FY2019 BUDGET

PRINCE WILLIAM COUNTY, VIRGINIA

Prince William County

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Christopher E. Martino
County Executive

FY2019 BUDGET

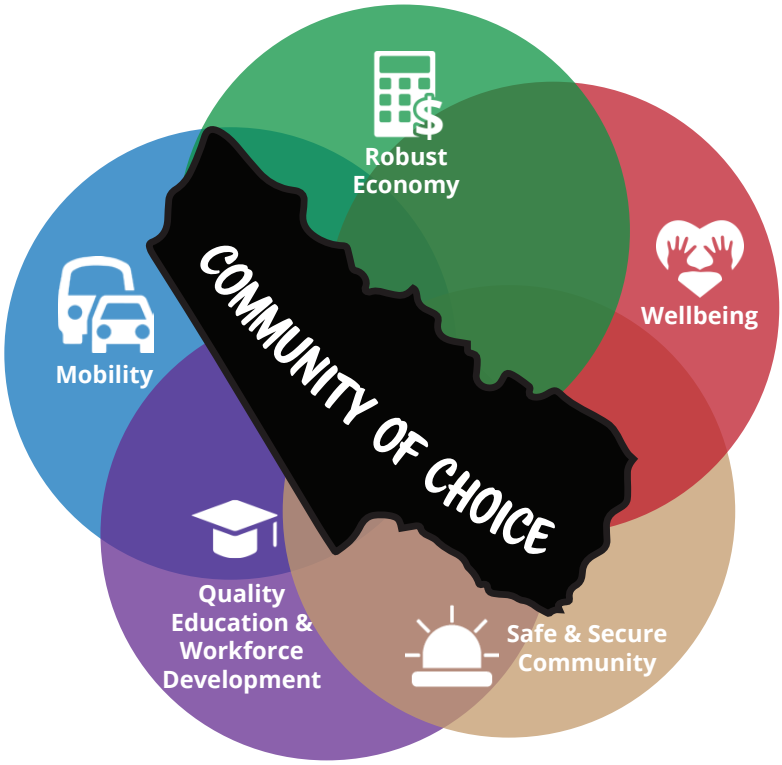
PRINCE WILLIAM COUNTY, VIRGINIA

PRINCE WILLIAM COUNTY IS A

COMMUNITY OF CHOICE WHERE

INDIVIDUALS & FAMILIES CHOOSE TO LIVE AND

BUSINESSES CHOOSE TO LOCATE



Information about the FY2019 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 Court, Suite 225, Prince William, Virginia 22192

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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, 2017

Christopher P. Morrill

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, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

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Organization Chart

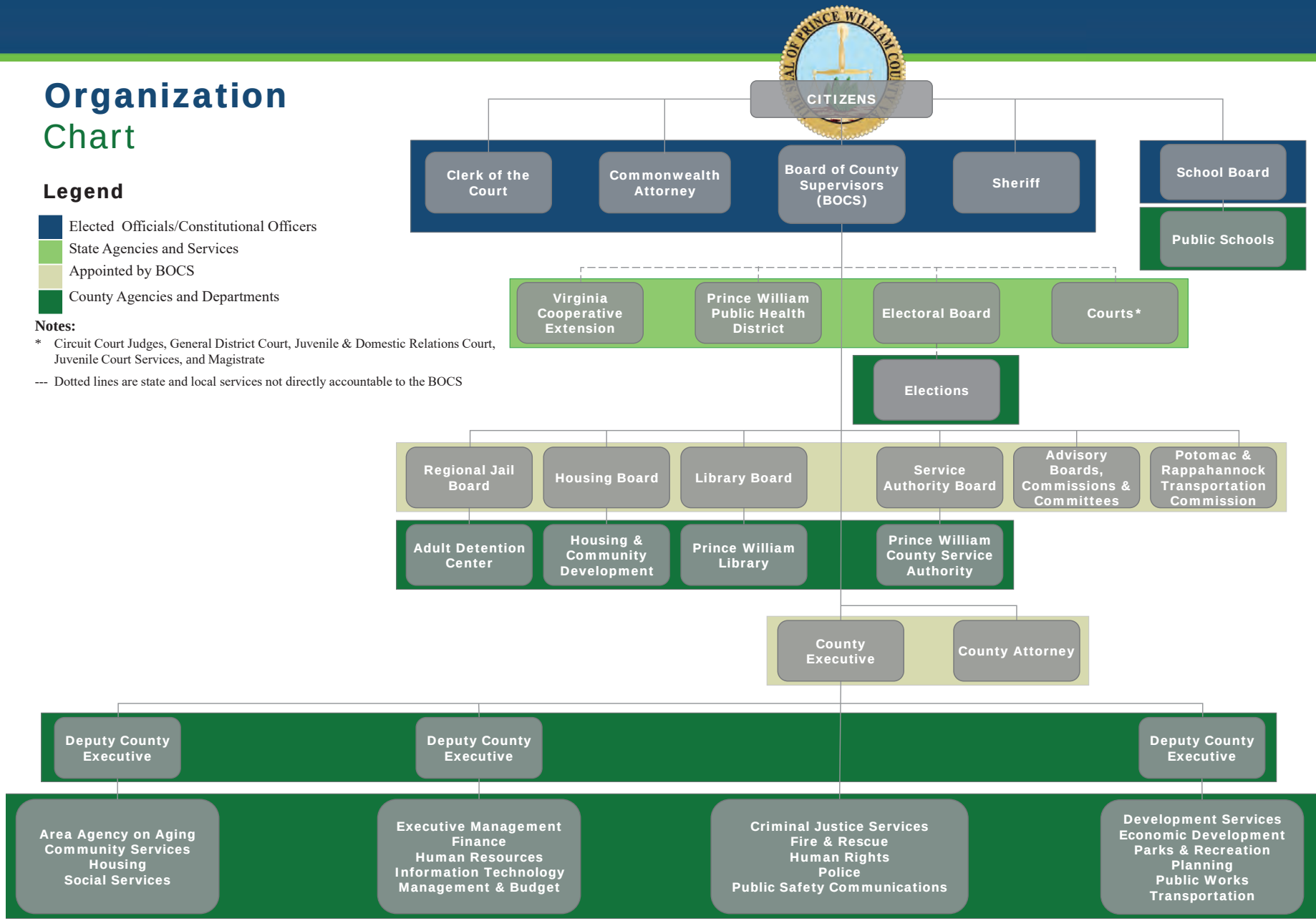
Legend

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

Notes:

* Circuit Court Judges, General District Court, Juvenile & Domestic Relations Court, Juvenile Court Services, and Magistrate

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



Board of County Supervisors

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Coles District

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Maureen S. Caddigan

Woodbridge District

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Prince William County Citizens:

On behalf of the Prince William Board of County Supervisors, I am pleased to present the Prince William County FY2019 Budget, including the 2019-2024 Capital Improvement Program (CIP) and the 2019-2023 Five-Year Budget Plan. This year's budget was developed through a collaborative discussion between the community, county staff, and the Board of County Supervisors.

In accordance with the community's 2017-2020 Strategic Plan guiding principles, this budget enhances citizen's quality of life by investing resources in vital service improvements in the five strategic goal areas:

Robust Economy - Creating the community of choice begins with economic development and an expanding tax base. The Strategic Plan established an aspirational goal to increase the County's commercial tax base to 35%. The local economy remains strong and continues to increase year-over-year. Economic indicators such as the unemployment rate, number of employment establishments, sales tax growth, and average home prices continue positive trends in Prince William County.

- The adopted budget establishes a small business program focused on streamlining the County's development review process for entrepreneurs.
- Resources are also provided in the budget for creating and updating small area sector plans which provide the blueprint for redevelopment in the County.
- Additional funding is provided in the budget to market eastern Prince William County to defense and cyber-security industries.

Safe & Secure Community - The Board's ongoing commitment to keeping the community safe and secure is maintained and enhanced over the next five years.

- School safety and security is the top priority of the community. In addition to the school resource officers already provided for all middle and high schools, the adopted budget includes resources for a pilot program whereby retired police officers may serve as armed security at schools after completing training and evaluation by the Police Department.
- Public safety personnel remains the County's most valuable resource. The adopted budget includes the first phase of retaining and recruiting sworn public safety personnel by addressing immediate salary compression issues. The adopted Five-Year Budget Plan also programs the second phase of compensation improvements by creating pay scales competitive with neighboring Northern Virginia jurisdictions.
- The adopted Five-Year Budget Plan includes an additional 75 police and 67 fire and rescue personnel.
- The second and largest staffing cohort for the expanded Adult Detention Center occurs in 2019.
- The adopted budget provides resources to help at-risk youth resist gang involvement through intensive services while also establishing an eastern Crisis Assessment Center whereby police officers can take citizens suffering from mental illness for evaluation by clinical staff.

- Public safety infrastructure staffing is provided in the budget such as a communications teletype operator, pretrial probation officer, and a network operations center manager.
- Major capital investments are planned in the adopted CIP including the construction of three new fire and rescue stations, a new animal shelter, and expansion at the Public Safety Training Center to accommodate new recruit and in-service personnel training.

Mobility - Transportation is a primary concern for residents and businesses alike in the Northern Virginia region. Prince William County provides an expanded roadway network, commuter rail, and regional and local bus services. Continued development of a multi-modal transportation network is critical to our economic success and quality of life.

- All motor vehicle fuel revenues are dedicated to PRTC commuter and local bus service.
- VRE commuter rail operations are supported with a portion of the County's NVTA 30% local revenues.
- The Transportation Roadway Improvement Program provides annual local funding to leverage state and federal funds for sidewalk, trails, and safety improvements throughout the County.
- Major capital road projects such as Route 1, Route 28, Vint Hill Road, Neabsco Mills Road (including a new commuter parking garage), and Minnieville Road are being constructed using a mix of federal, state, and NVTA regional and local funding. More than $200 million was also secured for the Balls Ford Road interchange and widening project.

Wellbeing - The County continues to support service delivery for vulnerable families and individuals. The County also continues to provide new local funding to fulfill federal and state mandated services. Initiatives supporting the Wellbeing strategic goal include:

- Local funding for enhanced adult substance abuse treatment services by reducing waitlists, providing residential treatment drug screens, and medication-assisted treatment.
- Additional local support is provided for state mandated performance contract services such as mental health outpatient restoration services for juveniles and adults found not guilty by reason of insanity.
- The adopted budget also includes emergency day support services for the intellectual disabled as they age out of the school system.
- We are also sustaining our vital community partner organizations who provide efficient services to our community with a 3% increase in operating support in FY2019.
- Capital initiatives supporting the Wellbeing strategic goal include programming the Juvenile Detention Center replacement project in future years of the CIP.

Quality Education and Workforce Development - The Board continues to support K-12 education with the revenue sharing agreement, providing 57.23% of general revenue to the Prince William County School Board.

- The Schools' share of revenue under the revenue sharing agreement increases $30.8 million or 5.6% in FY19.
- Separate from the County/Schools revenue agreement, the annual contribution for class size reduction continues in FY19 as well as continued debt service support necessary to finance an additional $10.7 million in capital costs to increase student capacity at the planned 13th high school.

Park Improvements - The FY2019 Budget and CIP includes capital investments for improved park facilities throughout the County. Nearly $10 million is invested to develop Catharpin Park, Rollins Ford Park, and Harbor Drive Park, while also improving amenities at Long Park, Locust Shade Park, and Cloverdale Park.

Thank you for choosing to live in Prince William County. Our County continues to evolve into a diverse community that is both an employment center and an attractive place to raise a family. I am certain 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.

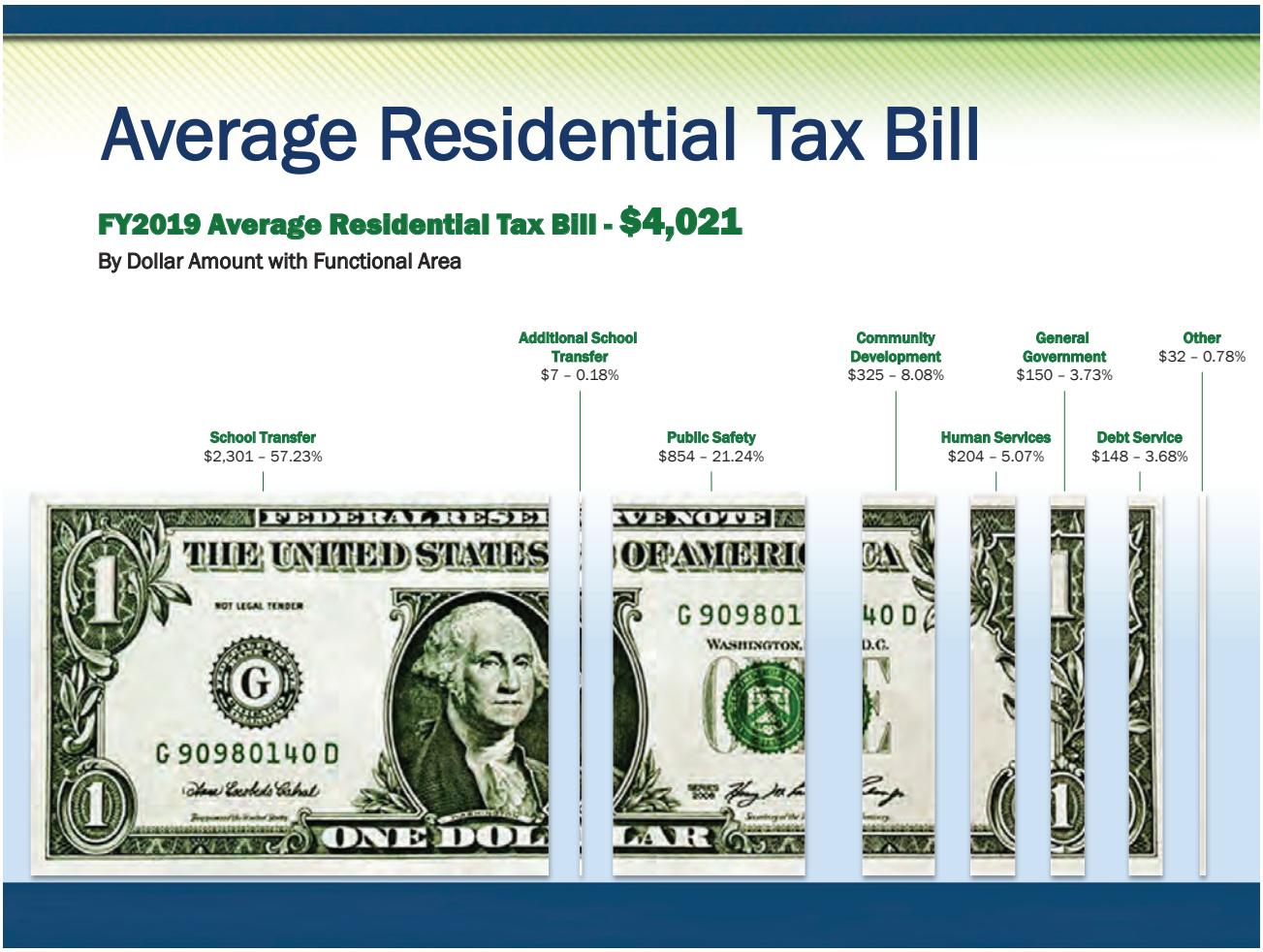
Sincerely,

Corey A. Stewart
Chairman, Board of County Supervisors

FY2019 Budget Highlights

The FY2019 Budget, including the FY2019-2024 Capital Improvement Program (CIP) and the FY2019-2023 Five-Year Plan, implements policy guidance found in the Strategic-Plan, the County/School revenue agreement and the Principles of Sound Financial Management. The $1.18 billion general fund budget addresses the County's strategic priorities – robust economy, safe and secure community, mobility, wellbeing, and quality education and workforce development.

The FY2019 Budget is based on a $1.125 real estate tax rate, generating general revenues of $1,019,476,816. Additional agency revenues of $155,206,015 and County resources of $4,325,737 bring the FY2019 Budget funding total to $ 1,179,008,569. The County's FY2019-2024 CIP is funded through multiple sources, including the Northern Virginia Transportation Authority (NVTA), state and federal, debt, general fund cash to capital, solid waste fees, proffers, capital reserve, fire levy, and several local tax and fee sources.



Five-Year Plan

County policy states that no additions shall be included in the annual budget unless they can be afforded throughout the life of the Five-Year Plan. The Five-Year Plan must also be balanced or at least have positive balances in all years. The FY2019-2023 Five-Year Plan accomplishes this while implementing the Public Safety Retention and Recruitment Study as well as providing pay-for-performance salary increases up to 3% each year. These initiatives address employee salary compression within pay scales.

Budget Highlights

New Community Investments

The FY2019 Budget, including the FY2019-2024 CIP and the FY2019-2023 Five-Year Plan, invests operating and capital in the four functional areas of the organization, as well as Debt/CIP and Schools (details can be found in the individual agency pages and the CIP).

Community Development:

- Development Services small business program
- Eastern Prince William County (PWC) Economic Development marketing/gardening program
- Transportation Roadway Improvement Program (TRIP) and preliminary engineering
- Library technology services
- Park Rangers associated with new parks/fields
- Parks operating and field maintenance for new parks and trails
- Planning small area sector plans consultant services
- Metropolitan Washington Council of Governments membership increase
- Safety and compliance officer
- Records Center manager
- Leases, utilities, pool operating, and contractual services increases
- Landfill capital projects, equipment replacement, and equipment operators
- Countywide watershed projects and project manager
- Increased transit support for Virginia Railway Express (VRE) and Potomac and Rappahannock Transportation Commission (PRTC)

General Government:

- Two new election precincts
- Increased support for contracted audit services, inventory and appraisal contractual services, banking and financial services, and card payment services
- Finance postage
- Information Technology Network Operations Center manager
- NeoGov maintenance
- Increased workers' compensation premiums

Human Services:

- Birmingham Green nursing home interjurisdictional increase
- Hilda Barg Homeless Prevention Center contractual increase
- Crisis Assessment Center providing emergency services support for mentally ill persons
- Mandated services to coordinate 'Not Guilty by Reason of Insanity' juvenile and adult restorations
- Enhanced adult substance abuse treatment services
- Intellectual Disability Day Support

Public Safety:

- Implementation of the Public Safety Retention and Recruitment Study to address Fire & Rescue, Police, Sheriff, and the Adult Detention Center (ADC) compression issues and maintain competitive compensation with surrounding jurisdictions

- Resources for a pilot program whereby retired police officers may serve as armed security at schools after completing training and evaluation by the Police Department.
- Second year staffing complement and inmate farmouts for the ADC jail expansion project
- Police staffing plan and operating costs
- Fire & Rescue staffing plan to place two additional 24-hour ladder truck units into service
- Increases for firefighter outfitting and emergency medical services supplies; Operational Medical Director contractual expenses; volunteer recruitment and retention program; overtime costs; air pack and Self-Contained Breathing Apparatus replacement; and apparatus replacements
- Gang intervention, prevention, and education services for at-risk youth
- Criminal Justice Services probation and pretrial officer
- Increased dispute resolution services for restorative justice
- Public Safety Communications teletype operator

Education:

- Transfer general revenue to the Schools in compliance with the adopted revenue sharing agreement - 57.23% Schools/42.77% County
- 13th high school debt funding for additional student capacity
- Class size reduction grant
- Northern Virginia Community College interjurisdictional increase

Capital Improvements/Debt Service:

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

- 911 Call Center Redundancy
- Technology infrastructure
- Human Capital Management technology to manage human resources
- Website redevelopment
- Juvenile Detention Center future improvements

Community Partners

The FY2019 Budget includes a 3% increase in operating support to existing community partners, totaling $73,529. The community partners section of the budget outlines the mission of each partner receiving County funds and anticipated performance. An annual review of each partner's financial statements is performed to ensure compliance with County policy and proper categorization in the budget as a donation, pass-through, membership, interjurisdictional agreement, or grant.

Budget Highlights

FY2019 Initiatives						
			Type of Investment			Impact of Investment
Functional Area	Agency	Description	Must Do	Five-Year Plan	Critical Need	Address Strategic Priority
Compensation	ADC, Fire & Rescue, Police, Sheriff	Public Safety Retention and Recruitment Study			X	X
	All	3% Pay for performance		X		
	All	Health and dental insurance		X		
	All	Pension/retirement benefits	X			
Community Development	Development Services	Small Business Program (3.0 FTE)			X	X
	Development Services	Code Academy - operational expenditure increases			X	
	Development Services	Land development - operational expenditure increases			X	
	Development Services	Land development - training & development			X	X
	Economic Development	Eastern PWC business development (1.0 FTE)			X	X
	Library	Increase Library Technology Services budget by $50,000	X			
	Parks & Recreation	Park Ranger (1.75 FTE)	X			X
	Parks & Recreation	Chinn Center - Sports Coordinator (0.75 FTE)			X	
	Parks & Recreation	Veterans Park/Locust Shade Park specialty instructors (1.07 FTE)			X	
	Parks & Recreation	Covington Harper Elementary (Potomac Shores) field maintenance (0.22 FTE)		X		
	Parks & Recreation	Trail maintenance - Blackburn Rd to Neabsco Boardwalk (1.25 FTE)		X		
	Parks & Recreation	Orchard Bridge Park field maintenance equipment		X		
	Parks & Recreation	Fuel expense increase		X		
	Parks & Recreation	Pool chemicals and utility increase		X		
	Parks & Recreation	Increase food costs at waterparks	X			
	Parks & Recreation	Convert limited-term Accounting Asst II to full-time using Transient Occupancy Tax funds (0.06			X	
	Parks & Recreation	Convert part-time Admin Support Asst to full-time using Transient Occupancy Tax funds (0.06 FTE)			X	
	Parks & Recreation	Freedom Center contribution to fund capital maintenance			X	
	Planning	Small area plans consultant contract	X			X
	Planning	Metropolitan Washington Council of Governments annual dues increase	X			
	Public Works	Safety and Compliance Officer (1.0 FTE)	X		X	
	Public Works	Construction crew equipment shelter			X	
	Public Works	Engineer III - Stormwater Infrastucture Management (1.0 FTE)			X	
	Public Works	Replace Potomac Shore site inspections vehicle			X	
	Public Works	Lease budget increase		X		
	Public Works	Utility cost increase		X		
	Public Works	Replace track loader SW3431	X			
	Public Works	Motor Equipment Operator II - Solid Waste (1.0 FTE)			X	
	Public Works	Motor Equipment Operator III - Solid Waste (1.0 FTE)			X	
	Public Works	Replace 2003 Chevy Dually (SW2269)	X			
	Public Works	Countywide Records Manager (1.0 FTE)	X		X	
	Transportation	Preliminary engineering contract for grant application for road projects			X	X

Budget Highlights

FY2019 Initiatives						
			Type of Investment			Impact of Investment
Functional Area	Agency	Description	Must Do	Five-Year Plan	Critical Need	Address Strategic Priority
General Government	Board of County Supervisors	Northern Virginia Regional Commission dues increase			X	
	Board of County Supervisors	Equalization of Board of County Supervisors (BOCS) magisterial district budgets				
	Elections	Add two new polling places	X			
	Elections	Addition of an absentee voting precinct at Gainesville/Haymarket Library	X			
	Executive Management	Website System Developer (1.0 FTE)			X	
	Finance	Prince William self insurance group premiums	X			
	Finance	Escalation costs for audit fees	X			
	Finance	Banking and financial services fees	X			
	Finance	Escalation costs for inventory and appraisal contract	X			
	Finance	Escalation in costs for card payment services	X			
	Finance	Department of Motor Vehicles stop fee rate increase	X			
	Finance	Postage cost increase	X			
	Information Technology	Network Operation Center Manager - Communications and Infrastructure Division (1.0 FTE)	X			X
	Information Technology	NeoGov maintenance increase	X			
	Information Technology	Convert contract to Systems Developer II - Community Development Applications Support (1.0 FTE)			X	
	Information Technology	Convert contract to IT Systems Engineer - Technology Hosting Center (1.0 FTE)			X	
	Information Technology	Maintenance increase for technology improvement program systems	X			
Human Services	Area Agency on Aging	Birmingham Green increase		X		
	Housing & Community Development	General fund support for director position	X			
	Social Services	Hilda Barg Homeless Prevention Center annual contract escalation	X			
	Community Services	Therapist IV to create forensics unit to coordinate NGRI, juvenile, and adult restorations (1.0 FTE)	X			X
	Community Services	Enhance adult substance abuse treatment services (3.0 FTE)	X			X
	Community Services	Crisis assessment center for Eastern Prince William (1.5 FTE)			X	X
	Community Services	Add Contractual Services Funding – Intellectual Disability Day Support			X	X
Public Safety	Adult Detention Center	Staffing for phase II expansion (45.0 FTE)		X		
	Criminal Justice Services	Probation and Pretrial Officer II (1.0 FTE)	X			X
	Fire & Rescue	Recruitment & Retention Program (1.0 FTE)			X	
	Fire & Rescue	Contract increases: IT, FF outfitting, EMS supplies, and personnel	X			
	Fire & Rescue	Volunteer employee subsidy increase				
	Fire & Rescue	Operational medical director (OMD) contract adjustment	X			
	Fire & Rescue	Fire & Rescue facilities assessment			X	
	Fire & Rescue	Replacement of self contained breathing apparatus (SCBA) cylinders	X			
	Fire & Rescue	Self-Contained Breathing Apparatus system-wide air pack replacement	X			
	Fire & Rescue	PWC FRS set aside operating budget			X	
	Fire & Rescue	Coles Station 6 CIP			X	
	Fire & Rescue	Medical physicals (reduction)	X			
	Fire & Rescue	Stonewall Jackson (SJ) VFDRS - kitchen refresh			X	
	Fire & Rescue	SJVFDRS - HVAC Gregson Hall			X	
	Fire & Rescue	Occoquan-Woodbridge-Lorton (OWL) - boat sensor system			X	

Budget Highlights

FY2019 Initiatives						
			Type of Investment			Impact of Investment
Functional Area	**Agency**	**Description**	**Must Do**	**Five-Year Plan**	**Critical Need**	**Address Strategic Priority**
Public Safety *(continued)*	Fire & Rescue	OWL - ambulance			X	
	Fire & Rescue	Nokesville VFRD (NVRDD) - E525B replacement			X	
	Fire & Rescue	NVFRD - Station 25 parking lot repairs			X	
	Fire & Rescue	Fair Labor Standards Act (FSLA) ruling - overtime	X			
	Fire & Rescue	Dale City (DCVFD) VFD- R510 replacement			X	
	Fire & Rescue	DCVFD - chief vehicle replacement (Station 20)			X	
	Fire & Rescue	Training building			X	
	Fire & Rescue	DFR Station 15 - replace HVAC system			X	
	Fire & Rescue	DFR Station 24 - swift water boat/outboard motor and trailer replacement			X	
	Fire & Rescue	Fire & Rescue (FR) apparatus - K515			X	
	Fire & Rescue	FR apparatus - M525			X	
	Fire & Rescue	FR apparatus - A523			X	
	Fire & Rescue	FR apparatus - E523B			X	
	Fire & Rescue	FR apparatus - E504			X	
	Fire & Rescue	DTVFD - new roof Station 3F			X	
	Fire & Rescue	DTVFD - a/c unit office			X	
	Fire & Rescue	DTVFD - a/c unit meeting hall			X	
	Fire & Rescue	Fire Marshal's Office (FMO) fleet: maintenance and gasoline budget	X			
	Fire & Rescue	Fire & Rescue training - student technology upgrades			X	
	Fire & Rescue	24-hour ladder truck staffing (14.0 FTE)		X		X
	Fire & Rescue	24-hour ladder truck staffing (14.0 FTE)		X		X
	Police	Northern Virginia Family Services - gang taskforce w/JCSU				X
	Public Safety Communications	Teletype Operator (1.0 FTE)	X			X
Non-Departmental	Non-Departmental	Transfer to the schools	X			X
	Non-Departmental	3% Community Partner increase			X	
	Non-Departmental	Community Development Authorities	X			
	Non-Departmental	Transfer to Capital Projects Fund (Long Park & Cloverdale Park projects)	X			
	General Revenues	CIP - TRIP - transfers to capital projects			X	
	General Revenues	CIP - Capital - Building and Facility Maintenance			X	
	General Revenues	CIP-Proffers-Transfers to Capital Projects			X	

Budget Highlights

Budget Development Process

State Budget Requirements

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

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

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

Elements of the PWC Budget

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

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

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

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

Policies & Practices for Budget Preparation

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

Adopted Policies

Principles of Sound Financial Management

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

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

Five-Year Plan

One of the financial principles is relatively unique and especially relevant to budget preparation, the requirement to prepare a balanced Five-Year Plan for the General Fund. By local code, the County is required to prepare not only a balanced annual budget, but also a balanced Five-Year Plan. The primary benefit of this requirement is that the community cannot fund a new initiative (staffing, facilities, program or compensation adjustment) if it is not affordable throughout the full five years of the budget plan. Adopting a Five-Year Plan provides a longer-term picture of the County's financial future and provides a longer planning window for both the County and the Schools. This process also facilitates community conversations about what services and programs are desired, as well as what the community is willing to fund. This 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 89,861 students, 98 schools, and 11,362 employees. The voters in PWC chose, via referendum in 1995, to move from an appointed to an elected School Board. There are eight members of the School Board, one elected from each of the seven magisterial districts and a chairman elected at-large; each member serves a four-year term. The operations of the School Board are independent of the BOCS and County administration, as prescribed by Virginia law.

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

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

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

Strategic Plan

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

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

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

PWC is a community of choice
with a strong, diverse economic base, where individuals and families
choose to live and businesses choose to locate

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

Increase the commercial tax base

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

Expand the commercial tax base in redevelopment areas

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

Increase the number of jobs in existing small businesses

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

Increase existing business retention

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

Increase at-place employment

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

Increase the number of targeted jobs

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

Decrease the average County review time for nonresidential development

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

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

Decrease the percentage of residents commuting out of the County

- Decrease percentage of the PWC workforce commuting to other localities for employment from 69%

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

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

Decrease congestion and travel time

- Improve I-66 Corridor (Route 234 to Sycamore Street) position on the INRIX Traffic Scorecard from 47/356
- Improve I-95 Corridor (Opitz Boulevard to Route 123) position on the INRIX Traffic Scorecard from 194/356
- Decrease average travel time to work for County residents from 39.3 minutes

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

Reverse the growing epidemic of opiate abuse

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

Decrease truancy, as a precursor to delinquency

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

Increase the success rate of the DIVERT program

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

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

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

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

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

Decrease the number of homeless people living in the County

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

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

Safe & Secure Community: PWC is a community where people are safe and secure

Decrease the crime rate

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

Decrease the number of crime victims

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

Improve the closure rate of violent crime

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

Decrease recidivism

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

Improve emergency response times

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

Reduce the incarceration of mentally ill people

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

Improve the safety of first responders

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

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

Increase graduation rates

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

Increase the percentage of students scoring "pass advanced" on Standards of Learning (SOLs)

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

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

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

Increase the percentage of graduates receiving dual enrollment credits

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

Increase workforce development activities

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

Increase vocational education training

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

Technology & Infrastructure for a Connected Community

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

Comprehensive Plan

Since 1974, PWC has had a Comprehensive Plan that provides general guidance to land use and the location, character and extent of supporting infrastructure and public facilities for a 20-year period. In accordance with State law, the Comprehensive Plan is reviewed every five years and updated as conditions or community expectations require new or different action strategies. The current Comprehensive Plan has 15 elements - Community Design, Cultural Resources, Economic Development, Environment, Fire & Rescue, Housing, Land

Use, Libraries, Parks/Open Space/Trails, Police, Potable Water, Sanitary Sewer, Schools, Telecommunications, and Transportation. Each element states the community's goal for that specific area and the recommended action strategies to achieve that goal. A major implementation tool for the Comprehensive Plan is the annual capital budget and the six-year Capital Improvement Program (CIP). Projected debt service and operating costs are also programmed in the Five-Year Plan.

Capital Improvement Program

Each year in conjunction with the budget, the BOCS adopts a six-year Capital Improvement Program. The CIP identifies those capital improvements and construction projects that should be funded over the next six-year period to maintain or enhance County assets and service delivery. All funding sources are identified, and the resources necessary are accounted for in the capital projects fund. In FY17, a joint County/Schools Capital Process team was established to increase collaboration between the County and the School Board for capital needs. This process continues to identify efficiencies and improve service outcomes for the community.

The first year of the CIP is adopted as the County's capital budget. The primary expenditure included in the capital budget is debt service for general obligation bonds or other types of debt issued to fund specific CIP projects. The Debt Service/CIP section of this document provides detailed information on debt management considerations. The CIP also identifies facility and program operating costs, as well as any operating revenues, associated with the capital projects. Funding for operating costs for an approved CIP project is included in the affected agency's budget, consistent with the projections in the CIP.

County Practices

In addition to the adopted policies identified above, the County uses several practices to limit unnecessary growth in agency budgets. Some are undertaken by the Office of Management & Budget (OMB) once the prior year's budget is adopted, and others are collaborative practices between OMB and County agencies. In order to build the FY2019 Budget, a series of adjustments are made to the FY2018 Budget to build a "base" for FY19 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 FY2019 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 does not automatically replace lost agency revenue with tax support. Agencies must specifically request and justify any increase in tax support.

Collaboration between Agencies within and across Functional Areas

The County's organizational vision calls for employees to do the right thing for the customer every time. To meet that challenge, a collaborative approach across all agencies is essential. Communication and coordination of services are greatly enhanced by organizing into four functional teams: Community Development, General Government, 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 in the proposed budget.

Efficiencies

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

Add Operating Costs Associated with Capital Projects

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

Position Classification Plan

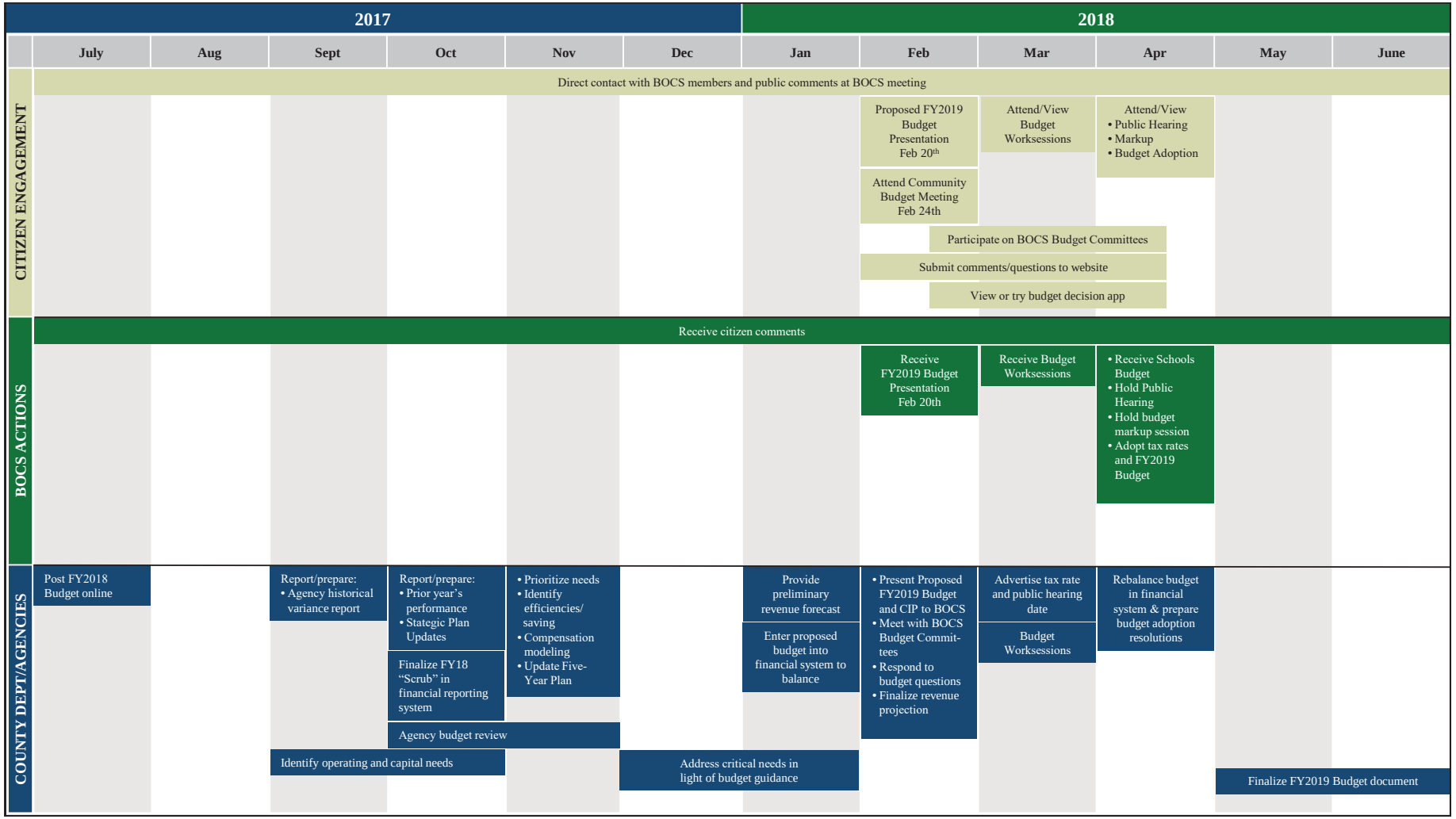
The Position Classification Plan (PCP) is a systematic process for grouping jobs into a common classification based on similarities in duties, responsibilities, and requirements. Originally adopted in 1958, the PCP has been amended as needed to accommodate changes in positions.

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

Compensation Policy

The current compensation policy focuses on annual pay for performance (commonly known as merit) adjustments.

FY2019 Budget Development Process Calendar



FY2019 Budget Development

Scrubbing FY18 Adopted to Create a Starting Point

OMB, in cooperation with all County agencies, applies the BOCS policies and County practices to the FY2018 Budget to create a starting point for FY19 budget discussions. One-time revenues and expenditures are removed, as are planned Five-Year Plan reductions such as previously funded capital and technology projects. Current salaries are brought forward, and all vacant positions are reset to the starting salary.

Agency Collaboration

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

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

BOCS Budget Guidance

Prior to adopting the FY17-21 Five-Year Plan as part of the FY2017 Budget, the BOCS engaged in a policy discussion regarding future budget guidance. The BOCS agreed that the past practice of using the residential tax bill cap was no longer appropriate, given the community desire to maintain existing services and add planned community infrastructure. New guidance, in the form of a 3.5% annual growth cap on future County operating expenditures, exclusive of operating expenditures associated with new capital expenditures, was adopted for the FY2018 Budget. This guidance remained in place for the preparation of the Proposed FY2019 Budget.

Revenue Forecast

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

Additions and Reductions

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

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 BOCS actions. When the total dollar value of the appropriation changes proposed at any one BOCS meeting exceeds one percent (1%) of the total expenditures in the current adopted budget, the BOCS cannot act until the appropriation changes have been advertised for public comment, as required by Section 15.2-2507 of the State Code, and a public hearing on such changes has been held.

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

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

Basis of Budgeting

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

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

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

Fund Types

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

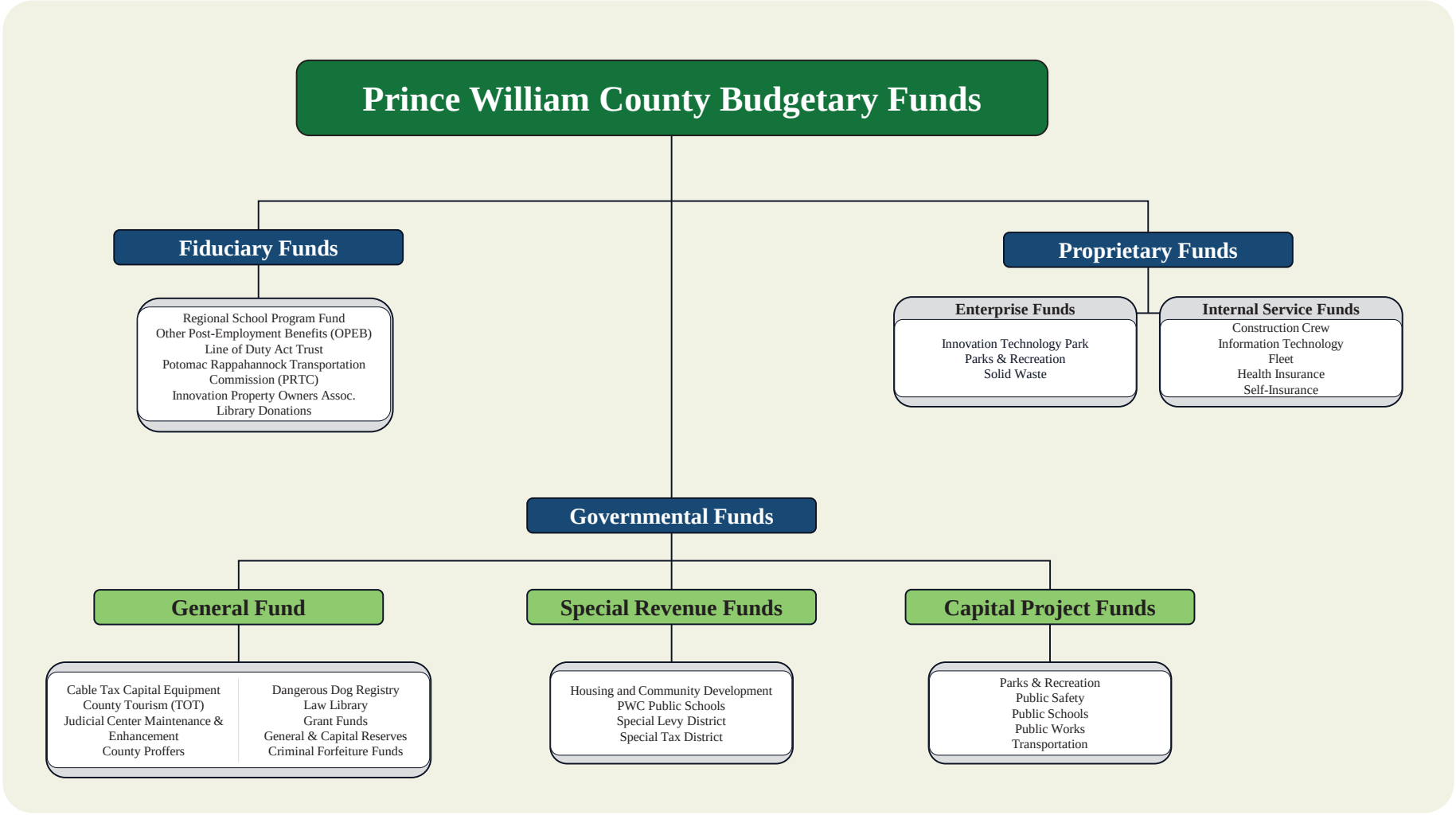
- **General Fund** - The general fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, license and permit fees, charges for services and interest income. A significant part of the fund's revenues is transferred to other funds to finance the operations of the County Public Schools and the Regional ADC. Debt service expenditures for payments of principal and interest of the County's general long-term debt (bonds and other long-term debt not serviced by proprietary or special revenue funds) are included in the general fund.
- **Special Revenue Funds** - Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds are used to account for volunteer Fire & Rescue levies, school operations, stormwater management fees, transportation service districts, and development fees.
- **Capital Projects Fund** - The capital projects fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types as discussed on the following page). The capital projects fund accounts for all current construction projects including improvements to and the construction of schools, roads and various other projects.

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

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

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

Budget Development Process



Operational Fund: Government Fund Types

General Fund

General Government

Board of County Supervisors
County Attorney
Elections
Executive Management
Finance
Human Resources
Human Rights
Management and Budget

Public Safety

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

Community Development

Development Services
Economic Development
Library
Parks & Recreation
Planning
Public Works
Transportation

Human Services

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

Non-Departmental

Unclassified Administrative
Contingency

General Debt/CIP

Capital Improvement Program
Debt Service
Transfer to Construction Funds

Outcome Budgeting

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

Defining Short-Term Initiatives

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

Citizen Satisfaction

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

Accomplishments

- The Strategic Plan has guided resource allocation in the County by increasing resources to strategic service areas while continuing to provide sufficient resources for areas considered important, but not strategic.
- The Strategic Plan and the Comprehensive Plan guide the development of the CIP. In FY14 and FY17, PWC received a "Special Capital Recognition" award by the Government Finance Officers' Association (GFOA).
- PWC has received the Certificate of Achievement of Distinguished Budget Presentation from the GFOA for every budget year from FY87 through FY18. This is the highest form of recognition in governmental budgeting.
- The National Association of Counties (NACO) presented a 2014 Achievement Award to the County for Prince William's budgeting process, which focuses on citizen engagement.

