-	-	-	\$24,610	-
Cost Categories (Expenditures)											
Planning/Design	2,014	1,939	75	-	-	-	-	-	-	-	-
Right of Way Acquisition	5,046	50	2,498	2,498	-	-	-	-	-	2,498	-
Construction/Utility Relocation	46,844	3,286	15,059	15,059	13,440	-	-	-	-	28,499	-
Other (Project Mgmt, Debt Issuance Costs)	4,588	655	1,232	1,469	1,232	-	-	-	-	2,700	-
Total Expenditure	\$58,492	\$5,931	\$18,863	\$19,026	\$14,671	-	-	-	-	\$33,697	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			2,448	4,030	3,860	3,757	3,668	3,312	21,075		
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			\$2,448	\$4,030	\$3,860	\$3,757	\$3,668	\$3,312	\$21,075		

[Amounts expressed in thousands, excluding FTEs]

Route 1/Route 234 Turn Lane Modification

Total Project Cost - \$1.9 M

Project Description

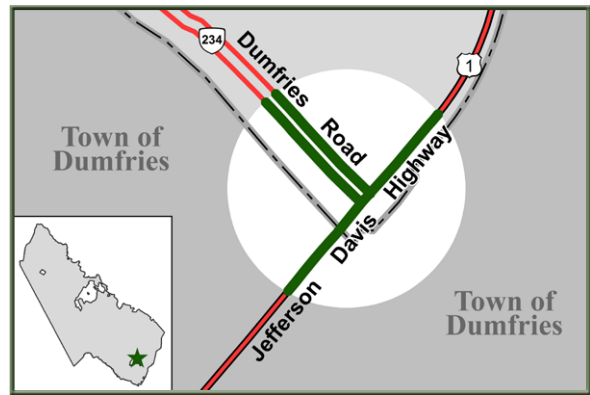
This project was identified by the Commonwealth of Virginia to provide improved access to and from the Route 1/Route 234 Commuter Lot by extending the dual-left turn lanes from the entrance of the commuter lot off of Route 234 on to Route 1, and providing improved traffic signalization at the intersection of Route 1 and Route 234.

Service Impact

- **Increased Satisfaction with Ease of Travel** - This project will increase the number of citizens satisfied with their ease of travel within the County by providing commuters with improved access to and from the Route 1/Route 234 Commuter Lot.
- **Relieve Congestion and Improve Safety** - Construction of these improvements will help alleviate congestion and improve safety in the vicinity of the commuter lot, specifically during peak morning and evening travel periods.

Funding Sources

- **Local Partnership Funding** from the Commonwealth of Virginia - \$1.9 M



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Design** began, after the feasibility study concluded, in January 2014 (FY 14) for completion in late spring 2014 (FY 14).
- **Right-of-Way and utility relocation** began in late spring 2014 (FY 14) for completion in summer 2014 (FY 15).
- **Construction** is anticipated to begin in summer 2014 (FY 15) for completion winter 2015 (FY 16).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	1,924	-	485	733	706	-	-	-	-	1,439	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,924	-	\$485	\$733	\$706	-	-	-	-	\$1,439	-
Cost Categories (Expenditures)											
Planning/Design	410	-	410	-	-	-	-	-	-	-	-
Right of Way Acquisition	100	-	50	50	-	-	-	-	-	50	-
Construction/Utility Relocation	1,414	-	25	683	706	-	-	-	-	1,389	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$1,924	-	\$485	\$733	\$706	-	-	-	-	\$1,439	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Route 28 Phase I (Linton Hall to Vint Hill)

Total Project Cost - \$34.9 M

Project Description

This project involves widening the currently undivided two-lane roadway section of Route 28 from Linton Hall Road to Vint Hill Road to a four-lane divided roadway, and includes the realignment of Vint Hill Road at its current intersection with Route 28.

Service Impact

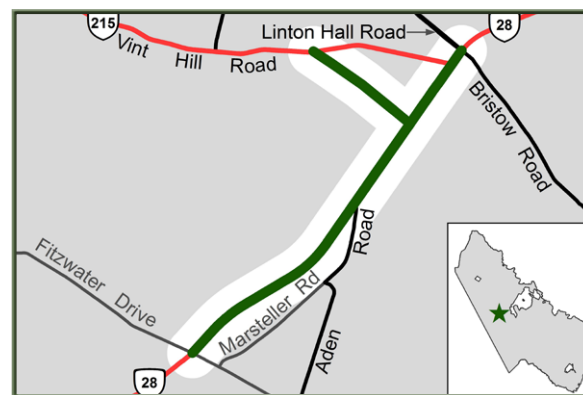
- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **Regional Surface Transportation Program (RSTP) funding** - \$34.6 M
- **Developer contributions (proffers)** - \$3 K

Project Milestones

- **Right-of-way acquisition** began in FY 12 and is scheduled to be completed in FY 15.
- **Utility relocation** began in FY 13 and is scheduled to be completed in FY 15.
- **Construction** began in FY 14 and is planned to be completed in FY 16.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	314	-	3	311	-	-	-	-	-	311	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	34,922	24,291	6,272	4,359	-	-	-	-	-	4,359	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$35,236	\$24,291	\$6,275	\$4,670	-	-	-	-	-	\$4,670	-
Cost Categories (Expenditures)											
Planning/Design	1,738	1,738	-	-	-	-	-	-	-	-	-
Right of Way Acquisition	3,133	9	1,203	1,921	-	-	-	-	-	1,921	-
Construction/Utility Relocation	29,754	-	-	14,877	14,877	-	-	-	-	29,754	-
Other (Project Mgmt, Debt Issuance Costs)	611	322	289	-	-	-	-	-	-	-	-
Total Expenditure	\$35,236	\$2,069	\$1,492	\$16,798	\$14,877	-	-	-	-	\$31,675	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Route 28 Phase II (Vint Hill to Fitzwater Dr.)

Total Project Cost - \$35.6 M

Project Description

This project involves widening the currently undivided two-lane roadway section of Route 28 from Realigned Vint Hill Road to Fitzwater Drive to a four-lane divided roadway. This is the second phase of the Route 28 widening project

Service Impact

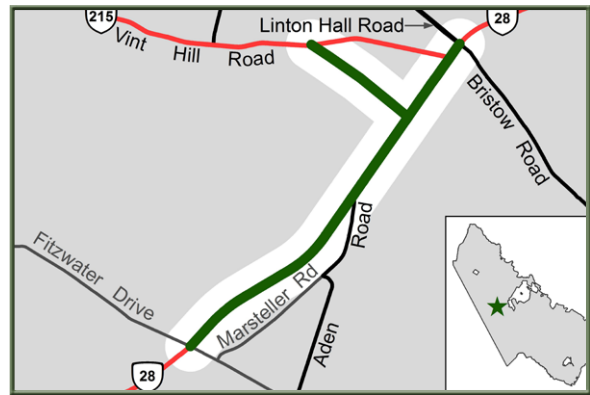
- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **NVTA 70% Funding** - \$22.7 M
- **Regional Surface Transportation Program (RSTP) funding** - \$13.0 M

Project Milestones

- **Right-of-way acquisition** is scheduled to start in FY 15.
- **Utility relocation** is scheduled to start in FY 15.
- **Construction** is scheduled to start in FY 16.



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
NVTA 70% Funding	22,672	-	-	9,000	9,000	4,672	-	-	-	22,672	-
State/Federal	12,999	-	-	6,793	1,328	4,878	-	-	-	12,999	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$35,672	-	-	\$15,793	\$10,328	\$9,550	-	-	-	\$35,672	-
Cost Categories (Expenditures)											
Planning/Design	2,488	1,738	750	-	-	-	-	-	-	-	-
Right of Way Acquisition	2,000	-	-	2,000	-	-	-	-	-	2,000	-
Construction/Utility Relocation	31,184	-	-	7,082	8,988	7,557	7,557	-	-	31,184	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$35,672	\$1,738	\$750	\$9,082	\$8,988	\$7,557	\$7,557	-	-	\$33,184	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Transportation & Roadway Improvement

Total Project Cost - \$1.6 M

Project Description

The Transportation and Roadway Improvement Program (TRIP) includes capital funding for each magisterial district for the construction of small-scale capital improvements to Prince William County's local roadways and other transportation facilities.

Service Impact

- **Traffic Flow** - Projects provide improved and safer traffic flow throughout the County.
- **Relieve Congestion and Improve Safety** - Project construction helps to alleviate congestion and improve safety in targeted areas within magisterial districts.
- **Enhance Pedestrian Safety** - Projects provide enhanced safety and connectivity for pedestrians within the County.

Funding Source

- **Prior to FY 14 the transportation reserve (general fund)** provided \$1.5 million per year which was distributed equally between the seven magisterial districts. The FY 15-20 CIP does not include additional general fund contributions to the TRIP program.
- **Developer contributions (proffers)** provide a total of \$830,619 for the projects. In FY 12, \$97,375 was provided for the Mountain Road Improvements project. In FY 13, developer contributions provided \$5,065 for the Fuller

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Heights Sidewalk project, \$74,899 for the Hoadly Road Trail project and an additional \$40,268 for the Mountain Road Improvements project. In FY 14, developer contributions provide \$98,680 for the Gideon Drive Sidewalk and \$63,493 for Hoadly Road Trail. In FY 15, developer contributions provide \$477,574 for Antietam Road Sidewalk.

Project Milestones

- **Current TRIP funded projects** include the following:
 - **Antietam Road Sidewalk (Woodfern to Old Bridge)** - Design and construction of a sidewalk on the west side of Antietam Road from Woodfern Court to Old Bridge Road including a crosswalk at the corner of Antietam Road and Seminole Road. Scheduled for completion in FY 15.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	1,030	1,030	-	-	-	-	-	-	-	-	-
Proffers	831	-	353	478	-	-	-	-	-	478	-
Total Revenue	\$1,861	\$1,030	\$353	\$478	-	-	-	-	-	\$478	-
Cost Categories (Expenditures)											
Antietam Road Sidewalk	478	-	-	478	-	-	-	-	-	478	-
Hoadly Road Trail	907	110	797	-	-	-	-	-	-	-	-
Gideon Drive Sidewalk	308	113	52	143	-	-	-	-	-	143	-
Burwell/Fitzwater Improvements	120	79	41	-	-	-	-	-	-	-	-
Franklin Street Traffic Calming	7	7	-	-	-	-	-	-	-	-	-
Harbor Drive Speed Tables	7	1	6	-	-	-	-	-	-	-	-
Neabsco Mills Road Landscaping	32	-	32	-	-	-	-	-	-	-	-
Botts Avenue/Parkway Landscaping	3	-	3	-	-	-	-	-	-	-	-
Total Expenditure	\$1,861	\$309	\$932	\$621	-	-	-	-	-	\$621	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

- **Hoadly Road Trail (Spriggs Rd. to Dale Blvd.)**
 - Design and construction of an asphalt trail for a distance of approximately 0.4 miles on Hoadly Road between Spriggs Road and Dale Boulevard. Scheduled for completion in FY 14.
- **Gideon Drive Sidewalk (Dale Blvd. to Opitz Blvd.)** - Design and construction of a sidewalk along Gideon Drive between Dale Boulevard and Opitz Boulevard. Scheduled for completion in FY 15.
- **Burwell Road/Fitzwater Drive Improvements** - Design and construction of safety and intersection improvements at the intersection of Burwell Road and Fitzwater Drive. Scheduled for completion in FY 15.
- **Franklin Street Traffic Calming** - Installation of traffic calming devices on Franklin Street. Completed in June 2013 (FY 13).
- **Harbor Drive Speed Tables** - Installation of traffic calming devices on Harbor Drive. Completed in August 2013 (FY 14).
- **Neabsco Mills Road Landscaping** - Landscaping improvements on Neabsco Mills Road. Completed in November 2013 (FY 14).
- **Botts Avenue/Parkway Landscaping** - Landscaping improvements at the intersection of Botts Avenue and Prince William Parkway. Completed in November 2013 (FY 14).

U.S. Marine Corps Heritage Center Parkway

Total Project Cost - \$6.6 M

Project Description

This project extends the Marine Corps Heritage Center Parkway and constructs a right turn lane, a left turn lane and a possible traffic signal at the second entrance located south of the existing entrance on Route 1. This project also provides a high elevation point overlook designed with a series of concentric, stepping stone circles and pathways, with a central plaza which showcases views to the National Museum of the Marine Corps and Semper Fidelis Memorial Park and Chapel.

Service Impact

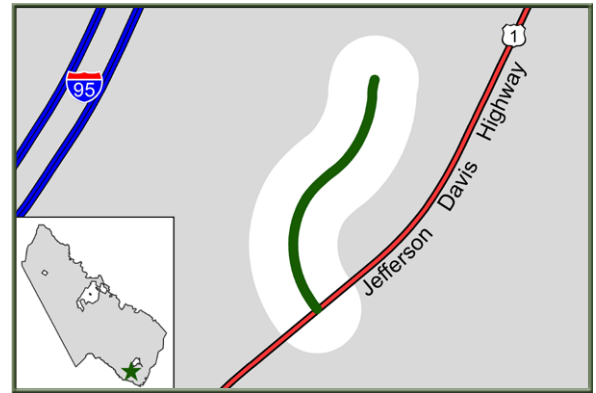
- **Relieve Congestion and Improve Safety** - Construction of these improvements will help alleviate congestion and improve safety in the vicinity of the museum's entrances on Route 1, specifically during peak morning and evening travel periods.

Funding Sources

- **Transportation Partnership Opportunity Funding (TPOF)** - \$5.0 M
- **The Marine Corps Heritage Foundation** - \$1.6 M

Project Milestones

- **Design-build planning and construction** began in August 2013 (FY 14) and is scheduled to be complete in June 2016 (FY 16).



Impact on Comprehensive Plan Chapters

Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals

Economic Development	Human Services	Transportation
Education	Public Safety	

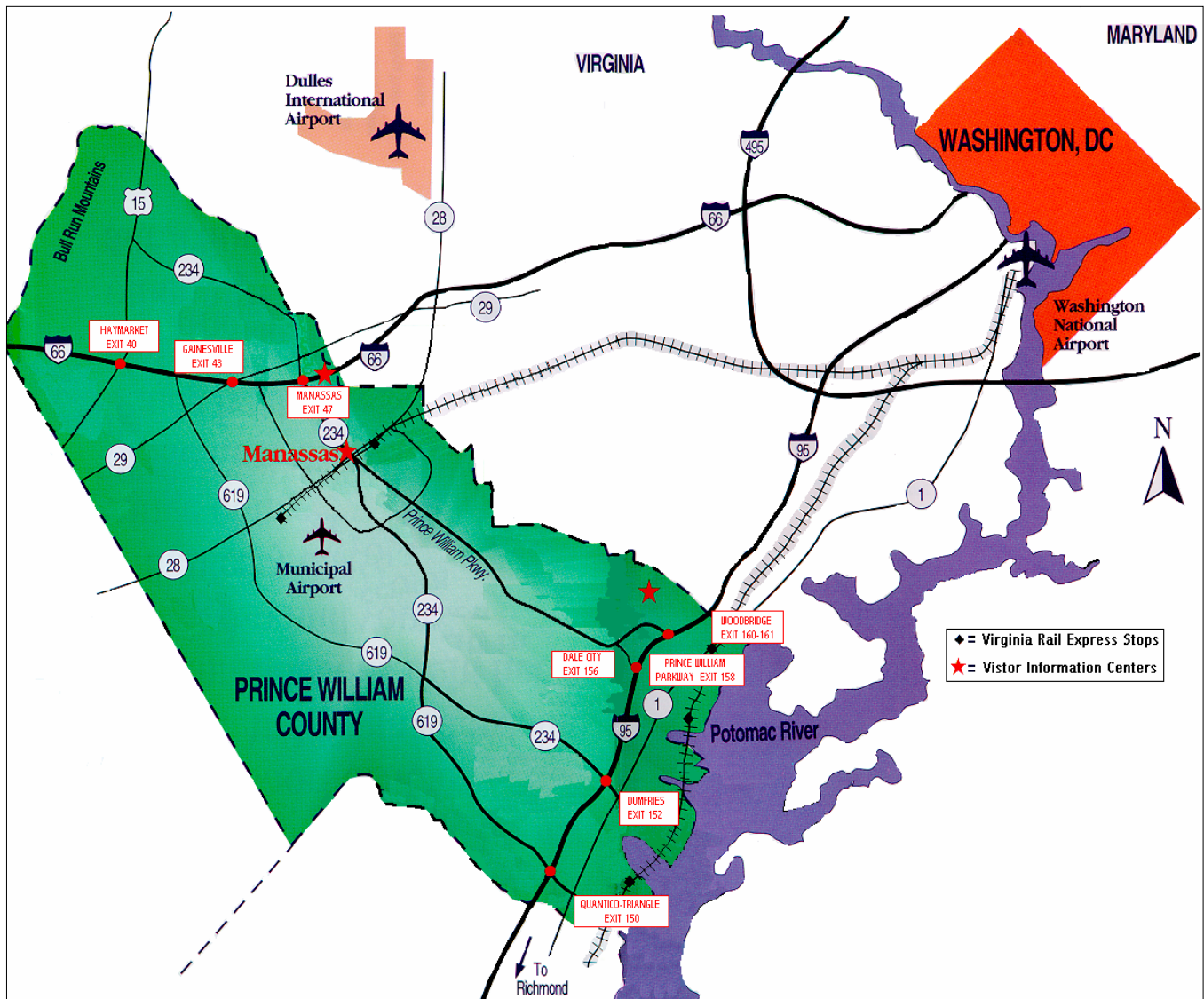


Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 15-20	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	4,978	-	1,659	1,659	1,659	-	-	-	-	3,319	-
Other	1,604	-	535	535	535	-	-	-	-	1,069	-
Total Revenue	\$6,582	-	\$2,194	\$2,194	\$2,194	-	-	-	-	\$4,388	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Right of Way Acquisition	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	6,572	500	2,024	2,024	2,024	-	-	-	-	4,048	-
Other (Project Mgmt, Debt Issuance Costs)	10	10	-	-	-	-	-	-	-	-	-
Total Expenditure	\$6,582	\$510	\$2,024	\$2,024	\$2,024	-	-	-	-	\$4,048	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]



MAP OF PRINCE WILLIAM COUNTY



- **Suburb of Washington, D.C.**
- **Population approx. 421,000**
- **Eight-Member Elected Board of County Supervisors**
- **Appointed County Executive**

Regional Perspective

Prince William County is located in Northern Virginia, approximately 35 miles southwest of Washington, D.C. The County encompasses an area of 348 square miles, 18.7% of which is federally owned land.

Prince William's location in the Metropolitan Washington, D.C. area and the availability of excellent transportation in the region is a catalyst for growth in the County which continues to provide numerous economic advantages. Interstate 95 and U.S. Highway 1 connect the County with Washington, D. C. to the north and Richmond, Virginia to the south. Interstate 66 connects the western portion of the County with Washington, D.C. to the east and Interstate 81 to the west. The Route 234 Bypass links Interstate 66 in the west with 7,000 acres designated for industrial and commercial growth. Prince William Parkway includes a new interchange on Interstate 95 and prime development locations through the eastern portion of the County.

The County has a number of freight and passenger rail service alternatives available to its citizens and businesses. CSX and Norfolk Southern Railway provide freight service to the County. Amtrak passenger trains provide inter-city service to points up and down the Eastern seaboard from stations in the Town of Quantico and the City of Manassas. The Virginia Railway Express provides passenger service to and from the District of Columbia from four stations within the County.

Dulles International Airport, Reagan National Airport, and Manassas Municipal Airport, a regional facility, provide air transportation within easy access of Prince William County.

Local Government

Prince William County Government has exercised local governing powers granted by the Virginia General Assembly in 1730. Since 1972, Prince William County has had the County Executive form of government. Under this form of government, an eight member Board of County Supervisors has full power to determine the policies covering the financial and business affairs of the County government. The Board appoints a County Executive to act as the County government's chief administrative officer and to execute the Board's policies. The Board also appoints a County Attorney and several separate Boards and Authorities to administer the operations of certain services. The County provides a full range of local government services including police, fire and rescue, court services, education, development administration, library, water and sewer services, park and recreational services, health and social services, public improvements, planning and general administration.

History

Captain John Smith first discovered Prince William County during an expedition up the Potomac River in 1608. Smith found the region inhabited by Anacostan, Doeg, Iroquois, and Piscataway Indians. The first known colonial settlement was founded in 1722. In 1730, the Virginia General Assembly carved out an area approximately 2,000 square miles in size and named it Prince William County, after the second son of England's King George II. At that time Prince William County comprised all of "Northern Virginia" but by 1759, the General Assembly substantially reduced the County's size. Fairfax County was formed in 1742 and Fauquier County was formed in 1759, both from the original Prince William County area.

In 1730, the Dumfries area was prominent in the County and may have been the location of an official Tobacco Inspection Station due to its close proximity to the Potomac River. This is important because the Potomac River was a major regional route used to export tobacco to England, which was profitable for the southern colonial regions. The Tobacco Inspection law, passed in Virginia in 1730, required all exported tobacco shipments to bear an inspection certificate. Dumfries officially became a town in 1749 and in 1763 it reached an economic milestone by exporting more tobacco tonnage than the colony of New York.



Economic and political displeasure with the British government reached the breaking point for Prince William colonists in 1773. Pro-colony groups such as the Prince William Resolvers voiced protest against the erosion of colonial liberties. As England had ordered all colonial governors to cease granting lands, except to veterans of the French and Indian War, further financial strains were wrought against the colonies through taxation, including the infamous Tea Act and Stamp Act. In 1774, under ever-mounting pressure, the Virginia Convention adopted resolves against the importation of British goods and the importation of slaves. The Virginia Convention also required each county to form a volunteer company of cavalry or infantry. Prince William had already formed a volunteer unit a year before. The Independent Company of Prince William, under the leadership of Captains William Grayson and Philip Richard Francis Lee, was a volunteer unit comprised of 40 plus infantrymen. Many troops from the Independent Company of Prince William joined others from around the state to form two Colony regiments sanctioned by the third Virginia Convention in 1775. After the start of the Revolutionary War in 1776, the remaining troops of the “Company” became known as the Prince William District Battalion. In June of that year, Captain Grayson was appointed Assistant Secretary to General George Washington.

The war ended and news of the ratification of the Treaty of Paris between the United States and Great Britain reached Virginia on February 3, 1784. Prince William County soldiers from the Virginia regiments returned home to their families. Although there was heavy troop movement through the County from all sides, it escaped the massive destruction leveled against Richmond. The County wasn’t as fortunate, however, during the Civil War.

Before the Civil War, the population of Prince William County reached 11,000 and the African American population was 43.4 percent. Many African Americans in Virginia at this time were free from slavery and indentured servitude. Virginia legislators passed a law in 1782 permitting the freeing of slaves; however, colonies further south did not participate in similar legislation. Haymarket emerged as a large population center in 1799, with Occoquan following in 1804 and Brentsville in 1822. The County thrived through the early and mid-1800’s. The railroad era began in Virginia around 1811 and in 1851 the railroad reached Manassas. Manassas Junction brought a new form of shipping and travel to the area. It also became a crucial stratagem for cutting off supplies to either side throughout the War. The first threat to the railroad junction was the Battle at Blackburn’s Ford after Virginia seceded from the Union in 1861. Although the Battle at Blackburn’s Ford was short-lived, it was a prelude to the First Manassas battle three days later. First Manassas at Bull Run was the first major land battle of Union and Confederate armies in Virginia after the Confederate takeover of Fort Sumter in South Carolina. The Union objective was to seize the Manassas Junction Railroad. Thomas J. Jackson earned his very famous nickname “Stonewall” Jackson towards the end of this battle.