Outstanding Unmet Needs

Many budget requests come forward during the budget development process that are not included in the final adopted budget. These include expanding capacity to reduce current waiting lists for services, funding enhancements requested by community members, and providing new services not currently funded by County. Budget requests are often submitted in several budget cycles before being funded. Notwithstanding the work done to address unmet needs during the development of the FY2019 Budget, the list of outstanding unmet needs remains long. These initiatives will be evaluated during subsequent budget development processes, or as new resources are identified off-cycle, with a goal of addressing as many of these unmet needs as can be accommodated by the BOCS's revenue policies. The current list of outstanding unmet needs is as follows:

FY2019 Unmet Needs		
General Fund - Operating	**Budget Request**	**First Identified**
Adult Detention Center	Operating Needs for New & Existing Facilities	FY17 Future Outlook
Area Agency on Aging	Recreation & Socialization Activities Specialist	FY18 Unmet Critical Need Request
Area Agency on Aging	Public Health Nutritionist	FY18 Unmet Critical Need Request
Community Services	Adult Substance Abuse Therapist I	FY16 Directive Response 1.28.2015
Community Services	Emergency Services Mandatory Outpatient Therapist II	FY16 Directive Response 1.28.2015
Community Services	Emergency Services Peer Support Specialists	FY16 Directive Response 1.28.2015
Community Services	Medical Services Child Psychiatrist	FY16 Directive Response 1.28.2015
Community Services	Medical Services Nurse Manager	FY16 Directive Response 1.28.2015
Community Services	ACCESS Position	FY18 Unmet Critical Need Request
Community Services	Adult Substance Abuse Treatment Positions and Residential Placement Funds	FY18 Unmet Critical Need Request
Community Services	Medication Assisted Substance Abuse Treatment Position	FY18 Unmet Critical Need Request
Community Services	Support clients with intellectual disabilities transitioning from Schools	FY19 Unmet Critical Need Request
Community Services	Therapist II for Family Assessment and Planning Team	FY19 Unmet Critical Need Request
Community Services	Add staff for Credible Health Software training & other information tech projects	FY19 Unmet Critical Need Request
Community Services	Reimbursements for Qualified Mental Health Professional registration costs and clinical licenses	FY19 Unmet Critical Need Request
Community Services	Administrative Support Position	FY19 Unmet Critical Need Request
Community Services	Two Medical Services Nurse Case Managers	FY19 Unmet Critical Need Request
Community Services	Contract Services Administrator	FY19 Unmet Critical Need Request
Community Services	Add four FTEs for additional Drug Offenders Recovery Services program	FY19 Unmet Critical Need Request
Criminal Justice Services	Staffing Plan Due to Increased Public Safety Needs	FY16 Directive Response 1.28.2015
Criminal Justice Services	Accounting Services Coordinator	FY18 Unmet Critical Need Request
Criminal Justice Services	Probation/Pretrial Officer III	FY18 Unmet Critical Need Request
Economic Development	Marketing Plan for Magisterial Districts	FY18 Unmet Critical Need Request
Economic Development	Contractual Services Data Base	FY18 Unmet Critical Need Request
Economic Development	Existing Business Initiative	FY18 Unmet Critical Need Request
Economic Development	Advertising & Sponsorship	FY18 Unmet Critical Need Request
Elections	Additional Assistant Registrar	FY16 Directive Response 1.28.2015
Elections	Additional Space Needed for Temporary Staff	FY17 Future Outlook
Elections	Ballot Software and Scanning Machines Licenses/Support	FY18 Unmet Critical Need Request
Elections	Funding for Election Officers, Temporary Help Services, Postage and Printing	FY 19 Unmet Critical Need Request
Elections	Funding for Election Day Equipment, Radio Batteries and Ballot-on-Demand Equipment	FY 19 Unmet Critical Need Request
Elections	Funding for three Additional Assistant Registrars	FY 19 Unmet Critical Need Request
Executive Management	Media Specialist	FY 19 Unmet Critical Need Request
Finance	Financial Analyst III - Treasury Management	FY16 Directive Response 1.28.2015
Finance	Subscriptions to Provide Critical Data to Assess Commercial Property	FY16 Directive Response 1.28.2015
Finance	Tax Administration Positions (Billing, Collection, Auditing, Customer Service)	FY16 Directive Response 1.28.2015
Finance	Call Center Training	FY17 Unmet Critical Needs Request
Finance	Five FTEs-Accounting Assistant 1 - Grade 8	FY19 Unmet Critical Need Request
Finance	Website Development for Tax.pwcgov.org (tax portal)	FY19 Unmet Critical Need Request

FY2019 Unmet Needs		
General Fund - Operating *(Continued)*	**Budget Request**	**First Identified**
Finance	Procurement Specialist	FY19 Unmet Critical Need Request
Finance	Spreadsheet Server Reporting Software	FY19 Unmet Critical Need Request
Fire & Rescue	Restoration of Non-Unit/Specialty Staffing Plan: one Battalion Chief/EMS Staff	FY16 Directive Response 1.28.2015
Fire & Rescue	EMS Courses	FY16 Directive Response 1.28.2015
Fire & Rescue	EMS Lieutenants	FY16 Directive Response 1.28.2015
Fire & Rescue	Northern Virginia Emergency Response System Contribution	FY18 Unmet Critical Need Request
Fire & Rescue	Training Captain - Command Competency	FY18 Unmet Critical Need Request
Fire & Rescue	Emergency Management Planner - Grants	FY18 Unmet Critical Need Request
Fire & Rescue	Fleet Coordinator	FY18 Unmet Critical Need Request
Fire & Rescue	Special Projects Captain	FY18 Unmet Critical Need Request
Fire & Rescue	Staffing Coordinator	FY18 Unmet Critical Need Request
Fire & Rescue	Shift Commanders	FY19 Unmet Critical Need Request
Fire & Rescue	CIT Technical Services Specialist	FY19 Unmet Critical Need Request
Fire & Rescue	Emergency Management Grant Coordinator	FY19 Unmet Critical Need Request
Fire & Rescue	Fire & Rescue Cadet Program	FY19 Unmet Critical Need Request
Fire & Rescue	Athletic Trainer	FY19 Unmet Critical Need Request
Human Resources	Funding for Maintenance of Required Certifications & Training	FY16 Directive Response 1.28.2015
Human Resources	Recruiter; Classification & Compensation Analyst	FY16 Directive Response 1.28.2015
Human Resources	Leadership Development Program	FY18 Unmet Critical Need Request
Human Resources	Additional Training and Development staff	FY 19 Unmet Critical Need Request
Human Resources	Additional Training and Development Organizational Staffing	FY 19 Unmet Critical Need Request
Human Resources	Additional support staff for Training and Development	FY 19 Unmet Critical Need Request
Information Technology	Funding for a Technical Writer - Contracted Services	FY16 Directive Response 1.28.2015
Information Technology	Funding for Cloud Storage	FY16 Directive Response 1.28.2015
Information Technology	Mobile Applications Developer	FY16 Directive Response 1.28.2015
Information Technology	System Developer II Positions	FY16 Directive Response 1.28.2015
Information Technology	Technical Service Analyst I	FY16 Directive Response 1.28.2015
Information Technology	Telecommunications Field Engineer	FY16 Directive Response 1.28.2015
Information Technology	Tower Lease Payments & Equipment	FY16 Directive Response 1.28.2015
Information Technology	Assistant Radio Technicians	FY18 Unmet Critical Need Request
Information Technology	GIS Analyst III	FY18 Unmet Critical Need Request
Information Technology	Network Analyst	FY18 Unmet Critical Need Request
Information Technology	Data Architect/Records Management Position	FY18 Unmet Critical Need Request
Information Technology	HCM Support Team in Business Application Services Division	FY19 Unmet Critical Need Request
Information Technology	Solutions Engineer in Communications & Infrastructure Division	FY19 Unmet Critical Need Request
Information Technology	Premier Services Team in Business Group	FY19 Unmet Critical Need Request
Information Technology	Project Manager in Business Group	FY19 Unmet Critical Need Request
Information Technology	Active Directory/Messaging Engineer in Communications & Infrastructure Division	FY19 Unmet Critical Need Request
Juvenile & Domestic Relations Court	Daily Pickup & Delivery of Bank Deposits	FY16 Directive Response 1.28.2015
Library	Increase in materials budget	FY 19 Unmet Critical Need Request
Library	Increase in Temporary Substitute funding	FY 19 Unmet Critical Need Request
Parks & Recreation	Replacement of Vehicles & Equipment	FY16 Directive Response 1.28.2015
Parks & Recreation	Dove's Landing	FY16 Directive Response 1.28.2015
Parks & Recreation	Inclusion Coordinator	FY16 Directive Response 1.28.2015
Parks & Recreation	Landscape Maintenance	FY16 Directive Response 1.28.2015
Parks & Recreation	Parts Position for Fleet	FY16 Directive Response 1.28.2015
Parks & Recreation	Sport Services Specialist	FY16 Directive Response 1.28.2015
Parks & Recreation	Trail Development/Maintenance/Potomac National Scenic Trail	FY16 Directive Response 1.28.2015
Parks & Recreation	Equipment & Vehicle Replacement	FY16 Future Outlook
Parks & Recreation	Kayaks & Canoes for Silver Lake	FY16 Budget Request
Parks & Recreation	Artificial Turf Field Testing	FY16 Budget Request
Parks & Recreation	Administrative Support Positions - various locations	FY18 Unmet Critical Need Request

FY2019 Unmet Needs		
General Fund - Operating *(Continued)*	**Budget Request**	**First Identified**
Parks & Recreation	Chinn Center Driver - additional hours	FY18 Unmet Critical Need Request
Parks & Recreation	Chinn Center Flooring	FY18 Unmet Critical Need Request
Parks & Recreation	Marketing Services Increase	FY18 Unmet Critical Need Request
Parks & Recreation	Administrative Support Positions	FY18 Unmet Critical Need Request
Parks & Recreation	Landscape Maintenance Position	FY18 Unmet Critical Need Request
Parks & Recreation	Temporary Facility Maintenance Positions	FY18 Unmet Critical Need Request
Parks & Recreation	Armored Bank Services	FY18 Unmet Critical Need Request
Parks & Recreation	Part Specialist Position	FY18 Unmet Critical Need Request
Parks & Recreation	County-Wide Pool Lifejackets	FY18 Unmet Critical Need Request
Parks & Recreation	Dale City Center Fitness Repairs and Maintenance	FY18 Unmet Critical Need Request
Parks & Recreation	Dale City Center Additional Programming	FY18 Unmet Critical Need Request
Parks & Recreation	Dale City Center Professional Services	FY18 Unmet Critical Need Request
Parks & Recreation	ARC Community Partner Increase - Staff Support & Rental Fee Assistance	FY18 Unmet Critical Need Request
Parks & Recreation	Golf Cart Fleet Replacement	FY18 Unmet Critical Need Request
Parks & Recreation	Lifeguard and Safety Equipment	FY18 Unmet Critical Need Request
Parks & Recreation	Security Systems Replacement & Upgrades	FY18 Unmet Critical Need Request
Parks & Recreation	Vehicle Replacement	FY18 Unmet Critical Need Request
Parks & Recreation	Convert Limited Term Positions to Full Time	FY19 Unmet Critical Need Request
Parks & Recreation	Requirements Analysis for a new Point of Sale system	FY19 Unmet Critical Need Request
Parks & Recreation	Warehouse Supply Specialist	FY19 Unmet Critical Need Request
Parks & Recreation	GIS Analyst	FY19 Unmet Critical Need Request
Parks & Recreation	Uniforms and Supplies for Dale City Center	FY19 Unmet Critical Need Request
Parks & Recreation	Uniforms and Apparel for WaterWorks Employees	FY19 Unmet Critical Need Request
Parks & Recreation	Chinn Center Phones	FY19 Unmet Critical Need Request
Planning	Purchase of Development Rights Program Costs	FY18 Unmet Critical Need Request
Police	Take Home Vehicles	FY18 Unmet Critical Need Request
Police	DUI Unit Task Force Grant	FY19 Unmet Critical Need Request
Police	Rifle Range Lease	FY19 Unmet Critical Need Request
Police	Marketing Brand for Diversity in Recruitment	FY19 Unmet Critical Need Request
Public Works	Brentsville Jail Museum Operating Expenses	FY16 Directive Response 1.28.2016
Public Works	Management & Fiscal Analyst II (Historic Preservation)	FY16 Directive Response 1.28.2015
Public Works	Increase PSTC Landscaping Service Levels	FY18 Unmet Critical Need Request
Public Works	Contract Custodial Support for Senior Centers	FY18 Unmet Critical Need Request
Public Works	Deep Cleaning of County Facilities	FY18 Unmet Critical Need Request
Public Works	Security Increase for Ferlazzo and Sudley North	FY18 Unmet Critical Need Request
Public Works	Fleet Parts & Supplies Specialist	FY18 Unmet Critical Need Request
Public Works	Auto Mechanic	FY18 Unmet Critical Need Request
Public Works	Site Manager for Bushy Park and Barnes House	FY18 Unmet Critical Need Request
Public Works	Landscape Maintenance Uniformity	FY19 Unmet Critical Need Request
Public Works	Replace Tow Truck FM1290 w/Rollback Tow Unit for AWD Towing	FY19 Unmet Critical Need Request
Public Works	Warehouse Supply Specialist	FY19 Unmet Critical Need Request
Public Works	Programming for the Barnes and Bushy Park Houses	FY19 Unmet Critical Need Request
Public Works	Custodial Services for Historic Preservation Sites	FY19 Unmet Critical Need Request
Public Works	Planner II	FY19 Unmet Critical Need Request
Public Works	Records Center Assistant	FY19 Unmet Critical Need Request
Public Works	Motor Vehicle Shop Supervisor	FY19 Unmet Critical Need Request
Public Works	Management & Fiscal Analyst II (Facilities Construction Management)	FY19 Unmet Critical Need Request
Public Safety Communications	Next Generation E-911	FY19 Unmet Critical Need Request
Public Safety Communications	Telecommunicator I	FY19 Unmet Critical Need Request
Sheriff's Office	Staffing Plan Due to Increased Public Safety Needs	FY16 Directive Response 1.28.2015
Sheriff's Office	Eviction Squad Supervisor	FY18 Unmet Critical Need Request
Sheriff's Office	Courthouse Security Supervisor	FY19 Unmet Critical Need Request
Sheriff's Office	Training Officer	FY18 Unmet Critical Need Request

FY2019 Unmet Needs		
General Fund - Operating *(Continued)*	**Budget Request**	**First Identified**
Sheriff's Office	Dispatcher	FY18 Unmet Critical Need Request
Sheriff's Office	Additional Vehicle	FY18 Unmet Critical Need Request
Social Services	Staffing plan to address Medicaid renewals and applications	FY19 Unmet Critical Need Request
Transportation	Maintenance Fund for public or BOCS owned roads	FY19 Unmet Critical Need Request

FY2019 Unmet Needs		
General Fund - Capital Facilities	**Budget Request**	**First Identified**
Adult Detention Center	Capital Needs for New & Existing Facilities	FY17 Future Outlook
Area Agency on Aging	Senior Center Upgrades/Replacement	FY14 Budget Presentation
Area Agency on Aging	Woodbridge Senior Center Replacement/Relocation	FY15 Unmet Critical Needs Request
Fire & Rescue	Additional Fire & Rescue Stations to Meet Comprehensive Plan Level of Service	FY18 Unmet Critical Need Request
Library	Facility Improvements	FY17 Future Outlook
Library	Potomac Community Library Renovation	FY18 Unmet Critical Need Request
Library	Central Community Library Renovation	FY19 Unmet Critical Need Request
Parks & Recreation	Pfitzner Stadium Replacement	FY2004-09 CIP
Parks & Recreation	Sudley Park	FY2005-10 CIP
Parks & Recreation	Ben Lomond Community Center Expansion	FY2008-13 CIP
Parks & Recreation	Chinn Center Expansion	FY2008-13 CIP
Parks & Recreation	Locust Shade Phase 2 - Mini Golf, Driving Range, 1st Tee & Office Improvements	FY2008-13 CIP
Parks & Recreation	Trails Development (Completion of unfinished trail segments)	FY2008-13 CIP
Parks & Recreation	Hellwig Administration Building Renovation	FY19 Unmet Critical Need Request
Parks & Recreation	Facility Improvements/Aging Infrastructure	FY15 Future Outlook
Parks & Recreation	Ben Lomond Maintenance Shop	FY15 Unmet Critical Needs Request
Parks & Recreation	Long Park Maintenance Shop	FY15 Unmet Critical Needs Request
Parks & Recreation	Splashdown Updates & Expansion	FY15 Future Outlook
Parks & Recreation	Americans with Disabilities Act Facility Compliance	FY15 Unmet Critical Needs Request
Parks & Recreation	Field Lighting at Tyler Elementary School	FY15 Unmet Critical Needs Request
Parks & Recreation	Long Park Entrance Road	FY15 Unmet Critical Needs Request
Parks & Recreation	Long Park Sewer	FY15 Unmet Critical Needs Request
Parks & Recreation	Pfitzner Stadium Lighting	FY15 Unmet Critical Needs Request
Parks & Recreation	PW Golf Course Maintenance Building	FY15 Unmet Critical Needs Request
Parks & Recreation	Valley View Maintenance Building	FY15 Unmet Critical Needs Request
Parks & Recreation	Catharpin Regional Park restrooms & concession building	FY18 Unmet Critical Need Request
Parks & Recreation	Hellwig Complex entrance - traffic light	FY18 Unmet Critical Need Request
Parks & Recreation	Howison Homestead Park parking	FY18 Unmet Critical Need Request
Police	Replacement of Police Command Truck	FY16 Directive Response 1.28.2015
Public Works	Fleet Facility Expansion or Replacement	FY16 Unmet Critical Needs Request
Public Works	McCoart & Owens Restroom	FY17 Unmet Critical Needs Request
Public Works	Williams Ordinary Parking Lot Paving	FY15 Unmet Critical Needs request
Public Works	Bristoe Station Battlefield Heritage Park Restrooms	FY15 Unmet Critical Needs request
Public Works	Bennett School Renovations	FY2004-09 CIP
Public Works	Garfield Fleet Renovation	FY2004-09 CIP
Public Works	Fleet Shop Expansion	FY17 Future Outlook
Transportation	Wellington Rd (Devlin to Rt 234 Bypass)	FY16 Unmet Critical Needs Request
Transportation	PW Parkway Interchange at Smoketown	FY15 Unmet Critical Needs request
Transportation	PW Parkway Interchange at Minnieville	FY15 Unmet Critical Needs request
Transportation	University Blvd (Sudley Manor to Progress)	FY14 Unmet Critical Needs Request
Transportation	Van Buren Rd (Rt 234 to Cardinal)	FY14 Unmet Critical Needs Request
Transportation	Rt 15 (Rt 29 to Rt 55)	FY14 Unmet Critical Needs Request
Transportation	Godwin Dr (Sudley to Lomond)	FY14 Unmet Critical Needs Request
Transportation	Telegraph Rd (PWP to Minnieville)	FY14 Unmet Critical Needs Request
Multiple Agencies	Judicial Center Expansion	FY18 Unmet Critical Need Request
Multiple Agencies	Human Services Building	FY15 Unmet Critical Needs request

FY2019 Unmet Needs		
General Fund - Capital - Technology	**Budget Request**	**First Identified**
Area Agency on Aging	Senior Center Management	FY17 Budget Q&A
Community Services	Client Case Management	FY17 Budget Q&A
Elections	Poll Chief	FY17 Budget Q&A
Elections	New Phone System	FY17 Future Outlook
Finance	Real Estate Assessment Tracking	FY17 Budget Q&A
Finance	Public Real Estate Portal	FY17 Budget Q&A
Finance	Tax Administration Management	FY17 Budget Q&A
Finance	Risk Management Claims Processing Software	FY18 Unmet Critical Need Request
Finance	Ascend Enhancements, Phase IV	FY18 Unmet Critical Need Request
Finance	Mobile Data Access for Real Estate	FY18 Unmet Critical Need Request
Finance	Tax Portal	FY18 Unmet Critical Need Request
Finance	Wdesk for Financial Reporting	FY18 Unmet Critical Need Request
Human Resources	Applicant/Recruitment Management	FY17 Budget Q&A
Human Resources	Onboarding Application	FY17 Budget Q&A
Information Technology	Core Network Upgrade	FY19 Unmet Critical Need Request
Information Technology	Smart Form - Enterprise document and form platform	FY19 Unmet Critical Need Request
Information Technology	VoIP Upgrade and Voice Optimization	FY19 Unmet Critical Need Request
Information Technology	Asset Inventory Tracking for DoIT ISF Bill	FY17 Budget Q&A
Information Technology	Network Analytics & Proactive Monitoring	FY17 Budget Q&A
Information Technology	Program Management	FY17 Budget Q&A
Information Technology	Physical Security Technology	FY15 Future Outlook
Information Technology	Disaster Recovery	FY15 Future Outlook
Library	Library Technology	FY15 Future Outlook
Library	Catalog/Content Management	FY17 Budget Q&A
Library	Volunteer Management	FY17 Budget Q&A
Library	Electronic Resources for Citizens	FY17 Budget Q&A
Parks & Recreation	Disaster Recovery	FY2008-13 CIP
Parks & Recreation	Maintenance Order Tracking System	FY18 Unmet Critical Need Request
Planning	Citizen Participation Technology	FY15 Future Outlook
Public Works	Facility Door Access Management	FY17 Budget Q&A
Public Works	Facility HVAC Maintenance	FY17 Budget Q&A
Social Services	Call Center for Citizen Information	FY17 Budget Q&A
Social Services	Family Assessment Case & Adoption Subsidy Payment Case Tracking	FY17 Budget Q&A
Multiple Agencies	Computer Assisted Design (CAD)/Record Management System (RMS) Enhancement - Motorola APX Radio Manager Solution	FY18 Unmet Critical Need Request
Multiple Agencies	Work Order & Inventory Tracking	FY17 Budget Q&A
Multiple Agencies	Crystal Reports	FY17 Budget Q&A
Multiple Agencies	Archival Records Management	FY17 Budget Q&A
Multiple Agencies	Enterprise Evidence Based Decision Making (EDMS)	FY17 Budget Q&A
Multiple Agencies	Radio Network Diagnostic Tool	FY17 Budget Q&A

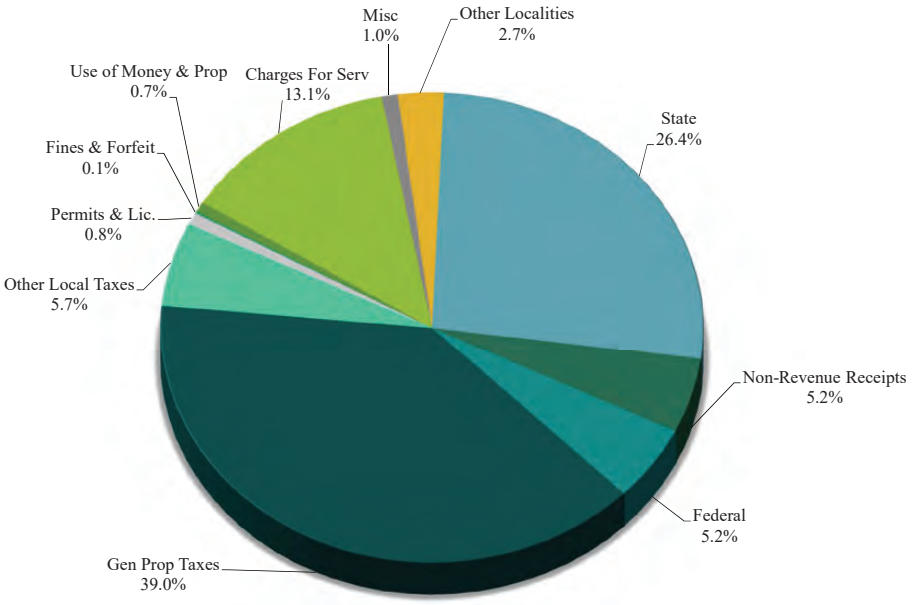
FY2019 Unmet Needs		
Non-General Fund Operating & Capital	**Budget Request**	**First Identified**
Public Works	Engineer for Solid Waste Program Management	FY18 Unmet Critical Need Request
Public Works	Electronic Message Board for Landfill Entrance	FY18 Unmet Critical Need Request

Revenue vs. Expenditure Comparison

The pie charts show the expenditure and revenue budgets for all Countywide funds. Note, percentages may not add up due to rounding. 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.

FY2019 Total County Revenue Source

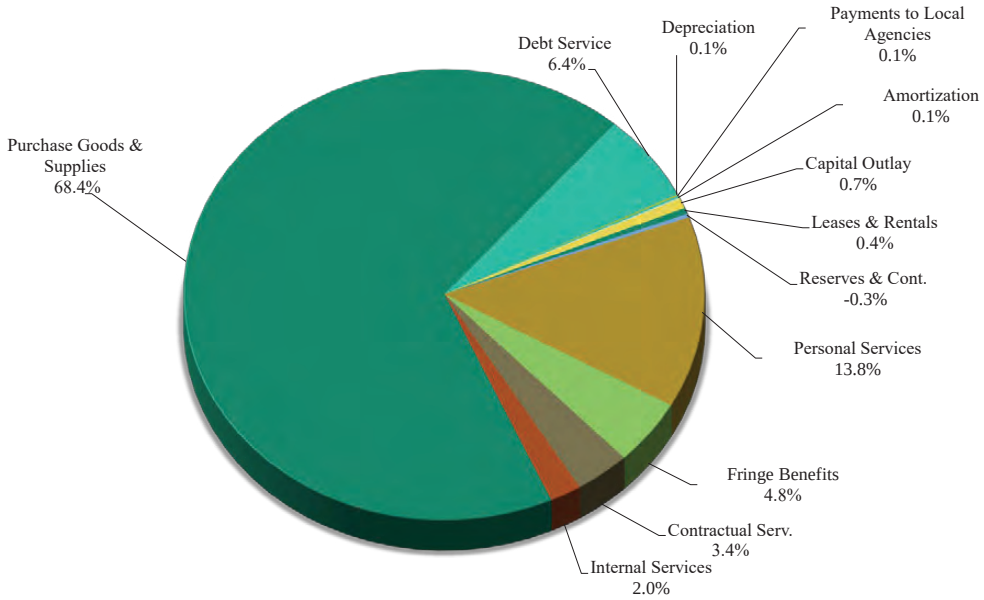
(Note: Excludes Operating Transfers In)



$2,344,157,810

FY2019 Total County Budget By Category of Expenditure

(Note: Excludes Operating Transfers Out)



$2,348,154,600

Budget Summary

Combined Statement of Projected Revenues and Budgeted Expenditures for FY2019 Budget

	Governmental Funds			Component Unit Funds			Proprietary Funds		Fiduciary Fund Type	Total Adopted Budget
	General Fund	Capital Project Funds	Special Revenue Funds	Adult Detention Ctr.	Convention & Visitor Bureau*	Education	Enterprise Fund	Internal Service Fund		
Net Positions:										
Invested in Capital Assets, net of related debt	$0	$0	$0	$0	$59,421	$0	$49,438,652	$5,837,571	$0	$55,335,644
Restricted	$0	$0	$0	$0	$0	$0	$0	$4,287,000	$122,644,000	$126,931,000
Unrestricted	$0	$0	$0	$0	$227,175	$22,454,050	$6,069,949	$31,273,774	$0	$60,024,948
Projected Fund Balance:										
Non-spendable	$178,198	$331,003	$0	$0	$0	$2,613,023	$0	$0	$0	$3,122,224
Restricted	$10,349,504	$0	$60,772,511	$0	$0	$62,228,811	$0	$0	$0	$133,350,826
Committed	$94,878,743	$137,151,445	$0	$2,176,947	$0	$3,365,922	$0	$0	$0	$237,573,057
Assigned	$9,123,222	$0	$0	$726,848	$0	$0	$0	$0	$0	$9,850,070
Unassigned	$79,769,000	$0	$0	$12,287,318	$0	$24,887,988	$0	$0	$0	$116,944,306
Total Fund Balances	**$194,298,667**	**$137,482,448**	**$60,772,511**	**$15,191,113**	**$286,596**	**$115,549,794**	**$55,508,601**	**$41,398,345**	**$122,644,000**	**$743,132,074**
Projected Revenues										
General Property Taxes	$862,215,902	$0	$52,612,231	$0	$0	$0	$0	$0	$0	$914,828,133
Other Local Taxes	$133,193,000	$0	$0	$0	$0	$0	$0	$0	$1,400,000	$134,593,000
Permits & Fees	$2,064,001	$0	$17,082,280	$0	$0	$0	$8,000	$0	$0	$19,154,281
Fines & Forfeitures	$3,095,771	$0	$0	$0	$0	$0	$0	$0	$0	$3,095,771
Use of Money & Property	$11,218,520	$0	$1,193,290	$0	$0	$2,456,810	$1,337,500	$533,826	$0	$16,739,946
Charges for Services	$14,681,744	$0	$22,670,146	$662,774	$0	$140,075,727	$23,383,018	$105,008,986	$0	$306,482,395
Revenue from Federal Government	$18,668,365	$0	$34,954,940	$382,500	$0	$68,033,179	$0	$0	$0	$122,038,984
Revenue from Commonwealth	$73,202,895	$0	$0	$10,500,000	$0	$535,935,735	$40,000	$0	$9,500	$619,688,130
Revenue from Other Localities	$7,700,032	$0	$0	$4,445,331	$0	$51,282,693	$0	$0	$0	$63,428,056
Miscellaneous Revenue	$6,332,016	$0	$413,027	$57,020	$0	$10,631,328	$489,932	$4,617,000	$0	$22,540,323
Non-Revenue Receipts	$173,700	$6,000,000	$0	$0	$0	$114,895,091	$0	$0	$500,000	$121,568,791
Total Revenues	**$1,132,545,946**	**$6,000,000**	**$128,925,914**	**$16,047,625**	**$0**	**$923,310,563**	**$25,258,450**	**$110,159,812**	**$1,909,500**	**$2,344,157,810**
Budgeted Expenditures										
Salaries and Benefits	$350,554,795	$0	$26,770,536	$36,273,471	$0	$0	$6,612,445	$15,217,613	$0	$435,428,860
Amortization	$0	$0	$0	$0	$0	$0	$2,085,793	$0	$0	$2,085,793
Capital Outlay	$5,588,116	$175,000	$8,697,281	$283,654	$0	$0	$765,000	$1,591,962	$0	$17,101,013
Contractual Services	$35,139,264	$41,574	$11,591,028	$3,097,255	$0	$0	$7,755,529	$23,089,095	$9,500	$80,723,245
Debt Maintenance	$40,993,713	$0	$280,585	$0	$0	$107,730,113	$993,831	$0	$0	$149,998,242
Depreciation	$0	$0	$0	$0	$0	$0	$2,098,713	$0	$0	$2,098,713
Internal Services	$38,065,059	$0	$5,452,310	$1,453,260	$0	$0	$1,011,969	$194,504	$0	$46,177,102
Payments to Other Local Agencies	$364,340	$0	$2,917,000	$0	$0	$0	$0	$0	$0	$3,281,340
Purchase of Goods & Services	$63,678,686	$24,095,122	$59,276,344	$5,168,689	$0	$1,367,607,378	$3,463,870	$81,920,005	$1,900,000	$1,607,110,094
Leases & Rentals	$9,297,923	$0	$333,023	$283,200	$0	$0	$378,774	$136,644	$0	$10,429,564
Reserves & Contingencies	($7,419,483)	$0	$1,140,119	$0	$0	$0	$0	$0	$0	($6,279,364)
Total Expenditures	**$536,262,413**	**$24,311,696**	**$116,458,226**	**$46,559,529**	**$0**	**$1,475,337,491**	**$25,165,924**	**$122,149,823**	**$1,909,500**	**$2,348,154,600**
Excess (Deficiency) Of Revenues Over Expenditures	**$596,283,533**	**($18,311,696)**	**$12,467,688**	**($30,511,904)**	**$0**	**($552,026,928)**	**$92,526**	**($11,990,011)**	**$0**	**($3,996,790)**
Other Financing Sources Uses										
Transfers In	$46,462,622	$12,836,444	$6,271,891	$32,173,207	$0	$616,518,575	$1,791,453	$499,271	$0	$716,553,463
Transfers Out	($642,743,091)	($190,000)	($36,157,971)	($1,661,303)	$0	($33,878,761)	($1,922,337)	$0	$0	($716,553,463)
Total Other Financing Sources (Uses)	**($596,280,469)**	**$12,646,444**	**($29,886,080)**	**$30,511,904**	**$0**	**$582,639,814**	**($130,884)**	**$499,271**	**$0**	**$0**
Excess (Deficiency) of Revenues Over Expenditures & Other Sources (Uses)	**$3,065**	**($5,665,252)**	**($17,418,392)**	**$0**	**$0**	**$30,612,886**	**($38,358)**	**($11,490,740)**	**$0**	**($3,996,790)**
Projected Total Fund Balance, Ending	**$194,301,732**	**$131,817,196**	**$43,354,119**	**$15,191,113**	**$286,596**	**$146,162,680**	**$55,470,243**	**$29,907,605**	**$122,644,000**	**$739,135,284**
Projected % Change in Fund Balance	**0.00%**	**(4.12%)**	**(28.66%)**	**0.00%**	**0.00%**	**26.49%**	**(0.07%)**	**(27.76%)**	**0.00%**	**(0.54%)**

* Notes: The FY2019 Budget merged the Convention and Visitors Bureau into the County Parks & Recreation Department. Totals may not add up due to rounding.

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

1. The Special Revenue Fund is projected to decrease 28.7% due to the Fire Levy which is budgeted to use $14.7 million of fund balance for replacement and purchase of apparatus and equipment as well as station improvements.
2. The Education component unit is projected to increase fund balance 26.5% due to the Schools' construction fund contributing $60.1 million for new school construction due to the sale of bonds; other funds decrease the overall fund balance by $29.5 million.
3. The Internal Service Fund is projected to decrease 27.8% because the Medical Self-Insurance Internal Service Fund is budgeted to use $11.3 million of fund balance only in the event of maximum financial exposure of medical and dental claims.

All Funds Summary of Revenues and Other Financing Sources and Expenditures and Other Financing Uses

	FY17 Actual	FY18 Budget	FY19 Budget	%Change
Fund Balance/Net Position, Beginning				
Invested in Capital Assets	$89,257,894	$55,335,644	$55,335,644	0.00%
Restricted	$115,575,000	$126,931,000	$126,931,000	0.00%
Unrestricted	$74,243,756	$75,758,014	$60,024,948	(20.77%)
Fund Balances				
Non-spendable	$5,134,117	$3,122,224	$3,122,224	0.00%
Restricted	$311,707,230	$260,007,774	$133,350,826	(48.71%)
Committed	$240,433,771	$235,112,191	$237,573,057	1.05%
Assigned	$100,661,280	$100,203,769	$9,850,070	(90.17%)
Unassigned	$102,307,140	$116,944,306	$116,944,306	0.00%
Total Fund Balances	**$1,039,320,188**	**$973,414,921**	**$743,132,074**	**(23.66%)**
Revenues				
General Property Taxes	$780,641,738	$861,499,957	$914,828,133	6.19%
Other Local Taxes	$131,456,242	$132,107,000	$134,593,000	1.88%
Permits & Fees	$19,885,804	$19,154,281	$19,154,281	0.00%
Fines & Forfeitures	$2,739,289	$3,095,771	$3,095,771	0.00%
Use of Money & Property	$13,679,725	$15,143,136	$16,739,946	10.54%
Charges for Services	$248,485,708	$295,127,350	$306,482,395	3.85%
Revenue from Federal Government	$65,321,805	$116,274,074	$122,038,984	4.96%
Revenue from Commonwealth	164,431,880	595,693,922	619,688,130	4.03%
Revenue from Other Localities	$13,732,160	$62,451,711	$63,428,056	1.56%
Miscellaneous Revenue	$650,476,677	$15,753,378	$22,540,323	43.08%
Non-Revenue Receipts	$89,232,689	$125,146,042	$121,568,791	(2.86%)
Total Revenues	**$2,180,083,717**	**$2,241,446,622**	**$2,344,157,810**	**4.58%**
Expenditures				
Salaries and Benefits	$398,520,517	$424,594,631	$435,428,860	2.55%
Amortization	$1,950,797	$2,085,793	$2,085,793	0.00%
Capital Outlay	$52,301,429	$23,279,446	$17,101,013	(26.54%)
Contractual Services	$113,101,191	$74,721,718	$80,723,245	8.03%
Debt Maintenance	$136,518,814	$143,233,966	$149,998,242	4.72%
Depreciation	$41,328,512	$2,098,713	$2,098,713	0.00%
Internal Services	$44,772,926	$46,144,073	$46,177,102	0.07%
Payments to Other Local Agencies	$4,636,765	$3,244,891	$3,281,340	1.12%
Purchase of Goods & Services	$1,377,355,273	$1,761,115,392	$1,607,110,094	(8.74%)
Leases & Rentals	$8,890,788	$10,060,385	$10,429,564	3.67%
Reserves & Contingencies	8,948,968	20,030,338	6,279,364	(68.65%)
Total Expenditures	**$2,170,428,044**	**$2,470,548,670**	**$2,348,154,600**	**(4.95%)**
Excess (Deficiency) Of Revenues Over Expenditures	**$9,655,673**	**($229,102,048)**	**($3,996,790)**	**(98.26%)**
Other Financing Sources Uses				
Transfers In *	$746,240,096	$687,835,974	$716,553,463	4.18%
Transfers Out	($747,920,897)	($689,016,774)	($716,553,463)	4.00%
Total Other Financing Sources (Uses)	**($1,680,801)**	**($1,180,800)**	**$0**	**(100.00%)**
Excess (Deficiency) of Revenues Over Expenditures & Other Sources (Uses)	**$7,974,872**	**($230,282,848)**	**($3,996,790)**	**(98.26%)**
Total Fund Balance, Ending	**$1,047,295,060**	**$743,132,073**	**$739,135,284**	**(0.54%)**

Note: Fund Balance for FY18 and FY19 is Projected.

* In FY17 & FY18, the Transfer In for the Convention and Visitors Bureau is adopted and reported by a separate board and excluded from the County budget.

Totals may not add due to rounding.

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. The five-year budget plan shown below gives a picture of the general fund requirements from FY19-FY23. The projection is based upon the economic conditions and tax rates at the time this document was prepared.

FY2019-FY2023 Five-Year Plan					
	FY2019	**FY2020**	**FY2021**	**FY2022**	**FY2023**
Revenue and Resources					
General Revenue	$1,019,476,816	$1,060,755,529	$1,102,887,810	$1,143,720,822	$1,184,022,740
Less Schools Share of General Revenue	($578,868,182)	($602,446,205)	($626,512,726)	($649,835,675)	($672,854,678)
County Share of General Revenue	**$440,608,634**	**$458,309,324**	**$476,375,084**	**$493,885,147**	**$511,168,062**
County General Revenue	$440,608,634	$458,309,324	$476,375,084	$493,885,147	$511,168,062
Agency Revenue	$155,206,016	$159,348,857	$159,465,068	$159,593,156	$161,201,225
County Resources	$4,322,672	$4,765,012	$5,904,781	$5,629,626	$5,347,640
Total County Revenue and Resources Available	**$600,137,322**	**$622,423,193**	**$641,744,933**	**$659,107,929**	**$677,716,927**
Expenditures					
County Operating Expenditures	$585,562,052	$604,997,008	$619,282,895	$628,184,404	$641,068,439
County CIP Expenditures	$14,575,270	$16,638,674	$21,733,570	$29,871,366	$35,796,343
Total County Expenditure (Operating and CIP)	**$600,137,322**	**$621,635,683**	**$641,016,465**	**$658,055,770**	**$676,864,783**
Available Capacity	**$0**	**$787,510**	**$728,468**	**$1,052,158**	**$852,144**
Total General Fund Expenditures (Including County Transfer to Schools)	**$1,179,005,503**	**$1,224,081,888**	**$1,267,529,191**	**$1,307,891,446**	**$1,349,719,461**
Operating Expenditure % Change	**3.28%**	**3.32%**	**2.36%**	**1.44%**	**2.05%**

FY2019-2023 Adopted Five-Year Plan Assumptions

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

Revenue

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.

The following revenue assumptions are included in the adopted five-year budget plan:

- Fiscal Year 2019 (Tax Year 2018) real estate tax rate of $1.125; no change from FY18 rate.
- Average residential tax bills will increase approximately 3.1% in FY19.
- 'Average' commercial tax bills will increase approximately 4.6% in FY19.
- County/Schools general revenue agreement is maintained whereby the Schools receive 57.23% of general revenue and the County government receives 42.77%.
- Future operating budget increases will be capped at 3.5% annually in FY20-23 while also programming necessary revenue increases to fund capital projects such as the Adult Detention Center (ADC) Expansion, Technology Infrastructure, Animal Shelter Expansion and Renovation, Juvenile Detention Center, and Public Safety Training Center (PSTC) improvements.

Expenditures

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. The following expenditure assumptions are included in the adopted five-year budget plan:

Employee Compensation

- Fund pay for performance (merit) in the following years: FY19-3.0%, FY20-3.0%; FY21-3.0%; FY22-3.0%; FY23-3.0%.
- Virginia Retirement System (VRS) contribution rates will be maintained at 13.16% in FY19 which represents an increase of 0.43% over FY18. The 13.16% rate is programmed in FY20-23 based on actuarial analysis conducted by VRS.
- Health insurance increases 5.3% in FY19 with 7.0% annual increases programmed in FY20-23.
- Dental insurance decreases 2.9% in FY19 with 10.0% annual increases programmed in FY20-23.
- Retiree health credit increases 5.0% per year in FY19-23.
- 401a Money Purchase Program is maintained at 0.50% in FY19-23.
- Police and Fire and Rescue supplemental pension plan is maintained at 1.44% in FY19-23.

Capital Improvement Program

- Expenditures associated with new debt service and operating costs are programmed in the adopted Five-Year Plan for the following capital improvement projects:

Project	Five-Year Cost (FY19-23)
Adult Detention Center Phase 2 Expansion	$41,603,599
Fire & Rescue Station 22	$10,761,838
Building & Facility Capital Maintenance	$10,000,000
Animal Shelter	$8,181,999
TRIP Capital Contribution	$7,875,000
Technology Infrastructure	$7,000,000
Public Safety Training Center Improvements	$6,500,000
Fire & Rescue Station 27	$6,388,160
Human Capital Mangement (HCM)	$4,500,000
13th High School Debt Service Equivalent	$4,256,657
Juvenile Detention Center	$3,000,000
Police Body Worn Cameras	$2,702,024
PWC Web Site Redevelopment	$896,557
Long Park Auxiliary Bldg w/Sewer Connect	$650,000
Cloverdale Park Parking Expansion	$200,000

Public Safety Staffing Plans

- Implement recommendations in the Public Safety Retention and Recruitment study for Police, Fire & Rescue, ADC, and Sheriff.
- Police staffing plan and operating costs, to include civilian and sworn positions (75 police personnel planned).
- Fire & Rescue staffing plan, capital and apparatus replacements to include new station 22 Engine unit, station 27 Medic unit and Engine unit, station 22 operating costs, (66 Fire & Rescue personnel).
- Second year staffing complement for ADC expansion (45 ADC personnel) in FY19, with 27 additional positions programmed in FY20 (the final year of the staffing needed for the expansion).
- Probation and Pretrial Officer to support Criminal Justice Services and a Teletype Operator for Public Safety Communications.

Human Services

- Three new Community Services positions for enhancement to adult substance abuse treatment services.
- Establishment of crisis assessment center in Eastern PWC.
- Additional contractual services funds to support intellectual disability day support services.
- Birmingham Green nursing home increase based on intergovernmental cost-sharing agreement.
- Therapist for competency restoration services for juveniles and adults.

Community Development

- Eastern PWC business development.
- Parks & Recreation operating and field/trail maintenance for park facilities.
- Safety and Compliance Officer in Public Works.
- MWCOG membership fee increase.
- Maintenance and custodial support for Central District Police Station.
- Lease, utility and service contract increases.
- Countywide Records Manager.
- Countywide watershed projects.
- Support for preliminary engineering on grant applications for roadway projects.

Education

- Transfer general revenue to the Schools in compliance with the adopted revenue sharing agreement - 57.23% Schools/42.77% County.
- 13th high school debt funding for additional capacity.
- Class size reduction grant.
- Enhanced school security with establishment of pilot program to fund security personnel in elementary schools.

Other Programmed Items

- $500,000 is programmed in each year of the Five-Year Plan to accommodate future increases in utility, fuel, and lease costs (FY19-$500,000; FY20-$1,000,000; FY21-$1,500,000; FY22-$2,000,000).
- Addition of two new polling places and absentee voting precinct in Haymarket Gainesville Community Library.
- Technology maintenance contract increases.
- Budgeted agency savings totaling $14 million is included in the base budget of each agency's operating budget and is included in each year of the adopted Five-Year Plan. This is a negative amount that reduces each agency's annual budget.

Reserves

- Unassigned fund balance is maintained at 7.50% of general fund revenue in each year of the Five-Year Plan.
- Revenue stabilization fund reserve is maintained at 2.0% in each year of the Five-Year Plan.

Position Summary of Full-Time Equivalent Positions (FTE)							
Department/Agency	FY15 Adopted FTE Positions	FY16 Adopted FTE Positions	FY17 Adopted FTE Positions	FY18 Adopted FTE Positions	FY19 Adopted FTE Positions	Position Change FY18 to FY19	Percent Change FY18 to FY19
Community Development:							
Development Services	107.00	112.00	112.00	113.00	116.00	3.00	2.65%
Economic Development	13.00	13.00	13.00	13.00	14.00	1.00	7.69%
Library	179.51	208.48	208.16	208.16	208.16	0.00	0.00%
Parks & Recreation [3]	391.68	396.58	408.57	411.16	423.82	12.66	3.08%
Planning	29.00	29.00	29.00	29.00	30.00	1.00	3.45%
Public Works	348.52	348.02	352.02	358.02	363.02	5.00	1.40%
Transportation	50.80	42.80	43.80	44.80	44.80	0.00	0.00%
Subtotal	**1,119.51**	**1,149.88**	**1,166.55**	**1,177.14**	**1,199.80**	**22.66**	**1.93%**
General Government:							
Board of County Supervisors [1]	25.00	25.00	25.00	26.00	26.00	0.00	0.00%
Audit Services [1]	1.00	1.00	1.00	0.00	0.00	0.00	0.00%
County Attorney	27.00	27.00	28.00	28.00	28.00	0.00	0.00%
Elections	13.00	14.00	14.00	14.00	14.00	0.00	0.00%
Executive Management	25.00	26.00	26.00	26.00	28.00	2.00	7.69%
Finance	156.00	158.00	159.00	161.00	162.00	1.00	0.62%
Human Resources	23.50	23.50	26.50	26.50	26.50	0.00	0.00%
Human Rights Office	5.00	5.00	5.00	6.00	7.00	1.00	16.67%
Information Technology	87.88	88.88	91.88	91.88	94.88	3.00	3.27%
Management & Budget	11.00	12.00	13.00	13.00	12.00	(1.00)	(7.69%)
Subtotal	**374.38**	**380.38**	**389.38**	**392.38**	**398.38**	**6.00**	**1.53%**
Human Services:							
Area Agency on Aging	32.14	32.14	32.28	32.28	31.28	(1.00)	(3.10%)
At-Risk Youth & Family Services [2]	6.00	0.00	0.00	0.00	0.00	0.00	0.00%
Community Services	294.21	293.96	316.26	331.76	345.76	14.00	4.22%
Housing & Community Development	24.00	24.00	24.00	24.00	24.00	0.00	0.00%
Public Health	3.60	3.60	3.60	3.60	3.60	0.00	0.00%
Social Services [2]	306.46	322.26	331.26	352.26	359.76	7.50	2.13%
Virginia Cooperative Extension Service	7.14	7.14	6.87	6.87	5.11	(1.76)	(25.62%)
Subtotal	**673.55**	**683.10**	**714.27**	**750.77**	**769.51**	**18.74**	**2.50%**
Public Safety:							
Adult Detention Center	348.40	349.40	349.40	377.40	422.40	45.00	11.92%
Circuit Court Judges	9.00	10.00	10.00	10.00	9.00	(1.00)	(10.00%)
Clerk of the Circuit Court [4]	46.00	46.00	48.00	48.00	49.00	1.00	2.08%
Commonwealth's Attorney	44.00	44.00	45.00	50.00	50.00	0.00	0.00%
Criminal Justice Services	39.60	39.60	42.60	43.60	44.60	1.00	2.29%
Fire & Rescue	589.70	614.70	662.70	722.70	751.70	29.00	4.01%
General District Court	1.00	1.00	1.00	1.00	1.00	0.00	0.00%
Juvenile Court Services Unit	8.00	6.00	6.00	6.00	6.00	0.00	0.00%
Law Library [4]	1.00	1.00	1.00	1.00	0.00	(1.00)	(100.00%)
Police	820.00	847.00	854.00	871.00	886.00	15.00	1.72%
Public Safety Communications	103.00	109.00	113.00	112.00	113.00	1.00	0.89%
Sheriff	94.50	96.50	100.50	102.50	102.50	0.00	0.00%
Subtotal	**2,104.20**	**2,164.20**	**2,233.20**	**2,345.20**	**2,435.20**	**90.00**	**3.84%**
Total FTE Positions	**4,271.64**	**4,377.56**	**4,503.40**	**4,665.49**	**4,802.89**	**137.40**	**2.95%**

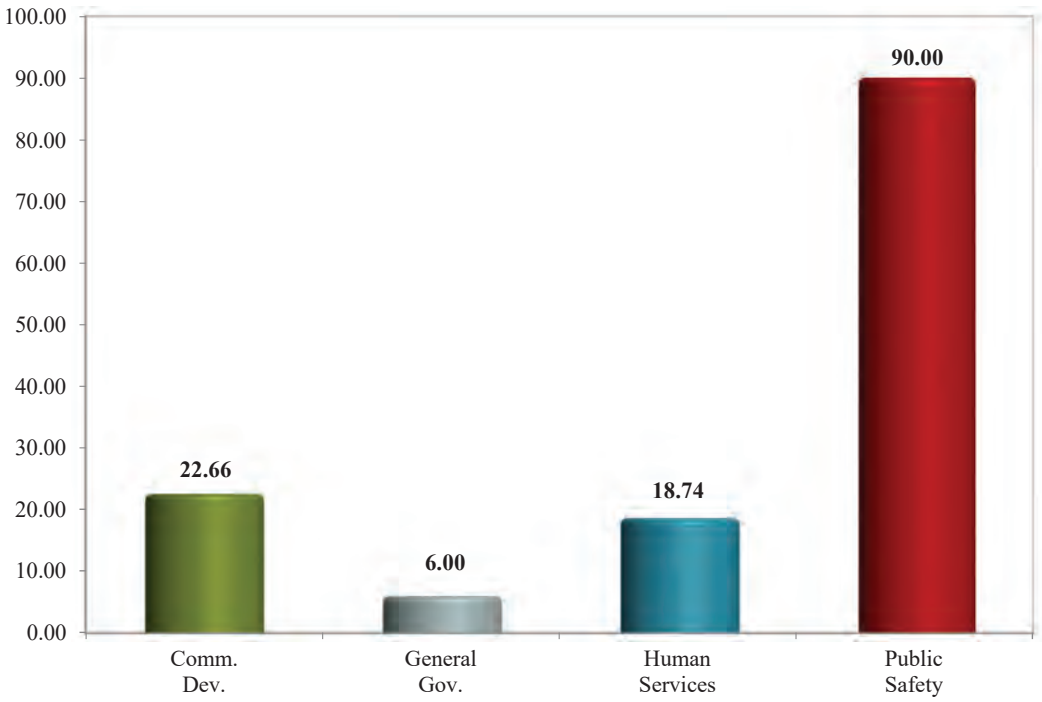
(1) Restructuring in FY18 moved Audit Services under the Board of County Supervisors

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

(3) In FY18 the BOCS took action that brought 7.5 FTEs from Convention and Vistors Bureau to the Department of Parks & Recreation - Office of Tourism

(4) Restructuring in FY19 moved Law Library under the Clerk of the Circuit Court

FY2018 to FY2019 Full Time Equivalent Position Change



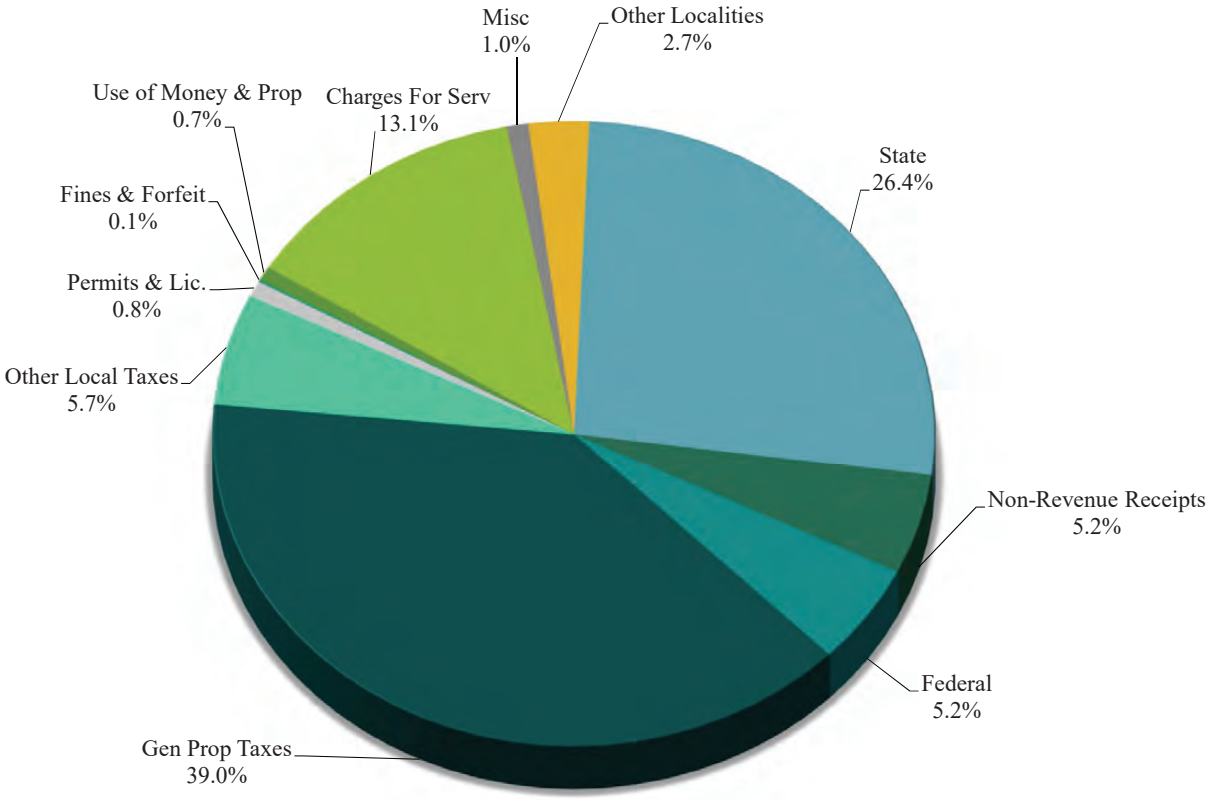
137.4 FTE Position Increase

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

FY2019 Total County Revenue Sources

(Note: Excludes Operating Transfers In)



$2,344,157,810

Revenue Forecasting Methodology

Prince William County's (PWC) 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. 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 taxes (39.0%), revenue from the Commonwealth of Virginia (26.4%), and charges for services (13.1%) make up 78.5% 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 FY19 major general revenue totals are also included.

- **General Property Taxes** - $914.8 million; 39.0% 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 CY17, the existing residential real estate market realized average appreciation of 3.1%. The projected average annual appreciation rate for CY18-21 is 3.0% for single family/townhouse/condominium and 1.5% for apartments. Additionally, the volume of new home starts and new apartment units is expected to remain at or near current levels.
- During CY17, commercial properties appreciated at a rate of 4.6%, and are projected to increase in CY18-21 at an average rate of 2.5%. New commercial space totaling 1.9 million square feet was constructed during CY17 and was comprised of industrial (21.0%), retail (8.0%), office (4.0%), special use (data centers) (59.0%), hotels (4.0%) and miscellaneous properties (4.0%).
- Public service taxes levied on properties assessed by the State Corporation Commission are expected to increase 3.60% in FY19; average annual anticipated change in FY20-23 is 1.0%.
- Personal property tax is anticipated to increase by 9.9% in FY19. Projections assume no increase in assessed value of vehicles with a 2.1% increase in billable units, and an 8.0% increase in business tangible property taxes in FY19 driven by the construction of data centers.
- Penalties and interest on real estate taxes are projected to realize an average annual increase of 4.4%, FY19-23.

- **Revenue from the Commonwealth** - $619.7 million; 26.4% 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 programs, and sales tax. Education aid accounts for $535.9 million or 86% of total revenue from the Commonwealth of Virginia.

- **Charges for Services** - $306.5 million, 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** - $134.6 million; 5.7% 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 3.00% 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 2.00% annually in FY19-23 due to residential growth.

- The projected average annual growth in Business Professional Occupational Licenses (BPOL) tax is 3.04%, FY19-23.
- Motor vehicle license fees, levied with the personal property tax, are anticipated to see average annual growth of 1.88%, FY19-23.
- Recordation tax is projected to see a decline of 5.70% in FY19, with average annual growth of 1.00%, FY20-23. The decline and then slow growth is due to the uncertainty of mortgage rates in a rising interest rate environment and the impact of the new federal tax laws.

- **Revenue from the Federal Government** - $122.0 million; 5.2% 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.

- **Non-Revenue Receipts** - $121.6 million; 5.2% of All Funds Revenues
  Non-Revenue Receipts include proceeds from bond and debt sales and refundings, letters of credit, lease-participation certificates, the sale of County property and assets, insurance reimbursements and recoveries, judgement recoveries, capital leases, Sheriff fees for administration of warrants, and in-kind gifts and donations.

- **Revenue from Other Localities** - $63.4 million; 2.7% 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. It also includes the distribution of local funds from the Northern Virginia Transportation Authority (NVTA) for transportation improvements in the County.

- **Miscellaneous Revenue** - $22.5 million; 1.0% of All Funds Revenues
  Miscellaneous Revenue includes recovered costs, expenditure refunds, and other miscellaneous items.