Many lesser-known battles were also fought in the County; they include Cockpit Point, Manassas Station, Chapman’s Mill, and Bristoe Station. Cockpit Point, a stretch of shoreline along the Occoquan River, is where the Confederate army formed a blockade at the Potomac River to cut off supplies to Washington. The Battle at Manassas Station was a Confederate victory where the Union supply depot at Manassas Junction was destroyed. The skirmish near Chapman’s Mill ensured another Union defeat at the Second Battle of Bull Run; a swift Union retreat allowed two Confederate battalions to join together. This single seemingly inconsequential action virtually ensured the defeat of the Union

Army during the Second Battle at Bull Run. The last battle fought in Prince William County was at Bristoe Station in 1863. A Confederate corps happened upon a retreating Union army at Bristoe Station and attacked. Other Union soldiers in the area countered the small corps and captured the Confederate battery of artillery.

Manassas became a town in 1873. In 1892 Manassas became the County Seat for Prince William. Rebuilding the area to its former glory was almost an impossible task for locals. Grand manors and local businesses blighted during the War were replaced by modern inventions and post war architecture. The railroad was reconstructed and expanded westward. Education became more important and schools sprung up almost overnight. Ironically, a former Union Army Officer, George Carr Round, relocated to Manassas and helped to build its first public school. He later served on the Town Council and was a member of the Virginia General Assembly. Many schools and colleges opened in the County including the Manassas Industrial School for Colored Youth and Eastern College. The Manassas Industrial School for Colored Youth was founded by Jennie Dean in 1894. The purpose of the school was to improve the moral and intellectual condition of the youth placed under its care. Eastern College attracted students from over 22 states and 2 foreign countries. Eastern was transformed into a military academy and later closed in 1935. Other academies and military schools opened in the area in the early 1900's. The ultimate military training academy was founded on a peninsula southwest of the Town of Occoquan, on the Quantico River in 1917. The Quantico Marine Base became an official training facility for the Navy before World War I, and was one of the first Marine training centers not housed on a naval base. The Town of Quantico, surrounded by the Marine base, was incorporated in 1927.

The County has a population of 430,289 people and boasts a median household income of \$96,160 as indicated by the Census Bureau's 2012 American Community Survey (2012 ACS). It is also a "young" County with 30.6% of the population 19 years of age or under as of the 2012 ACS. Prince William County was the birthplace or home of many notable personalities including George Mason II, Henry Lee III (the father of General Robert E. Lee), William Grayson, John Ballendine, Parson Mason Locke Weems, Benita Fitzgerald, the Chinn Family, Simon Kenton, Jennie Dean, James Robinson, Wilmer McLean, and many more. From pre-colonial times to modern day, Prince William County was and continues to be a dynamic community.

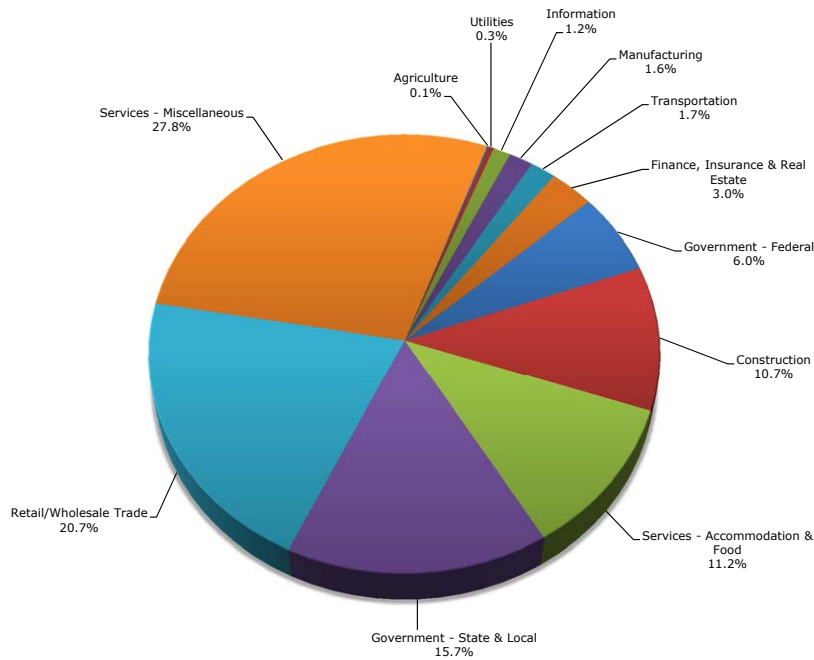
STATISTICAL & BACKGROUND INFORMATION

Statistical Information

Employment

Prince William County's February 2014 unemployment rate was 4.8%. The unemployment rate continues to remain below national and state averages. The February 2014 unemployment rate in Virginia was 4.9%, and in the United States, the national rate was 6.7%.

The services, government and retail sectors reflect the greatest sources of employment within Prince William County.



Unemployment Rates			
Year	Prince William County	Virginia	United States
2004	2.9%	3.7%	5.5%
2005	2.7%	3.5%	5.1%
2006	2.4%	3.0%	4.6%
2007	2.4%	3.1%	4.6%
2008	3.3%	4.0%	5.8%
2009	5.7%	6.9%	9.3%
2010	5.8%	7.1%	9.6%
2011	5.3%	6.4%	8.9%
2012	4.9%	5.9%	8.1%
2013	4.9%	5.5%	7.4%

Employment by Industry										
Industries	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Agriculture	0.13%	0.14%	0.12%	0.12%	0.12%	0.10%	0.10%	0.15%	0.17%	0.20%
Construction	10.66%	10.23%	9.71%	9.81%	9.62%	11.40%	12.88%	14.78%	15.11%	14.00%
Finance, Insurance & Real Estate	2.99%	3.03%	2.93%	3.00%	2.95%	2.98%	3.13%	3.39%	3.46%	3.40%
Government - Federal	5.99%	21.62%	23.53%	23.71%	23.45%	21.35%	20.45%	21.57%	No Data	21.30%
Government - State & Local	15.69%	-	-	-	-	-	-	-	-	-
Information	1.17%	1.16%	1.10%	1.21%	1.28%	1.33%	1.45%	1.39%	1.55%	1.30%
Manufacturing	1.64%	1.89%	1.94%	1.67%	1.68%	1.92%	2.05%	2.27%	2.24%	2.40%
Retail/Wholesale Trade	20.68%	20.64%	21.23%	21.43%	21.70%	21.59%	20.78%	19.64%	20.93%	20.50%
Services - Miscellaneous	27.83%	39.19%	37.19%	36.61%	36.81%	37.01%	36.83%	34.47%	35.54%	34.70%
Services - Accommodation & Food	11.17%	-	-	-	-	-	-	-	-	-
Transportation	1.72%	1.77%	1.87%	2.06%	2.00%	1.81%	1.84%	1.92%	2.32%	1.70%
Unclassified	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.11%	0.08%	No Data	0.10%
Utilities	0.32%	0.33%	0.36%	0.38%	0.40%	0.41%	0.37%	0.34%	0.63%	0.40%
Total Employment	100.00%	100.00%	99.98%	100.00%	100.00%	100.00%	100.00%	100.00%	81.95%	100.00%

Source (2013): Virginia Employment Commission, *Economic Information Services Division, Prince William County Community Profile*. May 17, 2013.

Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2013.

Note (2013): Services category includes: Professional, Scientific, and Technical Services; Management of Companies and Enterprises; Educational Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; Other Services (except Public Administration).

Note (2005): Educational Employment was undisclosed in the 2005 QCEW data resulting in no data for Government and Unclassified.

STATISTICAL & BACKGROUND INFORMATION

Principal Employers

Rank	Taxpayer	Ownership	Number of Employees
1	Prince William County School Board	Local Government	1,000 and over
2	U.S. Department of Defense	Federal Government	1,000 and over
3	County of Prince William	Local Government	1,000 and over
4	Wal Mart	Private	1,000 and over
5	Morale Welfare and Recreation	Federal Government	1,000 and over
6	Sentara Healthcare/Potomac Hospital Corporation	Private	1,000 and over
7	Wegmans Store #07	Private	500 to 999
8	Minnieland Private Day School	Private	500 to 999
9	Northern Virginia Community College	State Government	500 to 999
10	Target Corp	Private	500 to 999

Source: Prince William County CAFR, 2013, p. 192.

Real Estate Tax Base

- Total real estate assessments - \$49.9 billion in Tax Year 2014, an increase of 8.2% from the prior year
- New housing units constructed in 2013, 79.9% were assessed at over \$300,000
- In 2013, the top ten principal real property tax payers constituted 4.3% of the total County taxable assessed value
- Adopted FY 15 real estate rate per \$100 of assessed value real estate tax, adopted by the Board of County Supervisors, is 2.79% less than the prior year rate
- Each penny on the rate generates approximately \$4.9 million in real estate revenue in FY 15

Source: Department of Finance, Real Estate Assessments and 2013 CAFR.

2011 - 2013 Tax Year Comparisons

	2011	2012	2013
	FY 2012	FY 2013	FY 2014
Commercial Property as a % of Total Real Estate Tax Base	14.10%	14.28%	14.25%
Average Assessed Value of All Residential Property	\$265,841	\$274,283	\$289,095
Tax Rate per \$100 of assessed value	\$1.204	\$1.209	\$1.181
Change in Residential Property Value	5.24%	2.76%	4.72%
Change in Commercial Property Value	0.34%	3.76%	4.45%
Tax Exempt Property as Percentage of Total Assessed Value	7.03%	7.01%	7.25%

Source: 2013 Annual Report, Prince William County Real Estate Assessments Office.

STATISTICAL & BACKGROUND INFORMATION

Top Ten Principal Real Property Taxpayers

Rank	Taxpayer	Taxable Assessed Value	Percentage of Total County Taxable Assessed Value
1	VA Electric & Power Company	\$ 755,920,000	1.74%
2	Northern Virginia Electric Co-op	\$ 271,275,000	0.62%
3	Verizon South, Inc.	\$ 156,121,000	0.36%
4	Woodbridge Station Apartments LLC	\$ 136,075,000	0.31%
5	Washington Gas Light Company	\$ 100,812,000	0.23%
6	Mall at Potomac Mills, LLC	\$ 97,162,000	0.22%
7	Stellar Chatsworth LLC	\$ 96,449,000	0.22%
8	TR Rollings Brook Corp.	\$ 94,942,000	0.22%
9	Prince William Square Investors LLC	\$ 93,924,000	0.22%
10	Manassas Owner LLC	\$ 74,880,000	0.17%

Source: Prince William County CAFR, 2013, p. 182.