- **Permits, Private Fees and Regulatory Licenses** - $19.2 million; 0.8% 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.

- **Revenue from Use of Money and Property** - $16.7 million; 0.7% 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, 16.3% annually, FY19-23 due to rising interest rates. 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 FY19 is $1.1 billion and $1.24 billion by FY23.
- Interest on taxes is anticipated to increase, on average, 4.4% annually, FY19-23.

- **Fines and Forfeitures** - $3.1 million; 0.1% 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 Estimate of General Revenue, Adopted FY2019-2023.

Revenues

The following table, *Projected Revenue and Other Financing Sources for the FY2019 Budget,* outlines the dollar amount of each revenue source by fund type:

Projected Revenue and Other Financing Sources for the FY2019 Budget									
	Governmental Funds			Component Unit Funds		Proprietary Funds		Fiduciary Fund Type	Total Adopted Budget
	General Fund	Capital Project Funds	Special Revenue Funds	Adult Detention Center	Education	Enterprise Fund	Internal Service Fund		
Projected Revenues									
General Property Taxes	$862,215,902	$0	$52,612,231	$0	$0	$0	$0	$0	$914,828,133
Other Local Taxes	$133,193,000	$0	$0	$0	$0	$0	$0	$1,400,000	$134,593,000
Permits & Fees	$2,064,001	$0	$17,082,280	$0	$0	8,000	$0	$0	$19,154,281
Fines & Forfeitures	$3,095,771	$0	$0	$0	$0	$0	$0	$0	$3,095,771
Use of Money & Property	$11,218,520	$0	$1,193,290	$0	$2,456,810	1,337,500	$533,826	$0	$16,739,946
Charges for Services	$14,681,744	$0	$22,670,146	$662,774	$140,075,727	23,383,018	$105,008,986	$0	$306,482,395
Revenue from Federal Government	$18,668,365	$0	$34,954,940	$382,500	$68,033,179	$0	$0	$0	$122,038,984
Revenue from Commonwealth	$73,202,895	$0	$0	$10,500,000	$535,935,735	40,000	$0	$9,500	$619,688,130
Revenue from Other Localities	$7,700,032	$0	$0	$4,445,331	$51,282,693	$0	$0	$0	$63,428,056
Miscellaneous Revenue	$6,332,016	$0	$413,027	$57,020	$10,631,328	489,932	$4,617,000	$0	$22,540,323
Non-Revenue Receipts	$173,700	$6,000,000	$0	$0	$114,895,091	$0	$0	$500,000	$121,568,791
Total Revenues	**$1,132,545,946**	**$6,000,000**	**$128,925,914**	**$16,047,625**	**$923,310,563**	**$25,258,450**	**$110,159,812**	**$1,909,500**	**$2,344,157,810**
Other Financing Sources									
Transfers In	$46,462,622	$12,836,444	$6,271,891	$32,173,207	$616,518,575	$1,791,453	$499,271	$0	$716,553,463
Total Other Financing Sources	**$46,462,622**	**$12,836,444**	**$6,271,891**	**$32,173,207**	**$616,518,575**	**$1,791,453**	**$499,271**	**$0**	**$716,553,463**
Total Revenue & Other Financing Sources	**$1,179,008,568**	**$18,836,444**	**$135,197,805**	**$48,220,832**	**$1,539,829,138**	**$27,049,903**	**$110,659,083**	**$1,909,500**	**$3,060,711,273**

All Funds Revenue Summary

	FY15 Year Ending Actuals	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18 To FY19	% Change FY18 To FY19
SECTION ONE: GENERAL FUND REVENUE SUMMARY							
Community Development							
Economic Development	$526,398	$1,091,920	$356,186	$106,939	$106,939	$0	0.00%
Library	$3,060,706	$3,000,876	$2,917,921	$2,995,495	$2,805,791	($189,704)	(6.33%)
Parks & Recreation	$26,257,250	$27,140,077	$10,761,290	$8,448,238	$8,533,661	$85,423	1.01%
Planning	$63,387	$41,170	$40,958	$36,462	$500	($35,962)	(98.63%)
Public Works	$3,522,753	$4,432,395	$3,830,754	$3,454,083	$3,568,227	$114,144	3.30%
Transportation	$18,424	$0	$140,800	$140,000	$190,000	$50,000	35.71%
Subtotal	**$33,448,918**	**$35,706,438**	**$18,047,909**	**$15,181,217**	**$15,205,118**	**$23,901**	**0.16%**
General Government							
Board of County Supervisors	$10,000	$0	$0	$0	$0	$0	0.00%
Audit Services	$0	$60,000	$0	$0	$0	$0	0.00%
County Attorney	$264,294	$264,911	$223,438	$245,186	$245,186	$0	0.00%
Elections	$84,820	$93,133	$255,157	$83,669	$83,669	$0	0.00%
Finance	$4,749,597	$15,791,383	$16,767,168	$2,521,469	$3,131,890	$610,421	24.21%
Human Resources	$29,603	$0	$0	$0	$0	$0	0.00%
Human Rights Office	$17,650	$30,000	$45,600	$47,650	$71,019	$23,369	49.04%
Information Technology	$6,689	($107,505)	$0	$0	$0	$0	0.00%
Subtotal	**$5,162,653**	**$16,131,922**	**$17,291,364**	**$2,897,974**	**$3,531,764**	**($633,790)**	**21.87%**
Human Services							
Area Agency on Aging	$5,581,744	$5,490,263	$1,781,842	$2,066,451	$2,169,509	$103,058	4.99%
Public Health	$547,723	$528,702	$436,795	$461,907	$484,859	$22,952	4.97%
Social Services	$43,058,784	$45,508,012	$29,692,980	$29,924,242	$30,275,440	$351,198	1.17%
Virginia Cooperative Extension	$652,272	$577,849	$524,341	$484,344	$510,482	$26,138	5.40%
Community Services	$38,458,281	$40,199,823	$22,199,075	$23,501,736	$24,056,650	$554,914	2.36%
Subtotal	**$88,298,802**	**$92,304,648**	**$54,635,034**	**$56,438,680**	**$57,496,940**	**$1,058,260**	**1.88%**
Public Safety							
Adult Detention Center	$0	$0	$9,976	$0	$0	$0	0.00%
Clerk of the Court	$3,926,970	$3,437,849	$3,660,733	$3,300,863	$3,360,308	$59,445	1.80%
Commonwealth's Attorney	$2,768,548	$2,836,735	$2,477,204	$2,568,767	$2,622,775	$54,008	2.10%
Criminal Justice Services	$3,570,398	$3,638,083	$1,501,355	$1,380,933	$1,380,933	$0	0.00%
Fire & Rescue	$9,549,289	$11,958,416	$18,936,558	$24,860,562	$26,684,281	$1,823,719	7.34%
General District Court	$2,311,292	$2,262,679	$2,158,916	$2,392,930	$2,392,930	$0	0.00%
Juvenile & Domestic Relations Court	$69,571	$59,850	$53,566	$81,517	$81,517	$0	0.00%
Juvenile Court Services Unit	$5,579	$5,284	$5,635	$5,264	$5,264	$0	0.00%
Law Library	$109,896	$161,930	$130,992	$118,452	$0	($118,452)	(100.00%)
Police	$12,706,408	$11,794,180	$11,957,246	$11,147,025	$11,627,025	$480,000	4.31%
Public Safety Communications.	$10,283,601	$10,613,369	$2,596,977	$2,502,892	$2,502,892	$0	0.00%
Sheriff	$3,267,079	$3,425,973	$3,319,719	$3,303,070	$3,439,027	$135,957	4.12%
Subtotal	**$48,568,632**	**$50,194,349**	**$46,808,877**	**$51,662,275**	**$54,096,952**	**$2,434,677**	**4.71%**
Debt							
Debt Service	$13,286,571	$13,537,250	$18,530,318	$16,737,744	$14,612,545	($2,125,199)	(12.70%)
Subtotal	**$13,286,571**	**$13,537,250**	**$18,530,318**	**$16,737,744**	**$14,612,545**	**($2,125,199)**	**(12.70%)**
Non-Departmental							
General Revenue	$859,100,164	$904,595,774	$928,137,809	$966,181,459	$1,019,476,816	$53,295,357	5.52%
Transfers In	$0	$1,188,036	$0	$3,844,226	$4,325,737	$481,511	12.53%
Unclassified Administrative	$26,768,796	$29,420,275	$34,446,353	$7,196,429	$10,262,696	$3,066,267	42.61%
Subtotal	**$885,868,960**	**$935,204,085**	**$962,584,162**	**$977,222,114**	**$1,034,065,249**	**$56,843,135**	**5.82%**
Total General Fund Revenue	**$1,074,634,537**	**$1,143,078,692**	**$1,117,897,665**	**$1,120,140,004**	**$1,179,008,568**	**$58,868,564**	**5.26%**

Revenues

Revenue Summary

	FY15 Year Ending Actuals	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18 To FY19	% Change FY18 To FY19
SECTION TWO:							
NON GENERAL FUND REVENUE SUMMARY							
Special Revenue Funds							
Community Development Authority	$0	$1,229,479	$2,592,701	$2,854,623	$2,917,000	$62,377	2.19%
Development Services	$21,229,288	$22,780,651	$23,580,430	$23,012,534	$22,990,731	($21,803)	(0.09%)
Emergency Medical Service Fee	$5,225,958	$5,564,072	$4,908,922	$5,582,183	$5,582,183	$0	0.00%
Housing & Community Development	$31,229,482	$32,192,012	$32,452,862	$35,850,561	$43,164,642	$7,314,081	20.40%
Fire & Rescue Levy	$43,295,067	$40,860,809	$40,725,886	$48,535,239	$50,097,760	$1,562,521	3.22%
Mosquito & Forest Pest Management	$1,298,727	$1,408,656	$1,392,409	$1,466,484	$1,466,484	$0	0.00%
Stormwater Management	$8,008,199	$9,017,865	$8,422,714	$7,946,018	$8,146,018	$200,000	2.52%
Transportation/Service Districts	$3,003,449	$659,851	$652,241	$689,487	$832,987	$143,500	20.81%
Total Special Revenue Funds	**$113,290,169**	**$113,713,396**	**$114,734,893**	**$125,937,129**	**$135,197,805**	**$9,260,676**	**7.35%**
Capital Project Funds							
Capital Project Funds	$63,702,574	$184,751,534	$92,682,997	$25,065,424	$18,836,444	($6,228,980)	(24.85%)
Total Capital Project Funds	**$63,702,574**	**$184,751,534**	**$92,682,997**	**$25,065,424**	**$18,836,444**	**($6,228,980)**	**(24.85%)**
Enterprise Funds							
Innovation Business Park	$495,717	$1,287,841	$4,146,416	$155,000	$155,000	$0	0.00%
Parks & Recreation	$6,371,063	$6,304,643	$13,634,423	$6,780,206	$6,969,451	$189,245	2.79%
Solid Waste	$20,247,993	$21,125,570	$21,470,353	$24,408,452	$19,925,452	($4,483,000)	(18.37%)
Total Enterprise Funds	**$27,114,773**	**$28,718,054**	**$39,251,191**	**$31,343,658**	**$27,049,903**	**($4,293,755)**	**(13.70%)**
Internal Service Funds							
Information Technology	$26,254,214	$28,798,459	$29,945,078	$31,510,388	$31,812,928	$302,540	0.96%
Public Works Construction Crew	$1,622,498	$2,947,280	$2,461,009	$1,867,509	$1,867,509	$0	0.00%
Public Works Fleet Management	$7,415,896	$7,439,023	$6,889,971	$8,556,532	$8,017,646	($538,886)	(6.30%)
Medical Insurance	$49,098,259	$53,819,699	$56,421,830	$64,958,000	$68,961,000	$4,003,000	6.16%
Other Self Insurance	$4	$0	$60,207	$0	$0	$0	0.00%
Casualty Pool/Worker's Compensation	$6,695,919	$6,667,732	$6,976,436	$0	$0	$0	0.00%
Total Internal Service Funds	**$91,086,791**	**$99,672,192**	**$102,754,531**	**$106,892,429**	**$110,659,083**	**$3,766,654**	**3.52%**
Trust and Agency Funds							
Commonwealth Credit	$478,850	$444,214	$457,745	$500,000	$500,000	$0	0.00%
NVTA - 2% Transient Occupancy Tax	$1,316,688	$1,470,370	$1,576,183	$1,400,000	$1,400,000	$0	0.00%
Library Trust	$107,082	$146,143	$98,991	$0	$0	$0	0.00%
Innovation Owners Association	$89,433	$93,138	$79,481	$0	$0	$0	0.00%
Police Donations/Animal Friendly License Plates	$30,212	$28,141	$14,795	$9,500	$9,500	$0	0.00%
Historic Preservation Foundation	$7,593	$13,893	$3,484	$0	$0	$0	0.00%
Other Post Employment Benefits (OPEB)	$6,958,099	$6,572,793	$13,277,476	$0	$0	$0	0.00%
Police & Fire Supplemental Retirement	$1,868,727	$2,436,756	$6,359,019	$0	$0	$0	0.00%
Length of Service Award Program (LOSAP)	$1,332,543	$1,270,533	$1,247,424	$0	$0	$0	0.00%
Total Trust & Agency Funds	**$12,189,227**	**$12,475,981**	**$23,626,679**	**$1,909,500**	**$1,909,500**	**$0**	**0.00%**
Component Units							
Adult Detention Center	$43,094,269	$44,280,425	$48,295,490	$42,771,596	$48,220,832	$5,449,236	12.74%
Total Adult Detention Center Fund	**$43,094,269**	**$44,280,425**	**$48,295,490**	**$42,771,596**	**$48,220,832**	**$5,449,236**	**12.74%**

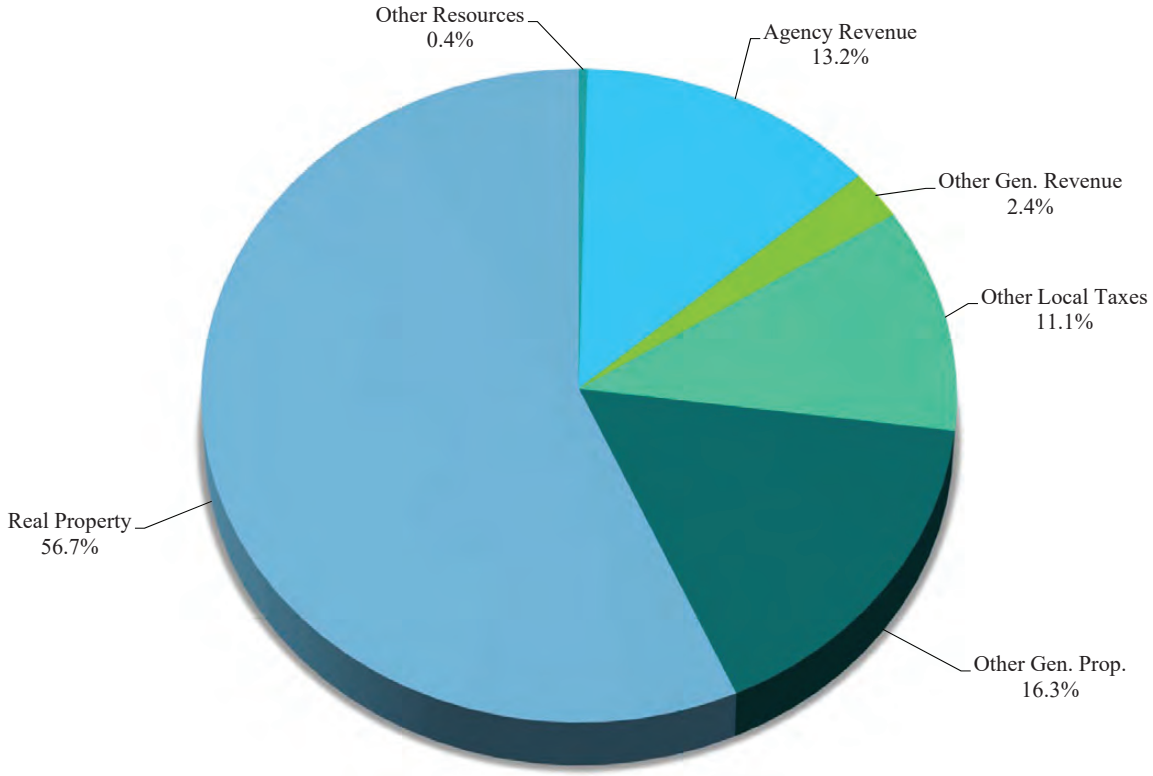
Revenues

Revenue Summary							
	FY15 Year Ending Actuals	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18 To FY19	% Change FY18 To FY19
Schools							
Operating Fund	$911,675,059	$943,910,419	$1,007,026,840	$1,019,765,624	$1,058,297,536	$38,531,912	3.78%
School Debt Service Fund	$78,477,806	$82,945,475	$88,115,714	$101,045,974	$107,730,113	$6,684,139	6.61%
Construction Fund	$120,729,694	$132,806,520	$130,217,974	$138,657,100	$146,961,348	$8,304,248	5.99%
Food Service Fund	$41,990,177	$47,558,104	$43,098,378	$48,796,712	$51,370,000	$2,573,288	5.27%
Warehouse Fund	$4,503,811	($4,192)	($571)	$5,000,000	$5,000,000	($0)	0.00%
Facilities Use Fund	$1,458,934	$1,665,417	$1,622,722	$2,371,939	$1,714,900	($657,039)	(27.70%)
Self Insurance Fund	$3,620,862	$4,321,735	$5,968,161	$4,774,283	$4,797,740	$23,457	0.49%
Health Insurance Fund	$83,067,963	$92,837,392	$99,999,446	$102,034,174	$109,244,841	$7,210,667	7.07%
Regional School Fund	$45,084,273	$7,503,902	$6,689,854	$51,308,693	$51,308,693	$0	0.00%
Governor's School at Innovation Park	$826,555	$1,042,172	$1,237,994	$968,357	$963,140	($5,217)	(0.54%)
School Age Child Care (SACC) Program Fund	$512,575	$386,714	$623,743	$500,000	$550,000	$50,000	10.00%
School Aquatic Center	$0	$0	($3,212)	$0	$1,281,541	$1,281,541	0.00%
School Imaging Center	$0	$0	$0	$0	$609,286	$609,286	0.00%
Total Schools	**$1,291,947,710**	**$1,314,973,658**	**$1,384,597,044**	**$1,475,222,856**	**$1,539,829,138**	**$64,606,282**	**4.38%**
Grand Total All Funds	**$2,724,808,740**	**$2,948,972,648**	**$2,926,323,815**	**$2,929,282,596**	**$3,060,711,273**	**$131,428,677**	**4.49%**

General Fund Revenue Summary

The general fund accounts for all financial transactions and resources in PWC 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 FY19 funding sources contained within PWC'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 (16.3%) and Agency Revenue (13.2%). Other General Property contains revenue from such sources as Personal Property and interest on taxes. Agency Revenue 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. Other Local Taxes (11.1%) contains revenues from such sources as Sales Tax, BPOL, Public Utility Gross Receipts Tax, Consumer Utility Tax, and the Transient Occupancy Tax. These four pieces of the pie, when added together, make up 97.3% of total funding sources in the general fund.

FY2019 Funding Sources General Fund



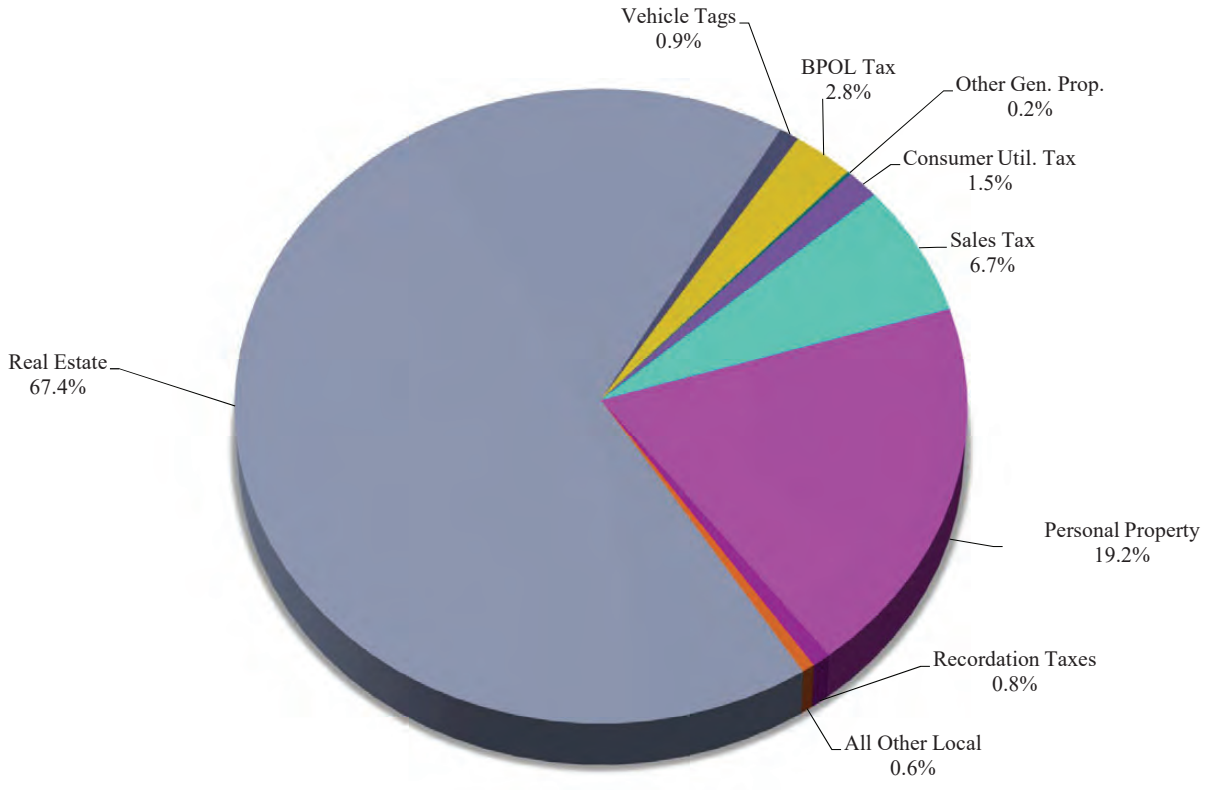
$1,179,005,504

General Fund Revenue Summary – Local Tax Sources

This pie chart provides detail regarding the County's FY19 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 (67.4%) comes from the real estate tax ($1.125 per $100 of assessed value) assessed on citizen's homes and real estate properties. The next largest source (19.2%) is Personal Property Taxes ($3.70 per $100 of assessed value) assessed on individual and business personal property. The next source (6.7%) 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 93.3% of total local tax dollars coming into the County. The smaller sources of tax dollars include:

- BPOL tax (2.8%) levied on the gross receipts of County businesses;
- Consumer Utility Tax (1.5%) levied on the consumers of telephone, electric and natural gas;
- Vehicle Tags (0.9%) received from passenger cars and trucks parked or garaged in the County;
- 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; and
- Other General Property (0.2%) is interest earned on all taxes.

Detail of FY2019 Local Tax Sources



$991,149,816

General Fund Revenue & Resource Summary				
	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18/FY19 Adopted	% Change FY18/FY19 Adopted
General Revenues				
All Real Estate Taxes				
Real Estate Taxes - Current Year	$630,111,000	$646,045,202	$15,934,202	2.53%
Real Estate Tax Exonerations	($16,382,900)	$0	$16,382,900	(100.00%)
Real Estate Tax Deferrals	($500,000)	($500,000)	$0	0.00%
Land Redemption	$315,000	$315,000	$0	0.00%
Public Service Real Estate Current Year	$20,255,359	$20,977,614	$722,255	3.57%
Real Estate Penalties Current Year	$1,449,000	$1,526,000	$77,000	5.31%
Total All Real Estate Taxes	**$635,247,459**	**$668,363,816**	**$33,116,357**	**5.21%**
All Personal Property Taxes				
Personal Property Taxes Current Year	$171,500,000	$188,400,000	$16,900,000	9.85%
Personal Property Taxes Prior Year	$50,000	$50,000	$0	0.00%
Personal Property Tax Deferrals	($500,000)	($500,000)	$0	0.00%
Personal Property Penalties Current Year	$1,940,000	$2,200,000	$260,000	13.40%
Total All Personal Property Taxes	**$172,990,000**	**$190,150,000**	**$17,160,000**	**9.92%**
Interest on Taxes				
Interest on all Taxes	$1,492,000	$1,585,000	$93,000	6.23%
Total Interest On Taxes	**$1,492,000**	**$1,585,000**	**$93,000**	**6.23%**
Total General Property Taxes	**$809,729,459**	**$860,098,816**	**$50,369,357**	**6.22%**
Other Local Taxes				
Local Sales Tax	$64,260,000	$66,190,000	$1,930,000	3.00%
Daily Equipment Rental Tax	$194,000	$453,000	$259,000	133.51%
Consumers Utility Tax	$14,520,000	$14,810,000	$290,000	2.00%
Bank Franchise Tax	$1,500,000	$1,500,000	$0	0.00%
BPOL Tax	$25,795,000	$26,200,000	$405,000	1.57%
Public Utility Gross Receipts Tax	$1,518,000	$1,400,000	($118,000)	(7.77%)
Motor Vehicle License	$8,580,000	$8,870,000	$290,000	3.38%
Recordation Tax	$8,480,000	$8,000,000	($480,000)	(5.66%)
Deed of Conveyance Tax	$2,360,000	$2,200,000	($160,000)	(6.78%)
Transient Occupancy Tax	$1,400,000	$1,428,000	$28,000	2.00%
Total Other Local Taxes	**$128,607,000**	**$131,051,000**	**$2,444,000**	**1.90%**
Total Local Tax Sources	**$938,336,459**	**$991,149,816**	**$52,813,357**	**5.63%**
Additional Revenue Sources				
Revenue from Money & Property	$9,473,000	$10,455,000	$982,000	10.37%
Misc Revenue	$7,000	$7,000	$0	0.00%
State Revenue	$18,295,000	$17,795,000	($500,000)	(2.73%)
Federal Revnue	$70,000	$70,000	$0	0.00%
Total Additional Revenue Sources	**$27,845,000**	**$28,327,000**	**$482,000**	**1.73%**
Total General Revenue	**$966,181,459**	**$1,019,476,816**	**$53,295,357**	**5.52%**

General Fund Revenue & Resource Summary

	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18/FY19 Adopted	% Change FY18/FY19 Adopted
Agency Revenue				
Economic Development	$106,939	$106,939	$0	0.00%
Library	$2,995,495	$2,805,791	($189,704)	(6.33%)
Parks & Recreation	$8,448,238	$8,533,661	$85,423	1.01%
Planning	$36,462	$500	($35,962)	(98.63%)
Public Works	$3,454,083	$3,568,227	$114,144	3.30%
Transportation	$140,000	$190,000	$50,000	35.71%
County Attorney	$245,186	$245,186	$0	0.00%
Elections	$83,669	$83,669	$0	0.00%
Finance	$2,521,469	$3,131,890	$610,421	24.21%
Human Rights Office	$47,650	$71,019	$23,369	49.04%
Area Agency on Aging	$2,066,451	$2,169,509	$103,058	4.99%
Public Health	$461,907	$484,859	$22,952	4.97%
Social Services	$29,924,242	$30,275,440	$351,198	1.17%
Virginia Cooperative Extension	$484,344	$510,482	$26,138	5.40%
Community Services	$23,501,736	$24,056,650	$554,914	2.36%
Non-Departmental	$7,196,429	$10,262,696	$3,066,267	42.61%
General Debt	$16,737,744	$14,612,545	($2,125,199)	(12.70%)
Clerk of the Court	$3,300,863	$3,360,308	$59,445	1.80%
Commonwealth's Attorney	$2,568,767	$2,622,775	$54,008	2.10%
Criminal Justice Services	$1,380,933	$1,380,933	$0	0.00%
Fire & Rescue	$24,860,562	$26,684,281	$1,823,719	7.34%
General District Court	$2,392,930	$2,392,930	$0	0.00%
Juvenile & Domestic Relations Court	$81,517	$81,517	$0	0.00%
Juvenile Court Services Unit	$5,264	$5,264	$0	0.00%
Law Library	$118,452	$0	($118,452)	(100.00%)
Police	$11,147,025	$11,627,025	$480,000	4.31%
Public Safety Communications	$2,502,892	$2,502,892	$0	0.00%
Sheriff	$3,303,070	$3,439,027	$135,957	4.12%
Total Agency Revenue	**$150,114,319**	**$155,206,015**	**$5,091,696**	**3.39%**
Total General Fund Revenue	**$1,116,295,778**	**$1,174,682,831**	**$58,387,053**	**5.23%**
County Resources				
Budgeted County Resources				
Indirect Cost Transfers:				
Transfer from FMO Development Services	$69,102	$93,271	$24,169	34.98%
Transfer from Site Development Review & Inspection	$704,377	$778,537	$74,160	10.53%
Transfer from Building Development	$838,971	$1,049,591	$210,620	25.10%
Transfer from Mosquito & Forest Pest	$216,470	$214,138	($2,332)	(1.08)
Transfer from Stormwater Management Fee	$569,716	$613,116	$43,400	7.62%
Transfer from SW Operations	$1,121,390	$1,109,384	($12,006)	(1.07)
Special Taxing District Debt Support	$324,200	$467,700	$143,500	44.26%
Total Budgeted County Resources	**$3,844,226**	**$4,325,737**	**$481,511**	**12.53%**
Total Budgeted Revenue & Resources	**$1,120,140,004**	**$1,179,008,568**	**$58,868,564**	**5.26%**

General Fund Revenue & Resource Summary

	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18/FY19 Adopted	% Change FY18/FY19 Adopted
Other County Resources				
Recordation Tax Rev Committed for Transportation Projects	($6,290,000)	($5,940,000)	$350,000	(5.56%)
Recordation Tax Rev Used for Transportation Debt Service	$4,746,716	$6,263,137	$1,516,421	31.95%
Transient Occupancy Tax Revenue Committed for Tourism	($2,100,000)	($2,172,620)	($72,620)	3.46%
Transient Occupancy Tax Used for Tourism	$1,900,515	$1,972,418	$71,903	3.78%
Use of Fire Programs Fund for Storage Building at PSTC	$0	$250,000	$250,000	0.00%
Use of Fire Programs Fund for PSTC Student Technology	$0	$100,000	$100,000	0.00%
Add Funds to Remote Access Fee	$0	($184,000)	($184,000)	0.00%
Add Funds to Golf Course Reserve	($80,000)	($80,000)	$0	0.00%
Add Funds to Parks and Recreation Turf Field Reserve	($212,000)	($212,000)	$0	0.00%
Use of Senior Tour Bus Replacement Fund	$8,132	$0	($8,132)	(100.00%)
Total Other County Resources	**($2,026,637)**	**($3,065)**	**$2,023,572**	**(99.85%)**
Total County Resources	**$1,817,589**	**$4,322,672**	**$2,505,083**	**137.82%**
Total Revenue & Resources	**$1,118,113,367**	**$1,179,005,503**	**$60,892,136**	**5.45%**

Calculation of County & Schools General Revenue Split

	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18/FY19 Adopted	% Change FY18/FY19 Adopted
Revenue & Resources County/School Split				
Total General Revenues	$966,181,459	$1,019,476,816	$53,295,357	5.52%
Less Recordation Tax Revenue	($8,480,000)	($8,000,000)	$480,000	(5.66%)
Total Split Between County & Schools	**$957,701,459**	**$1,011,476,816**	**$53,775,357**	**5.62%**
General Fund Total Transferred to Schools (57.23%)	**$548,092,545**	**$578,868,182**	**$30,775,637**	**5.62%**
County Share of County/School Split (42.77%)	**$409,608,914**	**$432,608,634**	**$22,999,720**	**5.62%**
Other County Resources (Not Split)				
Agency Revenue	$150,114,319	$155,206,015	$5,091,696	3.39%
Budgeted County Resources	$3,844,226	$4,325,737	$481,511	12.53%
Other County Resources	($2,026,637)	($3,065)	$2,023,572	(99.85%)
Recordation Tax Revenue	$8,480,000	$8,000,000	($480,000)	(5.66%)
County Share of General Fund Total	**$570,020,822**	**$600,137,321**	**$30,116,499**	**5.28%**
Total County and Transfer to Schools	**$1,118,113,367**	**$1,179,005,503**	**$60,892,136**	**5.45%**

County Budget by Fund Area

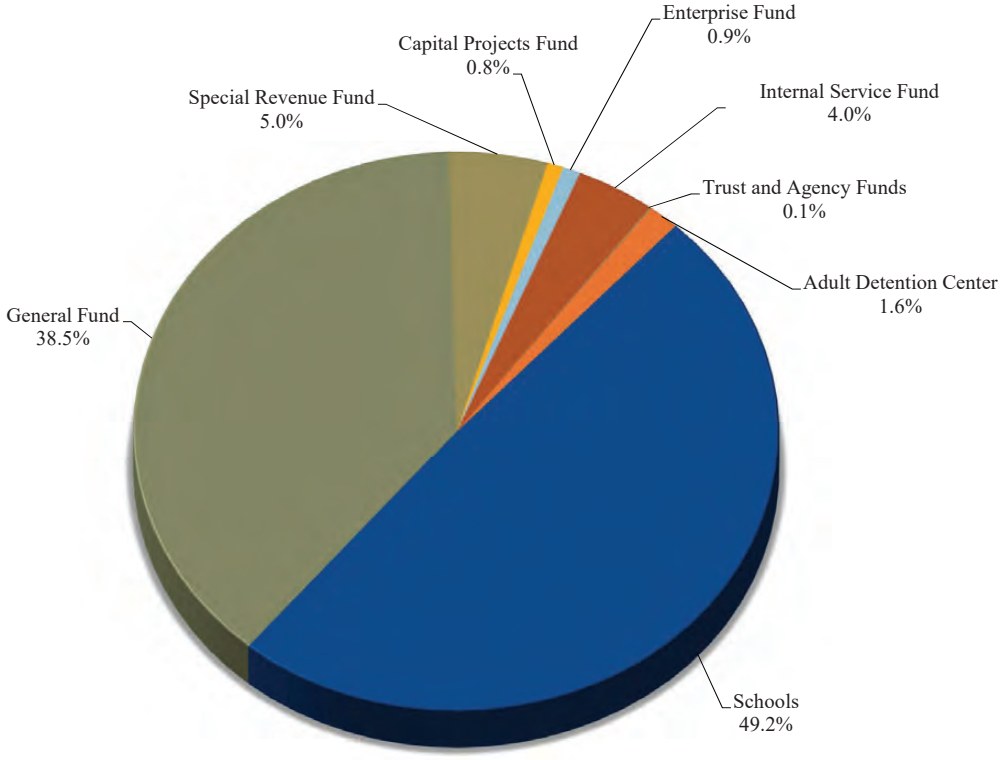
The total FY19 all funds budget is $3.06 billion as shown below. This is a decrease of 3.00% over the FY18 adopted total. A significant portion of the all funds budget decrease is due to a $228.9 million decrease in the Schools' construction fund. Excluding the Schools, the County government FY19 budget increased $72.6 million or 4.9% compared to the FY18 budget.

All Funds Expenditure Summary
(Includes Operating Transfers Out)

	FY18 Adopted Budget	FY19 Adopted Budget	Dollar Change	Percent Change
General Fund	$1,118,113,367	$1,179,005,503	$60,892,136	5.45%
Special Revenue Fund	$141,605,080	$152,616,196	$11,011,117	7.78%
Capital Projects Fund	$24,631,197	$24,501,696	($129,501)	(0.53%)
Enterprise Fund	$35,914,343	$27,088,261	($8,826,082)	(24.58%)
Internal Service Fund	$117,924,811	$122,149,822	$4,225,012	3.58%
Trust and Agency Funds	$1,909,500	$1,909,500	$0	0.00%
Adult Detention Center	$42,771,596	$48,220,832	$5,449,236	12.74%
Schools *	$1,676,695,551	$1,509,216,252	($167,479,299)	(9.99%)
Total All Funds	**$3,159,565,444**	**$3,064,708,062**	**($94,857,382)**	**(3.00%)**

FY2019 Total County Budget by Fund Areas

(Includes Operating Transfers Out)



$3,064,708,062

Expenditures

The total FY19 all funds budget, excluding operating transfers out is $2.35 billion as shown below. This is a decrease of 4.95% over the FY18 adopted total. A significant portion of the all funds budget decrease is attributed to a $228.9 million decrease in the Schools' construction fund (note, other increases within School funds results in the negative overall dollar change of $178.3 million for Schools). Excluding the Schools, the County government all funds expenditure increase is 6.85%.

All Funds Expenditure Summary
(Excludes Operating Transfers Out)

	FY18 Adopted Budget	FY19 Adopted Budget	Dollar Change	Percent Change
General Fund	$514,868,196	$536,262,413	$21,394,217	4.16%
Special Revenue Fund	$99,527,765	$116,458,225	$16,930,461	17.01%
Capital Projects Fund	$11,991,197	$24,311,696	$12,320,499	102.75%
Enterprise Fund	$29,500,405	$25,165,924	($4,334,481)	(14.69%)
Internal Service Fund	$117,924,811	$122,149,822	$4,225,012	3.58%
Trust and Agency Funds	$1,909,500	$1,909,500	$0	0.00%
Adult Detention Center	$41,165,559	$46,559,529	$5,393,970	13.10%
Schools	$1,653,661,238	$1,475,337,491	($178,323,747)	(10.78%)
Total All Funds	**$2,470,548,670**	**$2,348,154,600**	**($122,394,070)**	**(4.95%)**

Expenditures

Expenditure Summary							
	FY15 Year Ending Actuals	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18 To FY19	% Change FY18 To FY19
SECTION ONE: **GENERAL FUND EXPENDITURE SUMMARY**							
Community Development							
Economic Development	$2,797,050	$3,830,159	$3,458,318	$2,694,723	$2,918,779	$224,056	8.31%
Library	$13,945,803	$16,610,758	$16,329,666	$17,447,221	$17,758,658	$311,436	1.79%
Parks & Recreation	$28,030,049	$29,059,350	$35,270,560	$30,048,427	$30,945,302	$896,875	2.98%
Planning	$3,289,886	$3,398,062	$3,691,773	$3,684,686	$3,965,819	$281,133	7.63%
Public Works	$30,737,674	$30,660,012	$33,950,393	$33,997,722	$34,868,319	$870,598	2.56%
Transportation	$2,444,035	$2,572,136	$2,363,540	$2,772,203	$2,849,513	$77,310	2.79%
Subtotal	**$81,244,497**	**$86,130,476**	**$95,064,249**	**$90,644,981**	**$93,306,390**	**$2,661,408**	**2.94%**
General Government							
Board of County Supervisors	$3,264,225	$3,519,609	$3,302,633	$4,522,407	$4,760,166	$237,760	5.26%
Audit Services	$777,017	$868,322	$427,298	$0	$0	$0	0.00%
County Attorney	$3,454,871	$3,628,370	$3,543,698	$3,757,373	$3,916,028	$158,655	4.22%
Elections	$2,518,433	$2,170,232	$2,913,542	$1,718,071	$1,855,391	$137,320	7.99%
Executive Management	$3,751,986	$3,839,919	$3,768,312	$4,017,217	$4,308,916	$291,698	7.26%
Finance	$25,162,222	$24,425,848	$35,520,744	$19,965,596	$21,072,708	$1,107,112	5.55%
Human Resources	$2,914,515	$3,090,316	$2,956,089	$3,258,128	$3,411,442	$153,314	4.71%
Human Rights Office	$594,500	$591,585	$643,419	$667,937	$852,346	$184,409	27.61%
Management & Budget	$1,534,787	$1,613,701	$1,677,971	$1,806,691	$1,589,962	($216,729)	(12.00%)
Subtotal	**$43,972,557**	**$43,747,902**	**$54,753,706**	**$39,713,420**	**$41,766,960**	**$2,053,540**	**5.17%**
Human Services							
Area Agency on Aging	$5,241,195	$5,390,653	$5,467,009	$5,979,980	$6,155,703	$175,723	2.94%
Public Health	$3,932,279	$3,351,109	$3,361,304	$3,397,675	$3,402,469	$4,794	0.14%
Social Services	$40,827,941	$42,951,265	$46,925,112	$51,095,403	$51,998,962	$903,559	1.77%
Virginia Cooperative Extension	$860,214	$853,888	$790,974	$820,204	$921,082	$100,878	12.30%
Community Services	$37,102,785	$40,284,827	$40,911,066	$44,171,739	$46,943,288	$2,771,550	6.27%
Subtotal	**$87,964,415**	**$92,831,741**	**$97,455,464**	**$105,465,001**	**$109,421,504**	**$3,956,504**	**3.75%**

Expenditures

Expenditure Summary							
	FY15 Year Ending Actuals	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18 To FY19	% Change FY18 To FY19
Public Safety							
Adult Detention Center	$0	$0	$9,976	$0	$0	$0	0.00%
Circuit Court Judges	$656,243	$776,856	$794,151	$739,075	$763,865	$24,790	3.35%
Clerk of the Court	$3,791,209	$3,906,419	$4,322,887	$4,023,932	$4,089,527	$65,596	1.63%
Commonwealth's Attorney	$5,210,225	$5,421,020	$5,636,438	$6,178,819	$6,270,255	$91,436	1.48%
Criminal Justice Services	$3,401,340	$3,564,303	$3,854,312	$4,212,834	$4,437,573	$224,739	5.33%
Fire & Rescue	$66,244,793	$71,729,616	$80,053,705	$88,451,114	$93,603,377	$5,152,263	5.82%
General District Court	$191,211	$191,193	$202,950	$277,272	$279,571	$2,299	0.83%
Juvenile & Domestic Relations Court	$95,923	$83,054	$95,006	$109,128	$109,128	$0	0.00%
Juvenile Court Services Unit	$1,055,266	$827,501	$838,933	$864,101	$934,604	$70,503	8.16%
Law Library	$147,638	$91,955	$106,728	$118,452	$0	($118,452)	(100.00%)
Magistrates	$254,866	$127,902	$125,654	$133,448	$115,667	($17,781)	(13.32%)
Police	$89,556,296	$94,411,511	$96,868,104	$101,338,792	$107,412,482	$6,073,690	5.99%
Public Safety Communications.	$9,401,319	$11,700,844	$10,125,469	$10,981,058	$11,210,096	$229,038	2.09%
Sheriff	$9,402,282	$9,619,646	$10,034,237	$10,575,982	$10,918,424	$342,442	3.24%
Transfer to Adult Detention Center	$26,822,342	$28,002,921	$26,838,103	$27,750,277	$32,112,225	$4,361,948	15.72%
Subtotal	**$216,230,951**	**$230,454,741**	**$239,906,652**	**$255,754,282**	**$272,256,794**	**$16,502,512**	**6.45%**
Debt							
Debt Service	**$53,588,665**	**$50,099,963**	**$56,748,277**	**$56,131,838**	**$54,152,176**	**($1,979,662)**	**(3.53%)**
Subtotal	**$53,588,665**	**$50,099,963**	**$56,748,277**	**$56,131,838**	**$54,152,176**	**($1,979,662)**	**(3.53%)**
Transfers							
Transfer to General Fund	$66,648,451	$67,632,167	$2,071,452	$0	$0	$0	0.00%
Transfer to Law Library	$0	$0	$16,744	$10,229	$10,229	$0	0.00%
Transfer to Aging	$0	$0	$0	$30,000	$0	($30,000)	(100.00%)
Transfer to F&R Systemwide Initiatives	$3,528,643	$3,523,967	$0	$0	$0	$0	0.00%
Transfer to Site Development Review & Inspection	$0	$0	$1,614,916	$1,615,186	$1,615,186	$0	0.00%
Transfer to Building Development	$0	$0	$1,940,295	$2,010,428	$2,303,625	$293,197	14.58%
Transfer to Housing Choice Voucher Program	$31,811	$11,414	$0	$0	$0	$0	0.00%
Transfer to Housing Trust Contribution	$0	$0	$11,414	$11,414	$84,602	$73,188	641.21%
Transfer to Transportation	$0	$0	$0	$0	$1,575,000	$1,575,000	0.00%
Transfer to All Other Projects	$3,243,681	$9,067,501	$14,032,000	$0	$2,850,000	$2,850,000	0.00%
Transfer to Innovation	$0	$0	$35,000	$35,000	$35,000	$0	0.00%
Transfer to Parks Enterprise Fund	$35,000	$1,176,738	$225,000	$580,463	$762,622	$182,159	31.38%
Transfer to DoIT Capital Replacement	$1,710,000	$725,195	$0	$0	$0	$0	0.00%
Class Size Reduction Grant	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$0	0.00%
Debt Service for 13th High School	$0	$0	$0	$907,375	$888,694	($18,681)	(2.06%)
Subtotal	**$75,197,586**	**$83,136,982**	**$20,946,821**	**$6,200,095**	**$11,124,958**	**$4,924,863**	**79.43%**

Expenditures

Expenditure Summary							
	FY15 Year Ending Actuals	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18 To FY19	% Change FY18 To FY19
Non-Departmental							
Unclassified Administrative	$22,050,319	$22,003,878	$38,428,857	$6,904,598	$10,197,620	$3,293,022	47.69%
Contingency Reserve	$305,000	$50,000	$10,000	$2,075,000	$544,429	($1,530,571)	(73.76%)
Countywide Insurance Programs	$733,774	$748,766	$827,002	$7,006,606	$7,241,490	$234,884	3.35%
Unemployment Insurance	$124,969	$67,397	$78,514	$125,000	$125,000	$0	0.00%
Subtotal	**$23,214,062**	**$22,870,041**	**$39,344,373**	**$16,111,204**	**$18,108,539**	**$1,997,335**	**12.40%**
Total Without School Transfer	**$581,412,733**	**$609,271,846**	**$604,219,541**	**$570,020,822**	**$600,137,322**	**$30,116,499**	**5.28%**
Transfer to Schools	**$481,930,025**	**$507,302,048**	**$530,853,894**	**$548,092,545**	**$578,868,182**	**$30,775,637**	**5.62%**
Total With School Transfer	**$1,063,342,758**	**$1,116,573,894**	**$1,135,073,435**	**$1,118,113,367**	**$1,179,005,503**	**$60,892,136**	**5.45%**

The FY15-16 Actuals include operating transfers to departments within the general fund. In the old financial system, human services departments such as Social Services, Community Services, and Aging were budgeted in individual funds within the general fund. The operating transfers were a means to provide budgeted general tax support to these departments. Beginning in FY17, this practice will be significantly reduced because most of these departments are in the same fund within the general fund.

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

Please note: totals may not add due to rounding.

Expenditures

Expenditure Summary							
	FY15 Year Ending Actuals	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18 To FY19	% Change FY18 To FY19
SECTION TWO:							
NON GENERAL FUND EXPENDITURE SUMMARY							
Special Revenue Funds							
Community Development Authority	$0	$1,229,479	$2,592,701	$2,854,623	$2,917,000	$62,377	2.19%
Development Services	$21,747,645	$25,068,097	$21,160,269	$23,939,240	$24,809,509	$870,269	3.64%
Emergency Medical Service Fee	$4,714,546	$4,924,974	$4,982,593	$5,382,742	$5,377,410	($5,332)	(0.10%)
Housing & Community Development	$33,967,616	$31,518,296	$31,836,380	$35,850,561	$43,164,642	$7,314,081	20.40%
Fire & Rescue Levy	$35,273,185	$39,319,661	$48,879,522	$59,509,485	$64,797,722	$5,288,237	8.89%
Mosquito & Forest Pest Management	$1,417,367	$1,431,993	$1,448,821	$1,900,067	$1,855,340	($44,727)	(2.35%)
Stormwater Management	$6,793,576	$7,528,817	$7,998,036	$11,478,851	$8,861,562	($2,617,289)	(22.80%)
Transportation/Service Districts	$2,660,304	$486,916	$735,635	$689,511	$833,011	$143,500	20.81%
Total Special Revenue Funds	**$106,574,239**	**$111,508,233**	**$119,642,370**	**$141,605,080**	**$152,616,196**	**$11,011,117**	**7.78%**
Capital Project Funds							
Capital Project Funds	$106,259,732	$120,431,410	$103,966,718	$24,631,197	$24,501,696	($129,501)	(0.53%)
Total Capital Project Funds	**$106,259,732**	**$120,431,410**	**$103,966,718**	**$24,631,197**	**$24,501,696**	**($129,501)**	**(0.53%)**
Enterprise Funds							
Innovation Business Park	$715,227	$331,228	$1,939,516	$195,000	$195,000	$0	0.00%
Parks & Recreation	$6,085,189	$6,419,977	$6,556,941	$6,791,075	$6,969,451	$178,377	2.63%
Solid Waste	$19,256,939	$19,514,397	$19,284,757	$28,928,268	$19,923,809	($9,004,459)	(31.13%)
Total Enterprise Funds	**$26,057,355**	**$26,265,602**	**$27,781,214**	**$35,914,343**	**$27,088,261**	**($8,826,082)**	**(24.58%)**
Internal Service Funds							
Information Technology	$22,256,652	$26,500,158	$30,296,970	$31,510,388	$31,812,928	$302,540	0.96%
Public Works Construction Crew	$1,599,435	$2,713,579	$2,509,070	$1,880,890	$2,089,249	$208,359	11.08%
Public Works Fleet Management	$7,418,474	$7,060,488	$7,145,115	$8,556,532	$8,017,646	($538,887)	(6.30%)
Medical Insurance	$49,390,676	$52,171,443	$55,360,887	$75,977,000	$80,230,000	$4,253,000	5.60%
Other Self Insurance	$0	$28,057	$0	$0	$0	$0	0.00%
Casualty Pool/Worker's Compensation	$5,719,323	$8,027,733	$9,743,062	$0	$0	$0	0.00%
Total Internal Service Funds	**$86,384,560**	**$96,501,458**	**$105,055,105**	**$117,924,811**	**$122,149,822**	**$4,225,012**	**3.58%**

Expenditures

Expenditure Summary							
	FY15 Year Ending Actuals	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Adopted Budget	FY19 Adopted Budget	$ Change FY18 To FY19	% Change FY18 To FY19
Trust and Agency Funds							
Commonwealth Credit	$463,294	$453,593	$486,108	$500,000	$500,000	$0	0.00%
NVTA - 2% Transient Occupancy Tax	$1,316,688	$1,470,370	$1,576,183	$1,400,000	$1,400,000	$0	0.00%
Library Trust	$118,933	$152,493	$140,996	$0	$0	$0	0.00%
Innovation Owners Association	$92,726	$115,224	$120,181	$0	$0	$0	0.00%
Police Donations/Animal Friendly License Plates	$5,610	$8,390	$49,579	$9,500	$9,500	$0	0.00%
Historic Preservation Foundation	$30,091	$28	$0	$0	$0	$0	0.00%
Other Post Employment Benefits (OPEB)	$3,727,666	$4,412,358	$3,877,189	$0	$0	$0	0.00%
Police & Fire Supplemental Retirement	$2,104,378	$2,308,676	$2,739,881	$0	$0	$0	0.00%
Length of Service Award Program (LOSAP)	$399,802	$407,490	$467,388	$0	$0	$0	0.00%
Total Trust & Agency Funds	**$8,259,188**	**$9,328,622**	**$9,959,302**	**$1,909,500**	**$1,909,500**	**$0**	**0.00%**
Component Units							
Adult Detention Center	$42,468,351	$43,224,303	$42,719,861	$42,771,596	$48,220,832	$5,449,236	12.74%
Total Adult Detention Center Fund	**$42,468,351**	**$43,224,303**	**$42,719,861**	**$42,771,596**	**$48,220,832**	**$5,449,236**	**12.74%**
Schools							
Operating Fund	$906,217,008	$927,284,048	$941,862,727	$1,042,779,115	$1,084,774,103	$41,994,988	4.03%
School Debt Service Fund	$77,277,706	$84,523,659	$89,224,373	$101,045,974	$107,730,113	$6,684,139	6.61%
Construction Fund	$128,684,169	$135,947,829	$165,677,017	$316,772,454	$87,874,962	($228,897,492)	(72.26%)
Food Service Fund	$40,108,089	$40,952,508	$41,836,973	$51,285,609	$52,277,451	$991,842	1.93%
Warehouse Fund	$4,530,119	$36,384	$67,214	$5,000,000	$5,000,000	$0	0.00%
Facilities Use Fund	$1,342,208	$1,425,097	$1,506,005	$1,402,130	$1,699,392	$297,262	21.20%
Self Insurance Fund	$4,610,286	$4,036,564	$5,049,723	$5,367,639	$5,506,132	$138,493	2.58%
Health Insurance Fund	$86,694,039	$90,684,104	$71,425,147	$99,157,018	$109,530,239	$10,373,221	10.46%
Regional School Fund	$44,992,089	$7,285,944	$6,646,055	$51,308,693	$51,308,693	$0	0.00%
Governor's School at Innovation Park	$796,927	$1,203,345	$1,142,529	$968,357	$994,340	$25,983	2.68%
School Age Child Care (SACC) Program Fund	$590,111	$650,718	$747,176	$630,000	$630,000	$0	0.00%
School Aquatic Center	$0	$0	$0	$978,562	$1,281,541	$302,979	30.96%
Imaging Center Fund	$0	$0	$0	$0	$609,286	$609,286	0.00%
Total Schools	**$1,295,842,752**	**$1,294,030,201**	**$1,325,184,939**	**$1,676,695,551**	**$1,509,216,252**	**($167,479,299)**	**(9.99%)**
Grand Total All Funds	**$2,735,188,935**	**$2,817,863,723**	**$2,918,348,942**	**$3,159,565,444**	**$3,064,708,062**	**($94,857,382)**	**(3.00%)**

Total General Fund Expenditures

The two major components of general fund expenditures are the Prince William County (PWC) Government and the local share of the PWC Schools budget. Shown below are the expenditure levels adopted for FY18 and for FY19 for those two areas.