Housing Characteristics

- 140,822 housing units in Prince William County:
 - 76,818 (54.6%) are single family detached
 - 38,796 (27.6%) are townhouses/attached
 - 24,221 (17.2%) are units in multi-family structures
 - 986 (.07%) are reported as mobile home, boat, RV, van, etc.
- Median value of owner occupied housing units:
 - Prince William County, \$316,500
 - Virginia, \$237,800
 - United States, \$171,900

Source: 2012 American Community Survey, US Census Bureau

Housing Units

Year	Housing Unit	Growth Over Past Decade
1950	5,755	62.3%
1960	13,207	129.5%
1970	29,885	126.3%
1980	46,490	55.6%
1990	74,759	60.8%
2000	98,052	31.2%
2010	137,115	83.4%

Source: U.S. Department of Commerce, Bureau of the Census, Census 1950 - Census 2010

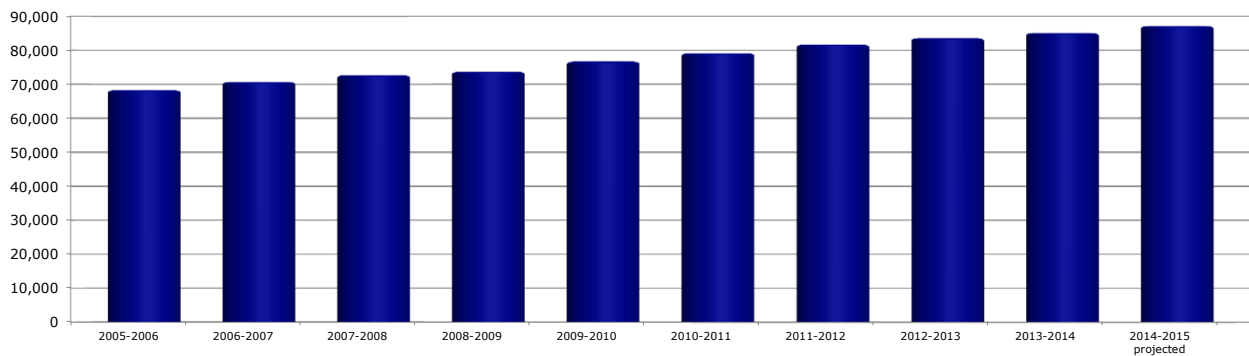
Population Growth

The County has experienced one of the most rapid population growths in the nation for the last quarter century.

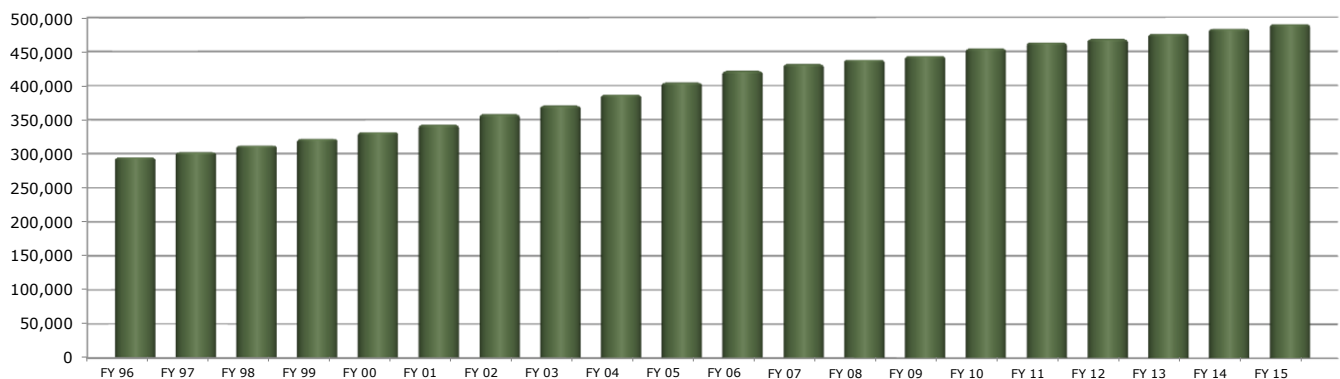
- Demographic facts about the population in Prince William County:
 - Population distribution, 49.7% male and 50.3% female
 - 30.6% of population is 19 years of age or under
 - 52.7% of population is Hispanic, Black or other race
- Education of County residents 25 years or older:
 - 15.8% hold a graduate or professional degree
 - 22.0% hold a Bachelor's degree
 - 7.1% hold an Associate's degree
 - 22.4% have some college but no degree
- Students registered in Prince William County Schools
 - 87,108 students are projected to be enrolled in the 2014-2015 school year
 - School registration has grown 27.6% since the 2005-2006 school year

Sources: 2012 American Community Survey, US Census Bureau, 1-Year Estimate; Prince William County School system

Number of Registered Students by School Year



Annual Population of Prince William County



STATISTICAL & BACKGROUND INFORMATION

Population By Jurisdiction					
		Prince William (including towns)	Manassas	Manassas Park	Total
1	Fiscal Year 1996	253,487	32,557	8,616	294,660
2	Fiscal Year 1997	260,313	33,043	8,954	302,310
3	Fiscal Year 1998	268,894	33,656	9,546	312,096
4	Fiscal Year 1999	277,359	34,577	10,002	321,938
5	Fiscal Year 2000 ^(1,2)	285,871	35,388	10,472	331,731
6	Fiscal Year 2001	294,798	36,400	11,200	342,398
7	Fiscal Year 2002	309,351	36,600	11,900	357,851
8	Fiscal Year 2003	321,570	36,600	12,300	370,470
9	Fiscal Year 2004	336,820	37,000	12,700	386,520
10	Fiscal Year 2005	354,383	36,510	13,369	404,262
11	Fiscal Year 2006	371,178	36,228	13,845	421,251
12	Fiscal Year 2007	381,221	36,197	13,861	431,279
13	Fiscal Year 2008 ⁽³⁾	388,269	35,604	13,884	437,757
14	Fiscal Year 2009	392,900	36,213	14,026	443,139
15	Fiscal Year 2010 ⁽⁴⁾	402,002	37,821	14,273	454,096
16	Fiscal Year 2011 ⁽⁵⁾	409,345	39,060	14,540	462,945
17	Fiscal Year 2012 ⁽⁵⁾	413,396	39,902	14,838	468,136
18	Fiscal Year 2013 ⁽⁶⁾	418,395	40,977	15,077	474,448
19	Fiscal Year 2014 ⁽⁷⁾	424,677	42,051	15,315	482,043
20	Fiscal Year 2015 ⁽⁷⁾	430,959	43,126	15,554	489,638

Source PWC population figures:

- (1) The FY 2000 (June 15, 2000) County population estimate is from the OIT Policy presentation on 8/30/2004 (page 18 of the handout, dated 8/27/2004).
- (2) FY 2000 for PWC: PWC population revised 2nd Quarter 2008 from 390,844 to 388,269 in PWC Demographic Fact Sheet.
- (3) FY 2008 for PWC: PWC population revised 2nd Quarter 2008 from 390,844 to 388,269 in PWC Demographic Fact Sheet.
- (4) FY 2010: PWC and Cities: U.S. Census Bureau, Census 2010 for population as of April 1, 2010
- (5) FY 2011-12: PWC population based on estimate from the Prince William County Finance Department - Prince William County Standard Data Set; cities population estimates based on Weldon Cooper Center (University of Virginia) population estimates as of June 30 of each fiscal year
- (6) FY 2013: PWC population based on estimate from the Prince William County Finance Department - Prince William County Standard Data Set; cities population estimates based on Weldon Cooper Center (University of Virginia) population estimates as of June 30 of that fiscal year
- (7) FY 2014-15 for PWC and cities: Based on the average annual change during the previous 4 years (from 2009 - 2013).

Source city population figures:

- FY 1993 - FY 1999: Table CO-EST2001-12-51 - Time Series of Virginia Intercensal Population Estimates by County: April 1, 1990 to April 1, 2000; Source: Population Division, U.S. Census Bureau; Release Date: April 17, 2002
- (2) FY 2000 (July 1, 2000): Interpolated from the Census 2000 figure for April 1, 2000, and the Weldon Cooper Center figure for July 1, 2001.
- FY 2001 - FY 2009: Weldon Cooper Center for Public Service, University of Virginia, Final Population Estimates Tables 2009.
- (4) FY 2010: PWC and Cities: U.S. Census Bureau, Census 2010 for population as of April 1, 2010
- (5) FY 2011-12: PWC population based on estimate from the Prince William County Finance Department - Prince William County Standard Data Set; cities population estimates based on Weldon Cooper Center (University of Virginia) population estimates as of June 30 of each fiscal year
- (6) FY 2013: PWC population based on estimate from the Prince William County Finance Department - Prince William County Standard Data Set; cities population estimates based on Weldon Cooper Center (University of Virginia) population estimates as of June 30 of that fiscal year
- (7) FY 2014-15 for PWC and cities: Based on the average annual change during the previous 4 years (from 2009 - 2013).

Note: County figures are as of June 15 through 2011; starting 2012, County figures are as of June 30 (Example: June 15, 2001 population used for FY 2001)

Note: City figures are as of July 1 (Example: July 1, 2001 population used for FY 2001).

Median Income

The median household income in the County continues to grow.

- The County median household income has increased 45.8% since 2000
 - Prince William County, \$96,160
 - Virginia, \$63,636

Source: 2012 American Community Survey, US Census Bureau, 1-Year Estimate.

Median Household Income		
Year	Housing Units	Growth Over Past Decade
1990	\$49,370	-
2000	\$65,960	33.6%
2012	\$96,160	45.8%

Source: PWC Standard Data Set; 2012 American Community Survey, 1-Year Estimate.

Trends in Selected Financial Indicators

- **Debt Service Ratio:** County policies require that the amount of debt service not exceed 10.0% of annual savings
- **Unassigned Fund Balance:** Unexpended funds available to finance future operating or to provide for unforeseen expenditures.
- **Actual Revenues as Percent of Estimates:** Highlights the accuracy of the County revenue estimates, accurate estimates enable better planning of expenditure es and service delivery.
- **Bond Rating:** The rating is a reflection of the commercial financial marketplace's perception of the economic, administrative and character strengths of the County.

More detailed financial information is available in the Comprehensive Annual Financial Report (CAFR) and the FITNIS, or Financial Trends Report, available online at the County's website, www.pwcgov.org/finance.

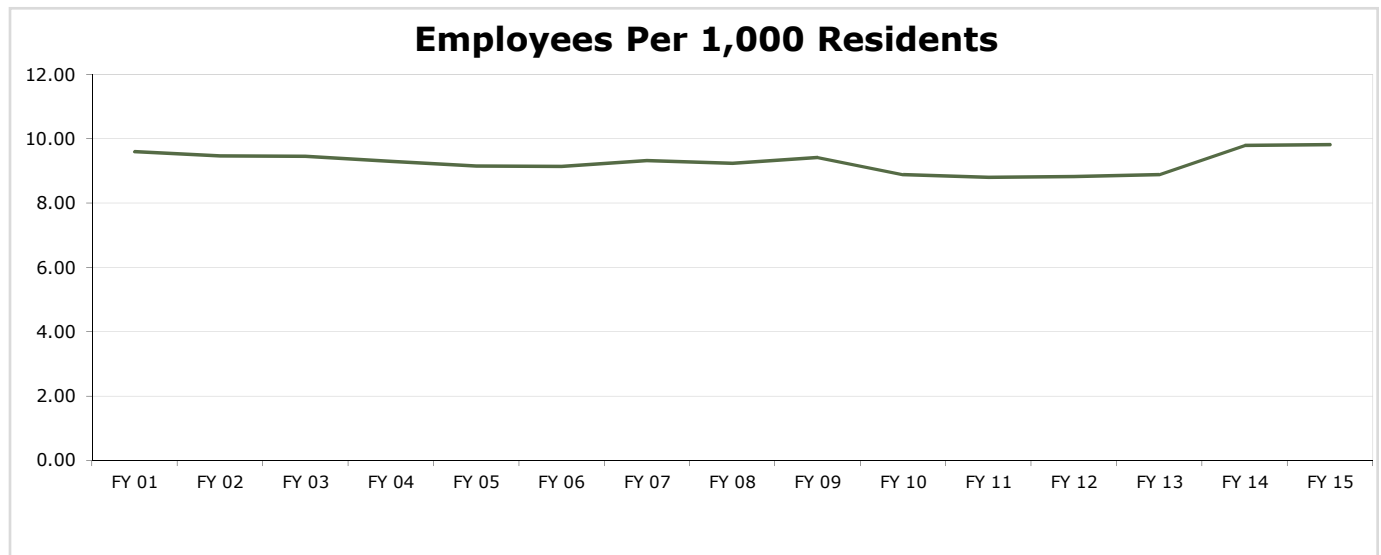
Trends in Selected Financial Indicators				
Fiscal Year	Ratio of Debt Service to Revenues ¹	Unassigned Fund Balances as a Percent of Revenue ²	Actual Revenues as a Percent of Revenue Estimate ³	Bond Rating (Fitch and S&P / Moody's) ⁴
FY 04	6.30%	7.00%	103.00%	AA+/Aa1
FY 05	6.40%	7.30%	104.80%	AAA/Aa1
FY 06	6.80%	7.50%	101.60%	AAA/Aa1
FY 07	6.60%	7.50%	98.90%	AAA/Aa1
FY 08	7.30%	7.50%	98.40%	AAA/Aa1
FY 09	7.10%	7.50%	102.20%	AAA/Aa1
FY 10	9.70%	7.50%	100.50%	AAA/Aaa
FY 11	7.60%	7.50%	102.50%	AAA/Aaa
FY 12	8.10%	7.50%	99.70%	AAA/Aaa
FY 13	7.50%	7.50%	98.91%	AAA/Aaa

Source: Department of Finance, Fiscal Year 2013 CAFR (1) Table 14; (2) Exhibit 3 & 5; (3) Schedule 1; (4) Bond Ratings, page 34.