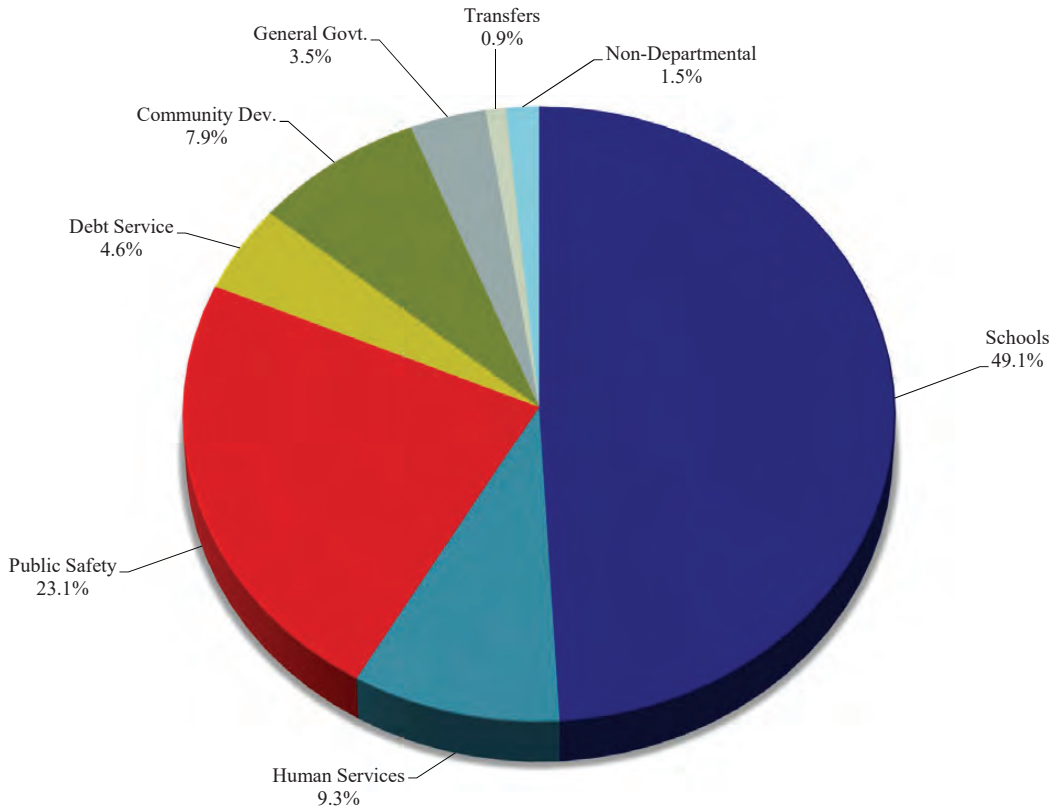
General Fund Expenditures

	FY18 Adopted	FY19 Adopted	Dollar Change	Percent Change
County Government	$570,020,822	$600,137,322	$30,116,500	5.28%
Transfer to Schools	$548,092,545	$578,868,182	$30,775,637	5.62%
Total General Fund	**$1,118,113,367**	**$1,179,005,503**	**$60,892,137**	**5.45%**

The total FY19 general fund budget is $1.18 billion within the seven functional categories and transfers shown here. This pie chart indicates which services County revenues buy for the citizens of PWC. The largest single slice of this pie (49.1%) goes towards funding the PWC School System. The next largest categories are Public Safety at 23.1% and Human Services at 9.3%. These three categories comprise 81.5% of the total PWC budget.

FY2019 General Fund Budget by Functional Categories

(Includes School Transfer)



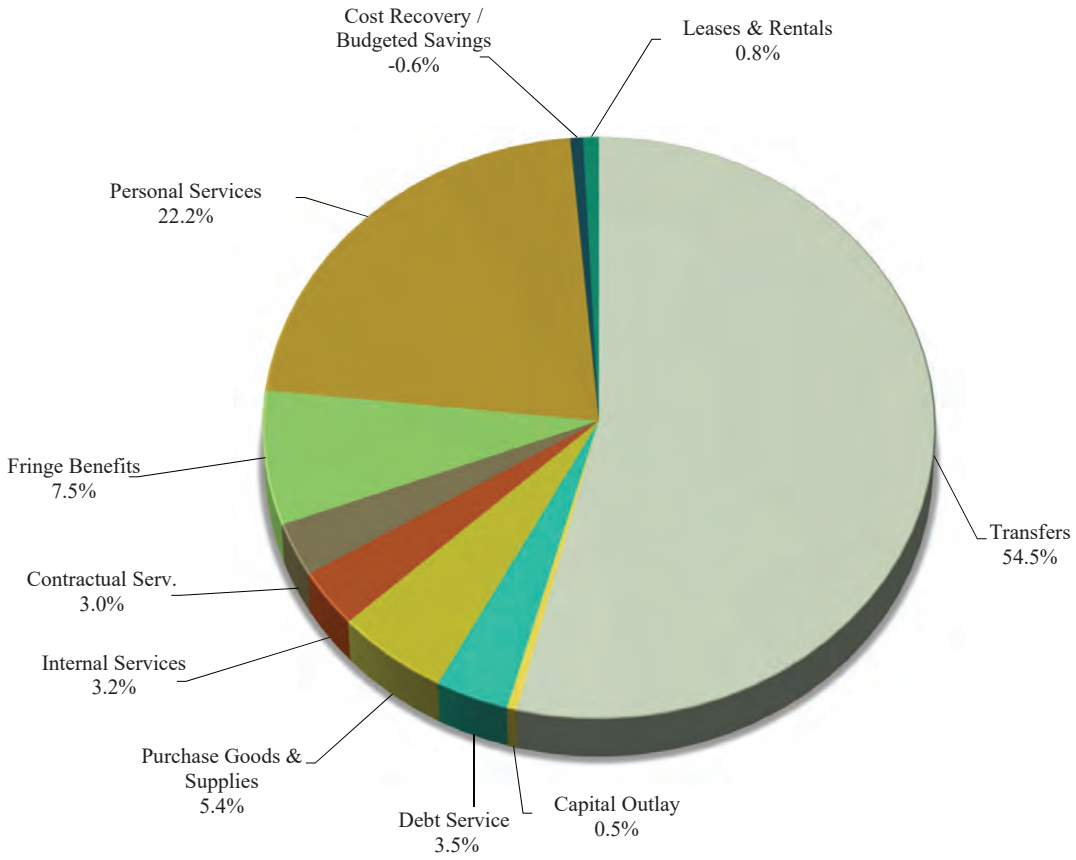
$1,179,005,503

General Fund by Expenditure Categories with Schools

This pie chart shows the FY19 general fund budget by expenditure categories. All general fund expenditures (totaling $1.18 billion) are grouped into ten categories of expenditures. The largest slice of this pie (54.5%) is Transfers which includes transfers to the PWC School System, Construction Fund, and the Adult Detention Center (ADC). The largest of these transfers is the PWC School System budget totaling $578.9 million. The next largest category of expenditures (22.2%) is Personal Services, which contains salaries for all full-time, part-time and temporary County employees. Combined with fringe benefits (7.5%), compensation for County employees totals 29.7% of total general fund expenditures. Together, these three categories make up 84.2% of the total general fund expenditure budget.

FY2019 General Fund Budget by Category of Expenditure

(Includes School Transfer)



$1,179,005,503

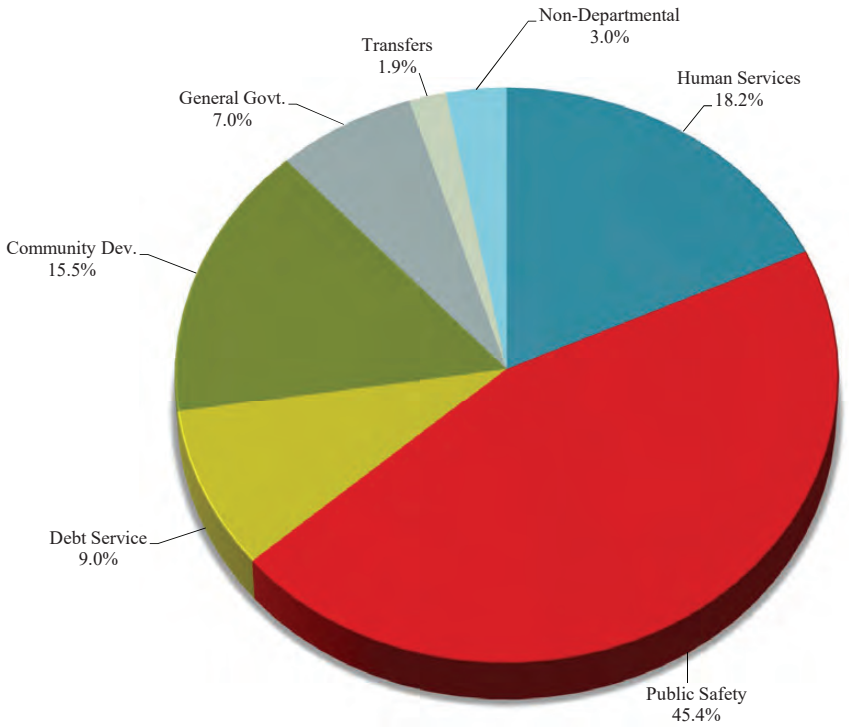
General Fund by Functional Categories without Schools

The total FY19 general fund budget excluding the PWC School transfer budget is $600.1 million. These general fund expenditures relate only to the County government portion of the budget within six functional categories and transfers. The various categories are shown in this pie chart. As in prior years, Public Safety continues to receive the largest commitment of County funds with 45.4% of the total budget. This category funds: Police, Fire & Rescue, Public Safety Communications, Sheriff, the ADC, and court services. Human Services continues to be the second largest category with 18.2% of the total budget. This category contains funding for such departments as: Social Services, Community Services, Aging, Cooperative Extension, and Public Health. Taken together, these two categories command over half (63.6%) of the total PWC budget. The remainder of the budget is broken into the following categories:

- Community Development (15.5%) contains funding for Public Works, Transportation, Economic Development, Planning, Libraries, and the Department of Parks & Recreation;
- Debt Service (9.0%) funds existing debt payments for capital projects such as road construction and projects contained in the County's FY19-24 Capital Improvement Program;
- General Government (7.0%) 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 & Budget and Human Resources;
- Non-Departmental (3.0%) contains funding for the County's Self-Insurance programs, general fund support for data processing, and County contributions to the Hylton Performing Arts Center and Northern Virginia Community College;
- Transfers (1.9%) includes additional general fund support to the Schools for the Class Size Reduction Grant and debt service equivalent for the 13th High School as well as general fund support for certain development services activities and parks enterprise fund debt service.

FY2019 General Fund Budget by Functional Categories

(Excludes School Transfer)



$600,137,322

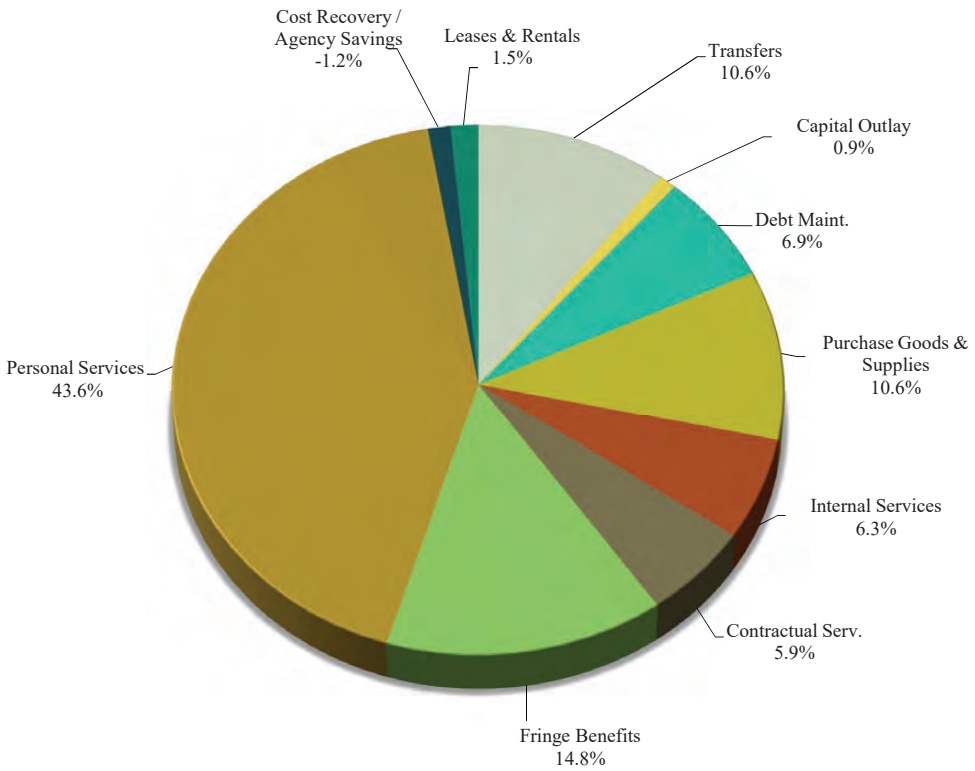
General Fund by Expenditure Categories without Schools

This pie chart shows the FY19 general fund budget by expenditure categories excluding the PWC School budget transfer. These general fund expenditures relate only to the County government portion of the budget. The largest slice of this pie (43.6%) is Personal Services. Combined with Fringe Benefits (14.8%), compensation for all County employees' accounts for over one-half (58.4%) of total general fund expenditures. The remainder of the budget is broken into the following categories:

- Transfers (10.6%) contains funds transferred out of the general fund to the Department of Parks & Recreation, ADC, and the Construction Fund;
- Purchase Goods and Supplies (10.6%) contains funds to supply, equip and train employees to perform their jobs;
- Debt Maintenance (6.9%) pays the debt service on capital projects such as roads and other construction;
- Internal Services (6.3%) contains funds to account for financing of goods or services provided by one department of the County to other departments. An example is information technology;
- Contractual Services (5.9%) is funds to pay for products and services contracted out by the County;
- Leases and Rentals (1.5%) 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/Agency Savings (-1.2%): Cost Recovery is a negative expenditure budget used to offset project management costs in the general fund that are reimbursed from capital projects. Agency Savings is a negative line-item (salary lapse) used to reduce year-end agency expenditure savings.

FY2019 General Fund Budget by Category of Expenditure

(Excludes School Transfer)



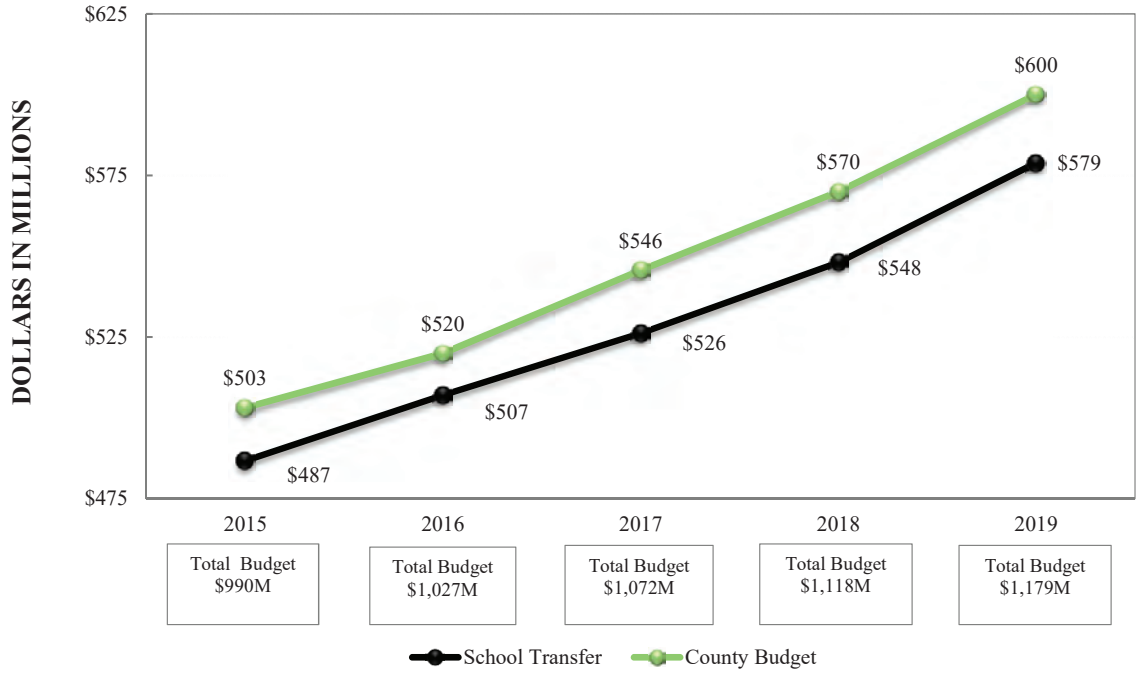
$600,137,322

Expenditures

The following graphs show the general fund budget history both including and excluding the PWC School transfer budget. With the PWC School budget included, total expenditures have increased 19.1% from FY15 adopted to FY19 (from $990 million to $1.18 billion). Excluding the PWC School budget, total expenditures have increased 19.3% over the same five-year period (from $503 million to $600 million).

General Fund Expenditure Budget History: FY15 to FY19

(School Transfer and County Budget)

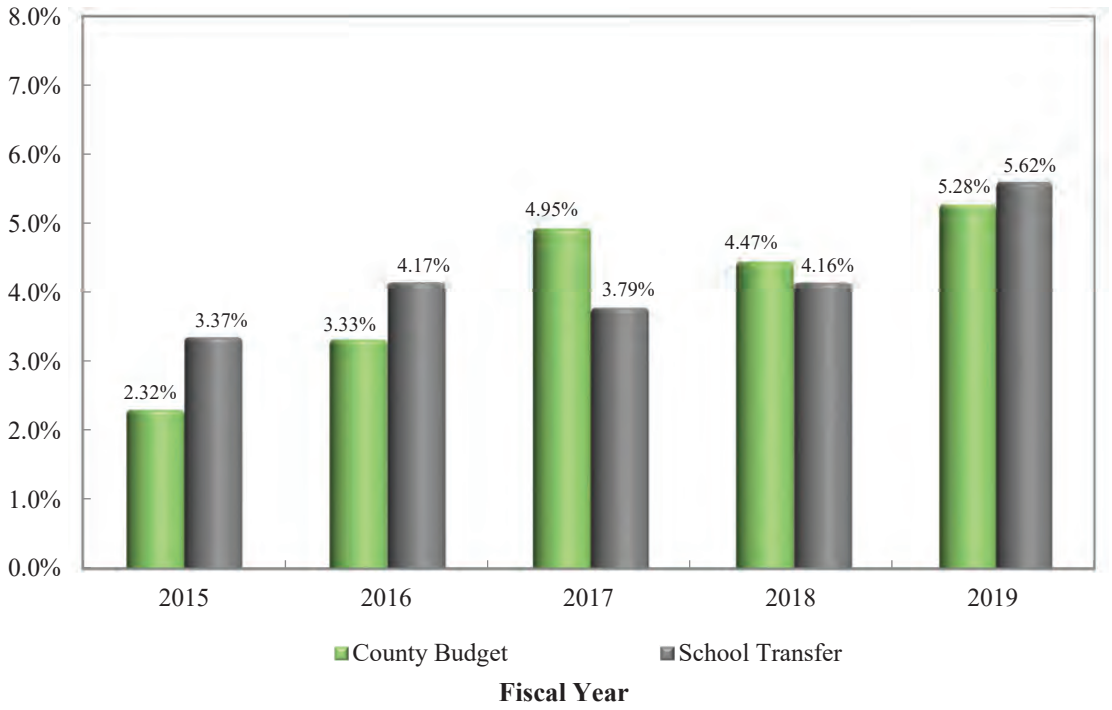


Expenditures

As the following graph shows, the general fund transfer to the PWC Schools has increased an average of 4.22% per year from FY15 to FY19. Excluding the PWC School transfer budget, total general fund expenditures have increased an average of 4.07% per year.

General Fund Expenditure Budget History Percent Change: FY15 to FY19

(School Transfer and County Budget)



THE SEAL OF PRINCE WILLIAM COUNTY VA.

Attracting and Retaining Quality County Employees

The County's compensation policy is as follows:

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

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

General Overview

A. Combine Budgeted Salary Lapse and Budgeted Agency Savings - The FY2018 Budget included $16 million in required agency savings in two accounts - budgeted salary lapse and budgeted agency savings. These accounts function as expenditure governors by adding negative funding to the agency budget, essentially reducing the total allowable expenditures. Since these two accounts have been in use, agency general fund turn back at year-end has continued to fall, from a high of over $20 million to only $6.4 million in FY17. Budgeted salary lapse in FY18 was $2 million, and budgeted agency savings was $14 million. In an effort to streamline agency budget management, the FY2019 Budget combines the two accounts into budgeted salary lapse because most agencies achieve their savings through position attrition. The total required agency savings in budgeted salary lapse in FY19 is $16.3 million.

B. Position Reclassifications - Every year, the County conducts an annual benchmark salary survey of selected job classifications to ensure salaries are competitive. The following position reclassifications, new class specification, and removal of obsolete position classifications are recommended as part of the FY2019 Budget at a cost of approximately $956. Obsolete position classifications are no longer in use or have been superseded by another classification.

Position Reclassifications Adopted in FY2019 Budget

Department	Title	Current Grade	New Grade
Community Services	Community Services Executive Director	22	23
Department of Information Technology	Communications & Infrastructure Division Chief	19	21
Department of Information Technology	Network Technician	12	13
Development Services	Building Construction Review Branch Chief	18	19
Development Services	Plan Review Supervisor	17	18
Finance	Purchasing Division Chief	19	20
Housing & Community Development	Housing & Community Development Director	21	22
Human Resources	Human Resources Director	22	23
Various Departments	Automotive Mechanic I	11	12

Establish New Class Specifications Adopted in FY2019 Budget			
Department	**Title**	**Grade**	**Code**
Fire & Rescue	Athletic Trainer	15	6842
Police	Master Police Officer	PS15	6602

Abolish Obsolete Position Classifications in FY2019 Budget			
Department	**Title**	**Grade**	**Code**
Agency on Aging	Rescue Coordinator	12	5045
Agency on Aging	Senior Center Division Manager	16	5050
Agency on Aging	Senior Center Site Manager	14	5530
Community Services	Community Services New Horizons Program Manager	18	5910
Community Services	Drug Offender Recovery Services (DORS) Program Manager	18	5860
Community Services	ID Program Manager	18	5848
Community Services	Mental Health Program Manager	18	5847
Community Services	Substance Abuse Program Manager	18	5846
Community Services	Vocational Services Program Manager	18	5849
Economic Development	Innovation Business Park Manager	18	2960
Finance	Claims Manager	16	0675
Housing & Community Development	HCD Program Compliance Officer	9	5590
Housing & Community Development	Housing Program Assistant	14	5615
Police	Crime Analyst Supervisor	13	6530
Police	Parking Enforcement Guard	PS 5	6300
Police	Police Fleet Coordinator	11	6364
Police	Tele-Serve Operator	8	6416
Police	Tele-Serve Unit Supervisor	10	6420
Public Works	Certified Architect	16	2203
Public Works	Construction Services Branch Chief	17	2254
Public Works	County Architect	17	2204
Public Works	Fleet Inventory Supervisor	11	0605
Public Works	Forestry Technician	12	5230
Public Works	Manager of Facilities and Property Management	17	3616
Public Works	Parts Specialist	9	0611

Abolish Obsolete Position Classifications in FY2019 Budget *(Continued)*			
Department	**Title**	**Grade**	**Code**
Public Health	Clinic Aide	7	5145
Public Health	Health Educator	12	5155
Public Health	Physical Therapist	10	5175
Public Health	Dental Assistant I	6	5350
Public Health	Dental Assistant II	8	5351
Social Services	Homeless Services Program Supervisor	14	5616

Budget Initiatives

1. Public Safety Retention and Recruitment Study

Expenditure	$3,410,900	General Fund Impact	$2,800,900
Revenue	$610,000	FTE Positions	0.00

a. Public Safety Compensation Increases - During FY17, the BOCS directed staff to contract for a study of public safety retention and recruitment to determine if compensation adjustments are necessary to reduce attrition and improve overall employee satisfaction in the Adult Detention Center (ADC), the Department of Fire & Rescue (DFR), the Police Department (PD) and the Sheriff's Office (SO). Where appropriate, the study benchmarked County practices against the Northern Virginia comparison group - Alexandria, Arlington, Fairfax, Loudoun, and for the ADC, the Rappahannock Regional Jail.

The study focuses primarily on three compensation issues:

- Pay compression, where individuals with the same pay grade and level of experience receive very different compensation, depending on whether they were promoted through the County ranks or came to the County from another locality, or where an insufficient pay differential exists between supervisors and subordinates;
- Compensation compared to other Northern Virginia jurisdictions, because County public safety employees have progressed more slowly through their pay ranges relative to employees in other jurisdictions; and
- The inability of public safety employees to project future earnings, because not all public safety pay adjustments add to base pay.

The compensation study recommendations to address these issues fall into four categories:

- Implement targeted pay adjustments for each public safety employee group to address pay compression and improve market competiveness;
- Create pay scales for each public safety employee group;
- End the practice of alternating pay for performance increases and market pay adjustments and focus on moving employees through the pay schedule; and
- Eliminate performance plus pay and redirect savings into other areas of the compensation plan.

The study recommends a two-phase approach to implementation:

- **Phase 1 (FY19)** - Implement targeted pay adjustments in FY19 designed to address compression by migrating sworn staff in the ADC, DFR, PD, and SO to respective pay scales based on years of service. The current annual retention supplement for PD and DFR, and the Career Development Program in PD will be eliminated and included with base pay in FY19. These actions will result in an increased cost to the general fund of approximately $3,010,900 in FY19. Of this amount, $610,000 is attributed to DFR and will be funded by the fire levy.
- **Phase 2 (FY19 & FY20)** - Phase 2 entails creating new public safety pay scales to improve market competitiveness with other jurisdictions while maintaining pay progressions between ranks. All public safety sworn personnel will be moved to a pay scale with 3% step increments over a multi-year period while addressing agency-specific compensation and operational issues. For example, the DFR operating schedule will be changed from 2,496 to 2,912 annual hours, consistent with the most common shift schedule among other regional departments. Phase 2 actions will result in an increased cost to the general fund of approximately $400,000 (for PD) beginning in FY19 and full year costs of $9,416,400 in FY20 for all public safety personnel. Of this full year amount, $6,940,000 is attributed to the operating schedule change is planned to be funded by the fire levy. Increased DFR salary costs attributed to the change to 24-hour shifts will be offset by DFR staffing plan savings throughout the Five-Year Plan. Please refer to the Fire & Rescue agency budget pages for additional information.

The total general fund cost of implementing both phases of the Public Safety Retention and Recruitment Study in FY19-23 is $55,812,210. Of this amount, $32,282,000 is attributed to DFR and is planned to funded by the fire levy.

2. Pay for Performance Adjustment

Expenditure	$5,732,488	General Fund Impact	$5,732,488
Revenue	$0	FTE Positions	0.00

a. Pay for Performance Adjustment - Funding is included to support a 3.0% pay for performance increase in FY19. Annual pay for performance adjustments of 3.0% are included in each remaining year of the Five-Year Plan (FY2020-2023). Pay for performance includes the following:

- The basic pay for performance increase is calculated on the employee's current salary/pay as a percentage increase until the employee reaches the maximum salary/pay for that position. Maximum salary/pay scales are not extended based on pay for performance adjustments. The total general fund cost of pay for performance adjustments is $78,392,799 in FY19-23.
- "Performance Plus" is a lump-sum award that will be added to the first paycheck the employee receives after his/her evaluation, if the performance is rated higher than the "Fully Achieved" rating. This one-time amount is not added to the employee's base pay. Employees at the maximum salary/pay for their position are eligible for this award. Beginning in FY19, public safety sworn personnel are not eligible for "Performance Plus" as recommended by the Public Safety Retention and Recruitment Study. The savings from this change have been redirected to implement the recommendations contained in the study. Funding to support "Performance Plus" is budgeted in FY19-23. The total general fund cost of "Performance Plus" is $2,531,505 in FY19-23.

b. Future Compensation Rollover - Each year compensation actions are rolled over into the next budget year. This includes positions which were initially funded for a partial year and require a full year budget in the next fiscal year. Pay for performance rollovers are necessary because not all employees receive pay for performance increases at the beginning of the fiscal year. Therefore, a pay for performance increase given halfway through a fiscal year needs to be funded for the entire next fiscal year. This rollover captures the full cost of providing a pay for performance increases to employees. When no pay for performance increase is authorized, little if any compensation rollover funds are added to the budget in the next budget year. The total general fund cost of compensation rollover is $26,130,933 in FY19-23.

3. Health Insurance Increase/Dental Insurance Decrease

Expenditure	$1,565,728	General Fund Impact	$1,565,728
Revenue	$0	FTE Positions	0.00

a. Description - This initiative funds County employer contributions for health and dental insurance increases required to maintain the stability of the County's self-insurance fund. The FY19 expenditure is due to an average 5.3% increase for the County's health insurance and an average 2.9% decrease for dental insurance in FY19. The Five-Year Plan contains provisions for 7.0% annual increases to health insurance rates and 10.0% annual increases to dental insurance rates in FY20-23. The total general fund cost for the County's employer contribution for health and dental insurance is $32,916,745 in FY19-23.

4. Pension and Retirement Benefits

Expenditure	$1,240,558	General Fund Impact	$1,240,558
Revenue	$0	FTE Positions	0.00

a. Virginia Retirement System (VRS) - The certified VRS employer contribution rate is 13.16% and will become effective July 1, 2018. This represents an increase from the current VRS rate of 12.73% at a cost of $1,142,927. VRS rates are evaluated and certified by the VRS Board of Trustees every two years with no change projected in FY21. The total general fund cost associated with the VRS actuarial rate increase is $5,714,635 in FY19-23.

b. Retiree Health Credit - County employees are not provided health insurance coverage upon retirement. The County Retiree Health Credit program is available to employees upon separation and retirement from County service. All full-time employees and existing retirees with a minimum of 15 years of County service can receive $5.50 per month for each year of service, up to a maximum of $165 per month for 30 years of County service. When the $45 maximum per month currently offered as part of the State VRS is added, the maximum for 30 years of County service increases to $210 per month. The Retiree Health Credit Program is separate from and in addition to the existing VRS Health Credit program, which is also completely funded by County contributions. The 5.0% cost increase of $97,631 in the retiree health credit budget is projected to cover growth in this benefit due to additional retirees. The amount paid to each individual retiree has not increased. The total general fund cost to increase the retiree health care budget at 5.0% per year is $1,565,831 in FY19-23.

Summary of Compensation Adjustments in FY2019-2023 Five-Year Plan (Amounts are Cumulative)						
	FY19	FY20	FY21	FY22	FY23	Total
Public Safety Compensation Study:						
Phase 1 (FY19)	$3,010,900	$3,103,150	$3,198,290	$3,295,430	$3,396,460	$16,004,230
Phase 2 (FY20)	$400,000	$9,416,400	$9,700,870	$9,994,230	$10,296,480	$39,807,980
Subtotal	**$3,410,900**	**$12,519,550**	**$12,899,160**	**$13,289,660**	**$13,692,940**	**$55,812,210**
Pay for Performance:						
Pay for Performance (3% Increase in FY19; 3% Annual Increase in FY20-23)	$5,226,187	$10,452,373	$15,678,560	$20,904,746	$26,130,933	$78,392,799
Compensation Rollover	$0	$2,613,093	$5,226,187	$7,839,280	$10,452,373	$26,130,933
Performance Plus	$506,301	$506,301	$506,301	$506,301	$506,301	$2,531,505
Subtotal	**$5,732,488**	**$13,571,767**	**$21,411,048**	**$29,250,327**	**$37,089,607**	**$107,055,237**
Pension and Retirement Benefits:						
Virginia Retirement System (VRS) (13.16% Rate in FY19)	$1,142,927	$1,142,927	$1,142,927	$1,142,927	$1,142,927	$5,714,635
Retiree Health Credit (5% Annual Increase)	$97,631	$200,143	$307,782	$420,802	$539,473	$1,565,831
Subtotal	**$1,240,558**	**$1,343,070**	**$1,450,709**	**$1,563,729**	**$1,682,400**	**$7,280,466**
Health/Dental Insurance:						
Health Insurance (5.3% Increase in FY19; 7% Annual Increase in FY20-23)	$1,599,133	$3,823,134	$6,202,815	$8,749,074	$11,473,571	$31,847,727
Dental Insurance (2.9% Decrease in FY19; 10% Annual Increase in FY20-23)	($33,405)	$78,444	$201,478	$336,815	$485,686	$1,069,018
Subtotal	**$1,565,728**	**$3,901,578**	**$6,404,293**	**$9,085,889**	**$11,959,257**	**$32,916,745**
Grand Total	**$11,949,674**	**$31,335,965**	**$42,165,210**	**$53,189,605**	**$64,424,204**	**$203,064,658**

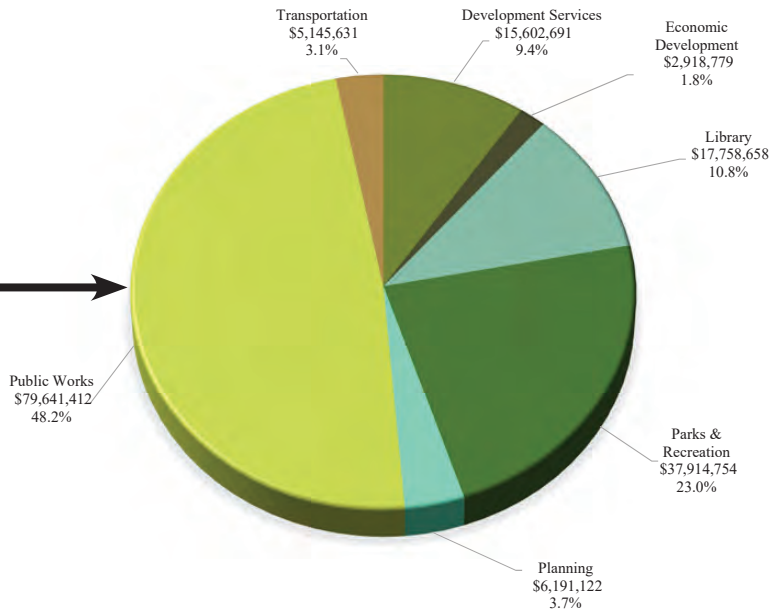
Functional Areas

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 FY19 expenditure budget broken out by agency and a list of all the agencies included in the functional area.

A

Community Development



Community Develop Expenditure Budget: $165,173,046

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

Average Tax Bill: Community Development accounted for $325 and 8.08% of the average residential tax bill in FY19.

Department & Agencies

- Development Services
- Economic Development
- Library
- Parks & Recreation
- Planning
- Public Works
- Transit Subsidy
- Transportation

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 FY19 adopted expenditure budget is shown in relation to other agencies within the functional area.

C. **Mandates** - Describe the activities in an agency that are governed by requirements from the federal, state, and local mandates with the relevant code or ordinance information referencing the source.

Development Services

A

Mission Statement

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

Community Development
Expenditure Budget: $165,173,046

$

Expenditure Budget: $15,602,691

B

9.4% of Community Development

Program:

- Building Development: $12,760,990
- Land Development: $2,530,793
- Customer Liaison: $310,908

C

Mandates

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

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

State Code: 15.2-2241A5, A11, 2241B, 2245, 36-105.A, 10.1-1124-1130, 15.2-2240, 15.2-2241

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

D. Expenditure and Revenue Summary - The expenditure and revenue summary provides historical and adopted expenditure and revenue information for each agency. For historical reference, actual expenditures and revenues are reported for FY15, FY16, and FY17. Adopted budget information is displayed for FY18 and for FY19. The last column calculates the change between the FY18 adopted and FY19 adopted budgets. Four types of information are summarized for each fiscal year displayed:

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

Development Services

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Building Development	$11,651,262	$11,664,223	$10,911,371	$12,304,631	$12,760,990	3.71%
Land Development	$2,830,824	$4,299,240	$2,229,201	$2,605,952	$2,530,793	(2.88%)
Customer Liaison	$304,871	$316,060	$285,284	$299,278	$310,908	3.89%
Total Expenditures	**$14,786,957**	**$16,279,523**	**$13,425,857**	**$15,209,861**	**$15,602,691**	**2.58%**
Expenditure by Classification						
Salaries and Benefits	$9,634,844	$9,365,203	$9,431,776	$10,536,947	$10,960,194	4.02%
Contractual Services	$53,063	$121,932	$114,878	$70,285	$103,129	46.73%
Internal Services	$2,108,797	$2,041,825	$2,060,162	$2,112,375	$2,223,002	5.24%
Purchase of Goods & Services	$308,862	$311,790	$349,923	$667,107	$672,275	0.77%
Capital Outlay	$207,225	$135,231	$135,404	$157,000	$157,000	0.00%
Leases & Rentals	$14,910	$15,011	$14,051	$20,656	$23,156	12.10%
Reserves & Contingencies	$0	$0	$0	($48,713)	$0	(100.00%)
Transfers Out	$2,459,256	$4,288,531	$1,319,663	$1,694,204	$1,463,935	(13.59%)
Total Expenditures	**$14,786,957**	**$16,279,523**	**$13,425,857**	**$15,209,861**	**$15,602,691**	**2.58%**
Funding Sources						
Permits & Fees	$10,743,098	$11,252,836	$12,690,954	$12,079,034	$12,079,034	0.00%
Fines & Forfeitures	$875	$945	$385	$0	$0	0.00%
Use of Money & Property	$47,452	$46,754	$0	$4,790	$4,790	0.00%
Miscellaneous Revenue	$230,757	$245,655	$227,910	$267,872	$267,872	0.00%
Non-Revenue Receipts	$10,005	$8,767	$7,297	$0	$0	0.00%
Charges for Services	$115,069	$131,170	$118,395	$138,285	$138,285	0.00%
Transfers In	$143,369	$287,393	$695,527	$555,412	$235,412	(57.61%)
Total Designated Funding Sources	**$11,290,625**	**$11,973,520**	**$13,740,467**	**$13,045,393**	**$12,725,393**	**(2.45%)**
(Contribution to)/Use of Fund Balance	**$1,270,441**	**$2,013,552**	**($2,406,891)**	**$84,947**	**$504,580**	**493.99%**
Net General Tax Support	**$2,225,892**	**$2,292,450**	**$2,092,280**	**$2,079,521**	**$2,372,718**	**14.10%**
Net General Tax Support	**15.05%**	**14.08%**	**15.58%**	**13.67%**	**15.21%**	

E. **Staff History by Program** - Chart and table showing the staffing history and the total authorized full-time and part-time positions for FY15 actual, FY16 actual, FY17 actual, FY18 adopted, and FY19 adopted summarized by program. Values are expressed in FTEs (full-time equivalents). One FTE is equal to one full-time position.

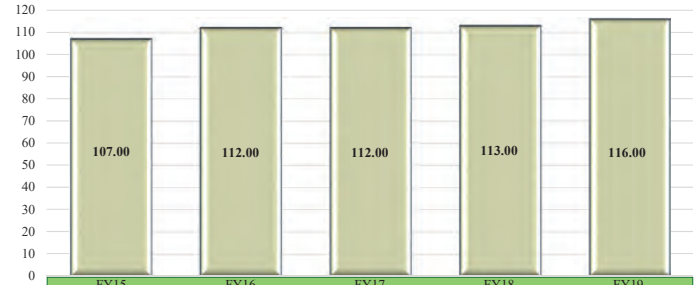
F. **Future Outlook** - Information on current and future issues or circumstances that impact an agency's service delivery.

G. **General Overview** - Narrative discussion summarizing major FY19 budget changes for the agency as a whole.

Development Services

E →

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Building Development	83.91	87.90	87.90	87.89	89.89
Land Development	20.54	21.54	21.54	22.55	23.55
Customer Liaison	2.55	2.56	2.56	2.57	2.57
Full-Time Equivalent (FTE) Total	107.00	112.00	112.00	113.00	116.00

F →

Future Outlook

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

Small Businesses - One of the most challenging areas to improve the development process is for small businesses. The large local firms (Engineers, Architects, Contractors, Developments, Attorneys, etc.) have the staffing levels to be engaged on County Process Action Teams. The larger firms know the process and how to proceed if an issue arises. The small business owner may not be able to attend County meetings and participate on process action teams. In some instances, the small business owner may try to serve as their own General Contractor on a complex commercial development project. The challenge is identifying these customers and

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

General Overview ← G

A. **Increase Indirect Cost Transfer to the General Fund** - Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY19, the indirect cost transfer amount reimbursing the general fund for Development Services increases by $169,731 from $953,787 in FY18 to $1,123,518 in FY19.

B. **One-Time Reductions** - $200,000 has been removed from the Development Services FY19 budget for non-recurring expenditures associated with the purchase of a customer queuing system in FY18.

C. **Eliminate Budget Shift** - Beginning in FY16, two Planner II positions were funded by a budget shift from proffer interest in the amount of $220,000 to Development Services. This budget shift is scheduled to end in FY19.

D. **Increase to the Building and Land Development Fee Schedules** - The FY2019 Budget includes a 3.0% increase to the Building Development fee schedule and a 6.5% increase to the Land Development fee schedule. This action adjusts the Building and Land Development fee schedules to align development fees with activity costs and current revenue projections.

H. Budget Initiatives - Budget adjustments for each program are grouped into three categories, including budget initiatives (additions, reductions, or shifts).

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

1. **Program Description** - Description of the activities the program performs or services that will be delivered.
2. **Key Measures** - Shows important performance measures that demonstrate the productivity and effectiveness of the program. Measures are generally outcome measures, which are specific objectives to be accomplished by the program.
3. **Program Activities with Expenditure Dollars** - List of activities that roll up into the program including the expenditure dollars, expressed in thousands, for FY15 actual, FY16 actual, FY17 actual, FY18 adopted, and FY19 adopted.
4. **Workload Measures** - Performance measures, specifically workload measures, which demonstrate an aspect of work performed within the activity.

increase to the Building Development fee schedule and a 6.5% increase to the Land Development fee schedule. This action adjusts the Building and Land Development fee schedules to align development fees with activity costs and current revenue projections.

H

Budget Initiatives

A. Budget Initiatives

1. Operational Cost Increases – Building Development and Land Development

Expenditure	$24,215	General Fund Impact	$0
Revenue	$24,215	FTE Positions	0.00

a. Description - Using current revenue, increase expenditure budget to maintain current level of operations and enable staff to receive required training.

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

2. Small Business Initiative – Building Development and Land Development

Expenditure	$387,931	General Fund Impact	$293,197
Revenue	$94,734	FTE Positions	3.00

a. Description - This initiative provides assistance to small businesses to enable them to better navigate the County's development process for projects submitted for review, permit assistance, and/or inspection.

b. Service Level Impacts - It is anticipated 75 small business projects will be served by the program

I

Development Services

Program Summary

Building Development

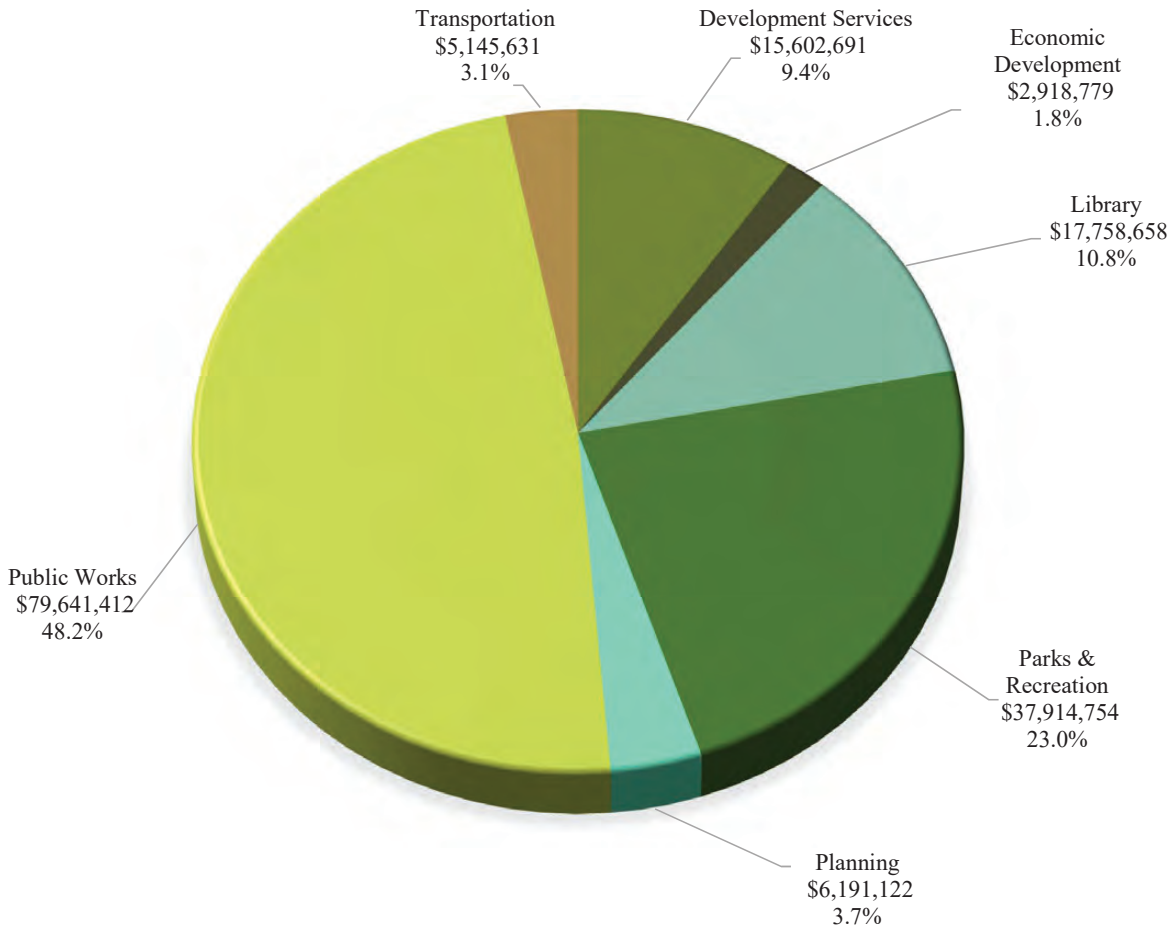
Building Development ensures compliance with the Uniform Statewide Building Code by reviewing commercial and residential construction plans, issuing permits, inspecting structures, and enforcing building code requirements.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Inspections performed on day requested	100%	99%	99%	98%	98%
Commercial plans reviewed within 6 weeks, first review	96%	95%	100%	90%	90%
Tenant layout plans reviewed within 3 weeks, first review	95%	99%	98%	90%	90%
Code enforcement cases resolved or moved to court within 100 days	67%	75%	76%	80%	80%
Overall customer satisfaction	86%	88%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted

Agency Page Information

Community Development



Community Develop Expenditure Budget: $165,173,046

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

Average Tax Bill: Community Development accounted for $325 and 8.08% of the average residential tax bill in FY19.

Department & Agencies

- Development Services
- Economic Development
- Library
- Parks & Recreation
- Planning
- Public Works
- Transit Subsidy
- Transportation

Development Services

Mission Statement

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

Community Development
Expenditure Budget: $165,173,046

Expenditure Budget: $15,602,691

9.4% of Community Development

Program:

- Building Development: $12,760,990
- Land Development: $2,530,793
- Customer Liaison: $310,908

Mandates

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

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

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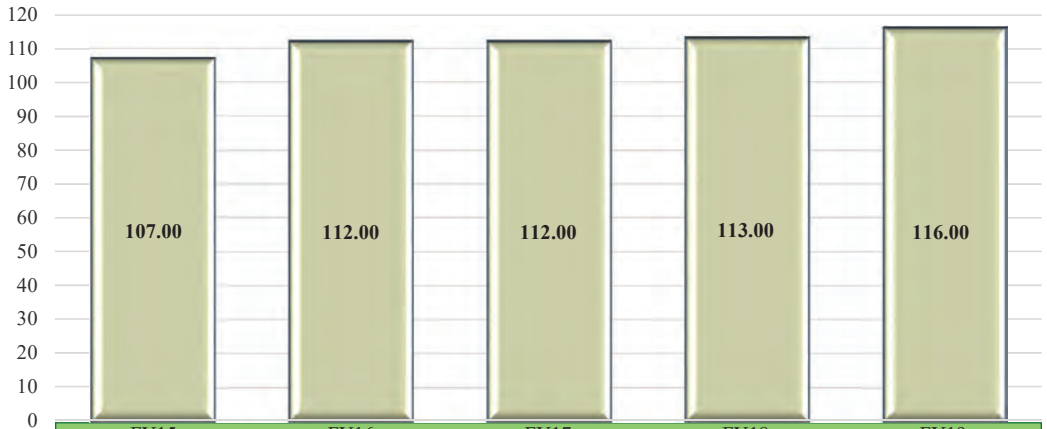
Staff History by Program



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Future Outlook

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

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

Business Friendly Environment - One of the goals established by the County's Commercial Development Committee is to review County development ordinances and identify possible changes to the regulations that will help promote Prince William as a business friendly community. This includes identifying self-certification procedures for non-life safety development processes.

Land Development Budgets - The County partnered with the development community in 2015 to conduct an extensive review of the County's Land Development Fee Schedule. The study reflected the fact that County's fees, at a project level, are on par with neighboring jurisdictions. The study also identified the fact that Loudoun, Stafford, and Fairfax Counties receive a "subsidy" to supplement the revenue collected from development fees. Aside from Rezoning and Special Use Permit programs, County Land Development Agencies receive a very small amount of funding from the General fund; thus, the County faces a competitive disadvantage when attempting to match staffing levels with workload.

Performance Levels - The Land Development programs are projected to operate at a deficit level for at least the next five fiscal years. At this level of funding, staffing levels will not be able to increase with increases in workload. Service levels may decline as a result of not addressing the deficit situation.

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

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

General Overview

A. Increase Indirect Cost Transfer to the General Fund - Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY19, the indirect cost transfer amount reimbursing the general fund for Development Services increases by $169,731 from $953,787 in FY18 to $1,123,518 in FY19.

B. One-Time Reductions - $200,000 has been removed from the Development Services FY19 budget for non-recurring expenditures associated with the purchase of a customer queuing system in FY18.

C. Eliminate Budget Shift - Beginning in FY16, two Planner II positions were funded by a budget shift from proffer interest in the amount of $220,000 to Development Services. This budget shift is scheduled to end in FY19.

D. Increase to the Building and Land Development Fee Schedules - The FY2019 Budget includes a 3.0% increase to the Building Development fee schedule and a 6.5% increase to the Land Development fee schedule. This action adjusts the Building and Land Development fee schedules to align development fees with activity costs and current revenue projections.

Budget Initiatives

A. Budget Initiatives

1. Operational Cost Increases – Building Development and Land Development

Expenditure	$24,215	General Fund Impact	$0
Revenue (Existing)	$24,215	FTE Positions	0.00

a. Description - Using current revenue, increase expenditure budget to maintain current level of operations and enable staff to receive required training.

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

2. Small Business Initiative – Building Development and Land Development

Expenditure	$387,931	General Fund Impact	$293,197
Revenue (Existing)	$94,734	FTE Positions	3.00

a. Description - This initiative provides assistance to small businesses to enable them to better navigate the County's development process for projects submitted for review, permit assistance, and/or inspection.

b. Service Level Impacts - It is anticipated 75 small business projects will be served by the program per year. This initiative addresses the strategic outcome to decrease the average County review time for nonresidential development within the strategic goal of a Robust Economy.

Program Summary

Building Development

Building Development ensures compliance with the Uniform Statewide Building Code by reviewing commercial and residential construction plans, issuing permits, inspecting structures, and enforcing building code requirements.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Inspections performed on day requested	100%	99%	99%	98%	98%
Commercial plans reviewed within 6 weeks, first review	96%	95%	100%	90%	90%
Tenant layout plans reviewed within 3 weeks, first review	95%	99%	98%	90%	90%
Code enforcement cases resolved or moved to court within 100 days	67%	75%	76%	80%	80%
Overall customer satisfaction	86%	88%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Building Plan Review	**$3,798**	**$3,854**	**$3,454**	**$4,160**	**$4,203**
Plan submissions	9,008	8,467	8,549	8,500	8,763
Building Permitting Services	**$1,319**	**$1,245**	**$1,272**	**$1,447**	**$1,487**
Permits issued	24,954	26,563	25,588	26,500	26,228
Building Construction Inspections	**$5,524**	**$5,604**	**$5,080**	**$5,456**	**$5,733**
Inspections performed	64,105	70,899	71,017	70,000	72,792
Building Special Inspections	**$471**	**$421**	**$517**	**$587**	**$638**
Field and test results, certifications and shop drawings reviewed	2,399	2,169	2,179	2,150	2,233
Building Code Enforcement	**$540**	**$541**	**$588**	**$654**	**$700**

Land Development

Land Development manages the site and subdivision plan review and permit issuance process, administers the posting and releasing of bonds and escrows, and issues zoning permits.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Average days from first to final plan approval, non-residential	45	57	43	45	45
Average days from first to final plan approval, residential	62	70	53	55	55
Overall customer satisfaction	86%	88%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Site and Subdivision Plans	**$1,479**	**$3,157**	**$1,143**	**$1,300**	**$1,157**
Plans reviewed	1,147	1,014	1,050	1,024	1,076
Bonds and Escrows	**$860**	**$723**	**$724**	**$840**	**$859**
Bond and escrow cases administered	813	1,046	912	1,033	935
Lot escrow cases initiated and released	853	721	841	750	862
Customer Service/Zoning Permits	**$491**	**$419**	**$363**	**$465**	**$514**
Permits processed	6,471	6,999	6,770	7,059	6,939

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.

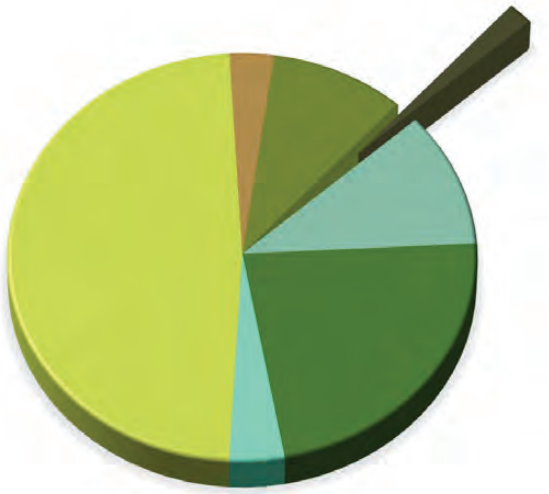
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Customer transactions processed per FTE	20,905	22,045	23,265	21,800	23,847
Overall customer satisfaction	86%	88%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Early Assistance Desk	**$305**	**$316**	**$285**	**$299**	**$311**
Customer transactions	41,810	44,089	46,530	43,600	47,693

Economic Development

Mission Statement

The mission of the Department of Economic Development is to enable a robust economy with wealth creation opportunities for its residents by the attraction of new business investment, expansion of existing businesses, and the generation of new companies in our targeted sectors.



Community Development
Expenditure Budget: $165,173,046

Expenditure Budget: $2,918,779

1.8% of Community Development

Program:

- Investment Attraction: $1,830,931
- Existing Business: $499,196
- Marketing & Research: $588,651

Mandates

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

Economic Development

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Investment Attraction	$1,332,912	$1,626,720	$2,055,433	$1,630,775	$1,830,931	12.27%
Existing Business	$448,093	$465,963	$472,531	$493,168	$499,196	1.22%
Marketing & Research	$613,986	$793,969	$688,624	$570,780	$588,651	3.13%
ED Opportunity Fund	$0	$0	$231,730	$0	$0	0.00%
Total Expenditures	**$2,394,992**	**$2,886,652**	**$3,448,318**	**$2,694,723**	**$2,918,779**	**8.31%**

Expenditure by Classification						
Salaries and Benefits	$1,342,866	$1,488,009	$1,562,544	$1,608,947	$1,681,469	4.51%
Contractual Services	$229,041	$425,390	$236,742	$351,548	$434,548	23.61%
Internal Services	$61,954	$67,626	$74,977	$50,694	$53,893	6.31%
Purchase of Goods & Services	$486,466	$568,013	$617,989	$474,440	$476,162	0.36%
Capital Outlay	$27,760	$26,457	$6,150	$1,000	$1,000	0.00%
Leases & Rentals	$240,305	$251,146	$267,618	$271,707	$271,707	0.00%
Reserves & Contingencies	$0	$0	$0	($63,613)	$0	(100.00%)
Payments to Other Local Agencies	$6,600	$5,000	$295,000	$0	$0	0.00%
Transfers Out	$0	$55,011	$387,299	$0	$0	0.00%
Total Expenditures	**$2,394,992**	**$2,886,652**	**$3,448,318**	**$2,694,723**	**$2,918,779**	**8.31%**

Funding Sources						
Revenue from Federal Government	$0	$0	$50,000	$0	$0	0.00%
Use of Money & Property	$0	$31,479	$170,986	$106,939	$106,939	0.00%
Miscellaneous Revenue	$0	$0	$5,200	$0	$0	0.00%
Transfers In	$301,235	$443,507	$130,000	$0	$0	0.00%
Total Designated Funding Sources	**$301,235**	**$474,986**	**$356,186**	**$106,939**	**$106,939**	**0.00%**
Net General Tax Support	**$2,093,757**	**$2,411,666**	**$3,092,132**	**$2,587,784**	**$2,811,840**	**8.66%**
Net General Tax Support	**87.42%**	**83.55%**	**89.67%**	**96.03%**	**96.34%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Investment Attraction	6.10	6.85	7.05	7.05	8.05
Existing Business	1.85	1.60	1.40	1.40	1.40
Marketing & Research	5.05	4.55	4.55	4.55	4.55
Full-Time Equivalent (FTE) Total	**13.00**	**13.00**	**13.00**	**13.00**	**14.00**

Future Outlook

Information Technology - Prince William County (PWC) and Loudoun County together constitute the largest data center cluster (by square footage) in North America with approximately 12 million square feet completed or under construction. PWC recently surpassed 3.5 million square feet with the opening of the first phase of Iron Mountain's new co-location facility. There continues to be strong interest in the County by both enterprise users as well as co-location developers. The Data Center Opportunity Zone has helped focus projects in desired areas but will likely have to be expanded to accommodate increasing demand.

In addition to data centers, the adoption of modeling/simulation/visualization tools continues in all business sectors. George Mason University's Computer Game Design program is generating ever-increasing numbers of students with both technical and business skills relevant to game design. The Virginia Serious Game Institute (VSGI) on Mason's SciTech Campus in Prince William houses eight game design companies, both Mason spinoffs as well as others. PWC is currently pursuing additional space for companies who will outgrow the VSGI space and allowing new companies to be accommodated.

Life Sciences - The County has supported the life science industry for many years beginning with the attraction of American Type Culture Collection and culminating in the creation of the Science Accelerator, which is now full, housing eight companies. PWC won a $50,000 grant from the U.S. Small Business Administration to build out five bench spaces in one lab to accommodate companies not requiring a full lab. In addition, in late 2017, the first "graduate" from the Science Accelerator, CeresNanosciences, will be locating in nearby commercial space in Innovation Park.

Mason recently consolidated their life science offerings and programs at the SciTech campus into their Institute for Biohealth Innovation, which will assist in leveraging resources to accelerate the commercialization of intellectual property developed at Mason. PWC has also established a Life Science Leadership Group comprised

of representatives from companies, academia, and the regulatory agencies to assist in mapping life science assets and planning the next phase of life science work.

Logistics/Distribution/Supply Chain - The logistics industry is undergoing a major transformation with a shift toward "just in time" delivery and e-commerce. This results in smaller centers, closer to consumers, which utilize sophisticated product fulfillment tools. PWC has attracted a number of these centers since the adoption of this sector as a target industry three years ago. Having both I-95 and I-66 running through the County and less congestion than sites near or inside the Beltway, make PWC a very attractive location for this type of company. This year, US Foods announced that they would be undertaking a 200,000 square foot expansion of their existing food distribution facility here.

Federal Agencies & Contractors - The I-95/Route 1 corridor is home to many of PWC's over 200 federal contractors, the majority of whom work with the various defense agencies. This corridor stretching from Marine Corps Base Quantico to Fort Belvoir and then to the Pentagon, is called the "Defense Technology Corridor." When working with prospects, staff typically directs them to this area to take advantage of this market access. As a result of a recent report issued by the Virginia Commission on Military Installations and Defense Activities, staff is exploring ways to leverage the assets at both Quantico and Belvoir in order to surface cooperative opportunities and increase the number of federal contractors in the County. Additionally, PWC continues to work with the General Services Administration to acquaint them with direct lease or purchase opportunities for various federal agencies. One issue that looms on the horizon is the continued uncertainty of the federal budget with Congress and the new administration.

Advanced Manufacturing - As one of two new target industry groups (along with logistics/distribution/supply chain), staff is researching in more detail which advanced manufacturing sub-groups would lend themselves to the County's business assets. Thus far, PWC is focusing on advanced materials, photonics and optics, nanotechnology, biotechnology manufacturing, engineering services, and research and development commercialization.

Budget Initiatives

A. Budget Initiatives

1. Eastern Business Development – Investment Attraction

Expenditure	$168,937	General Fund Impact	$168,937
Revenue	$0	FTE Positions	1.00

a. Description - This initiative provides ongoing funding to improve the County's support of businesses located in eastern PWC. Funding will serve to launch a joint cybersecurity initiative with Northern Virginia Community College and the Center for Innovative Technology, identify and partner with government contractors in eastern PWC, and develop an entrepreneurial accelerator initiative targeting emerging companies within the community.

b. Service Level Impacts - Funds will help design and launch a platform to target information technology companies in the I-95 corridor and identify government contractors and their business focus for future outreach. Economic Gardening will expect to support three to five local companies in the first year and eight to ten companies in subsequent years. This initiative supports the Robust Economy Strategic Goal by expanding the commercial tax base and increasing the number of jobs in existing small businesses.

Economic Development

Program Summary

Investment Attraction

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Targeted jobs associated with new businesses	690	449	766	300	300
County at-place employment	119,297	122,596	137,060	126,000	141,000
Capital investment associated with new and existing projects (non-retail)	$676M	$92.2M	$1.2B	$325M	$500M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Investment Attraction Marketing	**$1,333**	**$1,627**	**$2,057**	**$1,631**	**$1,831**
Target missions/trade shows/special events attended	105	160	146	120	120
Contacted leads	151	107	74	300	300
Qualified leads	23	60	49	70	70
Projects managed	55	42	49	50	50
Project wins	21	13	24	20	23

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 PWC.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Targeted jobs associated with existing businesses	579	95	816	300	350
Consultations completed	-	-	466	400	425

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Existing Business Outreach/Expansion	**$217**	**$235**	**$240**	**$262**	**$268**
Local companies assisted with expansion projects	12	17	12	13	12
Entrepreneurship Initiatives	**$231**	**$231**	**$231**	**$231**	**$231**
Jobs created	105	609	142	90	150
Jobs saved/retained	25	125	169	45	50

Marketing & Research

The Marketing & Research program is responsible for the coordination and execution of 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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Marketing communications online digital content unique views	-	-	-	35,000	50,000
Website visits	-	-	-	12,000	22,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Business Location and Expansion Research	**$427**	**$595**	**$427**	**$330**	**$343**
Site and building inventory maintained and updated	320	45	75	350	350
Economic development research conducted for or presented to clients	240	70	144	250	250
Web Site Marketing and Outreach, Public Relations and Special Events	**$187**	**$199**	**$260**	**$241**	**$246**
Press releases disseminated or media calls for information/statements fielded	202	81	150	200	200
Property searches on the Economic Development Site and Building Database	6,439	4,169	2,873	7,000	7,000

Library

Mission Statement

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

Community Development
Expenditure Budget: $165,173,046

Expenditure Budget: $17,758,658

10.8% of Community Development

Programs:

- Materials Services: $3,745,326
- Financial Services: $759,877
- Public Services: $9,649,561
- Technology Services: $2,020,047
- Administrative Services: $1,583,848

Mandates

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

Library

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Materials Services	$3,304,045	$3,813,568	$3,631,027	$3,659,331	$3,745,326	2.35%
Library Financial Services	$683,609	$703,082	$651,395	$740,049	$759,877	2.68%
Public Services	$7,226,720	$8,490,505	$8,825,205	$9,578,111	$9,649,561	0.75%
Technology Services	$1,636,788	$2,202,311	$1,740,988	$1,977,302	$2,020,047	2.16%
Administrative Services	$1,094,641	$1,401,293	$1,481,051	$1,492,428	$1,583,848	6.13%
Total Expenditures	**$13,945,803**	**$16,610,758**	**$16,329,666**	**$17,447,221**	**$17,758,658**	**1.79%**

Expenditure by Classification						
Salaries and Benefits	$10,807,738	$12,390,580	$12,676,451	$13,749,948	$13,639,224	(0.81%)
Contractual Services	$294,233	$396,040	$402,893	$367,580	$390,296	6.18%
Internal Services	$878,217	$1,090,829	$930,779	$1,072,681	$1,073,965	0.12%
Purchase of Goods & Services	$1,922,356	$2,678,826	$2,214,533	$2,573,442	$2,600,261	1.04%
Capital Outlay	$0	$5,065	$55,374	$0	$0	0.00%
Leases & Rentals	$43,259	$49,418	$49,636	$54,912	$54,912	0.00%
Reserves & Contingencies	$0	$0	$0	($371,341)	$0	(100.00%)
Total Expenditures	**$13,945,803**	**$16,610,758**	**$16,329,666**	**$17,447,221**	**$17,758,658**	**1.79%**

Funding Sources						
Fines & Forfeitures	$7	$35	$0	$0	$0	0.00%
Revenue from Other Localities	$1,957,560	$1,918,764	$1,808,039	$1,808,041	$1,618,337	(10.49%)
Non-Revenue Receipts	$0	$0	$139	$0	$0	0.00%
Charges for Services	$550,440	$562,470	$563,712	$663,492	$663,492	0.00%
Revenue from Commonwealth	$510,190	$519,607	$546,031	$523,962	$523,962	0.00%
Transfers In	$42,510	$0	$0	$0	$0	0.00%
Total Designated Funding Sources	**$3,060,706**	**$3,000,876**	**$2,917,921**	**$2,995,495**	**$2,805,791**	**(6.33%)**
Net General Tax Support	**$10,885,097**	**$13,609,882**	**$13,411,745**	**$14,451,726**	**$14,952,867**	**3.47%**
Net General Tax Support	**78.05%**	**81.93%**	**82.13%**	**82.83%**	**84.20%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Materials Services	25.24	25.24	24.71	24.71	24.71
Financial Services	6.00	4.40	4.53	4.53	4.53
Public Services	136.74	162.17	154.72	154.72	154.72
Technology Services	11.53	9.00	8.53	8.53	8.53
Administrative Services	0.00	7.67	15.67	15.67	15.67
Full-Time Equivalent (FTE) Total	**179.51**	**208.48**	**208.16**	**208.16**	**208.16**

Future Outlook

Libraries are Transforming - The role of public libraries has been in flux since the beginning of the digital age. The Library System continues to evolve in order to respond to demand for new services, changing library usage patterns, and strengthening its role as community center. Identifying and implementing new technology initiatives while maintaining traditional public library functions will be both a challenge and a necessity now and in the future for the Library System.

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

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

Library Strategic Plan - The Library System is currently engaged in the development of a strategic plan that will identify library needs and services, with the goal of establishing outcomes that will contribute to the quality of life for the community. This plan will provide direction for the implementation of identified needs and desired outcomes for the next five years. The expected date of completion of the plan is summer 2018 with implementation beginning in FY19.

Budget Initiatives

A. Budget Initiatives

1. Increase in Library Software Licensing Costs – Technology Services

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

a. Description - This initiative funds annual licensing costs increases for library-specific software applications. Applications are used by the public to locate print and digital titles for check-out or in-house use; reserve library materials currently not available; check on items borrowed as well as any fines or fees owed; and, if the library customer wishes, track a patron's borrowing history. Other applications allow the public to request materials not currently owned by the Prince William Public Library System. The public can request books, magazine and newspaper articles, microfilm, dissertations, and theses from libraries throughout the United States.

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

Program Summary

Materials Services

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Materials availability survey title fill rate	71%	76%	70%	72%	70%
Subject/author fill rate	79%	92%	78%	80%	78%
Browser fill rate	92%	96%	92%	92%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Library Materials Support	**$3,304**	**$3,814**	**$3,631**	**$3,659**	**$3,745**
Items processed	75,628	135,745	87,057	100,000	80,000

Financial Services

The Financial Services program of the Library System manages the financial, accounting, and budget development services for the Library System as directed by the Library Board. This program develops, manages, and implements the Library System's adopted budget and CIP projects, including performance measurement. In addition, the program monitors library revenues and state aid grants as well as compiling and coordinating library data collection, which includes survey creation, annual submissions to the Library of Virginia, other library-related surveys, and requests for statistical information. The program is also responsible for monitoring and maintaining the Library System's capital assets, non-capital assets, and internal control procedures. The program adheres to all County budget and financial policies and procedures and ensures that all library locations are in compliance.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Financial transactions processed on schedule	98%	98%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Financial Management Services	**$684**	**$703**	**$651**	**$740**	**$760**
Financial transactions processed	24,681	40,864	22,011	23,000	21,000

Public Services

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Residents with library cards	66%	66%	69%	66%	66%
Information requests completed within 24 hours	95%	89%	95%	93%	95%
Library services meet residents needs	95%	95%	98%	95%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Circulation	**$2,578**	**$3,096**	**$3,214**	**$3,502**	**$3,549**
Print materials circulated	3.2M	3.4M	3.4M	3.3M	3.3M
Digital materials circulated	206,637	200,023	261,268	205,000	225,000
Information Services	**$3,370**	**$4,167**	**$4,308**	**$4,686**	**$4,670**
Information requests handled: staff assisted (in person, telephone, e-mail)	354,221	392,951	485,342	360,000	400,000
Information requests handled: electronic	5.1M	7.0M	7.5M	6.5M	6.5M
Library Activities and Events	**$374**	**$434**	**$459**	**$494**	**$512**
Attendees at Library programs/events	95,527	130,429	168,370	125,000	140,000
Library events and activities	2,518	3,298	4,387	3,200	3,500
Neighborhood Libraries	**$905**	**$794**	**$845**	**$897**	**$918**
Materials circulated	731,612	556,043	453,056	550,000	400,000
Information requests handled (staff assisted)	167,057	146,628	130,458	135,000	130,000
Events and activities	440	573	765	450	450
Attendees at events and activities	10,080	14,128	17,903	11,000	14,000

Technology Services

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Customer on-site HW/SW problems resolved within 8 hours (LNSS)	99%	99%	97%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Library Network Support Services (LNSS)	**$1,637**	**$2,202**	**$1,741**	**$1,977**	**$2,020**
Support requests assigned to LNSS	11,660	13,295	24,919	7,500	12,000

Administrative Services

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

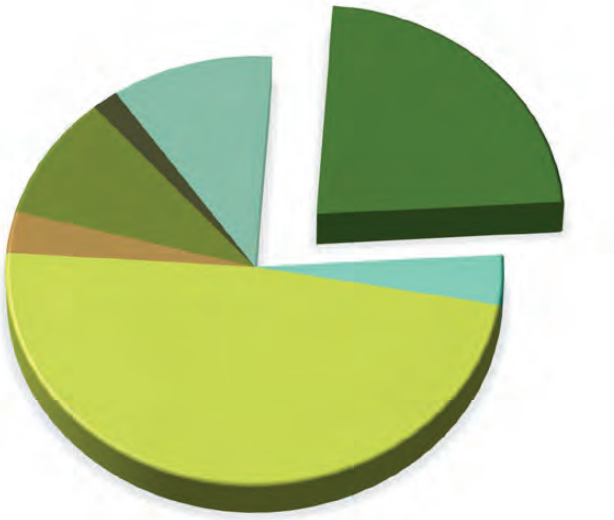
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Customer schedule actions for Graphics and Web Services completed as scheduled	-	99%	95%	98%	98%
Total Web page sessions (Library)	-	1.4M	888,717	1.0M	1.0M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Library Director's Office	**$325**	**$322**	**$285**	**$371**	**$373**
Library services meet residents needs	95%	95%	98%	95%	98%
Human Resources - Library	**$368**	**$422**	**$499**	**$367**	**$430**
FTE of volunteer hours contributed	17.4	17.0	15.8	16.0	15.5
Facilities Maintenance	**$112**	**$135**	**$92**	**$126**	**$113**
Maintenance, repair and/or special project requests	744	872	780	700	700
Community Engagement	**$263**	**$495**	**$579**	**$602**	**$639**
Web requests and print pieces produced	-	7,510	7,264	6,500	6,500
Social media growth rate	-	52%	50%	50%	25%
E-mail and print newsletters produced	-	28	28	28	28
Literacy Volunteers of America-Prince William	**$27**	**$27**	**$27**	**$27**	**$28**
Adults served	678	712	752	730	730
Tutors trained and supported	236	225	238	235	225
Literacy volunteer hours provided to students	14,696	15,078	15,200	15,550	15,400

Parks & Recreation

Mission Statement

The Department of Parks & Recreation enriches the quality of life for Prince William County's diverse community through citizen-driven recreational experiences, offered in an environmentally and fiscally responsible manner, and promotes the County as a tourism destination. The Department of Parks & Recreation will continue to be a lead collaborator in driving outcomes for the 2017 Strategic Plan. The focus areas of Wellbeing, Robust Economy, Mobility, Quality Education and Workforce Development, and Safe and Secure Community are naturally integrated into all aspects of recreation and tourism provision.



Community Development
Expenditure Budget: $165,173,046

Expenditure Budget: $37,914,754

23.0% of Community Development

Programs:

- Administration: $3,370,494
- Operations: $13,823,401
- Recreation: $17,734,158
- Security Rangers: $886,925
- Marketing & Communications: $838,145
- Tourism: $1,261,630

Mandates

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

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Parks Administration	$3,860,288	$3,314,982	$3,543,041	$2,636,299	$3,370,494	27.85%
Parks Operations	$12,195,687	$12,926,419	$12,385,325	$14,100,913	$13,823,401	(1.97%)
Recreation	$18,059,263	$19,237,926	$25,899,135	$20,102,290	$17,734,158	(11.78%)
Parks Security Rangers	$0	$0	$0	$0	$886,925	0.00%
Parks Marketing & Communications	$0	$0	$0	$0	$838,145	0.00%
Tourism	$0	$0	$0	$0	$1,261,630	0.00%
Total Expenditures	**$34,115,238**	**$35,479,327**	**$41,827,501**	**$36,839,502**	**$37,914,754**	**2.92%**
Expenditure by Classification						
Salaries and Benefits	$16,947,035	$18,852,837	$18,855,161	$20,408,908	$21,106,960	3.42%
Contractual Services	$5,399,724	$5,637,927	$6,201,306	$5,711,334	$6,499,762	13.80%
Internal Services	$1,385,161	$1,385,090	$1,384,744	$1,035,702	$1,089,681	5.21%
Purchase of Goods & Services	$5,362,634	$5,798,769	$6,284,220	$6,998,681	$6,709,008	(4.14%)
Capital Outlay	$1,278,449	$835,290	$797,943	$2,046,978	$1,440,787	(29.61%)
Leases & Rentals	$53,124	$72,157	$96,374	$236,988	$228,725	(3.49%)
Reserves & Contingencies	($60,000)	($94,540)	($154,000)	($599,835)	($154,000)	(74.33%)
Debt Maintenance	$908,689	$681,049	$579,253	$1,000,746	$993,831	(0.69%)
Depreciation Expense_	$1,150,318	$1,135,318	$387,106	$0	$0	0.00%
Transfers Out	$1,690,105	$1,175,430	$7,395,393	$0	$0	0.00%
Total Expenditures	**$34,115,238**	**$35,479,327**	**$41,827,501**	**$36,839,502**	**$37,914,754**	**2.92%**
Funding Sources						
Use of Money & Property	$157,960	$279,720	$0	$0	$0	0.00%
Miscellaneous Revenue	$22,092	$1,060	$339,953	$7,389	$0	(100.00%)
Non-Revenue Receipts	$51,151	$4,292	$22,582	$0	$0	0.00%
Charges for Services	$12,945,275	$13,589,000	$13,458,402	$13,615,296	$13,719,869	0.77%
Transfers In	$863,935	$222,664	$149,266	$81,728	$26,790	(67.22%)
Total Designated Funding Sources	**$14,040,414**	**$13,537,296**	**$13,970,202**	**$13,704,413**	**$13,746,659**	**0.31%**
(Contribution to)/Use of TOT Funds	**$0**	**$0**	**$0**	**$0**	**$1,231,010**	
(Contribution to)/Use of Fund Balance	**($285,875)**	**$115,333**	**$38,913**	**$10,869**	**$0**	
Net General Tax Support	**$20,360,699**	**$21,826,697**	**$27,818,385**	**$23,124,220**	**$22,937,084**	**(0.81%)**
Net General Tax Support	**59.68%**	**61.52%**	**66.51%**	**62.77%**	**60.50%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Administration	20.39	21.51	21.51	16.18	17.65
Operations	147.44	151.1	161.75	149.78	147.36
Recreation	223.85	223.97	225.31	245.20	233.30
Security Rangers	0.00	0.00	0.00	0.00	11.77
Marketing & Communications	0.00	0.00	0.00	0.00	5.52
Tourism	0.00	0.00	0.00	0.00	8.22
Full-Time Equivalent (FTE) Total	391.68	396.58	408.57	411.16	423.82

Future Outlook

Environmental Compliance - The proper storage of sand, soil, and other loose materials is a requirement of the County's Municipal Separate Storm Sewer System (MS4) Permits, the Federal Clean Water Act, and County policy. Recent environmental management system audits identified a need for improved storage conditions at all eight maintenance shops and three golf courses. Other County maintenance facilities with functions similar to the Department of Parks & Recreation's (DPR) maintenance shops have structures built to meet regulatory requirements, making DPR compliance a high priority.

Promote Wellness by Advancing Capital Improvement Program (CIP) Projects - Demand for recreation opportunity will continue to build as the County's population expands. Private leagues remain the largest consumer of recreation services and continue to vie for limited field space. Completing Catharpin and Rollins Ford Parks will alleviate the current field congestion in western Prince William County (PWC). Numerous greenway and infrastructure projects remain unfunded. The backlog of unmet, high priority CIP projects, most of which are underfunded, will cost over $23 million to complete; the list of unmet, secondary CIP projects will cost over $6 million to complete. Land acquisition will become critical over the coming years to ensure the availability of quality open space for future generations, and the Board of County Supervisors (BOCS) may want to consider public-private partnerships to accomplish this.

Promote a Robust Economy through Tourism - DPR will play a more significant role in the County's economic development efforts. The new Office of Tourism (OT) will provide resources to market PWC as a tourism destination. The creative synergy between the former Convention and Visitor Bureau staff and DPR will yield new opportunities to increase visitor spending and spur job creation. OT will explore new initiatives with an emphasis on sports tourism and special events.

Deferred Maintenance - DPR will continue to face maintenance challenges as facilities and infrastructure age. Many DPR facilities are decades old and require expensive updates. Continuation of the Capital Maintenance Projects (CMP) fund will be necessary to close the $20 million backlog of deferred maintenance projects, many of which are vital to minimizing the County's risk exposure and service disruptions. DPR will continue creating cyclical maintenance schedules and priority rankings for each park and facility maintenance project.

Workspace Expansion - Due to the proliferation of new athletics fields, Grounds Maintenance staff have outgrown their existing facilities. Funds are needed to build the recently designed maintenance building for Locust Shade Park. Furthermore, the Hellwig Administration Building requires remodeling and possible expansion to accommodate current staffing levels.

Safety and Security - Impact (G-Max) testing for impact attenuation of artificial turf fields is necessary to ensure safety. Additional full-time Park Rangers are needed in order to provide greater security coverage for parks, trails, and park facilities. Only two Rangers are available each evening shift to cover 70 parks over a 300+ square mile area. The Police Department provides back-up assistance, but police calls often take priority over park needs.

General Overview

A. Reorganization - DPR created two new programs, Security Rangers and Marketing & Communications, by shifting activities out of the Recreation program. This shift, along with the reclassification of a vacant position to the DPR Deputy Director, improves management efficiency and provides more oversight to all critical functions.

B. Office of Tourism - In FY18, the BOCS took action to bring the Convention and Visitors Bureau into the County organization as the Tourism program in DPR (BOCS Resolution 17-365). This action increased the FTE count in DPR by 7.5 and added $1.2 million in expenditures. The program will continue to be funded by transient occupancy tax revenue and will focus on increasing tourism.

C. Freedom Center - The final debt service payment for the Freedom Center, as agreed upon in the tripartite agreement between PWC, the City of Manassas, and George Mason University, was made in FY18. The budget for the County's share of debt service in FY18 was $945,856. The Freedom Center Board has proposed a new tripartite agreement to address ongoing capital improvements. The FY2019 Budget includes a one-time contribution of $350,000 for Freedom Center capital improvements. The net change to the DPR budget is a reduction of $595,856 compared to the FY18 contribution.

Budget Initiatives

A. Budget Initiatives

1. Increase Maintenance to Support New Athletic Fields & Trail Segments – Operations

Expenditure	$239,519	General Fund Impact	$239,519
Revenue	$0	FTE Positions	1.47

a. Description - This initiative funds staff and equipment to maintain new fields and a new segment of the Potomac Heritage National Scenic Trail (PHNST) coming on line in FY19. Additional staff includes a Grounds Areas Supervisor – 1.00 FTE, an Administrative Support Coordinator I, 0.15 FTE; an Auto Mechanic II, 0.11 FTE; and a Maintenance Worker, 0.21 FTE. The new athletic fields include two fields at Covington Harper Elementary School and four fields at Orchard Bridge Park. The PHNST segment runs from Blackburn Road to the Neabsco Boardwalk.

b. Service Level Impacts - Service levels established under the Cooperative Agreement between the County and Schools will be maintained, as will the standard park and trail maintenance levels.

2. Increase for Splashdown & Waterworks Operations – Recreation

Expenditure	$30,104	General Fund Impact	$17,818
Revenue	$12,286	FTE Positions	0.00

a. Description - This initiative funds increases in the cost of pool chemicals and utilities at Splashdown Waterpark and Waterworks ($17,818) and increased food costs at Splashdown ($12,286).

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

3. Increase for Fuel – Operations

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

a. Description - This initiative funds additional fuel for the 16 assets (6 vehicles, 5 pieces of equipment, and 5 small engines) added in FY17.

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

4. Add Park Rangers (1.75 FTE) – Security Rangers

Expenditure	$159,450	General Fund Impact	$159,450
Revenue	$0	FTE Positions	1.75

a. Description - This initiative funds additional park rangers (1.75 FTE) to patrol parks, athletic fields and trails, allowing the security staff to catch up to the facilities that have been recently added as part of the CIP and proffered facilities. Security staff has not been augmented since FY12 and the increased workload impacts the ability to provide ample, proactive, preventive patrols.

b. Service Level Impacts -

- **Park Patrols**

  FY19 w/o Addition | 30,000

  FY19 w/ Addition | 32,000

- **Winter Gym/School Checks**

  FY19 w/o Addition | 6,000

  FY19 w/ Addition | 6,500

- **Community Pool Visits/Patrols**

  FY19 w/o Addition | 2,768

  FY19 w/ Addition | 3,275

- **Water Park Visits/Patrols**

  FY19 w/o Addition | 2,155

  FY19 w/ Addition | 2,560

- **Community & Recreation Center Visits/Patrols**

  FY19 w/o Addition | 4.045

  FY19 w/ Addition | 4,700

5. Add Specialty Instructors (1.07 FTE) at Veterans and Locust Shade Parks – Recreation

Expenditure	$30,143	General Fund Impact	$0
Revenue	$30,143	FTE Positions	1.07

a. Description - This initiative funds dedicated programming staff for Veterans and Locust Shade Parks to improve program delivery and participant satisfaction. Revenue is derived from program fees.

b. Service Level Impacts -

- **Program Participants**

FY19 w/o Addition	12,000
FY19 w/ Addition	22,000

6. Add Program Staffing (0.75 FTE) at Chinn Aquatic and Fitness Center – Recreation

Expenditure	$24,135	General Fund Impact	$0
Revenue	$24,135	FTE Positions	0.75

a. Description - This initiative funds additional programming staff at the Chinn Center. The Fitness Coordinator (0.75 FTE) will work to provide the sports program at various off-site locations, decreasing travel time for participants. Revenue is derived from program fees.

b. Service Level Impacts -

- **Basketball Participants**

FY19 w/o Addition	60
FY19 w/ Addition	120

B. Budget Shifts

1. Convert (2 FTE) Part-Time Administrative Positions to Full-Time – Tourism

Budget Shift	$42,844
Agency Impact	$0
FTE Positions	0.12

a. Description - This initiative shifts $42,844 within the Tourism budget to increase both an Accounting Assistant II and an Administrative Support Assistant to full-time (adding 0.06 FTE to each), allowing each position to also support both the Recreation and Tourism programs.

b. Service Level Impacts -

- **Marketing work items**

FY19 w/o Addition	427
FY19 w/ Addition	527

Program Summary

Administration

Provides oversight for all divisions and facilitates strategic planning.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Use of County parks & recreation (community survey)	56%	48%	48%	49%	49%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Executive Management/Administration*	**$3,860**	**$3,315**	**$3,427**	**$2,636**	**$3,370**
Accident rate per 100,000 miles driven	2.0	0.7	2.1	1.0	1.0

*In FY17 $116K was mistakenly charged to Parks & Centers instead of Administration

Operations

Maintains all facilities and grounds. Manages capital and deferred maintenance projects and conducts planning.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Satisfaction with quality of passive recreation opportunities (community survey)	87%	88%	88%	90%	90%
Trail miles	-	43	45	53	58
Park acreage	-	4,258	4,251	4,278	4,251

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Grounds & Landscape Maintenance	**$6,910**	**$7,444**	**$7,778**	**$8,986**	**$8,666**
Park acres maintained	835	840	867	900	929
School acres maintained	265	266	267	268	269
Fleet & Equipment Repair	**$1,401**	**$1,368**	**$968**	**$1,369**	**$1,448**
Total work orders	1,366	1,396	1,342	1,575	1,500
Planning & Project Management	**$508**	**$370**	**$378**	**$514**	**$457**
Land use plans reviewed	42	56	62	88	80
Total capital improvement projects	33	29	22	20	20
Facility Maintenance	**$1,455**	**$1,533**	**$1,675**	**$1,736**	**$1,757**
Work orders completed	1,589	1,630	1,879	1,680	1,850
Cyclical Maintenance Plan (CMP)	**$1,922**	**$2,211**	**$1,587**	**$1,495**	**$1,495**
Total CMP projects	27	29	24	25	30

Parks & Recreation

Recreation

Develops, markets, and administers leisure and educational programs.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Satisfaction with quality of athletic fields (community survey)	89%	82%	82%	84%	84%
Satisfaction with quality of pools & water parks (community survey)	87%	80%	80%	80%	80%
Satisfaction with quality of indoor recreation facilities (community survey)	90%	78%	78%	80%	80%
Growth in non-golf recreation revenue	-	15%	1%	3%	3%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Parks & Centers*	**$11,209**	**$12,047**	**$11,780**	**$12,696**	**$10,199**
Participant visits	1.5M	1.5M	1.5M	1.6M	1.6M
Golf	**$3,992**	**$4,056**	**$11,177**	**$4,060**	**$4,056**
Rounds of golf (18-hole equivalent)	98,783	105,875	100,000	100,000	100,000
Water Parks	**$2,093**	**$2,364**	**$2,308**	**$2,733**	**$2,913**
Water park admissions	149,119	159,848	159,000	157,000	159,000
Community Sports	**$765**	**$771**	**$751**	**$614**	**$566**
Sports youth participant visits	1.4M	1.4M	1.4M	1.4M	1.4M
Sports adult participant visits	210,012	200,562	155,898	219,870	219,870
Sports tournament participants	32,055	31,604	35,586	36,577	36,577

*The FY15 though FY18 expenditures for the Parks & Centers activity include the expenditures for Marketing & Communications and Security Rangers, as those activities rolled up into Parks & Centers until FY19. In FY17 $116K was mistakenly charged to Parks & Centers instead of Administration.

Security Rangers

Provides non-sworn rangers to ensure safety and security for parks, park facilities, and school sites.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Park and facility patrons that feel safe and secure	-	-	-	-	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Security Rangers*	**$0**	**$0**	**$0**	**$0**	**$887**
Total park patrols	28,423	26,676	34,386	27,000	32,000

*Prior to FY19, Security Rangers was an activity that rolled up into the Parks & Centers activity in the Recreation program. The FY15 through FY18 expenditures for Security Rangers are included in the Parks & Centers expenditures for those years.

Marketing & Communications

Promotes public awareness and utilization of recreation programs and amenities offered by DPR.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Revenue growth not including golf, community pools and sports	-	-	4%	-	2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Marketing & Communications*	**$0**	**$0**	**$0**	**$0**	**$838**
Annual website visitors	504,883	693,033	630,727	525,000	600,000
Advertising media distribution	2.9M	25.8M	23.1M	20.0M	20.0M

* Prior to FY19, Marketing & Communications was an activity that rolled up into the Parks & Centers activity in the Recreation program. The FY15 through FY18 expenditures for Marketing & Communications are included in the Parks & Centers expenditures for those years.

Tourism

Advances PWC as a tourism destination.

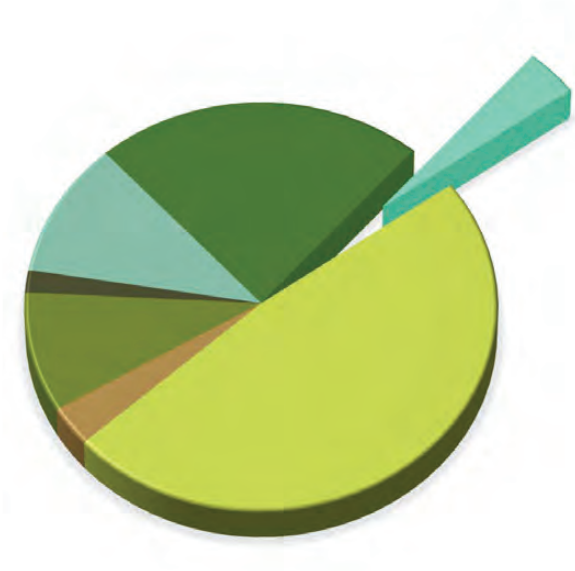
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Transient Occupancy Tax revenue collected	$3.3M	$3.7M	$3.9M	$3.5M	$3.57M
Hotel occupancy rate	64%	66%	67%	65%	68%
Average Daily Room rate	$82	$85	$88	$86	$89
PWC visitor expenditures	$542M	$571M	NA	$574M	$580M
PWC visitor generated local tax receipts	$8.4M	$9.0M	NA	$9.0M	$9.0M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Tourism	**$0**	**$0**	**$0**	**$0**	**$1,262**
Visits to attractions/historic sites	3.2M	3.3M	3.4M	3.4M	3.5M
Unique website visitors	143,769	146,519	202,000	160,000	300,000
Group actual hotel room nights	7,268	17,041	10,956	11,457	11,810
Public relations stories generated	153	111	52	125	126

Planning

Mission Statement

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



Community Development
Expenditure Budget: $165,173,046

Expenditure Budget: $6,191,122

3.7% of Community Development

Programs:

- Zoning Administration: $1,069,177
- Long Range Planning: $3,767,417
- Current Planning: $1,156,126
- Community Development: $198,401

Mandates

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

State Code: 62.1-44.15:74, 15.2-2223, 15.2-2285, 15.2-4304, 15.2-2210, 15.2-2306

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

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Zoning Administration	$950,100	$867,532	$954,235	$950,429	$1,069,177	12.49%
Long Range Planning	$3,030,724	$3,247,005	$3,489,570	$3,490,363	$3,767,417	7.94%
Current Planning	$896,020	$967,221	$1,014,581	$1,092,234	$1,156,126	5.85%
Community Development	$179,023	$135,788	$179,343	$194,322	$198,401	2.10%
Total Expenditures	**$5,055,867**	**$5,217,545**	**$5,637,730**	**$5,727,348**	**$6,191,122**	**8.10%**
Expenditure by Classification						
Salaries and Benefits	$2,585,223	$2,518,827	$2,711,604	$2,892,392	$3,046,861	5.34%
Contractual Services	$53,704	$88,645	$80,184	$47,182	$287,182	508.67%
Internal Services	$1,783,653	$1,978,172	$2,131,798	$2,098,524	$2,098,524	0.00%
Purchase of Goods & Services	$503,528	$502,796	$544,860	$579,321	$599,881	3.55%
Leases & Rentals	$18,241	$21,272	$23,736	$19,116	$19,116	0.00%
Reserves & Contingencies	$0	$0	$0	($38,270)	$0	(100.00%)
Transfers Out	$111,518	$107,833	$145,547	$129,084	$139,559	8.11%
Total Expenditures	**$5,055,867**	**$5,217,545**	**$5,637,730**	**$5,727,348**	**$6,191,122**	**8.10%**
Funding Sources						
Revenue from Federal Government	$56,317	$25,272	$40,626	$0	$0	0.00%
Permits & Fees	$337,245	$564,705	$547,318	$419,894	$419,894	0.00%
Miscellaneous Revenue	$3,681	($102)	$35	$155	$155	0.00%
Charges for Services	$22,189	$28,291	$27,289	$37,437	$1,475	(96.06%)
Revenue from Commonwealth	$0	$3,500	$0	$0	$0	0.00%
Transfers In	$3,000	$0	$237,066	$237,066	$237,066	0.00%
Designated Funding Sources	**$422,432**	**$621,666**	**$852,335**	**$694,552**	**$658,590**	**(5.18%)**
(Contribution to)/Use of Fund Balance	**($44,333)**	**($210,903)**	**($92,220)**	**$171,748**	**$354,388**	
Net General Tax Support	**$4,677,768**	**$4,806,782**	**$4,877,615**	**$4,861,049**	**$5,178,144**	**6.52%**
Net General Tax Support	**92.52%**	**92.13%**	**86.52%**	**84.87%**	**83.64%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Zoning Administration	7.50	6.90	7.65	7.65	8.35
Long Range Planning	10.20	9.20	9.50	9.50	9.50
Current Planning	9.80	11.20	9.95	9.95	10.25
Community Development	1.50	1.70	1.90	1.90	1.90
Full-Time Equivalent (FTE) Total	**29.00**	**29.00**	**29.00**	**29.00**	**30.00**

Future Outlook

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

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

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

Redevelopment Opportunities - The Community Development program will continue to work on enhancing the County's redevelopment/infill development land use planning tools and will continue to market redevelopment opportunities. Over the next year, the Community Development Program will begin to implement recommendations from the Innovation Gainesville Transportation and Land Use Connector Programs, continue to implement recommendations from the Dale City Sustainable Design Project and the Transportation and Land Use Connections Program, continue to implement the strategies outlined in the Potomac Communities Design Guidelines and the Potomac Communities Initiative, and complete the Economic Development Chapter Update.

Resource Limitations - The Planning Office is operating at core staffing levels and several major projects have recently been initiated. The workload associated with the large number of pending zoning text amendments and the updates to the Comprehensive Plan is greater than available resources, which will likely lead to longer processing timelines. In addition, many initiatives in the Comprehensive Plan cannot be adequately accomplished with existing resources. Work program activity will need to be carefully monitored to ensure that the highest priority goals are accomplished.

General Overview

A. Increase Indirect Cost Transfer to the General Fund - Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY19, the indirect cost transfer amount reimbursing the general fund for Planning increases by $10,475 from $31,254 in FY18 to $41,729 in FY19.

B. Development Fees Future Growth Capacity Position - In FY18, a Planner II position was added to Planning to address the workload associated with increased applications in both the Current Planning and Zoning Administration programs. This position has no general fund impact.

C. Decrease Budgeted Revenues - Based on actual revenues received in prior fiscal years, the general fund revenue budgeted for Planning has been decreased by $35,962.

D. Increase to the Land Development Fee Schedules - The FY2019 Budget includes a 6.5% increase to the Land Development fee schedule. This action adjusts the Land Development fee schedule to align fees with activity costs and current revenue projections.

Budget Initiatives

A. Budget Initiatives

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

Expenditure	$20,560	General Fund Impact	$20,560
Revenue	$0	FTE Positions	0.00

a. Description - This initiative covers an increase in COG membership dues for FY19.

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

2. **Consultant Services – Community Development**

Expenditure	$240,000	General Fund Impact	$240,000
Revenue	$0	FTE Positions	0.00

a. Description - This initiative provides funding for consultant services for Small Area Plans and for outside technical expertise as needed. The Board of County Supervisors (BOCS) has initiated an update to the County's Comprehensive Plan, which includes the creation of Small Area Plans to direct and guide growth in key locations throughout the County. Small Area Plans provide greater emphasis on detailed planning, economic development, and design in order to develop plans that represent each study area with its own character, vision, and implementation strategy. The responsibility for implementation of the Small Area Plans rests within the Community Development Program within Planning.

b. Service Level Impacts - Expedite completion of Comprehensive Plan update to include the creation of Small Area Plans. More readily provide outside expertise when needed. Contributes to the Strategic Goals by addressing land use as it relates to traffic congestion and a Robust Economy by guiding growth in key locations within the County.

Program Summary

Zoning Administration

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
County has helped preserve the appearance and condition of our neighborhoods	85%	87%	87%	87%	87%
Zoning verifications/interpretations/certifications completed within 30 days	66%	71%	31%	75%	75%
Adopted zoning text amendments that implement Comp Plan goals & strategies	-	-	-	90%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Zoning Administration	**$950**	**$868**	**$955**	**$950**	**$1,069**
Zoning verifications/interpretations/certifications issued	107	205	246	200	225
Zoning appeal/variance cases processed	-	-	12	-	12
Non-conforming use verifications	-	-	325	-	250
Records Center requests fulfilled	2,497	2,242	3,202	2,400	2,500
Records Center requests fulfilled within 24 hours	99%	99%	99%	99%	99%
Zoning text amendments completed	10	4	3	10	10
Zoning text amendments initiated	9	12	9	10	-

Long Range Planning

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Adopted CIP projects implementing needs/goals identified in the Comp Plan	-	-	-	80%	80%
Comprehensive Plan strategies completed (adopted ZTA's, DCSM, studies, etc.)	-	-	-	-	4
Comp Plan strategies completed aimed to decrease congestion & travel time	-	-	-	-	1
Comp Plan strategies completed aimed to increase multi-modal transportation use	-	-	-	-	1

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Comprehensive Plan Maintenance and Update	**$3,031**	**$3,247**	**$3,489**	**$3,490**	**$3,767**
Comprehensive Plan Amendments initiated	6	8	9	5	5
Major policy initiatives completed	-	-	-	2	6
Public facility reviews completed	-	-	16	4	6
BOCS approval updates added to GIS system within 14 days	99%	100%	75%	95%	95%
Cases reviewed for archaeological and historical impacts	-	-	179	-	110
Environmental/Cultural resource reviews completed	-	-	14	-	17
GIS map and data analysis requests completed	-	-	95	-	90

Current Planning

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Visual appearance of new developments in my community reflects well	85%	87%	87%	87%	87%
Active non-residential cases scheduled for public hearing within 6 months	-	-	80%	75%	-
Avg time (months) for active non-resid cases to be scheduled for public hearing	-	-	4	-	6
Process improvements aimed to decrease avg county review time for nonresidential	-	-	-	-	1

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Current Planning	**$896**	**$967**	**$1,015**	**$1,092**	**$1,156**
Development review cases QC'd and reviewed (REZ, SUP, HOC2, & CPA)	51	77	83	50	70
Cases scheduled for Planning Commission public hearing	-	-	72	-	60
Development review cases meeting 10 day quality control review goal	82%	92%	82%	85%	75%
Development review cases meeting 45 day first review comments goal	74%	96%	92%	95%	95%

Community Development

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Capital investment in targeted redevelopment areas	$2.0M	$5.6M	$106.3M	$3.0M	$10.0M
Stakeholder outreach/workshop/meetings held	-	-	-	-	6
Comp Plan strategies completed aimed to increase at-place employment	-	-	-	-	1
Comp Plan strategies completed aimed to increase business retention rate	-	-	-	-	1
Comp Plan strategies completed aimed to increase number of targeted jobs	-	-	-	-	1

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Community Development	**$179**	**$136**	**$179**	**$194**	**$198**
Private industry new contact inquiries/assists	44	21	47	45	45
Land use policy and zoning text amendments prepared	2	2	4	4	4
Marketing programs initiated	1	1	1	1	-
Technical assistance grants/professional studies initiated	-	-	-	-	2
Liaison/ambassador/networking meetings attended	-	-	-	-	24

Public Works

Mission Statement

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

Community Development
Expenditure Budget: $165,173,046

Expenditure Budget: $79,641,412

48.2% of Community Development

Programs:

- Director's Office: $771,566
- Historic Preservation: $1,476,229
- Stormwater Infrastructure Management: $3,762,204
- Site Development: $3,664,356
- Watershed Improvement: $5,023,871
- Fleet Management: $10,700,295
- Facilities Construction Management: $125,000
- Sign Shop: $224,436
- Small Project Construction: $2,089,249
- Mosquito & Forest Pest Mgmt: $1,855,340
- Solid Waste: $19,923,809
- Buildings & Grounds: $11,846,225
- Property Management: $13,495,044
- Neighborhood Services: $4,318,476
- Service Districts: $365,311

Mandates

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

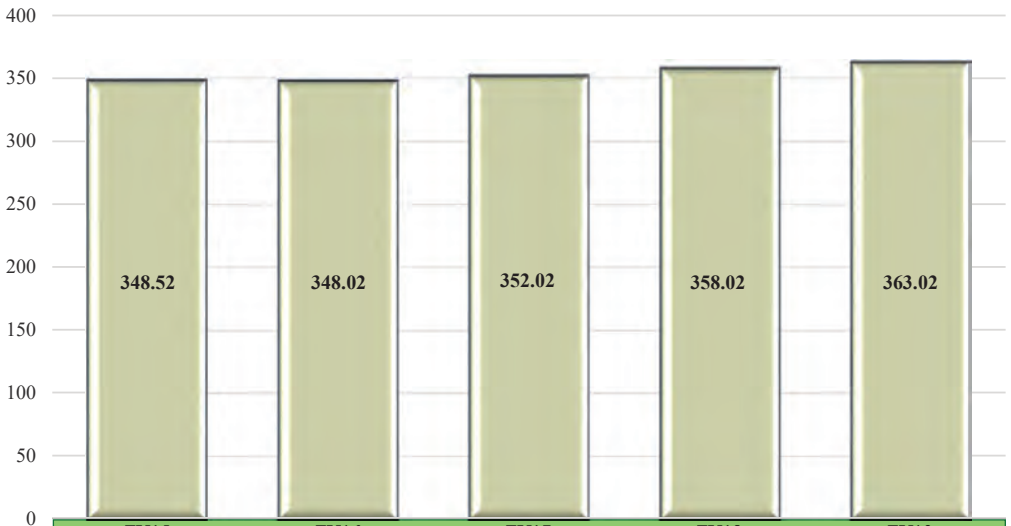
State Code: Virginia Public Records Act (42.1-76 through 42.1-91), Street Name Signs (33.2-328), Local Wetlands Board (28.2-1303), Chesapeake Bay Preservation Areas (62.1-44.15:74).