STATISTICAL & BACKGROUND INFORMATION

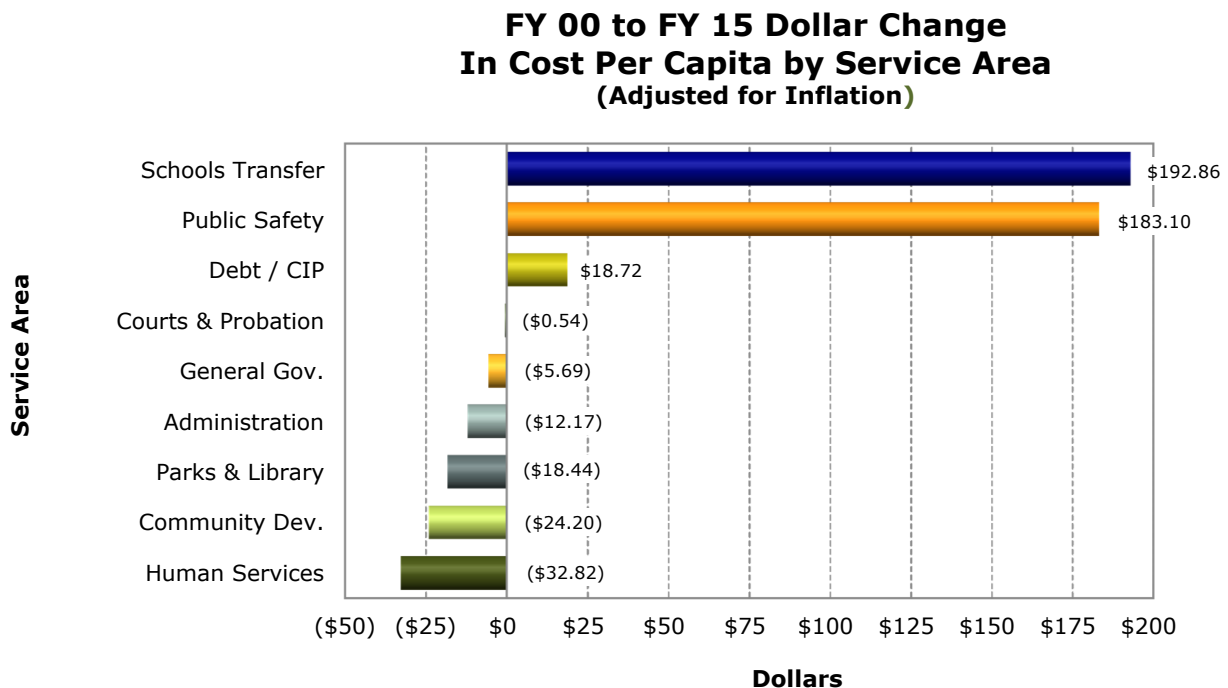
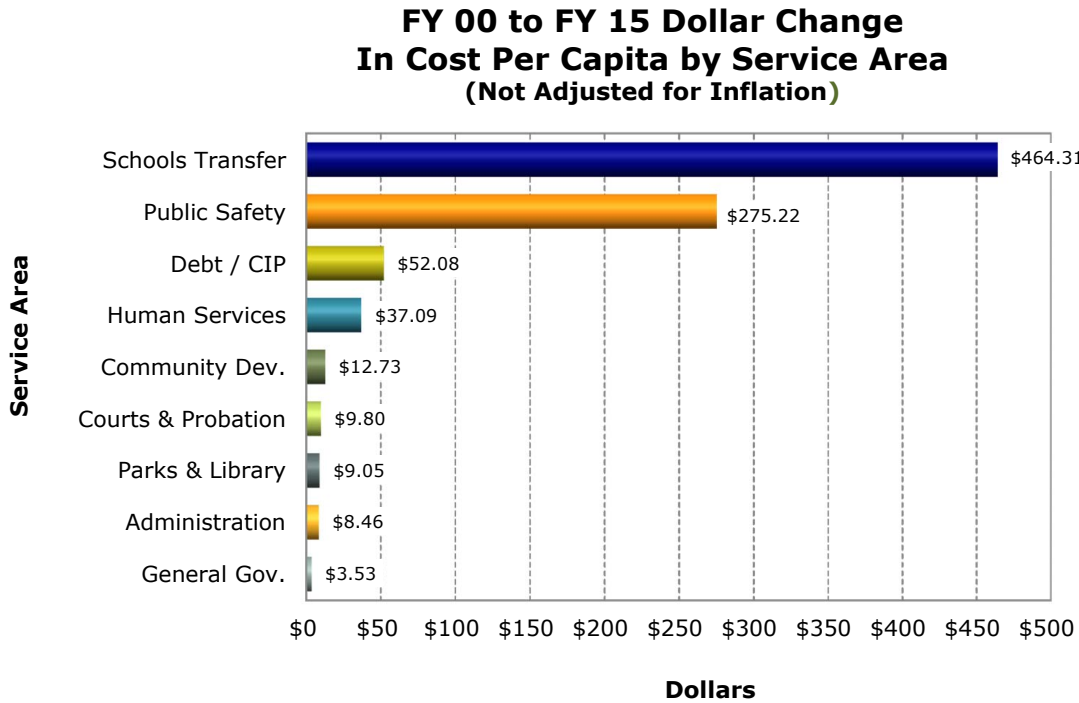
General County Government Staffing

Prince William County has 9.82 employees per 1,000 residents for FY 15, reflecting an increase from FY 14 of 0.30%. The majority of the staffing increase is attributable to the addition of 51 public safety personnel.



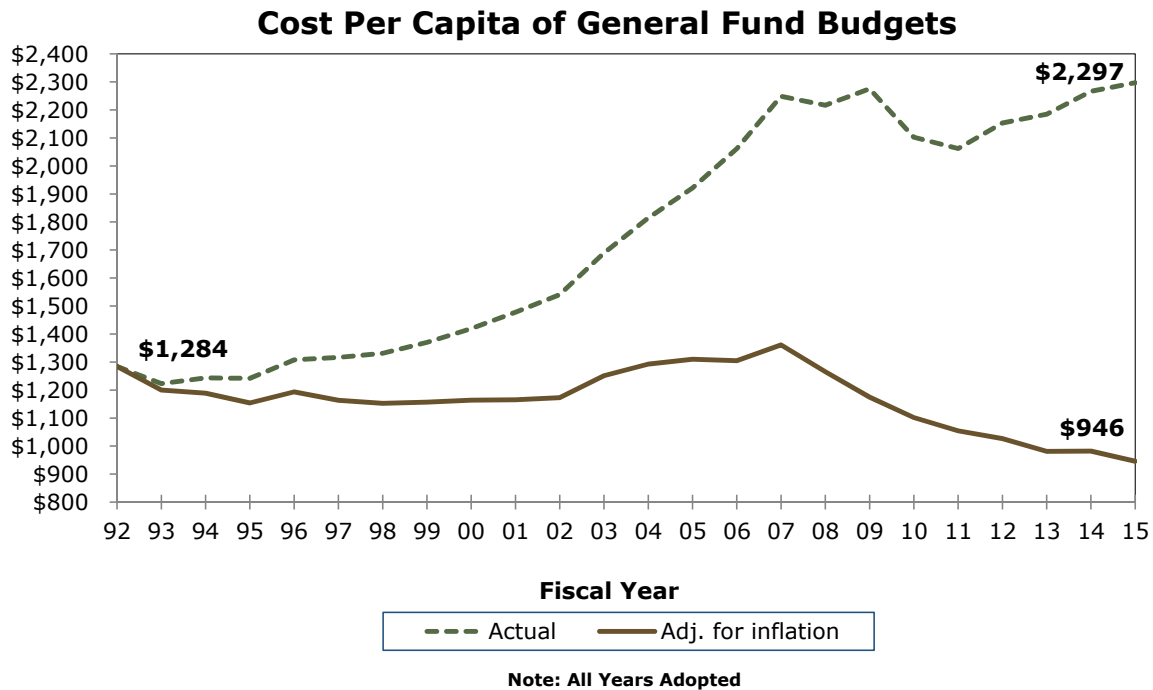
Cost Per Capita

The following graphs show the change in cost per capita between the FY 00 and FY 15 budgets by County service area. The first graph shows these changes not adjusted for inflation; the second graph shows the same information with the numbers adjusted for inflation.

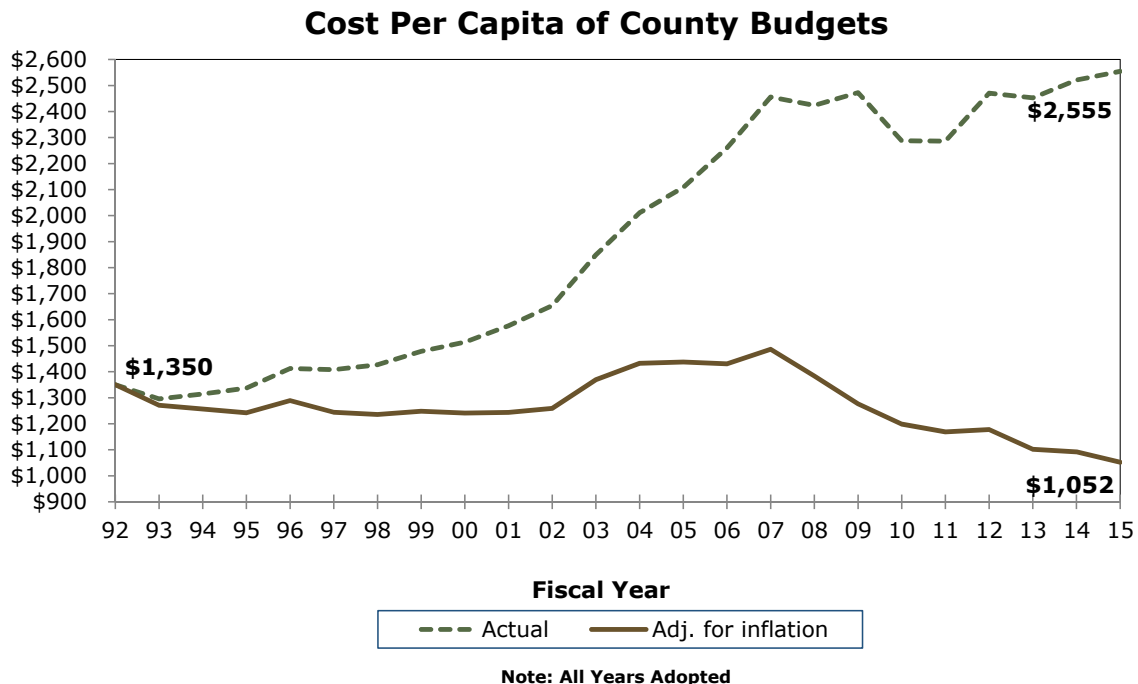


STATISTICAL & BACKGROUND INFORMATION

The following graph shows that the cost per capita of the general fund budget for FY 15 when adjusted for inflation is 26.3% less than the cost per capita in FY 92. This is an average decrease of 1.1% per year over the past 23 fiscal years. During that same period the population in the County increased from 225,735 in FY 92 to a projected 430,959 in FY 15 for a 90.9% increase. This is an average rate of increase of 4.0% per year over the past 23 fiscal years.