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

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Public Works Director's Office	$1,314,234	$1,326,506	$1,402,381	$764,109	$771,566	0.98%
Historic Preservation	$1,502,082	$1,352,263	$1,429,156	$1,460,406	$1,476,229	1.08%
Stormwater Infrastructure Management	$2,970,781	$2,798,956	$3,211,587	$3,554,418	$3,762,204	5.85%
Site Development	$3,113,044	$3,129,368	$3,218,681	$3,548,301	$3,664,356	3.27%
Watershed Improvement	$3,156,787	$4,326,518	$4,610,526	$7,828,811	$5,023,871	(35.83%)
Fleet Management	$10,231,551	$9,509,587	$10,328,019	$11,256,917	$10,700,295	(4.94%)
Facilities Construction Management	$1,551	($14,110)	$172,172	$130,040	$125,000	(3.88%)
Sign Shop	$231,381	$245,535	$160,318	$218,954	$224,436	2.50%
Small Project Construction	$1,599,435	$2,713,579	$2,509,070	$1,880,890	$2,089,249	11.08%
Mosquito & Forest Pest Mgmt	$1,417,367	$1,431,993	$1,448,821	$1,900,067	$1,855,340	(2.35%)
Solid Waste	$19,020,477	$16,579,543	$16,374,694	$24,445,268	$19,923,809	(18.50%)
Buildings & Grounds	$10,479,664	$10,463,388	$11,582,695	$11,712,129	$11,846,225	1.14%
Property Management	$10,991,654	$11,096,827	$12,391,406	$12,879,467	$13,495,044	4.78%
Neighborhood Services	$3,711,504	$3,783,055	$3,685,299	$4,204,687	$4,318,476	2.71%
Service Districts	$336,990	$226,516	$459,435	$365,311	$365,311	0.00%
Total Expenditures	**$70,078,503**	**$68,969,521**	**$72,984,262**	**$86,149,775**	**$79,641,412**	**(7.55%)**
Expenditure by Classification						
Salaries and Benefits	$25,210,806	$27,216,854	$27,101,696	$29,422,351	$29,332,685	(0.30%)
Contractual Services	$10,818,362	$11,607,479	$13,913,982	$14,076,374	$13,571,292	(3.59%)
Internal Services	$3,822,599	$3,277,379	$3,561,507	$2,835,975	$2,882,271	1.63%
Purchase of Goods & Services	$11,328,794	$11,038,682	$9,162,176	$14,926,921	$14,647,619	(1.87%)
Capital Outlay	$2,752,188	$2,144,190	$3,661,048	$4,343,048	$4,060,299	(6.51%)
Leases & Rentals	$6,452,339	$6,513,416	$7,032,916	$7,528,497	$7,968,156	5.84%
Reserves & Contingencies	($997,515)	($1,407,876)	($1,027,699)	($3,796,909)	($2,823,507)	(25.64%)
Amortization	$2,386,372	$1,483,825	$1,950,797	$2,085,793	$2,085,793	0.00%
Depreciation Expense_	$4,015,054	$1,404,086	$2,178,910	$2,098,713	$2,098,713	0.00%
Transfers Out	$4,289,504	$5,691,485	$5,448,929	$12,629,012	$5,818,091	(53.93%)
Total Expenditures	**$70,078,503**	**$68,969,521**	**$72,984,262**	**$86,149,775**	**$79,641,412**	**(7.55%)**
Funding Sources						
Revenue from Federal Government	$267,260	$330,000	$0	$330,000	$330,000	0.00%
Permits & Fees	$2,297,479	$2,300,354	$2,554,061	$2,407,996	$2,407,996	0.00%
Fines & Forfeitures	$570	$9,015	$6,939	$0	$0	0.00%
Use of Money & Property	$1,728,145	$1,978,405	$1,237,373	$1,989,190	$2,100,600	5.60%
Revenue from Other Localities	$2,839	$0	$0	$0	$0	0.00%
Miscellaneous Revenue	$259,314	$516,140	$394,643	$492,932	$492,932	0.00%
Non-Revenue Receipts	$223,397	$423,236	$306,241	$173,700	$173,700	0.00%
General Property Taxes	$1,599,105	$1,710,112	$1,767,398	$1,794,771	$1,794,771	0.00%
Charges for Services	$36,322,119	$38,453,850	$37,894,772	$37,098,719	$36,819,833	(0.75%)
Revenue from Commonwealth	$1,295,388	$517,762	$548,132	$552,728	$552,728	0.00%
Transfers In	$1,181,075	$2,101,448	$2,220,690	$1,729,825	$1,677,559	(3.02%)
Total Designated Funding Sources	**$45,176,692**	**$48,340,322**	**$46,930,250**	**$46,569,861**	**$46,350,119**	**(0.47%)**
Use/(Contribution) of Fund Balance	**($3,747,682)**	**($7,386,786)**	**($4,120,859)**	**$8,673,751**	**$1,628,677**	
Net General Tax Support	**$28,649,493**	**$28,015,985**	**$30,174,871**	**$30,906,163**	**$31,662,616**	**2.45%**
Net General Tax Support	**40.88%**	**40.62%**	**41.34%**	**35.87%**	**39.76%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Director's Office	5.77	5.77	5.77	5.27	6.27
Historic Preservation	14.55	14.55	14.55	14.55	14.55
Stormwater Infrastructure Management	24.97	23.75	25.15	25.16	26.44
Site Development	25.71	27.70	27.79	27.78	27.50
Watershed Improvement	11.93	11.27	11.28	11.22	11.22
Fleet Management	35.15	35.15	35.15	35.15	35.15
Facilities Construction Management	9.50	9.50	9.50	10.00	10.00
Sign Shop	4.12	4.03	4.12	4.16	4.16
Small Project Construction	15.11	14.98	14.39	14.43	14.43
Mosquito & Forest Pest Management	13.91	14.02	14.02	14.00	14.00
Solid Waste	59.72	60.72	60.72	60.72	62.72
Buildings & Grounds	74.97	73.47	76.47	80.47	80.47
Property Management	16.00	16.00	16.00	18.00	19.00
Neighborhood Services	37.11	37.11	37.11	37.11	37.11
Service Districts*	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	**348.52**	**348.02**	**352.02**	**358.02**	**363.02**

* Bull Run and Lake Jackson

Future Outlook

Construction Costs and Labor Shortages - Skilled labor shortages coupled with rising materials prices are having direct effects on construction costs. In the mid-Atlantic region, project costs have escalated by 10% to 20% in some instances. Factors leading to the escalation include the following: loss of skilled labor, an increase in the number of public and private sector projects, reduced competition, increases in salaries, and rising diesel and gas prices. Additionally, recent natural disasters, such as Hurricanes Harvey and Irma, are not yet fully priced into the market. The effects of these storms on the construction materials and labor market are expected to last for several years. In particular, the markets for steel, PVC, drywall, diesel, and gasoline are expected to be influenced.

Solid Waste Issues - Increases in the amount of refuse generated and disposed in the County has accelerated the development of the Phase II and Phase III liner systems. The increase is more than the annual increase in fee revenue. The bid costs for construction have also increased by approximately 20% from previous years. This

has increased the costs and timing of liner and capping projects, and accelerated the need to develop the Phase IV landfill area that is closer to residential homes. To avoid a large increase when future Phase IV costs are necessary, a phased increase in the Solid Waste Fee should be considered in the near future, possibly as early as FY20. Debt financing for future Phase IV infrastructure should also be considered and analyzed.

The opening of a new advanced compost system is scheduled to occur in fall 2019. Changes in Chapter 22 of the Prince William County (PWC) Code, to include new requirements for mandatory separation of yard waste, will be proposed in early FY19 to be implemented in FY19. If adopted, this will increase costs refuse haulers charge residential customers.

Development and implementation of new alternative waste conversion technologies continues to be an opportunity to reduce waste disposed at the landfill. The long-term cost/benefit of these alternatives needs to be analyzed and discussed in the future.

The impacts of these proposed changes will be considered through development of various scenarios of the Solid Waste 15-year forecast projections.

Environmental Issues - The Environmental Services Division must inspect and maintain a growing and aging stormwater infrastructure inventory to ensure both flood protection and proper drainage. Additionally, the spread of mosquito-borne diseases such as Zika and West Nile Virus require a robust mosquito control program to protect residents. Numerous forest pests, gypsy moths for example, could threaten our forest resources and require continual monitoring. State mandates, such as street sign installation and compliance with Virginia dam safety regulations for county-owned and state-regulated dams, have proven to be expensive and to have uncertain associated costs. Providing in-house construction services for large and small projects for watershed, transportation, and parks capital projects helps with cost containment. Finally, the County must fully comply with the Total Maximum Daily Load (TMDL) regulations to improve water quality in the Chesapeake Bay, the Potomac River, and County streams, necessitating large and often expensive projects such as stream restorations, reforestations, and stormwater retrofits.

General Overview

A. Base Revenue Adjustments - The FY2019 Budget includes the following base revenue adjustments:

- **Stormwater Management** - Increase the Stormwater Management base revenue budget by $200,000 due to increasing impervious areas. The Stormwater Management fee remains unchanged. There is no impact to the general fund.
- **Print Shop – Building and Grounds** - Establish a base budget of $10,000 for Print Shop revenue from outside customers. The general fund impact is a $10,000 reduction to needed support.
- **Zoning Violations – Neighborhood Services** - Establish a base budget of $50,000 for revenue from zoning violations. The general fund impact is a $50,000 reduction to needed support.
- **Cell Tower Rentals – Property Management** - Increase the cell tower rentals base budget by $123,410 for additional cell tower revenues. The general fund impact is a $123,410 reduction to needed support.
- **Surplus Property Sales Base Budget – Property Management** - Remove revenue of $12,000 from the sale of surplus property sold by Property Management. Surplus property is no longer sold and should not be included in the budget. A comparable reduction to expenditures is included.
- **Position Transfer – Neighborhood Services** - Reclassify an Administrative Support Assistant position in Neighborhood Services to a Maintenance Worker in Neighborhood Services, Litter Crew (funded by Solid Waste). This reduces the general fund support by $58,405.

Budget Initiatives

A. Budget Initiatives

1. Lease Escalation and Utility Increase Costs – Property Management

Expenditure	$490,108	General Fund Impact	$490,108
Revenue	$0	FTE Positions	0.00

a. Description - This initiative provides additional funding for utility expenses due to increases in utility costs and increases in space ($62,829), and funding for contracted lease escalation costs ($321,079). Additionally, the County is now charged by the Department of Motor Vehicles (DMV) ($31,200) for space leased from DMV for voter registration and elections. Finally, a new Crisis Assessment Center is planned for FY19 in the eastern end of the County. This will entail $25,000 in FY19 for one-time costs and $50,000 for ongoing costs beginning in FY19. Please see the Crisis Assessment Center budget initiative in Community Services for more information.

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

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

Expenditure	$490,000	General Fund Impact	$0
Revenue	$0	FTE Positions	0.00

a. Description - This initiative provides one-time funding for the scheduled replacement of solid waste equipment and is funded by the use of the solid waste enterprise fund balance. There is no general fund impact. The equipment being replaced includes one track loader used to process waste ($445,000), and the 2003 Chevy full-sized truck used to haul recycling trailers located throughout the County for emptying at the landfill ($45,000).

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

3. Construction Crew Equipment Shelter – Small Projects Construction

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

a. Description - This initiative provides funding for the one-time cost of a construction crew equipment shelter needed to protect equipment worth approximately $1.5 million. This protection from weather will reduce maintenance costs. This is a one-time expense and is funded from the construction crew internal service fund balance. There is no general fund impact.

b. Service Level Impacts - This shelter will reduce current equipment maintenance costs by 20%, from $77,315 to $61,852.

4. Engineer III – Stormwater Infrastructure Management

Expenditure	$116,303	General Fund Impact	$0
Revenue	$0	FTE Positions	1.00

a. Description - This initiative provides funding for one Engineer III position. The position is needed to implement Capital Improvement Projects (CIP) as well as maintain the County's growing stormwater infrastructure in the Environmental Services Division. This allows for compliance with the County's Municipal Separate Storm Sewer System (MS4) permit requirements, and provides for better technical oversight and contract management for projects. This position will allow for two Engineer III supervisors to share the growing workload and will be funded by existing Stormwater Fee revenue. There is no general fund impact.

b. Service Level Impacts - The service level impacts are the following:

- **Linear feet of stream restorations completed**
  FY19 w/o Addition | 2,500
  FY19 w/ Addition | 3,000

5. Replace Site Inspections Vehicle ES2678 for Potomac Shores – Site Development

Expenditure	$33,000	General Fund Impact	$0
Revenue	$33,000	FTE Positions	0.00

a. Description - This initiative provides funds for a new vehicle for the Potomac Shores site inspector, reducing repairs, maintenance costs, and downtime. This is a revenue-supported item from proffer funds, so there is no general fund impact.

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

6. Motor Equipment Operator II and Motor Equipment Operator III – Solid Waste

Expenditure	$124,074	General Fund Impact	$0
Revenue	$0	FTE Positions	2.00

a. Description - This initiative funds two FTEs in Solid Waste, a Motor Equipment Operator II ($57,912), and a Motor Equipment Operator III ($66,162). Due to landfill expansion and Virginia regulations, large amounts of soil excavation will be required for future landfill cells in Phases III and IV. The Motor Equipment Operator III will supervise two Motor Equipment Operator II positions, an existing and a new. These positions are in the Solid Waste Ten-Year plan. The positions are revenue supported by the Solid Waste fee; therefore, there is no general fund impact.

b. Service Level Impacts - The service level impacts are the following:

- **Estimated five-year excavation costs**
  FY19 w/o Addition | $5,400,000
  FY19 w/ Addition | $1,100,000
- **Landfill compaction rate in pounds per cubic yard**
  FY19 w/o Addition | < 1,099
  FY19 w/ Addition | 1,099 to 1,249
- **Regulatory compliance from Department of Environmental Quality (DEQ) inspections**
  FY19 w/o Addition | 97%
  FY19 w/ Addition | 99%

7. Countywide Records Manager – Property Management

Expenditure	$112,977	General Fund Impact	$112,977
Revenue	$0	FTE Positions	1.00

a. Description - This initiative funds one FTE in Property Management. After reviewing the County's records management, an external auditor recommended creating this position to avoid potential liability that could arise from the mismanagement of records.

b. Service Level Impacts - The Records Management risk and liability County wide is decreased.

8. Safety and Compliance Officer – Director's Office

Expenditure	$92,008	General Fund Impact	$92,008
Revenue	$0	FTE Positions	1.00

a. Description - This initiative funds one FTE in the Director's Office. This position will manage the Department of Public Works' compliance with safety, environmental, emergency management, and training standards, to reduce liability and claims. The position will monitor and track required employee certification/licenses. These activities will monitor both safety and fiscal risks to bolster the American Public Works Association accreditation. This position will help mitigate the number and severity of future Workers' Compensation claims for which the County is self-insured.

b. Service Level Impacts - The service level impacts are the following:

- **Department Days Away Restricted or Transferred (DART) Score (five-year average)**
  FY19 w/o Addition | 5.46
  FY19 w/ Addition | 3.64
- **Workers Compensation Claims, Severity (five-year average)**
  FY19 w/o Addition | $182,428
  FY19 w/ Addition | $121,617
- **Workers Compensation Claims, Frequency (five-year average)**
  FY19 w/o Addition | 27.4
  FY19 w/ Addition | 18.3
- **Auto Liability Claims, Severity (five-year average)**
  FY19 w/o Addition | $45,144
  FY19 w/ Addition | $30,093

B. Budget Reductions

1. Reduce Fuel Budget – Fleet Management

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

a. Description - This initiative reduces funding for gasoline and diesel fuel in the Fleet internal service fund. This reduction is supported based on lower fuel prices nationwide, resulting in decreased costs over the past couple of years.

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

2. Insurance and Repair Reduction – Fleet Management

Expenditure	($329,000)	General Fund Impact	$0
Revenue	($329,000)	FTE Positions	0.00

a. Description - Based on historical trends, this initiative reduces the budget in the fleet insurance recoveries fund. Fleet repairs and replacements are reimbursed by insurance; therefore, this initiative has no effect on the general fund.

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

Program Summary

Director's Office

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Key department program measures met	62%	54%	58%	70%	60%
Public Works DART	3.00	7.90	5.47	6.20	3.64

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Leadership & Management	**$1,314**	**$1,327**	**$1,402**	**$764**	**$772**
BOCS agenda items	68	55	53	55	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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Customer satisfaction with visit to historic site	96.0%	97.0%	99.0%	95.0%	97.0%
Volunteer hours value	$106,580	$111,498	$96,519	$125,000	$125,000
Revenue recovery rate	4.1%	4.3%	4.7%	5.0%	5.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Preservation	**$403**	**$378**	**$378**	**$378**	**$393**
Annual average hours of service per long term volunteer	41	41	46	50	50
Archeological collections donated to the County	11	9	5	9	-
Percentage of collections reviewed and updated	-	-	-	-	20%
Management & Events Programming	**$622**	**$576**	**$625**	**$606**	**$618**
Programs at historic sites	768	832	890	900	940
FTE equivalent of volunteer hours contributed	3	3	3	3	3
Visitors to historic sites	70,892	82,841	156,421	100,000	185,000
Maintenance & Construction	**$477**	**$398**	**$426**	**$476**	**$465**
Work orders for historic buildings and grounds	137	111	155	150	150
Construction, restoration and renovation projects	3	3	5	3	3

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 County easements, as well as major maintenance of County-maintained facilities.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Drainage assistance requests responded to within five business days	97%	99%	97%	95%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Stormwater Management Infrastructure Inspection	**$859**	**$576**	**$684**	**$784**	**$844**
County-maintained facilities inspected and/or re-inspected	843	875	935	900	980
Privately-maintained facilities inspected and/or re-inspected	375	266	250	200	220
Miles of drainage systems inspected	634	243	198	175	-
Stormwater Management Infrastructure Maintenance	**$2,112**	**$2,223**	**$2,527**	**$2,770**	**$2,918**
Major maintenance cases completed/closed	191	277	254	200	230

Site Development

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Site development plan submissions reviewed within county standards	100%	99%	100%	100%	100%
Lot grading plan submissions reviewed within 10 business days	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Plan Review	**$1,491**	**$1,513**	**$1,596**	**$1,728**	**$1,798**
Site development plan submissions reviewed	495	366	367	450	450
Lot grading lots reviewed	1,140	1,117	1,153	1,000	1,000
Site Inspections	**$1,622**	**$1,616**	**$1,623**	**$1,821**	**$1,867**
Virginia Stormwater Management Program & erosion & sediment control inspections	18,285	17,364	18,346	20,000	20,000

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Industrial or high risk inspections conducted	60	31	115	25	50
Linear feet of stream restorations completed	1,100	1,468	4,723	2,500	3,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Watershed Monitoring	**$2,762**	**$3,897**	**$4,219**	**$7,386**	**$4,579**
Linear feet of stream assessments completed	67,457	56,800	66,200	60,000	60,000
Dry weather outfalls monitored and inspected	1,366	1,187	936	1,000	1,000
Watershed Improvements	**$395**	**$430**	**$392**	**$442**	**$445**
Pounds of phosphorus reduction achieved	-	100	280	100	200

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Cost per mile - light duty public safety vehicles	$0.25	$0.27	$0.24	$0.28	$0.25
Cost per mile - light duty non-public safety vehicles	$0.34	$0.33	$0.38	$0.34	$0.35
Work orders that are scheduled maintenance	57%	56%	57%	58%	58%
Availability of public service light duty vehicles	91%	90%	97%	92%	94%
Public Safety vehicles due or overdue for replacement	10%	5%	8%	8%	8%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
County Vehicle Maintenance	**$7,425**	**$7,071**	**$7,149**	**$8,607**	**$8,068**
Vehicles maintained that are under 10,000 lbs. gross vehicle weight	1,153	1,208	1,225	1,245	1,245
Heavy equipment maintained that are over 10,000 lbs. gross vehicle weight	227	229	231	233	250
Fleet work orders	8,293	7,094	6,956	7,758	7,515
County Vehicle Replacement	**$2,806**	**$2,439**	**$3,179**	**$2,650**	**$2,633**
General fund vehicles purchased	96	115	96	76	73

Facilities Construction Management

Supports the 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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
FCM customers satisfied with overall project management	90%	100%	93%	90%	90%
CIP construction change order different from original contracted amount	3%	5%	2%	<10%	<8%
CIP change orders based on user requested changes from total change order costs	1%	12%	33%	<10%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
County Facility Construction	**$2**	**($14)**	**$172**	**$130**	**$125**
Total CIP projects	9	9	8	8	8
Total non-CIP projects	2	2	0	0	1

Sign Shop

Inspects, fabricates, installs, and maintains all street name signs as mandated. In addition, the program produces high quality graphics for County vehicles and creates custom-designed original graphic designs for interior and exterior signs, banners, posters, and displays for County agencies, outside jurisdictions, and developers.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Street name signs replaced within seven days of inspection	71%	77%	67%	80%	-
Street signs completed within 10 days of request	-	-	60%	-	65%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Street Name Signs	**$215**	**$215**	**$197**	**$204**	**$207**
Streets requiring street name signs	9,483	9,696	9,826	9,700	9,775
Street name signs fabricated for maintenance	485	723	1,172	700	1,000
Signs and Graphics	**$16**	**$30**	**($36)**	**$15**	**$18**
Signs and graphics fabricated for revenue	12,049	11,686	17,199	11,500	12,500
Sign and graphic jobs completed	631	616	634	625	-

Small Project Construction

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Community improvement projects completed within 10% of estimated cost	96%	97%	100%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Small Community Improvement Construction	**$1,599**	**$2,714**	**$2,509**	**$1,881**	**$2,089**
Community improvement projects completed	81	61	35	50	-
Drainage infrastructure inspected	-	-	-	-	25%
Drainage infrastructure projects completed/closed	-	-	254	-	200
Responsive to project estimate requests within 30 days	-	-	-	-	90%

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Mosquito traps processed within 48 hrs to detect West Nile & Zika virus	98%	100%	100%	98%	98%
Gypsy moth egg mass surveys done by November 1	97%	89%	94%	95%	-
Citizen site visit requests responded to within 24 hours	89%	98%	93%	95%	95%
Community outreach events	-	-	44	-	40
Gypsy moth surveys conducted to determine if spraying is needed	-	-	1,069	-	1,050

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Mosquito/Forest Pest Monitoring	**$850**	**$835**	**$840**	**$996**	**$951**
Larval mosquito habitat inspections	5,840	5,726	5,682	5,000	5,500
Reduction and Response	**$568**	**$597**	**$609**	**$904**	**$905**
Mosquito larvicide applications	1,474	1,874	1,216	1,500	1,750

Solid Waste

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Refuse recycled	41%	34%	37%	35%	39%
Tons of refuse processed	403,080	435,623	447,563	450,000	450,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Solid Waste Management & Administration	**$5,917**	**$3,016**	**$4,041**	**$4,781**	**$4,809**
Non-residential accounts processed	4,139	4,153	4,249	4,200	4,300
Appeals completed within 30 days	100%	100%	100%	>99%	>99%
Yard Waste Composting	**$2,865**	**$2,590**	**$2,025**	**$3,584**	**$3,582**
Tons of County yard waste diverted from waste stream	17,324	28,132	21,747	29,000	29,000
Solid Waste Facilities Operation	**$9,379**	**$10,305**	**$9,585**	**$9,507**	**$8,399**
Refuse trucks inspected	4,311	4,199	3,986	4,000	4,000
Pounds of Household Hazardous Waste and eWaste collected	1.7M	1.5M	1.5M	1.7M	1.7M
Citizens trips to Solid Waste facilities	511,225	532,526	584,044	520,000	590,000
Recyclable Materials Collected, Processed & Marketed	**$860**	**$668**	**$724**	**$1,083**	**$1,048**
Tons of recyclables processed and marketed	10,227	9,741	6,902	1,000	7,000
Revenue generated from sale of recyclables	$576,000	$413,977	$497,932	$520,000	$450,000
Landfill Closure	**$0**	**$0**	**$0**	**$5,491**	**$2,086**

Building & Grounds

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Cost per square foot for custodial services	$2.29	$2.39	$2.25	$2.33	$2.33
Routine maintenance work requests completed within 10 working days	76%	79%	73%	73%	73%
Cost per square foot for building maintenance program service	$4.30	$3.66	$4.24	$3.09	$4.24
Printing jobs completed on time	87%	91%	78%	91%	90%
Routine grounds maintenance requests completed within 10 working days	87%	87%	67%	92%	87%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Building Maintenance	**$4,841**	**$4,268**	**$5,337**	**$5,404**	**$5,016**
Work orders	5,000	4,475	4,338	4,435	4,500
Grounds Maintenance	**$1,198**	**$1,507**	**$1,872**	**$1,537**	**$1,876**
Grounds work requests	797	776	786	787	800
Custodial Services	**$2,576**	**$2,786**	**$2,873**	**$3,251**	**$3,251**
Square footage maintained by custodial services	1.1M	1.2M	1.3M	1.2M	1.3M
Graphics Arts & Print Shop	**$633**	**$564**	**$195**	**$85**	**$85**
Copies produced in-house	8.1M	4.6M	5.1M	5.0M	5.2M
Printing jobs completed	2,223	2,338	1,616	2,450	1,700
Mail Room and Courier Service	**$335**	**$421**	**$349**	**$400**	**$421**
Total pieces of mail handled	1.3M	1.4M	1.4M	1.4M	1.4M
Security	**$897**	**$917**	**$957**	**$1,035**	**$1,198**
Citizen meetings supported by guard service	1	1	1	1	-
Citizen meeting agreements supported by guard service	-	-	-	-	60
Alarms and access devices work orders	788	862	1,159	914	1,000

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, 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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Customers satisfied with overall project management	97%	98%	99%	98%	98%
Average cost per square foot of leased space	$19.07	$19.55	$19.94	$19.25	$19.95
Cost avoidance realized by redeploying surplus items	$140,349	$189,734	$224,286	$150,000	$200,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Property Management	**$1,563**	**$2,031**	**$2,650**	**$2,389**	**$2,457**
Property management projects completed	215	282	258	250	250
Energy Management	**$2,982**	**$2,672**	**$2,679**	**$3,249**	**$3,246**
Annual facility electrical usage - KWH per square foot	19	19	19	19	19
Real Estate	**$6,318**	**$6,240**	**$6,910**	**$7,076**	**$7,509**
Commercial square feet leased	324,309	323,309	334,653	330,741	351,806
Records Management	**$129**	**$153**	**$152**	**$165**	**$283**
Boxes delivered/picked up	7,723	5,424	5,320	5,300	5,350
Records checked in/checked out	8,270	8,436	8,109	8,300	8,300

Neighborhood Services

Provide a safe, clean, and healthy community through education, community support, and property code enforcement (PCE). Provide programs that teach residents and business owners how to properly maintain their properties, and work with neighborhood leaders to enforce property codes that go to the heart of the County's quality of life. 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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Founded current year PCE cases resolved or moved to court action within 100 days	98%	91%	97%	91%	91%
Designated road avg litter rating- 1= no visible trash and 5= trash dumping site	2	1	1	2	2
First inspection of complaint within seven days	-	93%	96%	85%	88%
Average time to resolve cases (calendar days)	22	54	36	45	45

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Litter Control	**$680**	**$709**	**$721**	**$862**	**$923**
Tons of trash removed by County Litter Crew	195	168	111	167	167
Illegal signs removed from State right-of-way	13,178	17,713	6,827	12,500	7,500
Landscaping	**$582**	**$487**	**$443**	**$547**	**$623**
Landscaping areas maintained	44	44	44	44	44
Acres of medians and rights-of-way maintained	234	234	234	224	234
Property Code Enforcement	**$2,450**	**$2,587**	**$2,520**	**$2,796**	**$2,773**
Total cases resolved	4,357	6,489	4,574	5,000	5,000
Total inspections conducted	11,500	16,426	13,575	11,500	11,500

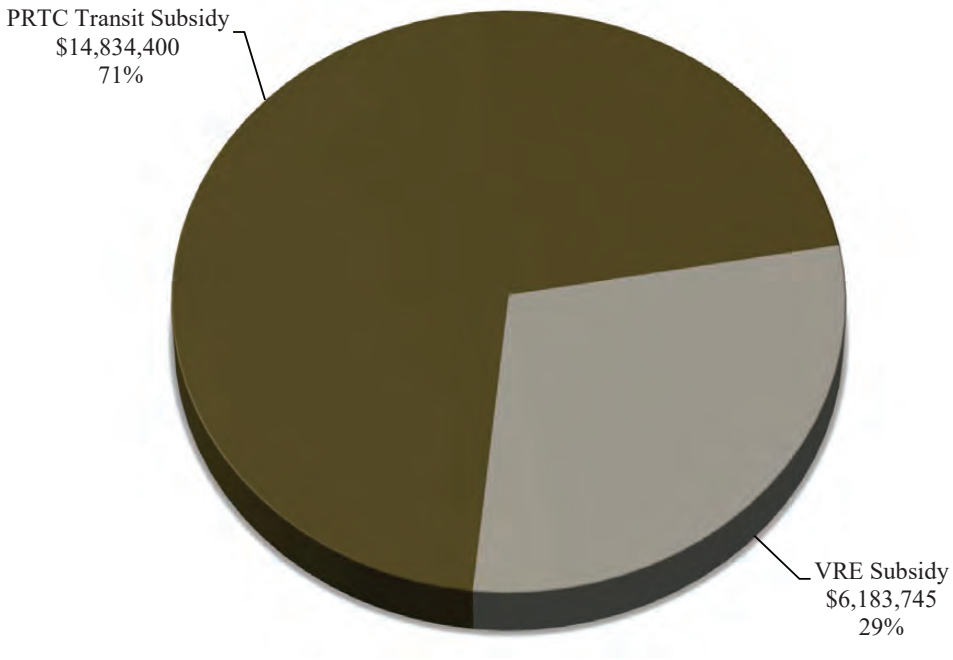
Transit Subsidy

Mission Statement

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

For more information, go to www.prtctransit.org.

FY19 Transit Subsidy



Mandates

There is no state or federal mandate requiring the provision of mass transit services. Some federal and state transportation funds require certain activities to be performed; however, these are not considered mandates since the County is not obligated to accept the funding.

Transit Subsidy

Expenditure and Revenue Summary

PWC PRTC Transit Subsidy	FY15 Adopted	FY16 Adopted	FY17 Adopted	FY18 Adopted	FY19 Adopted	% Change Budget18/ Budget19
PRTC Administration	$246,700	$229,700	$247,700	$269,700	$295,400	9.53%
OmniRide (Commuter Bus Service)	$5,605,300	$4,914,200	$3,834,000	$3,893,000	$2,241,200	(42.43%)
Ridesharing/Marketing	$542,000	$655,600	$701,200	$800,600	$831,700	3.88%
OmniLink (Local Bus Service)	$6,690,100	$7,560,900	$7,212,900	$7,633,300	$7,218,600	(5.43%)
Local Capital Match	$1,580,800	$2,182,600	$1,647,300	$1,812,700	$2,616,700	44.35%
Vanpool Program	$22,900	$191,900	$0	$0	$1,630,800	–
Total PRTC Subsidy Expenditures	**$14,687,800**	**$15,734,900**	**$13,643,100**	**$14,409,300**	**$14,834,400**	**2.95%**
Revenues						
PWC Fuel Tax Revenue	$9,750,681	$6,154,678	$9,784,435	$10,559,471	$11,320,700	7.21%
Interest on Fuel Tax	$5,000	$5,000	$2,500	$2,500	$2,500	0.00%
Van Pool (net of expenses)	$0	$0	$13,100	$1,287,387	$0	(100.00%)
PWC Fuel Tax Trust Fund Balance	$0	$0	$0	$0	$4,026,900	–
PWC Operating Fund Balance	$0	$4,860,807	$2,253,740	$3,818,119	$5,414,300	41.81%
(Contribution To)/Use of PWC Fuel Tax Fund Balance	$4,932,119	$4,714,415	$1,589,325	($1,258,177)	($5,930,000)	371.32%
Total PRTC Subsidy Revenues	**$14,687,800**	**$15,734,900**	**$13,643,100**	**$14,409,300**	**$14,834,400**	**2.95%**
PWC Net General Tax Support	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**

PWC VRE Subsidy	FY15 Adopted	FY16 Adopted	FY17 Adopted	FY18 Adopted	FY19 Adopted	% Change Budget18/ Budget19
VRE (Commuter Rail Service)	$5,485,333	$5,309,674	$5,968,406	$5,363,372	$6,183,745	15.30%
Total VRE Subsidy Expenditures	**$5,485,333**	**$5,309,674**	**$5,968,406**	**$5,363,372**	**$6,183,745**	**15.30%**
PWC Fuel Tax Revenue	$5,485,333	$5,309,674	$0	$0	$0	–
PWC NVTA 30% Funding	$0	$0	$5,968,406	$5,363,372	$6,183,745	15.30%
Total VRE Subsidy Revenues	**$5,485,333**	**$5,309,674**	**$5,968,406**	**$5,363,372**	**$6,183,745**	**15.30%**
PWC Net General Tax Support	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**

Total Subsidy	FY15 Adopted	FY16 Adopted	FY17 Adopted	FY18 Adopted	FY19 Adopted	% Change Budget18/ Budget19
Total Subsidy Expenditures	$20,173,133	$21,044,574	$19,611,506	$19,772,672	$21,018,145	6.30%
Total Subsidy Revenues	$20,173,133	$21,044,574	$19,611,506	$19,772,672	$21,018,145	6.30%
PWC Net General Tax Support	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**

Transit Subsidy

General Overview

A. PRTC Bus and VRE Rail Operations - System generated revenues (such as fares, federal and state operating grants, advertising, interest earnings, and other incidentals) that support PRTC bus and VRE rail operations do not fully cover the cost of providing these transportation services. The difference between operating expenditures and system-generated revenues is subsidy. Prior to FY17, the Prince William County (PWC) subsidy for PRTC bus and VRE rail operations was paid from the 2.1% tax on the price of motor fuels sold by distributors to retailers in the County and fuel tax fund balance. Beginning in FY17 the budget provided a direct transfer of funding in Northern Virginia Transportation Authority (NVTA) 30% funds to VRE. The 2.1% motor vehicle fuels tax is reserved for the exclusive use of PRTC.

B. Dedicated Funding for Bus and Rail Operations - In accordance with state code, fuel tax revenues are collected by the state from wholesale fuel distributers and remitted monthly to PRTC. While the fuel tax funding does not pass through the County, the Board of County Supervisors must budget and appropriate the funding on an annual basis. The County is also a member of the VRE, a regional commuter rail service. The County's share of the annual subsidy for VRE operations is provided from NVTA 30% funding that the County receives. The state code provides that NVTA 30% funding may be used for public transportation purposes.

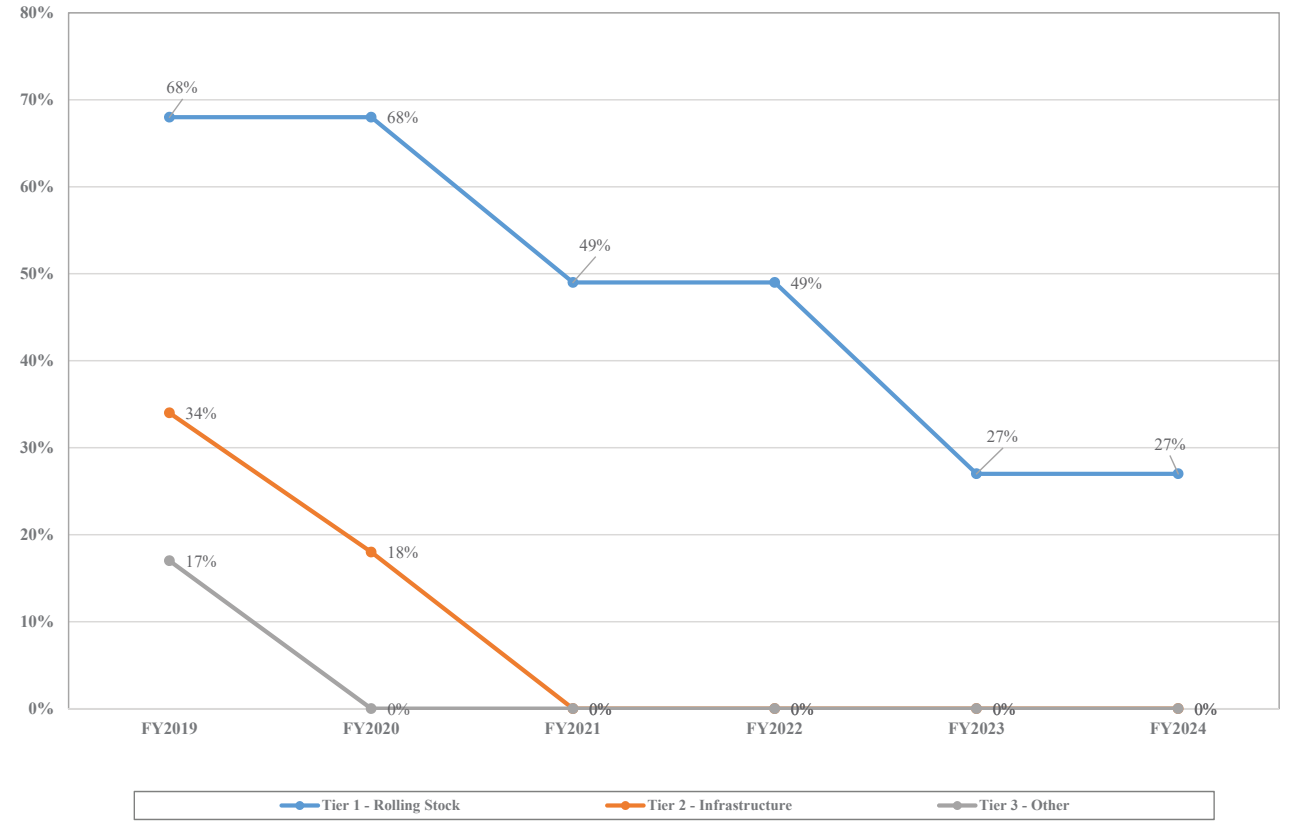
C. Declining Revenues Resulting from the Lack of a Fuel Tax Floor - Motor fuel prices have remained depressed for the past four years as the global oil supply continues to exceed demand. Unlike the state motor vehicle fuels tax, the 2.1% local motor vehicle fuels tax lacks a legislative floor. Continued low motor fuel prices have reduced fuel tax revenues to the point that the County's fuel tax fund balance will be depleted by FY21. It is estimated that the absence of a fuel tax floor pegged at the state level would result in a $3.9 million loss in fuel tax revenue to PWC in FY19. Legislative efforts continue to pursue the establishment of a local tax floor and bills are currently being considered by the Virginia General Assembly.

D. Declining State Capital Matching Revenues - The following funding levels for state participation in capital projects have been programmed in FY19 for PRTC.

- 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%)

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

State Capital Match Percentages



State capital assistance is based on the total project cost (with a minimum of a 4% local match). With large PRTC replacement bus procurements (56 OmniRide and 17 OmniLink) programmed over the Six-Year Plan, the difference in state funding at lower match rates of 49% or 27% instead of 68% over this time period is approximately $11.3 million. Legislative efforts continue to pursue replacement revenues for capital project revenue bonds.

E. FY19 Commuter Rail Subsidy Allocation - VRE is owned by the NVTC and the PRTC. In accordance with the Master Agreement that created VRE, the Operations Board must prepare and submit an annual budget to the Commissions and the contributing and participating jurisdictions for review and appropriation. VRE subsidy requirements increased by $820,373 in FY19 to $6.2 million or 15.3% compared to the FY18 budget. This is due to an increase in the percentage share of the County's residents riding VRE trains compared to other participating jurisdictions' percentage shares during the annual ridership survey conducted in October 2017 and an overall 3% total jurisdictional subsidy increase. For subsidy allocation purposes, the County has 33.92% of the total jurisdictional ridership and 33.20% of the total jurisdictional fare revenue.

F. FY19 PRTC Subsidy Request - PRTC is requesting a total of $14,834,400 in subsidy for the OmniRide, OmniLink, PRTC Administration, Marketing, Vanpool, and Local Capital Match programs. This amount is a $425,100 or a 2.95% increase over the FY18 adopted amount of $14,409,300.

G. FY19 PRTC Administration, Commuter, and Local Bus Service Subsidy Allocations - The County funds 100% of the local subsidies required for OmniRide, Cross County Connector, and Metro-Direct routes. Local subsidies for the eastern OmniLink routes are funded 100% by the County, while the subsidies for the western OmniLink routes are shared with the Cities of Manassas and Manassas Park on a 60%

population, 40% ridership basis. For FY19, the local subsidy percentage for the County's share of westerly OmniLink services is 66.24%. The County's overall subsidy percentage for OmniLink is 93.7%.

PRTC's FY19 administrative subsidies are funded based on the County's FY17 percentage of PRTC fuel tax receipts. The County's fuel tax receipts budgeted percentage increased from 51.95% in FY18 to 52.29% in FY19.

H. Vanpool Program - $1.64 million in 5307 federal formula earnings from the Vanpool program has been shifted to OmniRide. This shift allows OmniRide to utilize earned 5307 federal funding for preventive maintenance at a higher match rate than if used to support the Vanpool program costs. There is no impact on the total County subsidy for these two programs.

I. PRTC Six-Year Plan - There is sufficient funding to provide OmniRide, Cross-County, and OmniLink operations and fund the County's share of projected bus capital needs through FY20. Annual revenues from the 2.1% motor fuels tax are expected to fall short of subsidy requirements beginning in FY21 resulting in a projected deficit of approximately $4.3 million. This projected deficit increases to approximately $11.3 million in FY22 and $14.6 million by FY24, driven primarily by bus replacement needs and will require either reductions in existing services or additional funding sources or some combination of both to balance available revenues with the PRTC subsidy expenditures. Overall, there is a significant reliance on one-time subsidy sources of funding such as fuel tax trust fund balance and PRTC's operating fund balance to fund on-going subsidy expenditures. In FY19, recurring funding sources support 76% of subsidy expenditures.

PWC subsidy expenditures and revenues projections in the Six-Year Plan are shown below:

PWC Subsidy - Six-Year Plan

	FY19 Adopted	FY20 Forecast	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
Bus and Admin Operations	$12,217,700	$12,291,100	$13,041,300	$13,429,000	$13,884,200	$14,355,900
Capital Expenditures	$2,616,700	$3,665,700	$3,486,600	$8,895,900	$6,310,800	$11,363,000
Sub-Total Expenditures	$14,834,400	$15,956,800	$16,527,900	$22,324,900	$20,195,000	$25,718,900
Recurring Revenues	$11,323,200	$11,162,500	$11,059,500	$10,995,300	$11,058,000	$11,113,300
One-Time Revenues	$9,441,200	$5,930,000	$1,135,700	$0	$0	$0
Sub-Total Revenues	$20,764,400	$17,092,500	$12,195,200	$10,995,300	$11,058,000	$11,113,300
Surplus (Deficit)	**$5,930,000**	**$1,135,700**	**($4,332,700)**	**($11,329,600)**	**($9,137,000)**	**($14,605,600)**

J. VRE Six-Year Financial Forecast - Assumptions include a 3% increase in total jurisdictional subsidy in FY19 and a programmed 3% increase in FY21 and FY23. A 3% fare increase is also programmed in FY20/22/24. Beginning in FY20 and continuing through FY24 projections show that the projected local subsidy will be insufficient to meet operating needs and local matching requirements identified by VRE in their six-year capital program. There are two reasons for this; the first is that projected operating expenses grow faster than projected revenues requiring additional resources to support current operations. The second is the exhaustion of $60 million a year in state Capital Project Revenue bonding authority in FY20, which reduces state support in VRE's six-year capital program, track leases and debt service payments. It is important to note that additional amounts for operations/capital program in FY20 and beyond only includes current "Six Year Projects" identified in VRE's Six-Year Plan and does not include "Future Projects" that are expected to rely substantially on other sources of funding.

VRE Subsidy						
	FY19 Adopted	FY20 Forecast	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
VRE Subsidy	$6,183,745	$6,183,745	$6,369,257	$6,369,257	$6,560,335	$6,560,335
Additional Required for Operations/Capital Program	-	$2,541,978	$3,338,963	$3,995,203	$4,986,528	$5,573,740
Total	**$6,183,745**	**$8,725,723**	**$9,708,220**	**$10,364,460**	**$11,546,863**	**$12,134,075**

To fully fund all projects in the VRE Capital Improvements Program would require approximately $2.3 billion. Of this total, $656 million is committed from ongoing formula funding sources or allocated discretionary funds. The remaining $1.6 billion includes a number of projects, which may be eligible for additional funding from discretionary funding sources such as SmartScale, federal Core Capacity grants or through the NVTA. The table below segregates the current "Six Year Projects" in the six-year CIP from "Future" expansion projects and major joint corridor projects that are expected to rely substantially on the contributions from other federal, state, or regional stakeholders.

VRE CIP Funded & Unfunded Projects				
Description	**Total**	**Funded**	**Unfunded**	**% Funded**
Six Year Projects	$915.1	$655.4	$259.7	71.6%
Future Projects	$1,384.8	$1.0	$1,383.8	0.1%
CIP Grand Total	**$2,299.9**	**$656.4**	**$1,643.5**	**28.5%**

Figures in millions

K. VRE Operations Board and PRTC Commission Action on FY19 Budget - The VRE Operations Board adopted the VRE FY19 budget on December 15, 2017 and forwarded it to NVTC and PRTC for adoption. On January 4, 2018, PRTC adopted the FY19 VRE budget and forwarded it to the local jurisdictions for inclusion in their budgets and appropriations in accordance with the Master Agreement. On January 4, 2018, the PRTC Commissioners authorized the Executive Director to refer the FY19 PRTC budget to the jurisdictions for consideration.

Budget Initiatives

A. Budget Initiatives

1. Employee Compensation - Administration

a. Description - A combined 3% percent cost of living/merit adjustments in FY19 are provided for PRTC employees. This funding has been included contingent upon how PRTC member governments choose to handle these adjustments for their own staffs.

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

2. Graphic and Web Designer 1 FTE – Ridesharing/Marketing

a. Description - One full-time-equivalent Graphic and Web Designer position in the Marketing program is funded in FY19. This will increase the number of FTE's in Marketing from 4.5 to 5.5. Total PRTC FTE's will remain at 53 for FY19, as one Quality Assurance Monitor position will remain vacant. The total cost of this positon is $90,900 (salary and fringes). The County share is 97% or $88,000.

b. Service Level Impacts - This position will, among other responsibilities, create/update bus schedules and maps; design/layout electronic and print materials; execute graphic design projects; maintain PRTC's branding and website; manage print orders and external suppliers; and assist the Director of Marketing and Communications with creative concept and collaterals.

3. **I-66 Outside the Beltway Transportation Management Program (TMP) Initiative - OmniRide**

   a. **Description** - The I-66 Outside the Beltway TMP developed by the Virginia Department of Transportation and the Virginia Department of Rail and Public Transportation (VDRPT) will fund the following initiatives at PRTC with implementation expected to occur in late winter of 2018. These initiatives will be 100% funded by VDRPT during the I-66 construction period.

   - Fare Buy Down - A fare buy down will occur on all OmniRide express and Metro Direct Services in the I-66 corridor with riders paying only one-half of the current fare. PRTC will be reimbursed for the difference between the revenue at the regular fares and revenues at the half fare.
   - Additional Metro Direct Trips - Additional trips would be added to schedules on an as needed basis to address overcrowding on existing services.

   b. **Service Level Impacts** - The Commonwealth has budgeted $4.4 million for the fare buy down and $736,000 to fully fund the operating costs of additional OmniRide express or Metro Direct trips.

4. **PRTC Capital Expenditures – OmniRide Bus Replacements –Local Capital Match**

   a. **Description** - There are no OmniRide bus replacements programmed in FY19. Additional programmed purchases beyond FY19 are detailed in the table below.

   OmniRide replacement buses will be acquired using state capital funding and local match from PWC.

   b. **Service Level Impacts** - Maintains OmniRide bus replacement schedule at 16/17 years.

OmniRide Replacement Buses						
	FY19	FY20	FY21	FY22	FY23	FY24
Replacement Cost	$0	$4,973,700	$3,155,200	$6,932,600	$7,151,100	$12,344,500
Federal Share of Replacement Cost	$0	$0	$0	$0	$0	$0
State Share of Replacement Cost	$0	$3,382,100	$1,546,000	$3,397,000	$1,930,800	$3,333,000
PWC Local Match	$0	$1,591,600	$1,609,200	$3,535,600	$5,220,300	$9,011,500
# Buses	0	8	5	11	11	21
County Subsidy Percentage	**-**	**32.0%**	**51.0%**	**51.0%**	**73.0%**	**73.0%**

5. **PRTC Capital Expenditures – OmniRide Bus Expansion – OmniRide**

   a. **Description** - There are no OmniRide expansion buses programmed in FY19. Additional programmed purchases are detailed in the table below. These buses will be utilized for 100% state sponsored services associated with the I-95/395 and the I-66 Transit Development Plan.

   OmniRide expansion buses will be acquired using 100% state capital funding.

   b. **Service Level Impacts** - These buses will provide expanded service from PWC to points north in the I-95/395 and I-66 corridors with operating subsidies provided by the state.

OmniRide Expansion Buses						
	FY19	FY20	FY21	FY22	FY23	FY24
Replacement Cost	$0	$12,324,600	$12,806,700	$527,600	$0	$0
Federal Share of Replacement Cost	$0	$0	$0	$0	$0	$0
State Share of Replacement Cost	$0	$12,324,600	$12,806,700	$527,600	$0	$0
PWC Local Match	$0	$0	$0	$0	$0	$0
# Buses	0	20	21	1	0	0
County Subsidy Percentage	**-**	**0.0%**	**0.0%**	**0.0%**	**-**	**-**

6. **PRTC Capital Expenditure – OmniLink Bus Replacements – Local Capital Match**

   a. **Description** - Replacement buses will be acquired using state capital funding and local match from PWC and the cities of Manassas and Manassas Park.

   b. **Service Level Impacts** - Maintains OmniLink bus replacement schedule at ten years or 350,000 miles whichever comes first.

OmniLink Replacement Buses						
	FY19	FY20	FY21	FY22	FY23	FY24
Replacement Cost	$0	$430,700	$0	$7,100,800	$0	$0
PWC Share of Replacement Cost*	$0	$402,900	$0	$6,641,700	$0	$0
Federal Share of Replacement Cost	$0	$0	$0	$0	$0	$0
State Share of Replacement Cost	$0	$274,000	$0	$3,254,400	$0	$0
PWC Local Match	$0	$128,900	$0	$3,387,300	$0	$0
# Buses	0	1	0	16	0	0
County Subsidy Percentage	-	**32.0%**	-	**51.0%**	-	-

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

7. **PRTC Capital Expenditure – Bus Overhauls – Local Capital Match**

   a. **Description** - 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.

   b. **Service Level Impacts** - Maintains OmniRide bus replacement schedule at 16/17 years.

Bus Overhauls						
	FY19	FY20	FY21	FY22	FY23	FY24
Bus Overhaul Costs	$4,654,200	$3,063,900	$3,066,700	$2,920,200	$966,100	$2,844,900
State Share	$3,164,900	$2,083,500	$1,502,700	$1,430,900	$260,800	$768,100
# OmniRide Buses	11	8	9	7	1	5
PWC Local Match	**$1,489,300**	**$980,400**	**$1,564,000**	**$1,489,300**	**$705,300**	**$2,076,800**
County Subsidy Percentage	**32.0%**	**32.0%**	**51.0%**	**51.0%**	**73.0%**	**73.0%**

8. **PRTC Capital Expenditure - Western Maintenance Facility – Local Capital Match**

   a. **Description** - A western maintenance facility is planned to open at the beginning of FY21. The existing facility was designed for 100 buses. The active bus fleet has grown to 154 buses, 10 of which are being stored on adjacent property. The new facility design at full build out includes a building with eight maintenance bays, limited administrative offices, dispatch and drivers' areas, a fueling station, bus washer and farebox recovery building. Limited maintenance would be performed at the western facility such as brake work and oil changes; major maintenance would continue to be performed at the PRTC Transit Center. Total cost of the project, which includes all construction and non-construction costs, is estimated at $47.6 million. Of this amount, the PWC share is approximately $400K.

   The project is on hold until:

   - Concessionaire's payment funded projects are incorporated into the Commonwealth's Six-Year Improvement Program and budget. A request for $11.1 million of I-66 Outside the Beltway Concessionaire Payment funding was submitted to the Commonwealth Transportation Board, which would replace $5.4 million of Congestion Mitigation Air Quality funding being used on the project. This funding was approved in January 2018. Funding will be released upon the completion of a Memorandum of Understanding with the Virginia Department of Rail and Public Transportation.

Approximately $449,800 in FY21, $469,300 in FY22, $502,100 in FY23 and $507,700 in FY24 are programmed in the Six-Year Plan for facility and other operating costs.

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

9. PRTC Capital Expenditure – Bus Shelters – Local Capital Match

a. Description - Expenditures for bus shelters are shown below. A bus shelter-siting plan was completed in September 2007 and is updated annually. Stops having the highest boarding numbers or located near identified neighboring uses such as schools, senior centers, libraries, clinics, or hospitals receive the highest priority. This funding purchases the shelters and solar lighting (if warranted), site design and permits, site preparation and construction including any needed sidewalks, inspections, and shelter installation.

b. Service Level Impacts - Service levels are maintained.

Bus Shelters						
	FY19	FY20	FY21	FY22	FY23	FY24
PWC Share of Bus Shelter Costs*	$0	$97,400	$0	$97,400	$0	$97,400
PWC State Share	$0	$17,500	$0	$0	$0	$0
PWC Local Match	$0	$79,900	$0	$97,400	$0	$97,400
# Bus Shelters	0	3	0	3	0	3
County Subsidy Percentage	**-**	**82.0%**	**-**	**100.0%**	**-**	**100.0%**

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

10. VRE Subsidy – Virginia Railway Express

a. Description - The FY2019 Budget provides a direct transfer from the County of $6,183,745 in NVTA 30% funds to VRE.

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

Program Summary

PRTC Administration

The PRTC is a multi-jurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties and the Cities of Manassas, Manassas Park, and Fredericksburg. PRTC administration performs executive management, grants management (including federal rail service grants since PRTC is the federal grantee on VRE's behalf), human resources and financial services as well as legislative support to the 17 PRTC Commissioners.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
PRTC Commission meetings	10	11	11	11	11
Public hearings	2	4	2	4	2
OmniRide overall quality of service (excellent & average ratings)	98%	98%	97%	98%	-
OmniLink overall quality of service (excellent & average ratings)	97%	97%	97%	97%	-

Transit Subsidy

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
PRTC Administration	**$247**	**$230**	**$248**	**$270**	**$295**
Employees Paid (PRTC)	51	51	53	53	53
Employees Paid (VRE)	38	48	49	49	50
Vendor checks produced	2,391	2,417	2,313	2,445	2,336
State grants (bus only) expended	$7.5M	$11.6M	$10.5M	$21.4M	$10.9M
Federal grants (bus & rail) expended	$36.8M	$41.8M	$35.8M	$47.8M	$45.8M
2.1% Motor fuels tax receipts	$24.8M	$18.7M	$20.5M	$20.3M	$21.6M
2.1% Motor fuels tax disbursements	$32.9M	$40.8M	$25.7M	$27.2M	$26.6M

FY15-FY17 Program Costs are based on Adopted Budgets

OmniRide (Commuter Bus Service)

OmniRide provides services from eastern PWC 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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Complaints per 10,000 passenger trips - OmniRide	7	7	8	10	10
Farebox recovery - OmniRide	48%	50%	52%	49%	47%
Passenger trips per vehicle revenue hour - OmniRide	21	19	21	18	17
PWC local subsidy per passenger trip - OmniRide	$2.64	$2.51	$2.08	$2.01	$1.19

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
OmniRide (Commuter Bus Service)	**$5,605**	**$4,914**	**$3,834**	**$3,893**	**$2,241**
OmniRide passenger trips	2,125,996	1,958,488	1,845,830	1,935,317	1,880,239

FY15-FY17 Program Costs are based on Adopted Budgets

Ridersharing/Marketing

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Annual vehicle trips reduced by slugging/carpool/vanpools	3,387,211	3,701,846	3,257,965	3,927,289	3,199,714

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Ridesharing/Marketing:	**$542**	**$656**	**$701**	**$801**	**$832**
Carpool, vanpool, slugging trips	4,830,530	4,586,656	4,575,409	4,867,599	4,868,144
Customer inquiries handled by customer service staff	84,994	72,205	50,915	67,150	52,142
Customer inquiries handled by IVR	-	-	53,000	-	53,251

FY15-FY17 Program Costs are based on Adopted Budgets

OmniLink (Local Bus Service)

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Complaints per 10,000 passenger trips - OmniLink	4	4	4	7	7
Farebox recovery - OmniLink	10%	11%	9%	6%	6%
Passenger trips per vehicle revenue hour - OmniLink	14	14	12	14	12
PWC local subsidy per passenger trip - OmniLink	$7.04	$8.93	$9.95	$10.24	$10.06

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
OmniLink (Local Bus Service)	**$6,690**	**$7,561**	**$7,213**	**$7,633**	**$7,219**
OmniLink passenger trips	950,413	846,693	724,793	745,321	717,474

FY15-FY17 Program Costs are based on Adopted Budgets

Local Capital Match

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

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Local Capital Match	**$1,581**	**$2,183**	**$1,647**	**$1,813**	**$2,617**

FY15-FY17 Program Costs are based on Adopted Budgets

Vanpool Program

PRTC is the administrative home for a regional vanpool incentive program. This program collects mileage driven from vanpools and submits it to the National Transit Database where it increases PRTC's share of federal transit formula funding. Because of the two-year lead-time for formula funding to materialize, the State and the County appropriated funding until the program became self-sustaining. Net program earnings are used to support the County's bus expenses reducing the strain on the 2.1% motor fuels tax.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Vanpool Program	**$23**	**$192**	**$0**	**$0**	**$1,631**

FY15-FY17 Program Costs are based on Adopted Budgets

VRE (Commuter Rail Service)

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Trips on-time	92%	90%	88%	90%	88%
Cost recovery ratio	57%	54%	58%	51%	52%
Passenger trips per vehicle revenue hour	69	62	64	64	64
Local subsidy (all jurisdictions) per passenger trip	$3.56	$3.70	$3.62	$3.79	$3.74

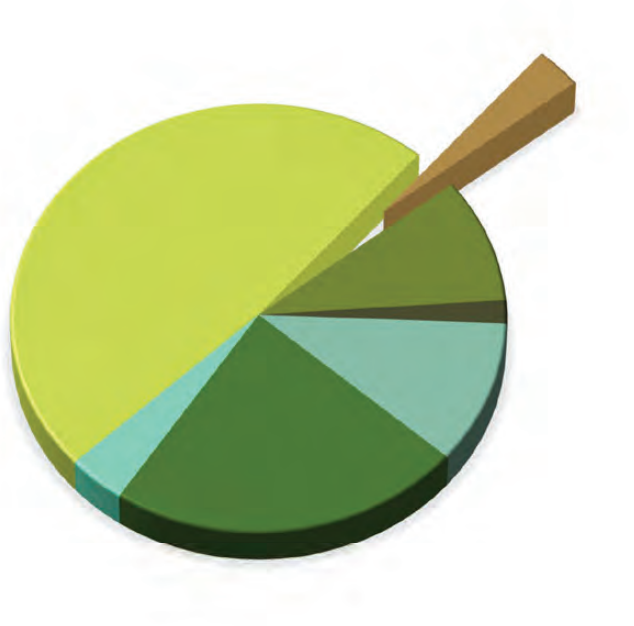
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
VRE (Commuter Rail Service)	**$5,485**	**$5,310**	**$5,968**	**$5,363**	**$6,184**
VRE passenger trips	4,618,169	4,441,858	4,761,035	4,550,000	4,750,000

FY15-FY 17 Program Costs are basd on Adopted Budgets

Transportation

Mission Statement

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



Community Development
Expenditure Budget: $165,173,046

Expenditure Budget: $5,145,631

3.1% of Community Development

Programs:

- Administration: $144,437
- Capital: $140,000
- Planning & Programming: $4,861,194

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

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Transportation Administration	$198,061	$191,320	$192,259	$172,875	$141,437	(18.19%)
Capital	$37,961	$1,507	($58,171)	$140,000	$140,000	0.00%
Planning & Programming	$4,211,718	$4,735,518	$4,178,517	$4,702,602	$4,864,194	3.44%
Total Expenditures	**$4,447,740**	**$4,928,345**	**$4,312,606**	**$5,015,477**	**$5,145,631**	**2.60%**
Expenditure by Classification						
Salaries and Benefits	$2,193,945	$2,243,643	$4,798,173	$4,759,083	$4,863,222	2.19%
Contractual Services	$15,012	$64,434	$97,427	$146,390	$196,390	34.16%
Internal Services	$133,842	$125,306	$256,631	$256,525	$256,525	0.00%
Purchase of Goods & Services	$1,822,050	$1,959,734	$1,730,913	$2,218,800	$2,218,800	0.00%
Capital Outlay	$61,381	$66,347	$54,049	$77,094	$77,094	0.00%
Leases & Rentals	$1,872	$2,037	$4,182	$57,416	$57,416	0.00%
Reserves & Contingencies	$0	$0	($2,906,022)	($2,795,536)	($2,902,071)	3.81%
Transfers Out	$219,639	$466,844	$277,253	$295,705	$378,255	27.92%
Total Expenditures	**$4,447,740**	**$4,928,345**	**$4,312,606**	**$5,015,477**	**$5,145,631**	**2.60%**
Funding Sources						
Permits & Fees	$1,200,757	$1,301,829	$1,476,009	$1,754,635	$1,754,635	0.00%
Use of Money & Property	$9,926	$15,872	$0	$0	$0	0.00%
Miscellaneous Revenue	$15,494	$20,000	$800	$0	$0	0.00%
Non-Revenue Receipts	$8,730	$0	$0	$0	$0	0.00%
Charges for Services	$15,006	$23,355	$22,057	$12,483	$12,483	0.00%
Revenue from Commonwealth	$975	$0	$0	$0	$0	0.00%
Transfers In	$202,930	$0	$140,000	$140,000	$190,000	35.71%
Total Designated Funding Sources	**$1,453,818**	**$1,361,056**	**$1,638,867**	**$1,907,118**	**$1,957,118**	**2.62%**
(Contribution to)/Use of Fund Balance	**$452,781**	**$688,185**	**$130,015**	**$163,453**	**$216,297**	**32.33%**
Net General Tax Support	**$2,541,141**	**$3,567,289**	**$2,543,724**	**$2,944,906**	**$2,972,216**	**0.93%**
Net General Tax Support	**57.13%**	**72.38%**	**58.98%**	**58.72%**	**57.76%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Administration	0.70	0.65	0.65	0.65	0.65
Capital	28.75	21.65	21.65	22.65	22.85
Planning & Programming	21.35	20.50	21.50	21.50	21.30
Full-Time Equivalent (FTE) Total	**50.80**	**42.80**	**43.80**	**44.80**	**44.80**

Future Outlook

Projects Underway - The Department of Transportation (DOT) has completed all road projects associated with the 2006 Bond Referendum. In 2014, DOT identified eight projects that were identified as priorities and adopted by the Prince William Board of County Supervisors (BOCS) via BOCS Resolution 14-68. The priority projects are:

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

The DOT is currently working on completing the priority projects, with three of the eight projects in either design or construction phases. The DOT will also be focusing on completing studies, design, and construction of projects funded by various sources including the Northern Virginia Transportation Authority (NVTA) and state and federal agencies. Recently, projects have experienced higher than estimated costs due to increases in right-of-way acquisition, utility, and construction costs. These increases have led to gaps in project funding and presented ongoing challenges for DOT projects.

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

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

Northern Virginia Transportation Authority -

- **30% Funding** - In FY19, the County anticipates the receipt of approximately $13.3 million (these amounts do not include NVTA 30% funds designated for distribution to the Town of Dumfries). The 30% funds are planned to be used for road construction and transit operation expenses such as the Virginia Railway Express, and/or any other public transportation purposes, as defined by the Code of Virginia. Use of 30% NVTA funds for other transportation needs unrelated to road construction will limit the planned construction of roads with this funding source.
- **70% Funding** - The NVTA has begun a two-year process to update the Long Range Transportation Plan known as TransAction. Once adopted, the TransAction update will identify projects eligible for $1.5 billion that will be allocated for regional transportation improvements through FY2019-2024. These projects will be allocated on a competitive basis and prioritized through NVTA.

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

General Overview

A. **Costs Recovered from Capital Projects** - The Capital program includes road design, construction, project management, and right-of-way acquisition activities that recover expenditure costs from BOCS approved road improvement projects. Staff provides management and oversight of large and small-scale road projects, often funded by multiple revenue sources. There are generally 15+ capital transportation projects actively being managed by the Capital program at any point in time. The FY2019 Budget includes $2.96 million in expenditure costs and 22.85 FTEs recovered from projects, which represents the budgeted cost of administering the capital road-building program in Prince William County (PWC).

B. **Increase Indirect Cost Transfer to the General Fund** - Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY19, the indirect cost transfer amount reimbursing the general fund for DOT increases by $82,550 from $268,215 in FY18 to $350,765 in FY19.

Budget Initiatives

A. Budget Initiatives

1. Preliminary Engineering for Grant Applications – Planning & Programming

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

a. Description - This initiative provides contract services funding for preliminary engineering to support future grant applications for road projects. Additional design engineering will improve the potential for leveraging additional state and federal funds for roadway improvements across the County. This initiative is funded by NVTA 30% funds.

b. Service Level Impacts - Preliminary engineering will improve the competitiveness of County grant applications for road projects.

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 interface with executive management and County citizens on transportation issues.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Trackers responded to on time	79%	63%	100%	90%	100%
2006 Road Bond projects completed or under construction	84%	95%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Transportation Administration	**$157**	**$126**	**$149**	**$88**	**$106**
Transportation BOCS agenda items	91	172	88	172	117
Innovation Park Management	**$41**	**$65**	**$33**	**$35**	**$35**

Capital

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Settlement to appraisal value	147%	135%	213%	147%	165%
Projects completed within 60 days of original contract completion date	100%	100%	100%	100%	100%
Projects completed within 20% of original contract amount (without scope change)	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Right-of-Way Acquistion	**$0**	**$0**	**$11**	**$0**	**$0**
Parcels acquired	93	99	35	139	75
Road Design and Construction	**$38**	**$2**	**($58)**	**$140**	**$140**
Contracts and task orders let	17	20	20	20	22

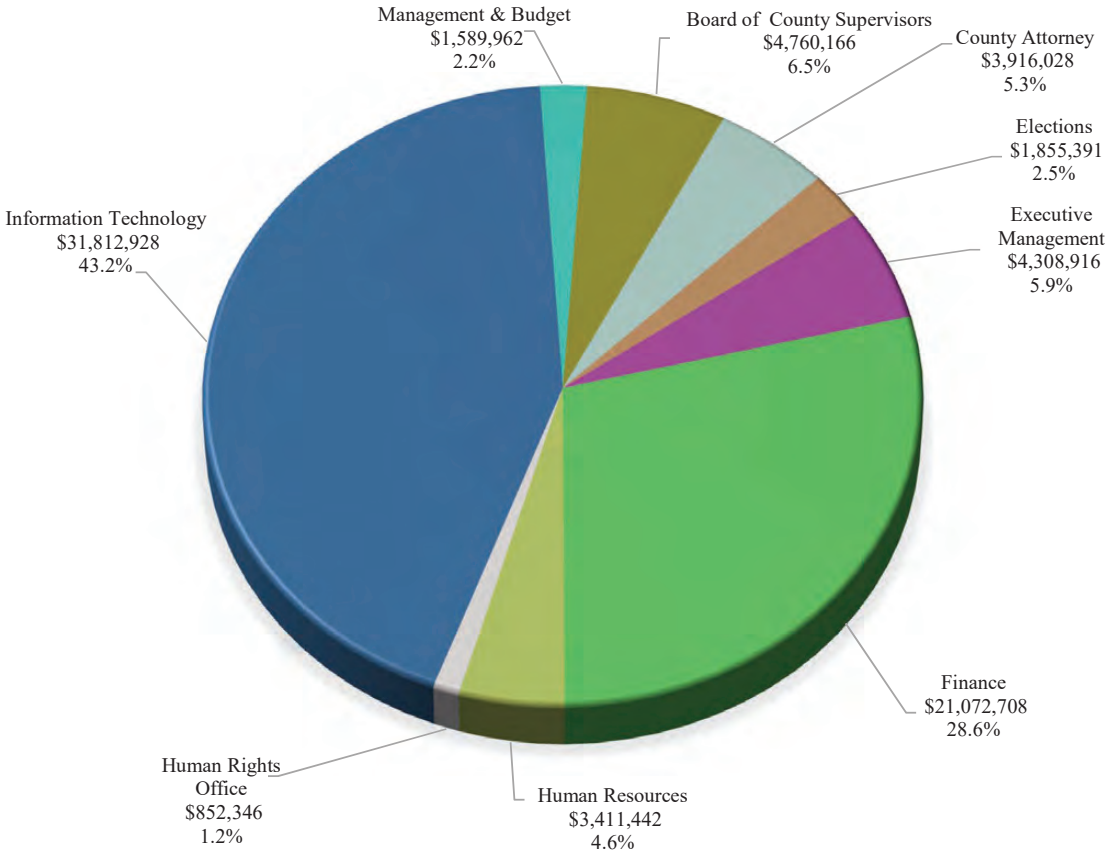
Planning & Programming

Provides plan review, inspection, traffic and safety engineering, street lighting, and regional planning transportation activities. Through these activities, transportation planning, geographic information system, and site/plan review are 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 County representation at the regional and state planning level.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Plans reviewed within established deadline	100%	100%	100%	100%	100%
Residents can easily get around PWC by car (community survey)	80%	80%	84%	80%	80%
Street light outages reported to power companies within three working days	100%	100%	100%	100%	100%
Regional grant allocation of NoVA Transportation dollars to the County	18%	18%	16%	16%	16%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Transportation Plan Review	**$912**	**$1,050**	**$825**	**$1,024**	**$957**
Plans reviewed per FTE	103	100	108	109	110
Total plans reviewed	516	811	602	700	650
Inspections	**$1,051**	**$1,241**	**$1,082**	**$1,185**	**$1,305**
Construction inspections (Energov data)	4,025	15,280	16,000	4,500	16,200
Traffic Safety	**$265**	**$248**	**$335**	**$337**	**$356**
Traffic safety requests received and reviewed	467	414	504	520	500
Street Lighting	**$1,784**	**$1,964**	**$1,697**	**$1,985**	**$1,988**
County-funded street lights installed and upgraded	41	38	26	35	25
Regional Planning	**$200**	**$232**	**$239**	**$222**	**$259**
Transportation planning grants received	3	3	2	5	5

General Government



General Government Expenditure Budget: $73,579,888

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

Average Tax Bill: General Government accounted for $150 and 3.73% of the average residential tax bill in FY19.

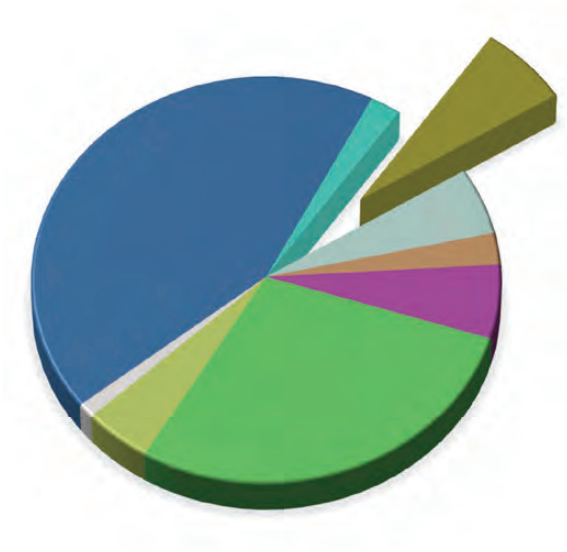
Department & Agencies

- Board of County Supervisors
- County Attorney
- Elections
- Executive Management
- Finance
- Human Resources
- Human Rights
- Information Technology
- Management & Budget

Board of County Supervisors

Mission Statement

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



General Government
Expenditure Budget: $73,579,888

Expenditure Budget: $4,760,166

6.5% of General Government

Programs:

- BOCS Administration: $587,545
- Brentsville District: $425,000
- Coles District: $425,000
- Potomac District: $425,000
- Gainesville District: $425,000
- Neabsco District: $425,000
- Occoquan District: $425,000
- Woodbridge District: $425,000
- BOCS-Chairman: $425,000
- Audit Services: $772,622

Mandates

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

State Code: 15.2-500 et. seq.

Board of County Supervisors

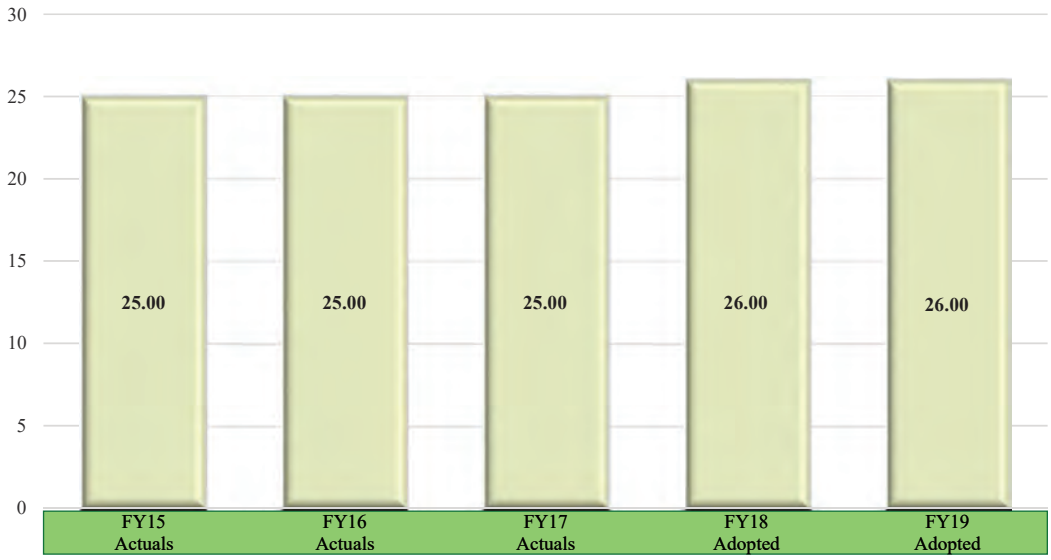
Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
BOCS Administration	$470,049	$500,059	$571,150	$590,646	$587,545	(0.53%)
Brentsville District	$318,400	$493,101	$373,345	$400,158	$425,000	6.21%
Coles District	$361,636	$372,548	$333,290	$389,950	$425,000	8.99%
Potomac District	$287,866	$328,328	$260,958	$363,518	$425,000	16.91%
Gainesville District	$338,162	$362,098	$308,881	$415,526	$425,000	2.28%
Neabsco District	$385,135	$390,017	$349,329	$428,108	$425,000	(0.73%)
Occoquan District	$345,673	$329,320	$320,579	$336,241	$425,000	26.40%
Woodbridge District	$349,492	$387,650	$371,790	$404,687	$425,000	5.02%
BOCS-Chairman	$407,811	$356,489	$389,756	$419,385	$425,000	1.34%
Audit Services Program	$0	$0	$23,556	$774,186	$772,622	(0.20%)
Total Expenditures	**$3,264,225**	**$3,519,609**	**$3,302,633**	**$4,522,407**	**$4,760,166**	**5.26%**

Expenditure by Classification						
Salaries and Benefits	$2,355,873	$2,482,727	$2,477,709	$2,815,942	$2,653,379	(5.77%)
Contractual Services	$119,718	$50,278	$96,521	$816,403	$816,403	0.00%
Internal Services	$123,654	$122,987	$124,982	$127,697	$127,697	0.00%
Purchase of Goods & Services	$470,112	$511,184	$571,496	$846,468	$1,134,502	34.03%
Capital Outlay	$0	$0	$0	$1,185	$1,185	0.00%
Leases & Rentals	$29,468	$30,558	$31,925	$27,000	$27,000	0.00%
Reserves & Contingencies	$0	$0	$0	($112,289)	$0	(100.00%)
Transfers Out	$165,400	$321,875	$0	$0	$0	0.00%
Total Expenditures	**$3,264,225**	**$3,519,609**	**$3,302,633**	**$4,522,407**	**$4,760,166**	**5.26%**

Funding Sources						
Non-Revenue Receipts	$10,000	$0	$0	$0	$0	0.00%
Total Designated Funding Sources	**$10,000**	**$0**	**$0**	**$0**	**$0**	**0.00%**
Net General Tax Support	**$3,254,225**	**$3,519,609**	**$3,302,633**	**$4,522,407**	**$4,760,166**	**5.26%**
Net General Tax Support	**99.69%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Administration	1.00	1.00	1.00	1.00	1.00
Brentsville District*	3.00	3.00	3.00	3.00	3.00
Coles District*	3.00	3.00	3.00	3.00	3.00
Potomac District*	3.00	3.00	3.00	3.00	3.00
Gainesville District*	3.00	3.00	3.00	3.00	3.00
Neabsco District*	3.00	3.00	3.00	3.00	3.00
Occoquan District*	3.00	3.00	3.00	3.00	3.00
Woodbridge District*	3.00	3.00	3.00	3.00	3.00
BOCS-Chairman*	3.00	3.00	3.00	3.00	3.00
Audit	0.00	0.00	0.00	1.00	1.00
Full-Time Equivalent (FTE) Total	**25.00**	**25.00**	**25.00**	**26.00**	**26.00**

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

Budget Initiatives

A. Budget Initiatives

1. Equalization of Board of County Supervisors (BOCS) Magisterial District Budgets

Expenditure	$285,264	General Fund Impact	$285,264
Revenue	$0	FTE Positions	0.00

a. Description - In January 2018, the BOCS directed staff to provide a recommendation as part of the FY2019 Budget for equalization of magisterial district budgets. This initiative equalizes all magisterial districts and the Chairman's office to a total of $425,000 per magisterial district.

Program Summary

Audit Services

Audit Services is an independent function of Prince William County government that monitors, evaluates, reviews, and conducts tests of the County's system of internal controls designed by management to provide reasonable assurance that (1) County operations are effective, efficient, economical, and ethical; (2) financial statement records and reports are accurate, reliable, and complete; and (3) County personnel, programs, agencies, departments, and offices comply with all applicable laws and regulations. Audit Services also conducts independent internal investigations based on information provided by others including callers to its voicemail hotline (703) 792-6884 for reporting fraud, waste, or abuse of County resources.

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Planned audits completed	100%	71%	43%	100%	100%

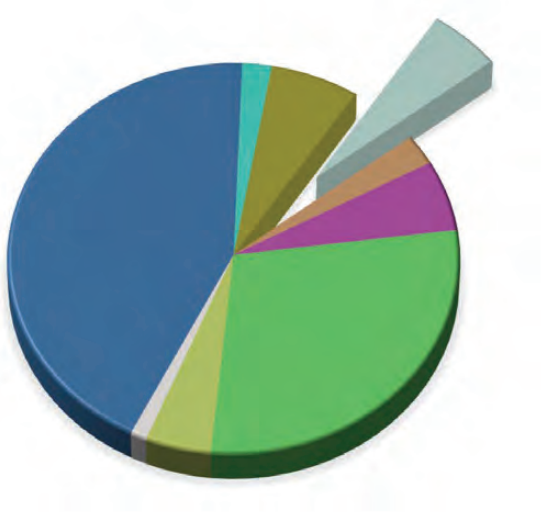
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Internal Audit Administration*	**$0**	**$0**	**$24**	**$774**	**$773**
Internal audits completed	12	10	6	10	10

*Audit was shifted from an indvidiual department to a BOCS Program in FY18; Audit actuals for FY15: $777, FY16: $868 and FY17: $427 for a total of $451.

County Attorney

Mission Statement

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



General Government
Expenditure Budget: $73,579,888

Expenditure Budget: $3,916,028

5.3% of General Government

Programs:

- County Attorney Program: $3,916,028

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, officials or employees are a party, and in any other manner advising or representing the local government, its boards, departments, agencies, officials and employees. The Board of County Supervisors has enacted additional local mandates for which the County Attorney is responsible.

State Code: 15.2-1542; 15.2-519; 63.2

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

County Attorney

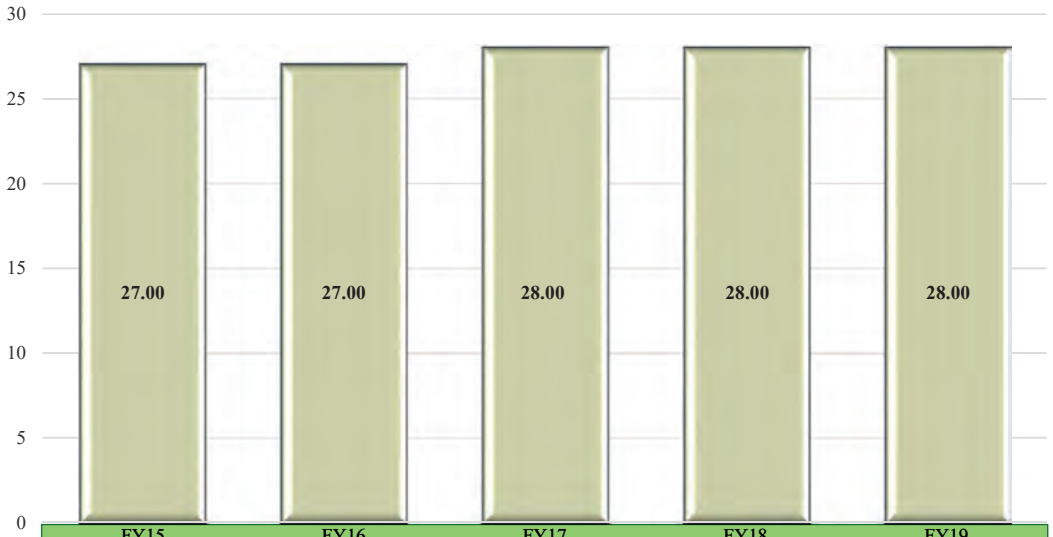
Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
County Attorney	$3,454,871	$3,628,370	$3,543,698	$3,757,373	$3,916,028	4.22%
Total Expenditures	**$3,454,871**	**$3,628,370**	**$3,543,698**	**$3,757,373**	**$3,916,028**	**4.22%**

Expenditure by Classification						
Salaries and Benefits	$3,219,760	$3,299,803	$3,401,627	$3,658,856	$3,730,303	1.95%
Contractual Services	$23,088	$123,662	$16,933	$56,014	$56,014	0.00%
Internal Services	$99,625	$102,458	$105,553	$88,280	$88,280	0.00%
Purchase of Goods & Services	$107,320	$96,403	$101,264	$124,154	$124,154	0.00%
Capital Outlay	$0	$0	$0	$1,128	$1,128	0.00%
Leases & Rentals	$5,078	$6,045	$7,017	$4,845	$4,845	0.00%
Reserves & Contingencies	$0	$0	($88,696)	($175,904)	($88,696)	(49.58%)
Total Expenditures	**$3,454,871**	**$3,628,370**	**$3,543,698**	**$3,757,373**	**$3,916,028**	**4.22%**

Funding Sources						
Miscellaneous Revenue	$5,294	$5,911	$173,438	$15,000	$15,000	0.00%
Charges for Services	$209,000	$209,000	$0	$180,186	$180,186	0.00%
Transfers In	$50,000	$50,000	$50,000	$50,000	$50,000	0.00%
Total Designated Funding Sources	**$264,294**	**$264,911**	**$223,438**	**$245,186**	**$245,186**	**0.00%**
Net General Tax Support	**$3,190,577**	**$3,363,459**	**$3,320,260**	**$3,512,187**	**$3,670,842**	**4.52%**
Net General Tax Support	**92.35%**	**92.70%**	**93.69%**	**93.47%**	**93.74%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
County Attorney	27.00	27.00	28.00	28.00	28.00
Full-Time Equivalent (FTE) Total	**27.00**	**27.00**	**28.00**	**28.00**	**28.00**

Future Outlook

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

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

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

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

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

Program Summary

County Attorney

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

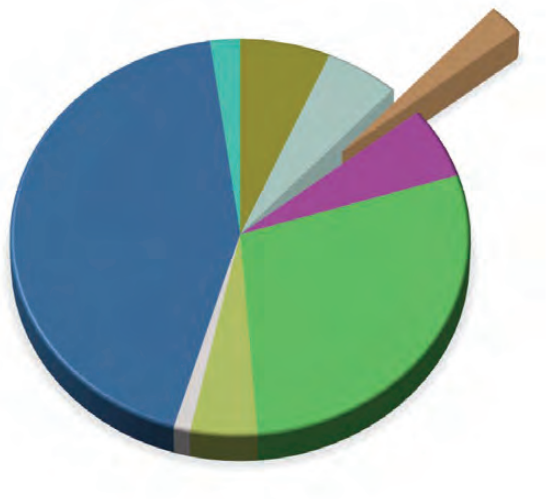
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Claims/litigation cases closed with results satisfactory to the County	100%	100%	100%	100%	100%
Thoroughness of response to client request for assistance (4-point scale)	3.5	3.5	3.6	3.8	3.8
Founded property code cases resolved or moved to court action within 100 days	98%	94%	95%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Legal Services	**$1,949**	**$2,297**	**$2,332**	**$2,471**	**$2,589**
Average days to close BOCS trackers	60	25	23	45	30
Requests for legal advice/assistance responded to	2,457	1,150	2,987	1,800	2,900
FOIA requests/subpoenas responded to	209	300	180	250	225
Staff time spent rendering legal opinion/advice relating to legal services	85%	88%	86%	86%	87%
Collections	**$535**	**$439**	**$447**	**$445**	**$458**
Delinquent Real Estate taxes collected prior to litigation	32%	35%	33%	36%	33%
Delinquent Personal Property taxes collected prior to litigation	30%	31%	31%	32%	31%
Staff time spent rendering legal opinion/advice relating to collections	80%	82%	81%	83%	81%
Protective Services	**$543**	**$647**	**$681**	**$696**	**$716**
Cases involving child abuse or neglect opened	202	275	257	250	250
Cases involving child abuse or neglect closed	235	250	236	240	240
Staff time spent rendering legal opinion/advice relating to protective services	60%	62%	63%	63%	63%
Transportation	**$428**	**$246**	**$83**	**$145**	**$153**
Property acquisitions closed	59	50	50	60	60
Transportation contracts reviewed	4	6	5	5	5
Staff time spent rendering legal opinion/advice relating to transportation	75%	76%	76%	77%	77%

Elections

Mission Statement

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



General Government
Expenditure Budget: $73,579,888

Expenditure Budget: $1,855,391

2.5% of General Government

Programs:

- Conduct and Certify Elections: $1,855,391

Mandates

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

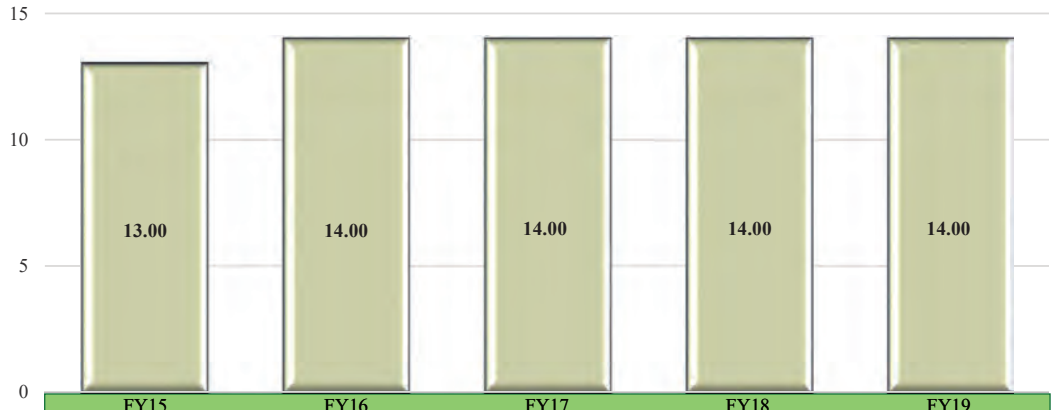
State Code: 24.2-106 through 24.2-122

Elections

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Conduct and Certify Elections	$2,518,433	$2,170,232	$2,913,542	$1,718,071	$1,855,391	7.99%
Total Expenditures	**$2,518,433**	**$2,170,232**	**$2,913,542**	**$1,718,071**	**$1,855,391**	**7.99%**
Expenditure by Classification						
Salaries and Benefits	$920,763	$1,067,405	$1,498,273	$1,091,343	$1,084,184	(0.66%)
Contractual Services	$363,353	$546,662	$730,076	$476,082	$528,502	11.01%
Internal Services	$68,153	$71,589	$67,075	$80,598	$80,598	0.00%
Purchase of Goods & Services	$581,849	$214,221	$438,502	$112,383	$154,383	37.37%
Capital Outlay	$575,757	$259,039	$152,501	$0	$0	0.00%
Leases & Rentals	$8,559	$11,316	$15,416	$7,724	$7,724	0.00%
Reserves & Contingencies	$0	$0	$0	($50,059)	$0	(100.00%)
Debt Maintenance	$0	$0	$11,699	$0	$0	0.00%
Total Expenditures	**$2,518,433**	**$2,170,232**	**$2,913,542**	**$1,718,071**	**$1,855,391**	**7.99%**
Funding Sources						
Revenue from Federal Government	$0	$3,500	$0	$0	$0	0.00%
Miscellaneous Revenue	$2,053	$4,364	$2,768	$0	$0	0.00%
Revenue from Commonwealth	$82,768	$85,269	$252,390	$83,669	$83,669	0.00%
Total Designated Funding Sources	**$84,820**	**$93,133**	**$255,157**	**$83,669**	**$83,669**	**0.00%**
Net General Tax Support	**$2,433,613**	**$2,077,099**	**$2,658,384**	**$1,634,402**	**$1,771,722**	**8.40%**
Net General Tax Support	**96.63%**	**95.71%**	**91.24%**	**95.13%**	**95.49%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Conduct & Certify Elections	13.00	14.00	14.00	14.00	14.00
Full-Time Equivalent (FTE) Total	13.00	14.00	14.00	14.00	14.00

Future Outlook

Future Precinct Growth - Best practices call for new precincts to be created when the registered voter count exceeds 4,000. By law, no precinct should have more than 5,000 registered voters. The local governing body has the authority to add precincts and draw boundaries for new precincts. In accordance with Virginia Code 24.2-307, the General Registrar must notify the governing body when the number of voters per precinct exceeds 5,000, and within six months of such notice, the governing body shall proceed to revise precinct boundaries and add additional precincts as deemed necessary. Two precincts are currently very close to the 5,000 threshold, and eight additional precincts have been identified by staff and the Electoral Board that need to be split because of growth. These are being addressed before the (Presidential Election Year) 2020 census and 2021 redistricting, which may result in additional precincts being expected and needed in 2021.

Additional Full Time Staffing - Three additional full time assistant registrar positions were passed via a full motion of the Electoral Board meeting on September 26, 2017. Virginia Code 24.2-112 mandates that the Electoral Board shall set the number of assistant registrars. The need covers accurate voter list maintenance and the introduction of complex online transactions. Online transactions were implemented by the Virginia Department of Elections for the voting public in the summer of 2016. As of October 2017, staff has handled 115,835 online voter registration transactions (not including Absentee transactions) since January 2017. The Prince William County (PWC) Office of Elections averages an incoming average of 430 new transactions per day. These transactions can take an average of 10 -15 minutes per transaction.

Essential Election Day Equipment - Office of Elections needs one time funding for several essential pieces of equipment including Ballot on Demand (BOD) technology and radio batteries. BOD ensures that each voter is given the correct ballot and creates savings over time by ordering less pre-printed ballots before Election Day. The Office of Elections uses county radios at each precinct. The batteries in the radios are failing and need to be replaced. Radios are essential for all day communication between the Emergency Operations Center, Office of Elections and 91 precincts and for the smooth recovery of elections equipment.

Western & Eastern Satellite Office Locations/Warehouse Space Constraints - The Office of Elections faces combined space issues with the continued increase in registered voters in a large county. Parking is a constant challenge for voters at the Manassas Office, as the public parking lots are shared with the Court judicial system. The current warehouse has multiple uses that go beyond the original scope of the facility. The Office of Elections could also benefit by having their own adequately sized conference room and training room combination. These need to addressed in one comprehensive plan for the Office of Elections as a whole, that will need to developed and planned with the County over time.

Budget Initiatives

A. Budget Initiatives

1. Creation of Two Additional Precincts due to Population Growth – Conduct and Certify Elections

Expenditure	$57,420	General Fund Impact	$57,420
Revenue	$0	FTE Positions	0.00

a. Description - This initiative funds the creation of two additional precincts due to population growth. Elections staff have identified two precincts in the County that are very close to the 5,000 registered voter threshold and need to be split because of population growth. State Code 24.2-307 provides that the number of registered voters per precinct cannot exceed 5,000. Funding includes Election Officers to staff the precincts on Election Day, repair and maintenance costs for ballot equipment, and postage.

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

2. **In-Person Absentee Voting Precinct at Haymarket-Gainesville Community Library – Conduct and Certify Elections**

Expenditure	$37,000	General Fund Impact	$37,000
Revenue	$0	FTE Positions	0.00

a. Description - This initiative funds staffing costs for establishing an in-person absentee voting precinct at the Haymarket-Gainesville Community Library. In-person absentee voting will be available to the County's registered voters 45 days prior to each election.

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

Program Summary

Conduct and Certify Elections

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

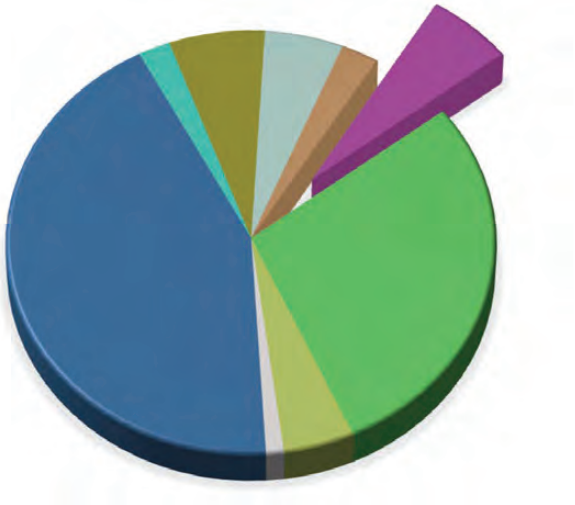
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
It is easy to register to vote (community survey)	97%	-	-	97%	-
Voting at polling places is quick and easy (community survey)	88%	-	-	92%	-
Experience of voting in PWC is pleasant (community survey)	-	94%	94%	-	94%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Register Voters & Conduct & Certify Elections	**$2,518**	**$2,170**	**$2,914**	**$1,718**	**$1,855**
Transactions involving citizen voting records	201,153	154,812	245,052	177,562	211,306
Registered county voters	249,464	232,219	272,286	266,343	273,698
Election voter turnout	95,871	69,752	242,297	119,854	136,849

Executive Management

Mission Statement

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



General Government
Expenditure Budget: $73,579,888

Expenditure Budget: $4,308,916

5.9% of General Government

Programs:

- Management & Policy Development: $1,572,311
- Administrative Support to the Board: $527,632
- Communications: $1,369,320
- Equality, Affirmative Employment, & Diversity: $409,088
- Legislative Affairs & Intergovernmental Relations: $430,564

Mandates

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

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

State Code: Title 15.2 Chapter 5, Executive Form of Government; Chapter 39, Virginia Human Rights Act

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

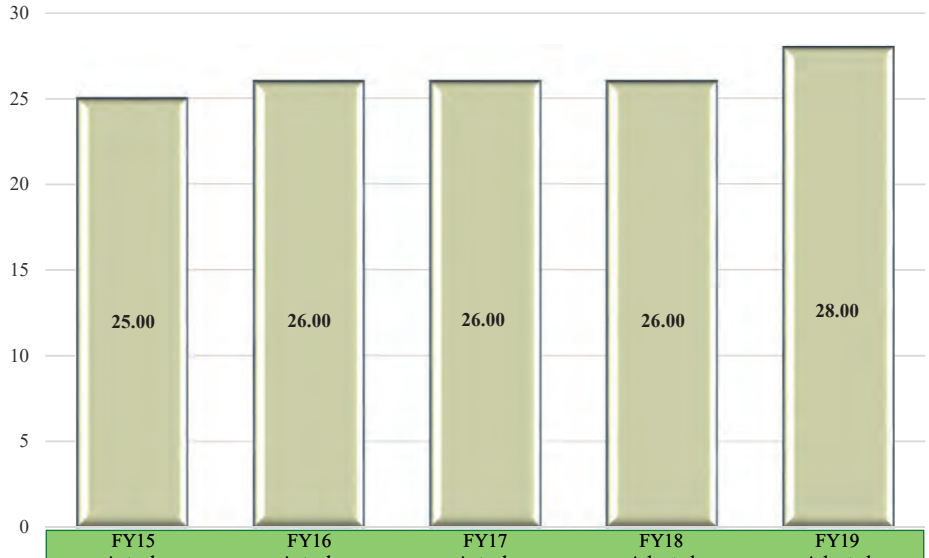
Executive Management

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Management & Policy Development	$1,341,130	$1,404,378	$1,294,873	$1,440,724	$1,572,311	9.13%
Administrative Support to the Board	$484,225	$503,965	$488,773	$530,683	$527,632	(0.57%)
Communications	$1,158,331	$1,127,386	$1,175,995	$1,223,195	$1,369,320	11.95%
Equality, Affirmative Employment, & Diversity	$372,810	$378,615	$391,232	$398,085	$409,088	2.76%
Legislative Affairs & Intergovernmental Relations	$395,490	$425,576	$417,439	$424,531	$430,564	1.42%
Total Expenditures	**$3,751,986**	**$3,839,919**	**$3,768,312**	**$4,017,217**	**$4,308,916**	**7.26%**

Expenditure by Classification						
Salaries and Benefits	$3,155,651	$3,340,595	$3,277,169	$3,510,074	$3,674,041	4.67%
Contractual Services	$342,834	$250,635	$226,704	$280,488	$306,488	9.27%
Internal Services	$108,762	$113,847	$111,371	$111,319	$117,660	5.70%
Purchase of Goods & Services	$136,835	$120,686	$129,204	$192,055	$194,946	1.51%
Capital Outlay	$0	$0	$10,000	$0	$0	0.00%
Leases & Rentals	$7,903	$14,157	$13,864	$15,780	$15,780	0.00%
Reserves & Contingencies	$0	$0	$0	($92,499)	$0	(100.00%)
Total Expenditures	**$3,751,986**	**$3,839,919**	**$3,768,312**	**$4,017,217**	**$4,308,916**	**7.26%**
Total Designated Funding Sources	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
Net General Tax Support	**$3,751,986**	**$3,839,919**	**$3,768,312**	**$4,017,217**	**$4,308,916**	**7.26%**
Net General Tax Support	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Management & Policy Development	5.50	6.50	6.50	6.50	7.50
Administrative Support to the Board	5.00	5.00	5.00	5.00	5.00
Communications	10.00	10.00	10.00	10.00	11.00
Equality, Affirmative Employment, & Diversity	3.00	3.00	3.00	3.00	3.00
Legislative Affairs & Intergovernmental Relations	1.50	1.50	1.50	1.50	1.50
Full-Time Equivalent (FTE) Total	25.00	26.00	26.00	26.00	28.00

Future Outlook

Executive Management - The Office of Executive Management (OEM) is responsible for enhancing the effectiveness and efficiency of government. The success of OEM is measured by the ability for all agencies and employees to meet the Board's stated Strategic Plan objective to enhance the quality of life within the community as we strive to make Prince William County (PWC) "a community of choice where individuals and families choose to live and businesses choose to locate."