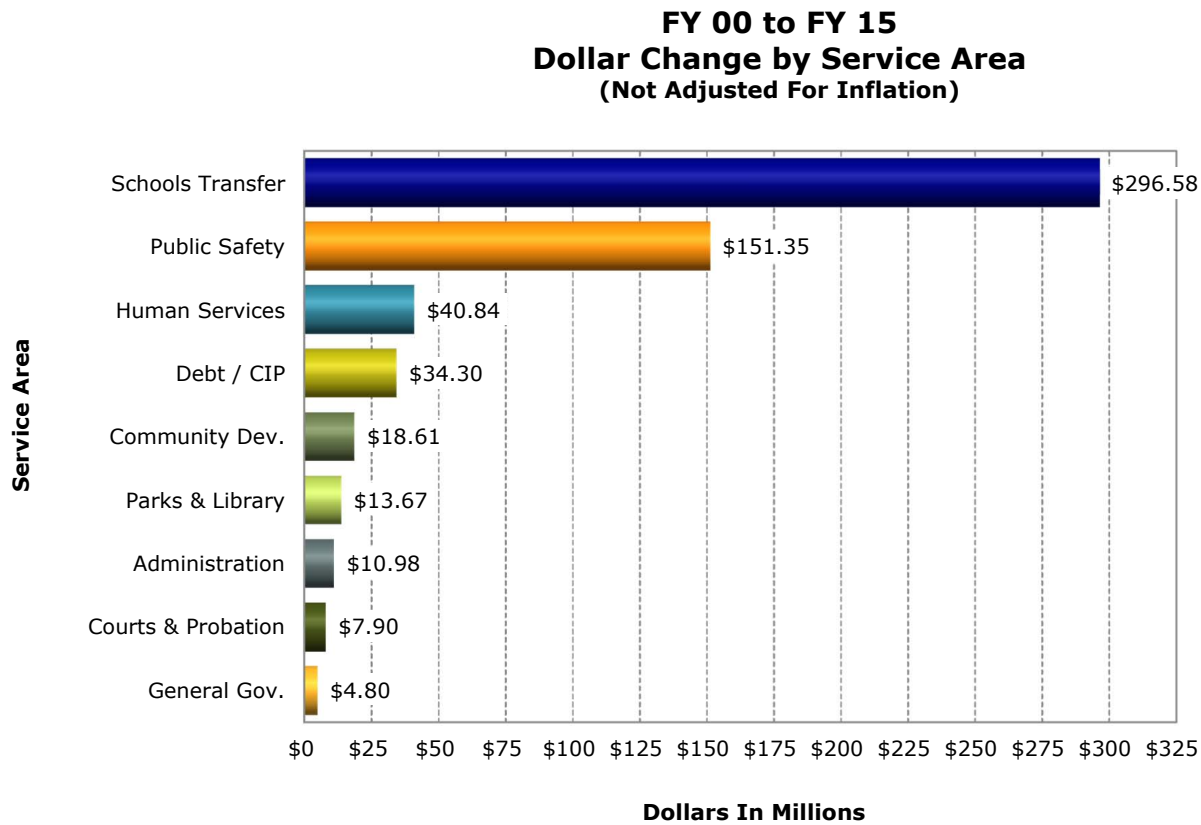


The following graph shows the cost per capita of County budgets for FY 15 when adjusted for inflation is a 22.1% less than the cost per capita in FY 92. This is an average rate of decrease of 1.0% per year over the past 23 fiscal years. During that same period the population in the County increased from 225,735 in FY 92 to a projected 430,959 in FY 15 for a 90.9% increase. This is an average increase of 4.0% per year over the past 23 fiscal years.



STATISTICAL & BACKGROUND INFORMATION

The following graph shows the actual dollar change by County service area from FY 00 through the FY 15 adopted budget. These figures are not adjusted for inflation. The largest growth areas correspond directly with the County's adopted strategic goals: Economic Development, Transportation (these two areas are represented primarily in increases to Community Development and Debt / CIP), Public Safety, Human Services and Education, which has experienced the largest growth over this time period.



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.

ACTS: Action in the Community through Service - a community-based non-profit human services agency.

Administrative Procedures Manual (APM): Document that sets out the process applicants must follow to gain site development plan approval to construct improvements on land parcels in Prince William County.

Adopted: 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 budget carryovers.

Agency: A separate organizational unit of County government established to deliver services to citizens.

Appropriation: An amount of money in the budget, authorized by the Board of County Supervisors, for expenditure by departments for specific purposes. For example, general fund appropriations are for operating and general purposes while Capital Improvement Projects Fund appropriations are for major improvements such as roads and public facilities.

ARC: A community-based non-profit human services agency serving individuals with intellectual and developmental disabilities.

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.

ATCC: American Type Culture Collection - a private sector biotechnology firm.

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.

B&G: Buildings and Grounds - a division of Public Works.

Balanced Budget: A budget that has its funding sources (revenues plus other resources) equal to its funding uses (expenditures plus other allocations). All local governments in Virginia must adopt a balanced budget as a requirement of State law.

Base Budget: The same level of agency funding as in the current year adopted budget with adjustments for: one-time costs; agency revenue reductions; current fiscal year merit pay roll-forward adjustments; current year personnel actions; FICA, VRS, and group life fringe benefit cost changes; full year funding for partial year funded positions approved for the current fiscal year; approved budget shifts; Board of County Supervisors actions approved during the current year; and any related outcome and service level target revisions.

Base Budget Review: A process that evaluates departmental base budgets in order to determine whether or not an activity should continue to be funded at the current level.

Birmingham Green: A multi-jurisdictional entity that operates an assisted living facility and a nursing home for the care of indigent adults who are unable to live independently.

Board Audit Committee: A Committee of the Board of County Supervisors (BOCS), supported by the internal audit function, established to assist the BOCS in its governance and oversight responsibilities. All members of the BOCS comprise the Board Audit Committee (BAC), which consists of three regular voting members and five members serve as alternate members of the BAC. The internal audit function reports to the BOCS, through the BAC.

Bond Rating: The rating of bonds is a statement of a locality's economic, financial, and managerial condition. It represents the business community's assessment of the investment quality of a local government. Highly rated bonds attract more competition in the marketplace, thereby lowering interest costs paid by the County government and its taxpayers.

Bonds: Instruments used to borrow money for the debt financing of long-term capital improvements.

BPOL Tax: Business Professional and Occupational License Tax - a tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County. The tax base includes all phases of the business, profession, trade, or occupation, whether conducted in the County or not.

Budget: An itemized allotment of revenues and expenditures for a specific time period, tied to specific activities.

Budget Amendment: Any change to the adopted budget that may occur throughout the course of the fiscal year as needed for County government operations.

Budget Transfers: Budget transfers shift previously budgeted funds from one item of expenditure to another. Transfers may occur throughout the course of the fiscal year as needed for County government operations.

CALEA: Commission on Accreditation for Law Enforcement.

Capital Expenditures: Expenditures incurred for the acquisition or construction of major capital assets (e.g. land, roads, buildings).

Capital Projects Fund: This fund is used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types). The Capital Projects Fund accounts for construction projects including improvements to schools, roads, and various other projects.

Carryovers: Carryovers extend previously approved appropriations from one fiscal year to the next.

Cash Basis of Accounting: Under this basis of accounting, revenues are not recorded until cash is received; expenditures are recorded only when cash is disbursed. No Prince William County funds are accounted for under this basis of accounting.

CDBG: Community Development Block Grant - a Federal grant program administered by the U.S. Department of Housing and Urban Development.

Character (or Object Level 1): Major categories of expenditures, such as personal services and contractual services, and revenues, such as charges for services and revenue from the Federal government.

CID: Communications and Infrastructure Division.

CISD: Critical Incident Stress Debriefing.

COG: Council of Governments - a regional organization of units of local government in the Washington, D.C. metropolitan area.

Committed Fund Balance: Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.

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 annual citizen telephone survey results, or developed by agencies based on their mission and goals.

Community Partner: A nonprofit 501(c)(3) organization that provides specific services and has been in existence for at least three years, unless an ad hoc group is formed to address a specific issue and will disband at the end of the project (i.e. one-time funding); has an identifiable Executive Director; and has an identifiable Board of Directors.

Component Unit: An element of the Comprehensive Annual Financial Report (CAFR) that identifies affiliated organizations for which financial activity must be reported separately. For example, the Adult Detention Center and Schools are component units in the Prince William County CAFR.

Comprehensive Plan: The plan that guides and implements coordinated, adjusted and harmonious land development that best promotes the health, safety and general welfare of County citizens. It contains long-range recommendations for land use, transportation systems, community services, historic resources, environmental resources, and other facilities, services and resources.

Contingency: The 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 and Federal funding.

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 amounts, resulting in a net expenditure budget of zero.

CSA: Comprehensive Services Act (for At-Risk Youth and Families) - the State law governing the funding and provision of services to youth and families who require foster care or special education services, or who are involved with the Juvenile and Domestic Relations Court.

CY: Calendar year (January 1st through December 31st); also corresponds to the State of Virginia's fiscal year.

DAP: Discharge Assistance Program - State funding received by the Community Services Board to discharge or divert seriously mentally ill citizens from the Northern Virginia Mental Health Institute.

DCJS: Department of Criminal Justice Services - a State agency.

DDS: Department of Development Services.

Debt: An obligation resulting from the borrowing of money.

Debt Service: Payment of interest and principal amounts on loans to the County such as bonds.

Depreciation: The process of allocating the cost of a capital asset to the periods during which the asset is used.

DEQ: Department of Environmental Quality - a State agency.

Directives: Board of County Supervisors' requests, made during Supervisors Time at a Board of County Supervisors meeting, for County staff to provide information and/or take action.

DMV: Department of Motor Vehicles - a State agency.

DOJ: Department of Justice - a Federal agency.

DORM: Drug Offender Rehabilitation Module - an Adult Detention Center dormitory that provides substance abuse treatment services to inmates.

Effectiveness: A measurable relationship of resources required to intended results.

Efficiency: A measurable relationship of resources required to goods and services produced, such as cost per unit of service.

ETC: Earned Income Tax Credit - a Federal income tax credit available to citizens according to their income level and family size.

EM: Electronic Monitoring - a system that uses technology and staff supervision to detain persons in their home in lieu of incarceration in a secure facility.

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, 457 deferred compensation plan, supplemental police and fire retirement plan, group life insurance, optional life insurance, long term care insurance, employee assistance program, holiday leave, sick and annual leave, well days, sick leave bank, other leave, credit union, direct deposit, employee advisory committee and grievance procedure.

Encumbrances: Obligations incurred in the form of purchase orders, contracts and similar items that will become payable when goods are delivered or services rendered.

ENR: Environmental and Natural Resources - a program of Virginia Cooperative Extension.

Enterprise Funds: These funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the Board of County Supervisors is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the Board of County Supervisors has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The following are Enterprise Funds: Prince William County Parks and Recreation (which provides recreational services), the Prince William County Landfill (which provides solid waste disposal services), and Innovation @ Prince William which is County owned land being marketed for re-sale to targeted industries.

GLOSSARY

ESG: Emergency Shelter Grant - provides homeless persons with basic shelter and essential supportive services.

Exemption: A grant of immunity from a specific program, policy or action.

Expenditure: An amount of money disbursed for the purchase of goods and services.

FAMIS: Family Access to Medical Insurance Security - the State's health insurance program for uninsured and underinsured citizens.

FAPT: Family Assessment and Planning Team - a group of community representatives, including human services professionals and parents, who develop service plans for at-risk youth and families.

Farm-outs: Inmates incarcerated at other local and regional jails because of a lack of bed space at the Adult Detention Center.

Feasibility: Capability of accomplishment or completion.

Fiscal Plan: The annual budget.

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.

FITNIS: Financial Information Trending System - a system that tracks key financial, economic and demographic trend information used for financial planning and evaluation purposes.

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.

Fleet Management: A division of the Department of Public Works, responsible for the repair, maintenance and replacement of the County's vehicles.

FOIA: Freedom of Information Act - a State law.

FTE: Full-Time Equivalent positions.

Full Service Library: Aside from having a much larger collection of volumes, this type of library includes a reference book collection, programming and information space and on-line user services.

Fund: A financial entity to account for money or other resources, such as taxes, charges and fees, established for conducting specified operations for attaining certain objectives, frequently under specific limitations.

Fund Balance: The difference between assets and liabilities in a governmental fund.

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

Fund Balance Reserve: The sum total of reservations placed against a fund balance for encumbrances, future year designations and other purposes including grants and special projects, non-current receivables, inventory and debt service reserves.

General Debt: Principal and interest payments on outstanding debt repaid from the general fund.

General Fund: This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, licenses, permits, charges for services and interest income. A significant part of the general fund's revenues are transferred to other funds to finance the operations of the County Public Schools and the Regional Adult Detention Center.

General Obligation Bond: A municipal bond secured by the taxing and borrowing power of the municipality issuing it.

Goal: General statements of public policy purpose and intent.

Governmental Fund Types: Most of the County's governmental functions are accounted for in Governmental Funds. These funds measure changes in financial position, rather than net income. Governmental fund types include the general fund, Special Revenue Funds and the Capital Projects Fund.

Grant: A payment by one governmental unit to another unit. These payments are intended to support a specified function such as health care, housing, street repair or construction.

HIPAA: Health Insurance Portability and Accountability Act - a Federal law.

Host Agency: A department or agency that manages the relationship between the community organization and the County to include proposed donation levels and budget, performance measures and financial reporting.

HPC: Homeless Prevention Center - a County owned, contractor-operated homeless shelter.

HUD: Department of Housing and Urban Development - a Federal agency.

I-66: Interstate highway 66 - runs across the western end of the County.

I-95: Interstate highway 95 - runs across the eastern end of the County.

IEC: Independence Empowerment Center - a community-based non-profit human services agency.

I-Net: Institutional Network - a new state-of-the-art communications network for County government, police, fire, library and school facilities.

In-Home Services (for frail, older adults): Services, including assistance with personal, nutritional and/or housekeeping or home management care, that individuals cannot perform for themselves.

Internal Service Funds: These funds are used to account for goods or services provided by one department or agency to other departments or agencies of the County, or to other governments, on an allocated cost recovery basis. Internal Service Funds have been established for information technology, vehicle maintenance, road construction and self-insurance.

LEOS: Law Enforcement Officers' Supplement - a supplementary retirement system.

Liabilities: Obligations incurred in past or current transactions requiring present or future settlement.

GLOSSARY

License and Permit Fees: Fees paid by citizens or businesses in exchange for legal permission to engage in specific activities. Examples include building permits and swimming pool licenses.

Line Item: Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as object or object level 3.

Local Match: County cash or in-kind resources that are required to be expended simultaneously with State, Federal, other locality or private sector funding, usually according to a minimum percentage or ratio.

LODA: Line of Duty Act - The Virginia Retirement System Line of Duty Act is established by Section 9.1-400 of the Virginia Code. LODA provides benefits to public safety first responders and their survivors who lose their life or become disabled in the line of duty.

Mandate: A State or Federal action that places a requirement on local governments.

Memorandum of Understanding (MOU): A written agreement between the County and the community partner specifying the amount and type of County donations provided and the services and outcomes accounted for by the community partner.

Mission Statement: A brief description of the purpose and functions of an agency.

Modified Accrual: Under the modified accrual basis of accounting, revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received and the liability is incurred. All County governmental and fiduciary funds use the modified accrual basis of accounting.

Non-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 Health Center Commission: The entity that directly oversees the operation of the nursing home facility that is part of Birmingham Green.

NVFS: Northern Virginia Family Service - a community-based non-profit human services agency.

NVRC: Northern Virginia Regional Commission (formerly Northern Virginia Planning District Commission) - a regional organization comprised of units of local government in the Northern Virginia area.

NVTC: Northern Virginia Transportation Commission - a multi-jurisdictional agency representing Arlington, Fairfax, Loudoun 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.

Object (or Object Level 3): 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.

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.

GLOSSARY

OmniLink: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniLink provides local bus service to the communities of Dale City, Dumfries (including Quantico), Manassas/Manassas Park and Woodbridge/Lake Ridge.

OmniRide: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide provides commuter bus service from eastern Prince William County and the Manassas area to points in Northern Virginia and the District of Columbia.

Ordinance: A law or regulation enacted by the Board of County Supervisors.

OSHA: Occupational Safety and Health Administration - a Federal agency.

Outcome Trends: Multi-year trend information for community and program outcome measures.

Output: Unit of goods or services produced by an agency activity.

OWL: Occoquan-Woodbridge-Lorton Volunteer Fire Department.

PAF: Personnel Action Form - form used to change the status of an employee.

Performance Measures: Quantitative characterization of an agency's success in achieving their stated mission.

Performance Series: Computer software used to prepare the annual budget and manage County government financial activity.

Personal Property: Personal effects, moveable property, goods and chattel.

Policy: A definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.

Proffers: Contributions of land, capital improvements and funding 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 particular purpose and function for which the County is responsible.

Program Outcomes: Key measures that demonstrate how the community or individual will benefit or change based on achieving the goal, but are more specific to each individual agency and program than community outcomes.

Property Tax Rate: The rate of taxes levied against real or personal property expressed as dollars per \$100 of equalized assessed valuation of the property taxed.

Proprietary Fund Types: Proprietary Funds account for County activities that are similar to private sector businesses. These funds measure net income, financial position, and changes in financial position. Proprietary fund types include enterprise and internal service funds.

PRTC: Potomac and Rappahannock Transportation Commission - a multi-jurisdictional agency representing Prince William and Stafford Counties and the Cities of Manassas, Manassas Park and Fredericksburg. PRTC provides commuter bus services (OmniRide), and local bus services in Prince William County and the Cities of Manassas and Manassas Park (OmniLink).

GLOSSARY

PSFM: Principles of Sound Financial Management - guidelines approved by the Board of County Supervisors to foster the County government's financial strength and stability and the achievement of the organization's financial goals.

PSSF: Promoting Safe and Stable Families - a source of Federal funding that supports prevention, early intervention, and family reunification services for the purpose of preserving and supporting families.

Real Property: Land, buildings and all other permanent improvements on the land.

Resolution: The official position or will of a legislative body.

Resources: The actual assets of a governmental unit, such as cash, taxes, receivables, land, buildings, estimated revenues applying to the current fiscal year, and bonds authorized and un-issued.

Resource Shift: The transfer of an expenditure budget from one purpose to another. A resource shift is a common and preferred technique for funding budget increases without the allocation of increased outside revenue or County tax support.

Restricted Fund Balance: Includes amounts that are restricted to specific purposes as follows:

- a. Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or
- b. Imposed by law through constitutional provisions or enabling legislation.

Retained Earnings: See Total Net Assets.

Revenue: Income generated by taxes, notes, bonds, investment income, land rental, user charges and Federal and State grants.

Revenue Bonds: A bond issued by a municipality for a specific project that is supported by the revenue from that project.

Risk Management: A division of the Finance Department that identifies and loss exposure to implement appropriate loss prevention and reduction programs to reduce the County's exposure to financial loss.

Salary Lapse: A budgeted reduction in estimated salary and fringe benefit expenditures due to estimated position vacancy savings anticipated for the fiscal year.

SAVAS: Sexual Assault Victims Advocacy Service - a community-based non-profit organization.

Seat Management: The application of best practices for end-to-end delivery of personal computer support services including customer service assistance, desktop and laptop desk side services, hardware replacement, 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.

SERVE: Securing Emergency Resources through Volunteer Efforts - a community-based non-profit human services agency.

Service Levels: Quantified measures of the goods and services (outputs) produced by agency activities, the relationship of resources required to outputs produced (efficiency) and the degree of excellence characterizing the outputs (service quality).

Service Quality: The measurable degree of excellence with which goods and services are produced, including customer satisfaction.

SNAP: Supplemental Nutrition Assistance Program - formerly known as the Food Stamp Program.

Special Revenue Funds: These funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. These funds are used to account for volunteer fire and rescue levies, school operations, the Regional Adult Detention Center and the Office of Housing and Community Development.

SSI: Supplemental Security Income - a Federal entitlement benefit.

Statute: A law enacted by a legislative body.

Strategic Plan: A four-year plan adopted by the Board of County Supervisors which establishes a County government mission statement, a limited number of high priority strategic goals, measurable community outcomes which indicate success in accomplishing these goals, and specific strategies and objectives required to achieve the goals.

Supplemental Budget: Changes to the base budget recommended by the County Executive as part of the Proposed Fiscal Plan. Supplemental budget increases and decreases approved by the Board of County Supervisors are shown as Budget Adjustments in the agency detail section of the (Adopted) Budget document.

TANF: Temporary Assistance to Needy Families - a Federal and State public assistance program.

Tax Base: The part of the economy against which a tax is levied.

Taxes: Mandatory charge levied by a governmental unit for the purpose of financing services performed for the common benefit.

TIP: Technology Improvement Plan - that portion of the Capital Improvement Program that is dedicated to the upgrade, replacement or addition of technology systems that support the various programs and activities throughout County agencies. Project examples include, but are not limited to, upgrades to email, the replacement of the existing financial reporting system (Performance), and disaster recovery.

Total Net Assets: The difference between assets and liabilities in a proprietary fund. This term has replaced Retained Earnings.

Tracker: Board of County Supervisors, County Executive or Deputy County Executive's request for action by County staff. Progress on the item is tracked by the County Executive's Office until its successful completion.

Transfer: A shift of resources from one program or activity to another.

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

GLOSSARY

Unassigned Fund Balance: The total fund balance in the general fund in excess of nonspendable, restricted, committed and assigned fund balance.

USDA: United States Department of Agriculture - a federal agency.

User Fees: User fees are charges for services, such as the use of public property and parking, paid by those actually benefiting from the service.

VDOT: Virginia Department of Transportation - a State agency.

VIEW: Virginia Initiative for Employment not Welfare - the State's welfare-to-work program.

Vision: A long-term desired end state.

VJCCCA: Virginia Juvenile Community Crime Control Act - a State law.

VRE: Virginia Railway Express - a transportation partnership of the Northern Virginia and Potomac and Rappahannock Transportation Commissions, the Counties of Fairfax, Prince William, Stafford, Arlington and the Cities of Manassas, Manassas Park, Fredericksburg and Alexandria. VRE provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City and downtown Washington D.C.

Watershed: A region or area bounded peripherally by water parting and draining ultimately to a particular watercourse or body of water.

WIC: Women, Infants, and Children - a Federal health and nutrition grant program and activity of the Prince William Public Health District.

ABBREVIATIONS

AA: Bond rating.

AAA: Bond rating.

AALL: American Association of Law Libraries.

ADC: Adult Detention Center.

Admin: Administrative.

Adopt: Adopted.

Approp: Appropriated.

ADP: Average Daily Population.

AED: Automatic External Defibrillator.

AIDS: Acquired Immune Deficiency Syndrome.

ALS: Advanced Life Support.

APS: Adult Protective Services.

ARYFS: At-Risk Youth and Family Services.

ATCC: American Type Culture Collection.

B&A: Budget and Appropriate.

B&G: Buildings and Grounds.

BAN: Bond Anticipation Note.

BARN: Benedictine Aid and Relief to Neighbors.

BLS: Basic Life Support.

BMP: Best Management Practices.

BOCS: Board of County Supervisors.

CAD: Computer Assisted Dispatch or Computer-Aided Design system.

CAFR: Comprehensive Annual Financial Report.

CCJB: Community Criminal Justice Board.

CDBG: Community Development Block Grant.

CHDO: Community Housing Development

Organization.

CID: Communications & Infrastructure Division.

CIP: Capital Improvement Program.

CMAQ: Congestion Mitigation and Air Quality.

COG: Council of Governments.

COLA: Cost of Living Adjustment.

CPA: Comprehensive Plan Amendment.

CPI: Consumer Price Index.

CPR: Cardiac Pulmonary Resuscitation.

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.

DCJS: Department of Criminal Justice Services.

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.

DSS: Department of Social Services.

E-911: Emergency 911.

EBT: Electronic Benefits Transfer.

EIAP: Early Intervention Alternative Program.

EM: Electronic Monitoring.

EMS: Emergency Medical Services.

ENR: Environmental and Natural Resources.

ESI: Engineers and Surveyors Institute.

ESG: Emergency Shelter Grant.

FAMIS: Family Access to Medical Insurance Security.

FAPT: Family Assessment and Planning Team.

FITNIS: Financial Information Trending System.

FOIA: Freedom of Information Act.

FRA: Fire and Rescue Association.

FSS: Family Self-Sufficiency.

FTE: Full-Time Equivalent.

FY: Fiscal Year.

GAAP: Generally Accepted Accounting Principles.

GASB: Government Accounting Standards Board.

GDC: General District Court.

GED: General Equivalency Diploma.

GFOA: Government Finance Officers Association.

GPS: Global Positioning System.

GIS: Geographic Information System.

HAP: Homeownership Assistance Program.

HAZMAT: Hazardous Materials.

HCVP: Housing Choice Voucher Program.

HIDTA: High Intensity Drug Trafficking Area.

HIPAA: Health Insurance Portability and Accountability Act.

HIV: Human Immunodeficiency Virus.

HOA: Homeowners Association.

HOPWA: Housing Opportunities for Persons with AIDS.

HOV: High Occupancy Vehicle.

HPC: Homeless Prevention Center.

HPDF: Housing Preservation and Development Fund.

HRIS: Human Resources Information System.

HUD: Department of Housing and Urban Development.

HVAC: Heating, Ventilation and Air Conditioning.

ICMA: International City/County Management Association.

ICT: Intensive Community Treatment.

ID: Intellectual Disability.

IDA: Industrial Development Authority.

IEC: Independence Empowerment Center.

IEP: Individualized Educational Plan.

IFB: Invitation for Bid.

IFSP: Individualized Family Service Plan.

I-Net: Institutional Network.

IRM: Information Resource Management.

ISN: Information Systems Network.

ABBREVIATIONS

IT: Information Technology.

IVR: Interactive Voice Response.

JARC: Joint Admissions Review Committee.

JCSU: Juvenile Court Service Unit.

JDC: Juvenile Detention Center.

JDRC: Juvenile and Domestic Relations Court.

JJAT: Juvenile Justice Action Team.

JJPP: Juvenile Justice Parenting Program.

LAN: Local area network.

LCI: Local Composite Index.

LEOS: Law Enforcement Officers' Supplement.

LEPC: Local Emergency Planning Commission.

LIS: Land Information System.

LMS: Learning Management System.

LODA: Line of Duty Act.

MDC: Mobile Data Computer.

MDT: Mobile Data Terminal.

MH: Mental Health.

MHz: Megahertz.

MIS: Management Information System.

MOU: Memorandum of Understanding.

MPTC: Multi-Purpose Transit Center.

NA: Not Available.

NACO: National Association of Counties.

NADA: National Automobile Dealers Association.

NCIC: National Crime Information Center.

NFPA: National Fire Protection Association.

NR: Not Reported.

NVCC: Northern Virginia Community College.

NVFS: Northern Virginia Family Service.

NVRC: Northern Virginia Regional Commission.

NVTA: Northern Virginia Transportation Authority.

NVTC: Northern Virginia Training Center.

OCJS: Office of Criminal Justice Services.

OEM: Office of Executive Management.

OHCD: Office of Housing and Community Development.

OPEB: Other Post Employment Benefits.

OSHA: Occupational Safety and Health Administration.

OWL: Occoquan-Woodbridge-Lorton (Volunteer Fire Department).

PAF: Personnel Action Form.

PATH: Projects for Assistance in Transitioning the Homeless.

PMAH: Project Mend-A-House.

PPTRA: Personal Property Tax Relief Act.

Prop: Property.

PRTC: Potomac and Rappahannock Transportation Commission.

PSCC: Public Safety Communications.

PSFM: Principles of Sound Financial Management.

PSSF: Promoting Safe and Stable Families.

PSTC: Public Safety Training Center.

PWC: Prince William County.

ABBREVIATIONS

PWSIG: Prince William Self-Insurance Group.

QSCB: Qualified School Construction Bonds.

RAN: Revenue Anticipation Note.

REZ: A formal rezoning action pertaining to land use.

RFP: Request for Proposal.

RMS: Records Management System.

SAC: School Age Care.

SAVAS: Sexual Assault Victims Advocacy Service.

SCBA: Self-Contained Breathing Apparatus.

SERVE: Securing Emergency Resources through Volunteer Efforts.

SF: Square Feet.

SMI/SED: Seriously Mentally Ill/Seriously Emotionally Disturbed.

SNAP: Supplemental Nutrition Assistance Program.

SRO: School Resource Officer.

STD: Sexually Transmitted Disease.

STEP: Systematic Training for Effective Parenting.

SUP: Special Use Permit.

SUV: Sport Utility Vehicle.

SWM: Storm Water Management.

TAN: Tax Anticipation Note.

TANF: Temporary Assistance to Needy Families.

TB: Tuberculosis.

TBD: To Be Determined.

TRIP: Transportation and Roadway Improvement Program.

UOSA: Upper Occoquan Service Authority.

USDA: United States Department of Agriculture.

VACO: Virginia Association of Counties.

VCE: Virginia Cooperative Extension.

VCIN: Virginia Criminal Information Network.

VDOT: Virginia Department of Transportation.

VFD: Volunteer Fire Department.

VIEW: Virginia Initiative for Employment not Welfare.

VMT: Vehicle Miles Traveled.

VPW: Volunteer Prince William.

VRE: Virginia Railway Express.

VRS: Virginia Retirement System.

WFGA: When Families Get Angry.

WIC: Women, Infants, and Children.

WMATA: Washington Metropolitan Area Transit Authority.

A

Abbreviations	604
Accounting System.....	20
Adult Detention Center	323
Agency Page Information.....	61
Aging, Area Agency on	251
All Funds	
Expenditures	47
Revenues	39
Amending the Budget	19
Appendix	581
At-Risk Youth and Family Services.....	259
Audit Services	181

B

Statistical & Background Information	585
Basis of Budgeting.....	20
Board of County Supervisors	176
Bond Rating	479
BPOL (Business, Professional and Occupational Licenses)	
Taxes - Public Service	34
Budget	
Calendar.....	18
Development Process.....	9
FY 2014 Budget.....	3
Highlights	5
Transfer Matrix.....	19

C

Calendar of Events	18
Capital Improvement Program (CIP)	487
Funding by Project, 6 Year Projection	481
General Debt by Project Category.....	477
Operating Impacts	502
Proffer Integration	501
Functional Area Summary	488
Capital Projects Fund	20
Circuit Court Judges	334
Clerk of the Circuit Court.....	338
Combined Statement	26
Commonwealth's Attorney.....	344
Community Development.....	67

Community Input on Services	22
Community Partners	
By Functional Area	453
Funding Provided	456
In-Kind Donations	461
Partner Detail	462
Community Services	267
Compensation Policy.....	16
Consumer Utility Revenue	34
Contingency	186
Convention and Visitors Bureau	117
Cooperative Extension Service.....	314
Cost Per Capita	592
County Attorney	188
Courts	
Circuit Court Judges	334
Clerk of the Circuit Court	338
General District Court.....	385
Juvenile & Domestic Relations Court.....	389
Juvenile Court Service Unit	392
Criminal Justice Services	349

D

Debt	
As a Percentage of Assessed Value	480
Capacity	480
Existing Debt by Project.....	481
General	477
Management in Prince William County	478
Management Policy Statement	12
New Debt Service	484
Development Services	69

E

Economic Development.....	80
Education, PWC Public Schools.....	535
Elections.....	193
Employment.....	585
Executive Management	198
Expenditure Budget, All Funds	47
Expenditure Projections	29
Expenditures.....	47

F

Finance	206
Trends in Financial Indicators	590
Fire & Rescue	
Department	355
Volunteer Companies	368
Five Year Budget Plan	28
Fleet Management	135
FTE Position Summary	30
Fund Type	
Fiduciary	21
Government	21
Proprietary	21

G

General and Resource Summary	42
General Debt	477
General District Court	385
General Fund Expenditure	53
General Government	175
Glossary	593
General Government County Staffing	591

H

Health, Public	293
History, Prince William County	582
Housing & Community Development	284
Housing Characteristics	587
Human Resources	218
Human Rights	226
Human Services	249

I

Index	608
Information Technology	231
Internal Service Funds	21
Investment Income	35

J

Juvenile & Domestic Relations Court	389
Juvenile Court Service Unit	392

L

Law Library	398
Library	88

M

Magistrate	402
Management & Budget	244
Map, Prince William County	581
Median Income	590
Motor Vehicle License Fee	34

N

Non-Departmental/Unclassified Administration	441
---	-----

O

Operating Impacts of the CIP	502
Organization Chart (countywide)	1

P

Parks & Recreation	96
Per Capita, Cost	592
Planning	107
Police	405
Population Growth	588
Positions, Summary of Full Time Equivalent	30
Potomac and Rappahannock Transportation Commission (PRTC)	148
Prince William County/Manassas Convention & Visitors Bureau	117
Prince William Self-Insurance Group	212
Principles of Sound Financial Management	10
Proffer Integration in the CIP	501
Public Health	293
Public Library System	88
Public Safety	321
Public Safety Communications	419
Public Schools	433
Public Works	121

R

Real Estate

Tax Base.....	586
Taxes	33
Recordation Tax.....	34
Resource Allocation.....	22
Accomplishments.....	23
Revenues	
Forecast	17
Summary, All Funds	37
vs. Expenditure Comparison	25

S

Sales, Local

Tax	34
Self-Insurance Group, Prince William	433
Service Districts	
Bull Run Mountain.....	126
Lake Jackson	126
Sheriff's Office	425
Short-Term Initiatives, Defining	22
Social Services	303
Sound Financial Management, Principals of.....	10
Special Revenue Funds.....	21
Staffing, General County Government	591
Statistical Information.....	58
Strategic Plan	13

T

Transient Occupancy Tax Allocation.....	449
Transit	148
Transmittal Letter	3
Transportation.....	164

U

Unclassified Administration/Non-Departmental....	441
Unemployment Insurance Reserve	443

V

Virginia Cooperative Extension	314
Volunteer Fire & Rescue Companies	368



Office of Management & Budget

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