The two most significant components to an effective and efficient government are a quality workforce and ease of access to information, programs and services. Therefore, the core objectives of OEM are to make certain PWC government develops and maintains a high performing workforce and creates opportunities for individuals and businesses to access information, programs and services anytime, anywhere on any device.

Prince William Workforce Initiative - To maintain an effective and efficient organization, OEM must implement strategies to recruit, develop, and retain people who are committed to public service and are passionate about meeting the needs of PWC. This requires OEM to strengthen the underlying framework upon which personnel decisions and employee actions are driven.

Particular attention must be given to the impact of adopted policies, practices and, procedures – all of which should be structured to enhance the level of service and streamline the delivery of programs and services to the customer. Additionally, OEM must verify whether current job classifications and compensation levels adequately provide opportunity to attract and retain individuals with the level of knowledge, skills and abilities necessary to meet the needs of the organization. Finally, proper systems must be implemented to make certain employees have the necessary tools and support to perform their jobs effectively and efficiently.

24/7 Government Initiative - Individuals and businesses expect immediate and interactive access to information programs and services. OEM must support and implement strategies that allow these customers to interact with local government in the time and manner they choose. The focus of local government must shift to a commitment to providing customers 24/7 access to PWC Government.

This requires a responsive website that serves as a portal for the public to access county government. New solutions must be incorporated to take advantage of the pervasive use of mobile devices, and policies and procedures must be amended to make certain PWC provides individuals and businesses with a positive user experience and easy access to all the information, programs and services that are available from PWC Government.

General Overview

A. Shift of Organizational Development to OEM - The Organizational Development activity provides facilitation and change management for the County organization. In 2017, the County Executive identified the need to invest in employee development through organizational alignment, training and system improvements to drive efficient and effective results for County residents. This is a multi-year, multi-faceted series of projects and process improvements. These projects include: technology upgrades and enhancements to reduce manual transactions and improve workflow; review and revise policies to align systems with workforce philosophy; design and deliver new training programs to align and develop technical and management competencies; and continue to develop requirements for the replacement of the County's legacy human resources information management systems. As part of the FY19 budget, this activity moved from the Office of Management & Budget to the Policy Development activity in the Management and Policy program in the OEM. The resource shift is $205,769 and includes one FTE.

Budget Initiatives

A. Budget Initiatives

1. One Website Systems Developer – Communications

Expenditure	$114,697	General Fund Impact	$114,697
Revenue	$0	FTE Positions	1.00

a. Description - This initiative provides funding for one Website Systems Developer position. This new web developer position is needed to focus on the ongoing development of the county's website. This work will result in shifting to an open source platform in a managed cloud-hosted environment to increase efficiency, assure longevity, and create cost consistency for website development and management.

b. Service Level Impacts - The service level impacts are the following:

- The website will allow greater flexibility and better interface for customers.
- A more efficient website will reduce call volumes, in-person interactions, and improve citizen interactions online, freeing up existing staff for other duties.
- Moving toward cloud environments will result in less resources dedicated to infrastructure.

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 BOCS.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Measures trending positively towards four year strategic goal target	65%	55%	91%	100%	100%
Growth in commercial tax base (in square feet)	NA	NA	773,904	-	2,129,779
Overall quality of PWC services meets residents' expectations (community survey)	91%	91%	91%	91%	91%
County services & facilities are a fair value for the tax dollar (comm. survey)	86%	88%	88%	88%	90%
County employees are courteous and helpful (community survey)	91%	93%	93%	93%	93%
Maintain AAA bond ratings	3	3	3	3	3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Effective & Efficient Delivery of County Government Services	**$400**	**$434**	**$402**	**$458**	**$439**
Counties with three AAA bond ratings	1%	1%	1%	1%	-
County-wide workload measures	-	-	-	-	628
Workforce development projects completed	4	9	8	7	9
Strategic Planning	**$328**	**$340**	**$310**	**$350**	**$335**
Community Measures of Success trending positively	-	-	-	57	57
Work sessions with the BOCS	-	2	5	-	5
Taxable commercial square feet	NA	NA	47.1M	-	49.7M
Policy Development	**$335**	**$344**	**$314**	**$345**	**$520**
Ordinances & Resolutions passed	787	605	614	730	730
BOCS Response	**$279**	**$287**	**$270**	**$287**	**$278**
Trackers responded to within 15 days	90%	85%	75%	85%	85%

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
BOCS agenda dispatch packages available to BOCS by deadline	100%	100%	100%	100%	100%
BOCS agenda/briefs available to citizens by deadline	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Administrative Support to the Board and Executive	**$484**	**$504**	**$495**	**$531**	**$528**
Ordinances processed	72	44	94	70	75
Resolutions processed	715	561	520	670	600

Communications

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
News quality analysis rating	-	-	94%	90%	90%
Social media reach	-	-	1.9M	2.0M	2.1M
Online, graphic, print & video pieces produced	-	-	499	500	500

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Information Dissemination	**$702**	**$691**	**$732**	**$731**	**$751**
Internal communication messages	-	-	507	280	300
Total web page sessions	-	-	3.6M	3.6M	3.6M
Events supported	-	-	33	20	25
Articles produced	-	-	143	150	150
Video views online	87,616	216,769	140,363	85,000	100,000
Media Production	**$457**	**$437**	**$444**	**$492**	**$619**
Graphic arts pieces produced	-	-	125	120	120
Videos produced (including BOCS meetings)	-	-	207	205	205

Equality, Affirmative Employment, & Diversity

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Diversity of County female representation	50%	50%	49%	48%	48%
Diversity of County minority representation	33%	31%	35%	30%	30%
Management satisfaction with EEO consultation services	98%	98%	98%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Equal Employment Opportunity Compliance & Laws	**$195**	**$200**	**$207**	**$215**	**$220**
EEO inquiries received	3,827	3,963	4,163	3,200	3,200
Internal EEO inquiries successfully resolved and closed without litigation	95%	95%	95%	95%	95%
Education & Outreach	**$178**	**$178**	**$184**	**$184**	**$190**
EEO trainings provided	15	15	46	15	15
Employees rating EEO & Diversity management training as beneficial	99%	99%	99%	95%	95%

Legislative Affairs & Intergovernmental Relations

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

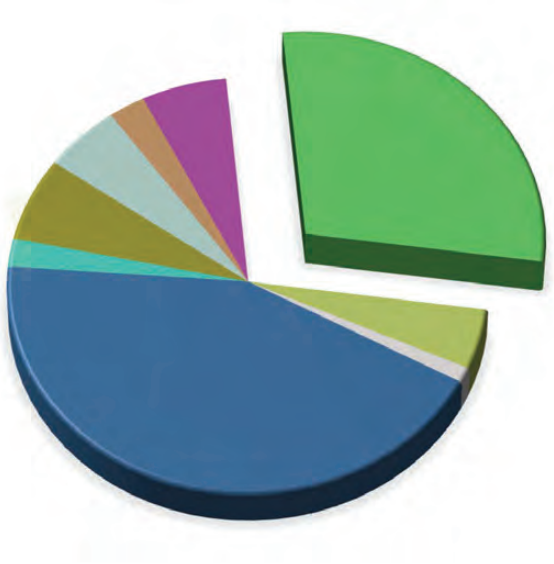
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
State legislative program outcomes success rate	50%	43%	50%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Legislative Affairs & Intergovernmental Relations	**$395**	**$426**	**$410**	**$425**	**$431**
Virginia House & Senate bills analyzed	2,776	3,286	2,959	3,000	2,700
Hours of active representation	947	1,160	2,484	1,100	2,400
General Assembly committee meetings attended	690	872	2,210	860	2,000
Agenda development/planning meetings with outside groups/allies	95	77	77	70	70

Finance

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.



General Government
Expenditure Budget: $73,579,888

Expenditure Budget: $21,072,708

28.6% of General Government

Programs:

- Financial Reporting & Control: $4,738,746
- Payroll & Disbursements: $993,249
- Risk Management: $1,586,617
- Real Estate Assessment: $3,687,177
- Purchasing: $1,215,979
- Tax Administration: $6,209,916
- Treasury Management: $1,219,866
- Finance Director's Office: $706,531
- Functional Systems: $714,628

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 9.2-5 (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)

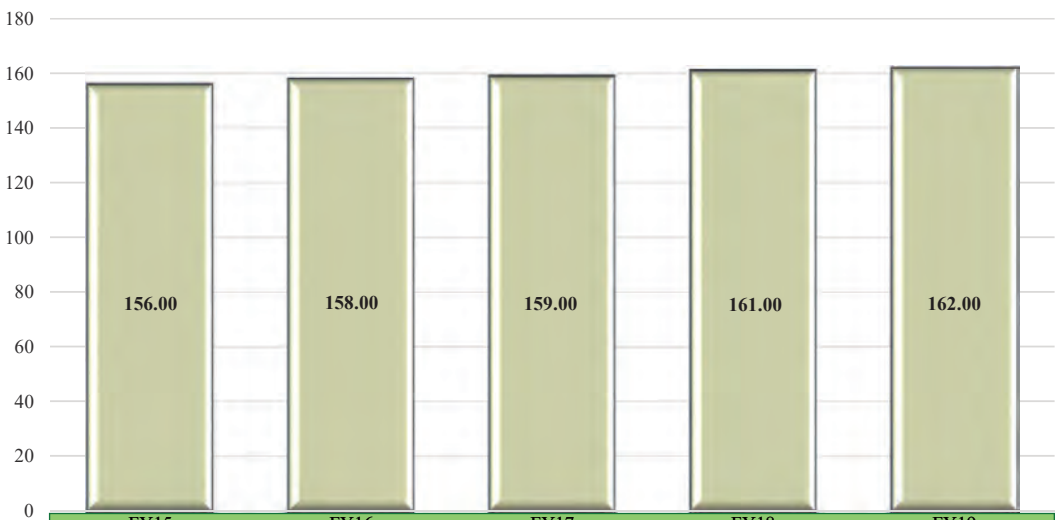
Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Financial Reporting & Control	$4,465,910	$4,699,878	$4,465,252	$4,606,647	$4,738,746	2.87%
Payroll & Disbursements	$953,676	$971,097	$1,010,822	$989,687	$993,249	0.36%
Risk Management	$1,192,005	$1,191,979	$1,364,966	$1,407,961	$1,586,617	12.69%
Real Estate Assessment	$3,246,938	$3,305,399	$3,300,961	$3,610,620	$3,687,177	2.12%
Purchasing	$995,354	$1,136,679	$1,126,872	$1,182,031	$1,215,979	2.87%
Tax Administration	$5,301,608	$5,708,556	$5,878,492	$5,907,711	$6,209,916	5.12%
Treasury Management	$1,023,250	$1,137,424	$1,309,404	$1,045,549	$1,219,866	16.67%
Finance Director's Office	$505,092	$676,891	$1,332,063	$1,215,390	$706,531	(41.87%)
Functional Systems	$0	$0	$0	$0	$714,628	0.00%
Total Expenditures	**$17,683,834**	**$18,827,903**	**$19,788,832**	**$19,965,596**	**$21,072,708**	**5.55%**

Expenditure by Classification						
Salaries and Benefits	$11,967,949	$13,055,094	$13,944,095	$14,471,916	$14,610,253	0.96%
Contractual Services	$1,811,902	$1,462,185	$1,707,993	$1,866,189	$2,366,189	26.79%
Internal Services	$2,927,050	$3,262,513	$3,372,787	$3,208,495	$3,180,352	(0.88%)
Purchase of Goods & Services	$938,484	$1,009,233	$1,185,115	$1,296,398	$1,393,177	7.47%
Capital Outlay	$0	$0	$0	$17,909	$16,625	(7.17%)
Leases & Rentals	$38,450	$38,878	$35,605	$50,284	$47,284	(5.97%)
Reserves & Contingencies	$0	$0	($456,762)	($945,594)	($541,172)	(42.77%)
Total Expenditures	**$17,683,834**	**$18,827,903**	**$19,788,832**	**$19,965,596**	**$21,072,708**	**5.55%**

Funding Sources						
Permits & Fees	$8,420	$140	$240	$250	$250	0.00%
Fines & Forfeitures	$26,959	$26,987	$22,494	$12,000	$12,000	0.00%
Use of Money & Property	$151,560	$149,732	$132,680	$7,200	$7,200	0.00%
Miscellaneous Revenue	$91,456	$101,970	$120,272	$81,338	$81,338	0.00%
Non-Revenue Receipts	$3,840	$280	$0	$0	$0	0.00%
General Property Taxes	$1,564,053	$1,748,521	$2,107,801	$1,506,665	$2,117,086	40.51%
Charges for Services	$128,800	$128,800	$228,800	$125,181	$125,181	0.00%
Revenue from Commonwealth	$646,615	$675,669	$681,994	$559,724	$559,724	0.00%
Transfers In	$104,950	$240,611	$311,611	$229,111	$229,111	0.00%
Total Designated Funding Sources	**$2,726,653**	**$3,072,151**	**$3,605,892**	**$2,521,469**	**$3,131,890**	**24.21%**
Net General Tax Support	**$14,957,181**	**$15,755,752**	**$16,182,940**	**$17,444,127**	**$17,940,818**	**2.85%**
Net General Tax Support	**84.58%**	**83.68%**	**81.78%**	**87.37%**	**85.14%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Financial Reporting & Control	24.00	16.00	16.00	13.00	13.00
Payroll & Disbursements	0.00	10.00	10.00	10.00	10.00
Risk Management	10.00	10.00	11.00	13.00	13.00
Real Estate Assessment	34.00	34.00	34.00	35.00	35.00
Purchasing	13.00	14.00	13.00	12.00	12.00
Tax Administration	64.00	64.00	65.00	63.00	62.00
Treasury Management	7.00	7.00	6.00	6.00	6.00
Director's Office	4.00	3.00	4.00	9.00	4.00
Functional Systems	0.00	0.00	0.00	0.00	7.00
Full-Time Equivalent (FTE) Total	**156.00**	**158.00**	**159.00**	**161.00**	**162.00**

Future Outlook

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

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

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

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

General Overview

A. Functional Systems - The FY2019 Budget includes a reorganization of the Finance Department. A new program, Functional Systems, was created by moving the System Administration activity out of the Director's Office program. This reorganization has no impact on the general fund.

B. Projects Coordinator - One FTE was transferred from Virginia Cooperative Extension to Functional System Division, in FY2018. This position assumed a lead role in aligning a wide range of complex projects and work collaboratively to manage critical, complex business projects requiring data analysis and the ability to make appropriate proactive business decisions. This position will be cost-recovered. This transfer has no impact on the general fund.

Budget Initiatives

A. Budget Initiatives

1. Department of Motor Vehicles (DMV) Stop Fee Rate Increase – Tax Administration

Expenditure	$109,000	General Fund Impact	$0
Revenue	$109,000	FTE Positions	0.00

a. Description - This initiative provides funding for a $5.00, or 25%, increase for the DMV administered registration withholding program (a mechanism for localities to collect delinquent taxes.) The fee is recovered from the delinquent taxpayer. In BOCS Resolution 17-506, the BOCS approved this increase in FY2018.

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

2. Postage Cost Increase – Tax Administration

Expenditure	$214,821	General Fund Impact	$0
Revenue	$214,821	FTE Positions	0.00

a. Description - This initiative provides funds to cover postal services increases. These increases are the result of both United States Postal Service (USPS) rate increases of 2% and increases in the volume of mail, a result of growth in the County.

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

3. Escalation Costs for Audit Fees Contract and Inventory and Appraisal Contract – Financial Reporting & Controls

Expenditure	$152,500	General Fund Impact	$0
Revenue	$152,500	FTE Positions	0.00

a. Description - This initiative supports existing contract increases in the audit contract for the audit of the June 30, 2019 financial statements and the inventory and appraisal contract of County assets. A new Request for Proposal (RFP) will be put together for the audit of the financial statements.

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

4. Banking and Financial Service Fees – Treasury Management

Expenditure	$90,000	General Fund Impact	$0
Revenue	$90,000	FTE Positions	0.00

a. Description - This initiative is necessary because the County is implementing a new banking contract. The current banking contract is 10 years old, and cost increases have occurred.

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

5. Escalation of Costs for Card Payment Services – Tax Administration

Expenditure	$44,100	General Fund Impact	$0
Revenue	$44,100	FTE Positions	0.00

a. Description - This initiative provides funds to establish an operating budget that supports the costs of accepting debit card payments at the Taxpayer Services office locations. The costs include transaction payment fees, equipment, and internet connectivity service.

b. Service Level Impacts - This initiative increases taxpayer's ease of payment. Taxes are collected via debit card payments.

Program Summary

Financial Reporting & Control

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Receive certificate of achievement for excellence in financial reporting	Yes	Yes	NA	Yes	Yes
Compliance with relevant Principles of Sound Financial Management	100%	100%	100%	100%	100%
Audit adjustments	0	4	1	<5	<5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Maintain the County's Financial Records	**$4,466**	**$4,700**	**$4,465**	**$4,607**	**$4,739**
Financial transactions	559,109	588,090	641,382	550,000	650,000
Capital asset transactions	1,850	3,360	1,011	2,500	1,500

Payroll & Disbursements

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Accounts Payable customer satisfaction survey results (Scale 1-10)	9	9	8	9	9
Payroll customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Vendors utilizing direct deposit for payments	71%	72%	40%	72%	42%
Employees utilizing direct deposit for payroll	99%	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Pay Bills	**$565**	**$546**	**$529**	**$501**	**$364**
Vendor transactions	146,739	154,593	139,819	155,000	140,000
Payroll Processing	**$389**	**$425**	**$481**	**$489**	**$629**
Payroll payments	122,661	126,482	131,039	126,500	132,000

Risk Management

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Injury Incident Rate - Countywide	5	6	7	6	7
DART Rate Countywide (Days away, restricted or transferred)	4	4	5	4	5
Countywide number of preventable collisions per 1,000,000 miles driven	10	11	11	11	12

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Risk Management	**$1,024**	**$1,024**	**$1,028**	**$939**	**$1,246**
Incidents reported	1,470	1,626	1,805	<1,700	<1,700
Safety inspections made	73	82	95	48	48
Environmental Management	**$168**	**$168**	**$337**	**$469**	**$341**
Environmental audits	6	6	6	8	12
Environmental inspections	23	34	23	30	46

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Overall accuracy in annual assessment	94%	95%	94%	92%	92%
Appealed real estate assessments upheld by the Board of Equalization	88%	91%	81%	91%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Mass Appraisal of Real Property	**$2,607**	**$2,625**	**$2,679**	**$3,007**	**$3,149**
Sales transferring ownership of property	12,728	13,470	14,326	13,000	13,500
Sales verified to establish the assessments	9,126	8,296	8,971	8,200	8,500
Parcels per appraiser	6,232	6,296	6,409	6,125	6,200
Customer Service	**$640**	**$680**	**$622**	**$604**	**$538**
Total inquiries	16,516	19,616	14,463	19,500	19,500
Internet user sessions on Real Property Assessment site	458,200	466,043	474,686	470,000	470,000

Purchasing

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
External customers' procurement process satisfaction	93%	93%	94%	93%	93%
Internal customers' procurement process satisfaction	94%	94%	94%	94%	94%
Solicitations and awards without protest	99%	99%	99%	97%	97%
IFB savings low bid vs average all bids	-	-	-	-	15%
IFB award vs cost estimation	-	-	-	-	10%
P-card transaction savings over previous year	-	-	-	-	20%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Procure Goods and Services	**$995**	**$1,137**	**$1,127**	**$1,182**	**$1,216**
Solicitations issued annually	86	99	84	85	85

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Cumulative delinquent tax as a percent of total tax levy	1.0%	1.2%	1.3%	2.0%	2.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Bill Tax Items	**$3,287**	**$3,408**	**$3,633**	**$3,439**	**$3,766**
Business license and personal property tax items processed	515,022	536,542	-	525,000	-
All tax items processed	-	-	671,704	-	675,000
Collect County Revenue	**$2,015**	**$2,300**	**$2,245**	**$2,469**	**$2,444**
Manual payment transactions	25%	27%	-	30%	-
Delinquency notices sent	132,072	138,977	165,058	100,000	140,000
Real property taxes levied	$603.2M	$630.5M	$653.7M	$642.5M	$663.3M
Real property taxes collected	$601.3M	$629.0M	$651.8M	$629.9M	$661.3M

Treasury Management

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
First year accuracy of the five-year revenue forecast	100%	101%	102%	99%-102%	99-102%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Financial Analysis	**$454**	**$422**	**$340**	**$275**	**$311**
Financial planning documents prepared	163	234	102	195	125
Finance issues reviewed or analyzed	356	513	76	425	100
Debt Management	**$270**	**$398**	**$657**	**$318**	**$465**
Bond sales executed	3	4	1	1	2
Cash Management/Investments/Banking	**$300**	**$317**	**$313**	**$452**	**$444**
Investment transactions	1,125	1,859	1,796	1,350	1,800
General portfolio investment holdings	$967M	$1.06B	$1.11B	$1.09B	$1.15B

Director's Office

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Maintain AAA bond ratings	3	3	3	3	3
Compliance with Principles of Sound Financial Management	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Leadership, Coordination and Oversight*	**$505**	**$677**	**$1,332**	**$1,215**	**$707**
Trackers responded to	3	4	6	10	10
Revenue forecasts generated	72	101	50	80	50

*FY15 through FY18 includes expenditures for the Functional Systems program.

Functional Systems

Functional Systems provides organizational support and coordination for the financial, budget, human resources, and corresponding systems. The program provides guidance for implementing processes and procedures for efficient and effective systems.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Processing of vendor direct deposit for payments	-	-	-	-	90%
Achieve project milestones outlined per project	-	-	-	-	85%

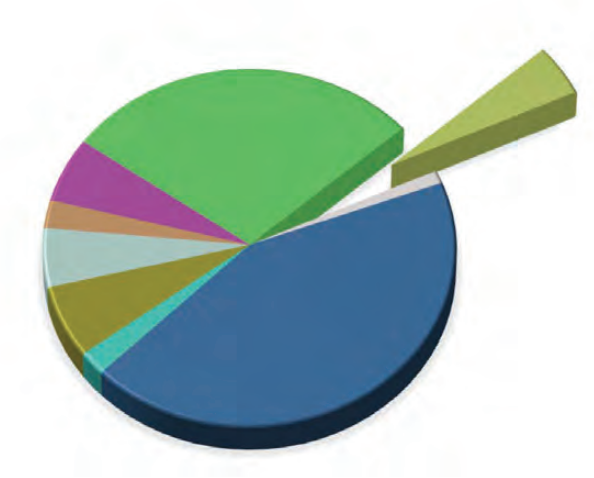
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Maintain the County's Financial Systems*	**$0**	**$0**	**$0**	**$0**	**$715**
Number of active vendor users	-	-	3,930	4,811	4,925
Number of active system users	-	-	16,883	9,092	10,200

*FY15 through FY18 expenditures can be found in the Director's Office program.

Human Resources

Mission Statement

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



General Government
Expenditure Budget: $73,579,888

Expenditure Budget: $3,411,442

4.6% of General Government

Programs:

- Classification & Compensation: $592,001
- Benefits & Retirement Management: $853,359
- Human Resource Information System: $575,750
- Talent Management: $631,555
- Training & Development: $758,777

Mandates

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

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

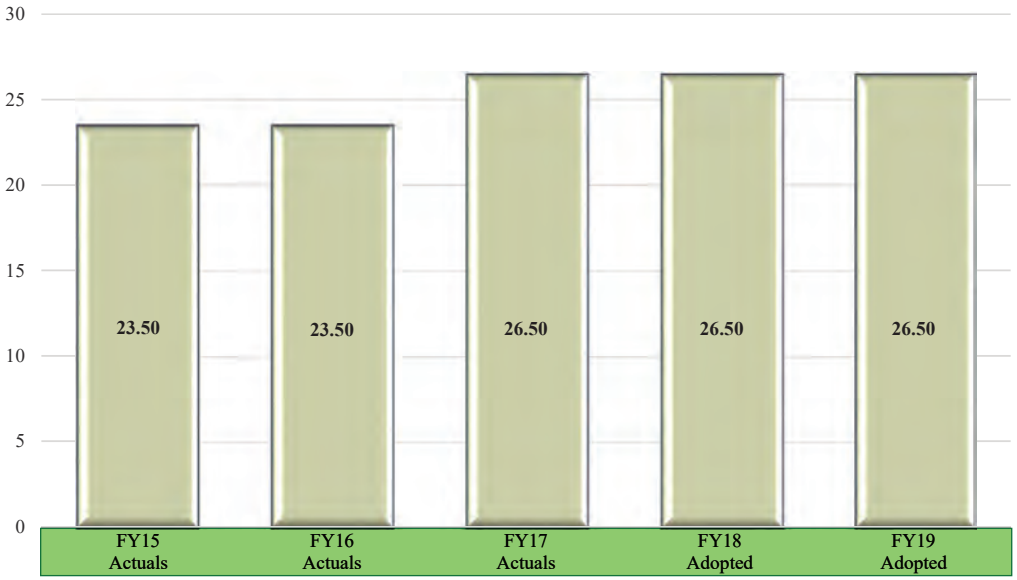
County Code: Chapter 19 (Personnel)

Human Resources

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Classification & Compensation	$398,458	$398,192	$323,338	$528,050	$592,001	12.11%
Benefits & Retirement Management	$964,862	$1,019,703	$768,524	$835,243	$853,359	2.17%
Human Resource Information System	$412,217	$449,672	$509,172	$445,762	$575,750	29.16%
Talent Management	$595,626	$619,627	$648,827	$720,346	$631,555	(12.33%)
Training & Development	$543,352	$603,122	$706,227	$728,728	$758,777	4.12%
Total Expenditures	**$2,914,515**	**$3,090,316**	**$2,956,089**	**$3,258,128**	**$3,411,442**	**4.71%**
Expenditure by Classification						
Salaries and Benefits	$2,240,018	$2,381,572	$2,643,921	$2,817,853	$2,898,449	2.86%
Contractual Services	$157,023	$172,722	$2,222	$235,083	$235,083	0.00%
Internal Services	$511,280	$568,569	$585,144	$568,495	$568,683	0.03%
Purchase of Goods & Services	$62,754	$90,100	$133,608	$122,401	$121,759	(0.52%)
Leases & Rentals	$17,727	$10,969	$11,503	$12,962	$12,962	0.00%
Reserves & Contingencies	($74,287)	($133,617)	($420,309)	($498,665)	($425,493)	(14.67%)
Total Expenditures	**$2,914,515**	**$3,090,316**	**$2,956,089**	**$3,258,128**	**$3,411,442**	**4.71%**
Funding Sources						
Transfers In	$29,603	$0	$0	$0	$0	0.00%
Total Designated Funding Sources	**$29,603**	**$0**	**$0**	**$0**	**$0**	**0.00%**
Net General Tax Support	**$2,884,912**	**$3,090,316**	**$2,956,089**	**$3,258,128**	**$3,411,442**	**4.71%**
Net General Tax Support	**98.98%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Classification & Compensation	4.00	3.20	4.20	4.20	4.20
Employee Benefits Administration	5.50	6.70	6.70	6.70	6.70
Human Resources Information System	3.00	4.20	5.20	5.20	6.20
Talent Management	6.00	5.20	6.20	6.20	5.20
Training & Development	5.00	4.20	4.20	4.20	4.20
Full-Time Equivalent (FTE) Total	23.50	23.50	26.50	26.50	26.50

Future Outlook

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

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

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

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

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

Program Summary

Classification & Compensation

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Classifications within competitive range (+5/-5%) compared to the labor market	92%	89%	93%	95%	95%
Class specifications revised and reviewed	55%	45%	73%	-	75%
Vacant position classifications completed within 28 days	-	-	93%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Employee Classification & Compensation Management	**$398**	**$398**	**$323**	**$528**	**$592**
Studies & analyses of comparison jurisdiction position classifications	480	490	613	500	500
Classifications reviewed for internal and external compensation equity	175	180	298	150	176

Benefits & Retirement Management

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Inquiries answered within 24 hours	98%	98%	98%	98%	98%
Employees satisfied with benefit program services	80%	80%	80%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Benefits & Retirement Management	**$965**	**$1,020**	**$769**	**$835**	**$853**
Employees enrolled in County healthcare	3,101	3,142	3,279	3,180	3,300
Employees provided benefits orientation and training	1,362	1,954	3,502	1,600	1,800
Individual retirement consultations/hours spent	292/465	361/542	277/443	380/570	300/400

Human Resources Information System

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Personnel actions processed electronically	94.5%	93.4%	96.3%	95.0%	97.0%
Personnel Action Forms (PAFs) processed within pay period form is received	97.3%	96.0%	98.2%	96.0%	97.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Human Resources Information System	**$412**	**$450**	**$509**	**$446**	**$576**
Personnel documents scanned into the Electronic Data Management System (EDMS)	32,178	60,000	21,000	23,985	20,000

Talent Management

Manage countywide recruitment and retention by providing timely recruitment and selection services that meet the needs of departments to attract and retain highly qualified employees committed to accelerating the quality of life in Prince William County (PWC). Optimize community support of County agencies by recruiting and recognizing volunteers.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Hires occurring within 65 days from advertisement to acceptance	-	-	55%	95%	-
Hires occurring within 80 days from advertisement to acceptance	-	-	-	-	90%
County turnover rate without retirement	8%	8%	9%	8%	8%
County turnover rate with retirement	10%	11%	11%	11%	11%
Applicant referrals to departments within 5 business days	-	-	75%	95%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Talent Management	**$596**	**$620**	**$649**	**$720**	**$632**
Positions advertised and filled	594	601	820	625	-
Applications received and processed per year	61,345	69,590	70,544	75,000	72,000
Positions advertised/approved for hire or promotion	-	-	820	-	850

Training & Development

Training and Development (T&D) provides instructor-led and online training for County employees, which includes ongoing professional development training, mandatory training programs, and technical training. T&D also provides leadership and supervisory skills training for leaders through three cohort programs, and provides consultative organizational and team facilitation/intervention services to intact teams. T&D administers and supports programs at George Mason University and the Institute of Regional Excellence through the Council of Governments. Employee training courses are administered through PWC University, the County Learning Management System (LMS). The LMS supports other departments by providing the infrastructure and technology platform to implement training programs that support department-specific organizational initiatives.

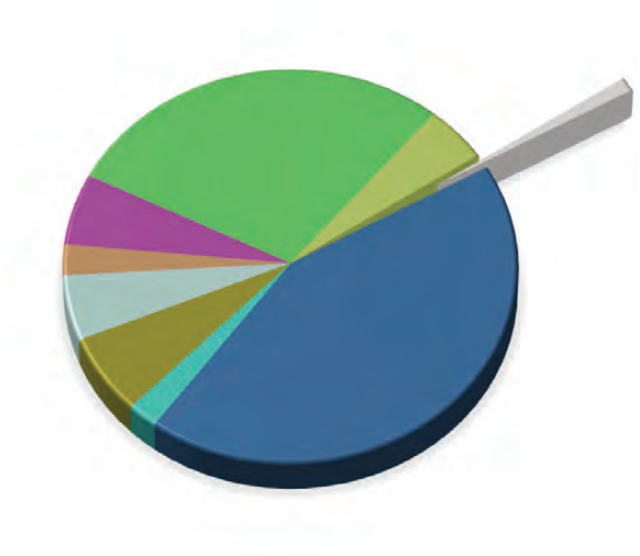
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Employee satisfaction effectiveness of training (on a 5 point scale)	4.6	4.6	4.8	4.8	4.8
eLearning licenses used	72%	70%	79%	76%	90%
County employees taking training	-	-	97%	97%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Training and Development	**$543**	**$603**	**$706**	**$729**	**$759**
Instructor-led sessions offered and scheduled by T&D staff	241	314	564	400	400
Attendance at instructor-led T&D programs	1,734	2,141	3,627	2,200	3,000
eLearning training completions	9,737	18,113	10,641	19,000	-
Instructor-led training sessions administered countywide	-	-	983	800	850
Attendance at instructor-led sessions administered through LMS countywide	-	-	10,718	6,000	6,500

Human Rights

Mission Statement

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



General Government
Expenditure Budget: $73,579,888

Expenditure Budget: $852,346

1.2% of General Government

Programs:

- Human Rights Commission: $852,346

Mandates

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

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

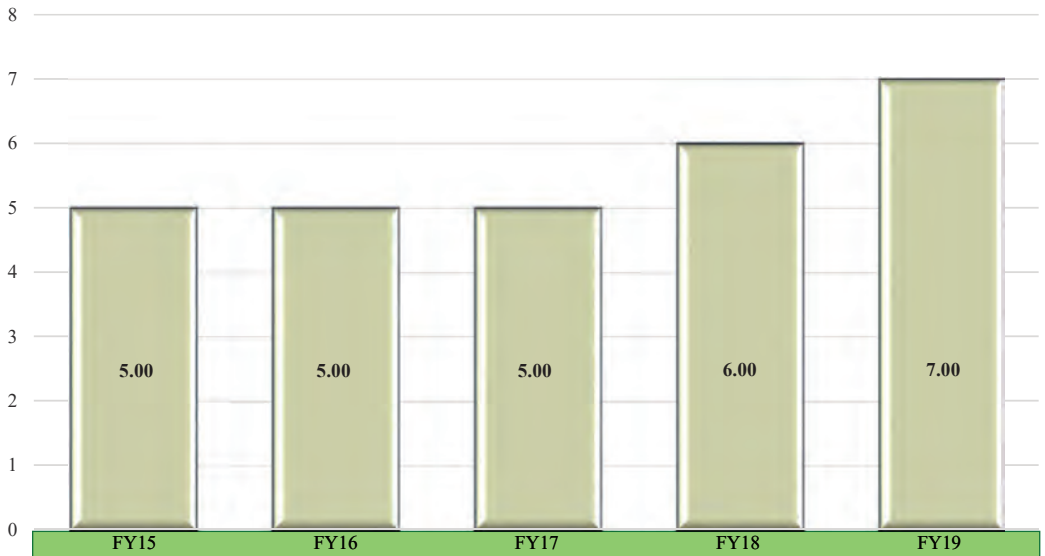
County Code: Chapter 10.1 (Human Rights)

Human Rights

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Human Rights Commission	$594,500	$591,585	$643,419	$667,937	$852,346	27.61%
Total Expenditures	**$594,500**	**$591,585**	**$643,419**	**$667,937**	**$852,346**	**27.61%**
Expenditure by Classification						
Salaries and Benefits	$551,515	$540,996	$582,578	$608,734	$778,384	27.87%
Contractual Services	$625	$4,223	$9,074	$2,586	$2,586	0.00%
Internal Services	$21,536	$23,955	$23,833	$20,823	$20,823	0.00%
Purchase of Goods & Services	$17,793	$19,626	$26,710	$46,454	$46,454	0.00%
Leases & Rentals	$3,031	$2,785	$1,223	$4,099	$4,099	0.00%
Reserves & Contingencies	$0	$0	$0	($14,759)	$0	(100.00%)
Total Expenditures	**$594,500**	**$591,585**	**$643,419**	**$667,937**	**$852,346**	**27.61%**
Funding Sources						
Revenue from Federal Government	$17,650	$0	$15,600	$17,650	$26,975	34.57%
Revenue from Commonwealth	$0	$0	$0	$0	$14,044	100.00%
Transfers In	$0	$30,000	$30,000	$30,000	$30,000	0.00%
Total Designated Funding Sources	**$17,650**	**$30,000**	**$45,600**	**$47,650**	**$71,019**	**49.04%**
Net General Tax Support	**$576,850**	**$561,585**	**$597,819**	**$620,287**	**$781,327**	**25.96%**
Net General Tax Support	**97.03%**	**94.93%**	**92.91%**	**92.87%**	**91.67%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Commission	5.00	5.00	5.00	6.00	7.00
Full-Time Equivalent (FTE) Total	**5.00**	**5.00**	**5.00**	**6.00**	**7.00**

Future Outlook

Fair Housing Media Project - The Prince William County (PWC) Human Rights Commission will provide various media campaigns and celebrations during the fiscal year. The year 2018 is the 50th anniversary of the Fair Housing Act of 1968. The agency will focus its media attention on public service announcements and information on fair housing to educate the community on its rights and responsibilities. This media project will utilize print journalism, television public service announcements, and educational programs that will be available to the community. The intent of the project is to educate citizens and businesses on the importance of fair housing in furthering the Board of County Supervisors' (BOCS) mission as a community of choice.

Student Leadership Council - The commission will build on its newly formed council for the second year. Students will be recruited from local high schools, public and private and homeschoolers. The commission has set a goal to get at least one student from the private or home school community to add to the council. Students will focus on fair housing during this second year. They will be an integral part of the agency's activities to reach the community on fair housing roles and responsibilities.

Equal Employment Opportunity Commission (EEOC) Strategic Plan Joint Outreach - The PWC Human Rights Commission will collaborate with the EEOC and other community partners to provide education and outreach on employment law. The EEOC will provide a $1,000 grant to conduct joint outreach activities during FY18-19. The agency will hold a multicultural activity with private and community partners to draw attention to the diversity of the county and educate residents.

EEOC Contract Renewal - The agency will renew its annual contract with the EEOC during FY19. The contract provides payment for case closures at the rate of $700 per closure.

Fair Housing Testing - During FY19, the agency will revisit the testing of local apartment complexes in hopes of finding better results than those reported in the FY16 testing program. The agency will draw upon its fair housing training to leasing agents and realtors during FY17 and media project in FY18 looking for better testing results in FY19. It is anticipated that the results will improve from 50% experiencing different treatment in FY16.

General Overview

A. **Shift of the Ombudsman from Aging to Human Rights** - The Ombudsman activity provides a voice for County residents in nursing homes and residential care facilities, investigating concerns raised by these residents and/or their families. In order to separate the Ombudsman from other related activities within Aging's budget, primarily the County's contribution to Birmingham Green, the Board took action in FY18 (BOCS Resolution 17-398) to move the Ombudsman out of Aging's Supportive Services program into the Human Rights Office. This shift contains one FTE, revenue of $23,369, and related expenditures of $106,616.

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Favorable customer survey responses	72%	72%	72%	72%	72%
Enforcement compliance rate	100%	100%	100%	100%	100%
Cases resolved through mediation and conciliation processes	20%	20%	20%	20%	20%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Charge Management	**$422**	**$406**	**$445**	**$467**	**$505**
Inquiries processed	576	589	577	575	575
Cases worked	130	135	131	130	130
Outreach/Education	**$30**	**$56**	**$51**	**$62**	**$69**
Customers seeking services as a result of outreach efforts	1,577	1,581	1,575	1,574	1,574
Persons attending training or benefiting from civil rights enforcement	657	656	653	650	650
Public Information	**$18**	**$16**	**$17**	**$18**	**$22**
Requests for public information	77	73	75	75	75
Staff Support to the Human Rights Commission	**$124**	**$115**	**$130**	**$121**	**$153**
Staff time supporting the Human Rights Commissioners	20%	20%	25%	20%	20%
Long-Term Care Ombudsman	**$0**	**$0**	**$0**	**$0**	**$104**
Contacts	386	104	284	-	300

Information Technology

Mission Statement

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

General Government
Expenditure Budget: $73,579,888

Expenditure Budget: $31,812,928

43.2% of General Government

Programs:

- Leadership, Management & Security: $2,347,749
- Communications & Infrastructure: $7,707,135
- GIS: $2,449,113
- Business Applications Support: $11,811,381
- Customer Services & Business Group: $7,497,550

Mandates

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

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

State Code: Title 2.2 (Government Data Collection & Dissemination Practices Act); Title 56 (Wireless Communications Infrastructure)

County Code: Chapter 24 (Streets)

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Leadership, Management & Security	$1,367,556	$3,017,662	$3,066,492	$1,757,189	$2,347,749	33.61%
Communications & Infrastructure	$6,580,650	$8,042,464	$6,519,248	$7,875,684	$7,707,135	(2.14%)
GIS	$1,788,098	$1,879,112	$2,225,906	$2,383,757	$2,449,113	2.74%
Business Applications Support	$7,580,020	$8,223,547	$12,408,492	$11,637,328	$11,811,381	1.50%
Customer Services & Business Group	$4,940,329	$5,337,373	$6,076,832	$7,856,431	$7,497,550	(4.57%)
Total Expenditures	**$22,256,652**	**$26,500,158**	**$30,296,970**	**$31,510,388**	**$31,812,928**	**0.96%**

Expenditure by Classification						
Salaries and Benefits	$9,083,893	$10,793,795	$11,241,381	$10,778,148	$10,502,275	(2.56%)
Contractual Services	$9,558,644	$11,797,908	$14,139,778	$15,318,888	$15,901,101	3.80%
Internal Services	$91,126	$99,013	$87,719	$23,702	$23,702	0.00%
Purchase of Goods & Services	$2,743,518	$2,713,078	$3,763,470	$4,726,077	$4,275,138	(9.54%)
Capital Outlay	($15,760)	$169,255	$0	$1,298,962	$1,092,962	(15.86%)
Leases & Rentals	$14,249	$11,886	$12,313	$17,750	$17,750	0.00%
Reserves & Contingencies	$0	$0	$0	($653,138)	$0	(100.00%)
Depreciation Expense_	$780,983	$915,222	$1,052,309	$0	$0	0.00%
Total Expenditures	**$22,256,652**	**$26,500,158**	**$30,296,970**	**$31,510,388**	**$31,812,928**	**0.96%**

Funding Sources						
Use of Money & Property	$155,486	$161,352	$162,376	$183,826	$183,826	0.00%
Miscellaneous Revenue	$8,775	$99,277	$9,235	$0	$0	0.00%
Non-Revenue Receipts	$6,589	$41	$0	$0	$0	0.00%
Charges for Services	$25,953,781	$28,386,659	$29,051,185	$30,925,291	$31,227,831	0.98%
Transfers In	$136,271	$242,178	$531,035	$401,271	$401,271	0.00%
Total Designated Funding Sources	**$26,260,903**	**$28,690,954**	**$29,753,831**	**$31,510,388**	**$31,812,928**	**0.96%**
(Contribution to)/Use of Fund Balance	**($4,004,251)**	**($2,190,796)**	**$347,425**	**$0**	**$0**	**0.00%**
Net General Tax Support	**$0**	**$0**	**$195,714**	**$0**	**$0**	**0.00%**
Net General Tax Support	**0.00%**	**0.00%**	**0.65%**	**0.00%**	**0.00%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Leadership, Management & Security	5.39	5.89	7.50	6.50	6.50
Communications & Infrastructure	26.00	25.50	25.50	25.50	27.50
Geographic Information System	17.00	18.00	17.00	18.00	18.00
Business Applications Support	33.84	34.84	33.88	33.88	34.88
Customer Service & Business Group	5.65	4.65	8.00	8.00	8.00
Full-Time Equivalent (FTE) Total	**87.88**	**88.88**	**91.88**	**91.88**	**94.88**

Future Outlook

Cloud First - Cloud services and solutions have transformed the information technology industry over the past ten years, and have become preferred solutions for forward-thinking governments. The advent of cloud services offers the County more opportunity to apply the latest technologies to serve the County, our constituents, and business partners with minimal amounts of time and capital investment. Cloud services also offer many built-in mobility and disaster readiness options that could be cumbersome and costly to build locally. The existence of many cloud vendor facilities in Prince William County (PWC) makes it easier to integrate new trends in the industry to the County's benefit. To be successful in adopting these newer technologies, a cloud-ready infrastructure is being designed to position the County to unleash cloud services smartly and rapidly. Though the County has invested in externally hosted solutions in recent years, building an effective cloud infrastructure will position the County to operate a cloud first posture to improve innovation. The maturity of cloud service offerings, combined with the plethora of cloud options located in the county, makes our cloud first strategy equally viable and a preferable option for innovation, continuity of operations, and maximum efficiency of resources.

Mobile Devices - Mobile devices provide opportunities for County staff to provide real time information while away from their desks, to transact business offsite, and to maintain contact while on the move. Along with these opportunities come risks and costs. Do employees use their own devices or does the County provide devices? Do all devices include carrier services? Which non-County WiFi services are safe? Which device works best with County applications? Is data secure while in transit? As the mobile industry evolves, revisiting these issues provides information to invest County funds in a safe, responsible way.

Cyber Security - Security efforts remain critical as threats related to ransomware are speculated by media networks. Local governments face a challenging task of protecting their infrastructure and data against attacks. Local governments are meeting this challenge by focusing efforts on technology, teamwork, employee training and insuring against losses. Designing enterprise communications to meet these demands is an ongoing commitment.

Innovative Technologies - Recent innovations in the technology industry include fiber and 5G infrastructure and the Internet of Things. The support and development of high-speed internet access and connectivity provide opportunities within many industries, including security, law enforcement, medical, marketing, transportation, environmental, and others. As these innovations advance and become more cost efficient, possibilities within the public sector may become available, and DoIT will investigate as these opportunities arise.

General Overview

A. New GIS Activity - The FY2019 Budget includes a new GIS activity, GIS Customer and Addressing Services, created by splitting the Data Services activity. This reorganization does not change the services provided by the two activities, it simply allows for more accurate cost accounting for those services.

B. Seat Hardware Refresh - The budget associated with the refresh of computer seats every five years was adjusted to reflect the planned refreshes for FY19, resulting in a savings of approximately $453,000. Prior to the presentation of the FY20 budget, the planned replacement schedule and the allocation of costs will be reviewed to identify future savings and efficiencies.

Budget Initiatives

A. Budget Initiatives

1. Increase for Maintenance of Systems & Applications – Business Application Support Division

Expenditure	$488,288	General Fund Impact	$450,938
Revenue	$37,350	FTE Positions	0.00

a. Description - This initiative funds maintenance costs for various technology systems and applications used by County agencies. Funding for this initiative occurs through adjustments to the 54200 series of the host agencies, collected by an annual internal service fund bill. The impact to the host agencies' budget is as follows: Development Services increases by $37,350; Fire & Rescue increases by $205,749; Police increases by $205,749; Finance decreases by $2,571; Human Resources increases by $37,546; and Community Services increases by $4,465.

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

2. Add Network Operations Manager one FTE – Communications & Infrastructure Division

Expenditure	$107,546	General Fund Impact	$107,546
Revenue	$0	FTE Positions	1.00

a. Description - This initiative funds a Network Operations Manager to ensure 24/7 response for network outages and to maintain connectivity for the Emergency Operations Center and public safety agencies. Network access will improve through the creation of non-peak hour maintenance windows and quicker problem resolution. Funding for this initiative occurs through a general fund increase to the 54200 series of County agencies, collected by an annual internal service fund bill.

b. Service Level Impacts -

- **Customer satisfaction with Communications & Infrastructure Division**
  FY19 w/o Addition | 95%
  FY19 w/ Addition | 100%

B. Budget Shifts

1. Create a Systems Developer II one FTE in Community Development Applications – Business Application Support Division

Budget Shift	$86,691	Agency Impact	$0
FTE Positions	1.00		

a. Description - This initiative shifts funds from contracted services to a permanent, full-time position to assist in the Enterprise report upgrades and application license renewals.

b. Service Level Impacts - Implementation of this initiative will allow for the reallocation of resources to achieve more rapid development and deployment of higher quality, more modern, mobile-ready applications for the workforce and the public.

2. Create a Systems Engineer one FTE in Technology Hosting Center – Communications & Infrastructure Division

Budget Shift	$86,691	Agency Impact	$0
FTE Positions	1.00		

a. Description - This initiative shifts funds from contracted services to a permanent, full-time position to install and implement services, verify server patches and daily backups, manage file directories, folders and permissions, and perform special projects to support the data center operations.

b. Service Level Impacts - Implementation of this initiative will allow for the reallocation of resources to achieve more rapid development and deployment of higher quality, more modern, mobile-ready applications for the workforce and the public.

Program Summary

Leadership & Executive Management

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Customer satisfaction level for all DoIT services	94%	94%	94%	96%	96%
TIP projects completed on time and to customer satisfaction	38%	47%	67%	65%	-
Security incidents	0	0	0	0	0
TIP projects reviewed and scored quarterly	-	-	-	-	90%
Disaster recovery exercises meeting system restoration time objectives	100%	100%	90%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Executive Management IT	**$130**	**$1,356**	**$1,462**	**$267**	**$617**
IT policies reviewed	-	-	-	-	75%
Cyber Security & IT Policy Group	**$1,080**	**$1,466**	**$1,395**	**$1,338**	**$1,574**
Disaster Recovery Group	**$158**	**$195**	**$210**	**$152**	**$156**

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Communications and infrastructure network availability	100%	100%	100%	100%	100%
Customer satisfaction level with CID services	98%	97%	81%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Radio Communications	**$1,241**	**$2,475**	**$1,491**	**$1,942**	**$1,896**
Radio communications completed work requests	1,103	1,006	919	1,000	1,000
Public safety radio repairs completed within 8 business hours	94%	91%	82%	95%	95%
Network Communications	**$3,407**	**$3,462**	**$3,376**	**$3,985**	**$3,780**
Network communications completed work requests	3,004	2,690	1,386	2,500	2,500
Voice and data service calls completed within 8 business hours	94%	87%	86%	91%	90%
Technology Hosting Centers	**$1,176**	**$1,060**	**$838**	**$1,021**	**$1,103**
Technology hosting center completed work requests	2,194	2,297	756	2,000	2,000
County buildings/public facilites with WiFi hotspots	-	-	-	-	75%
Capital Replacement Plan	**$757**	**$1,045**	**$816**	**$928**	**$928**

Geographic Information System (GIS) Division

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Customer satisfaction level for GIS services	96%	100%	100%	94%	95%
Property address projects completed on time	85%	100%	99%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
GIS Data Services	**$1,124**	**$1,250**	**$1,246**	**$1,331**	**$1,108**
Parcel data projects completed	349	403	295	300	300
Parcel data projects updated within 15 business days	38%	61%	91%	85%	85%
GIS Technical Solutions	**$664**	**$629**	**$861**	**$847**	**$862**
County Mapper hits	173,372	194,714	204,613	170,000	190,000
GIS improvements	-	-	-	20	20
Demographic website hits	-	-	-	-	8,500
Demographic data requests completed on time	-	-	-	-	90%
GIS Updates	**$0**	**$0**	**$119**	**$206**	**$206**
Number of GIS update project purchased	-	-	-	1	1
GIS Customer and Addressing	**$0**	**$0**	**$0**	**$0**	**$272**
Property address projects completed	625	426	420	350	350
Number of addresses assigned	-	-	-	1,500	1,500
Number of address validations processed	-	-	-	1,800	1,800

Business Applications Support Division (BASD)

The BASD provides support for all agencies within PWC 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 applications (including web and eServices) and/or report development; and operational support/trouble shooting. BASD also supports web and eServices.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Customer satisfaction with BASD services	97%	97%	95%	92%	92%
Incident requests completed within 2 business days	-	-	87%	90%	90%
Customer contact regarding change requests within 3 business days	-	-	90%	90%	90%
New mobile applications available	-	-	-	-	75%
New solutions delivered from cloud platforms	-	-	-	-	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Safety Applications Support (PSAS)	**$1,716**	**$2,009**	**$4,649**	**$4,839**	**$5,023**
System improvements	180	145	120	150	150
Community Development Applications Support (CDAS)	**$1,740**	**$1,760**	**$1,820**	**$2,105**	**$2,123**
CDAS work requests completed	783	693	1,543	650	850
Parks & Recreation work requests completed	-	-	-	-	2,100
General Government Applications Support (CGAS)	**$2,590**	**$2,974**	**$4,354**	**$2,989**	**$2,952**
GGAS work requests completed	1,883	2,715	2,497	1,700	2,000
Human Services Applications Support (HSAS)	**$337**	**$366**	**$384**	**$520**	**$520**
HSAS work requests completed	140	141	116	150	150
Web Solutions and Services	**$1,197**	**$1,114**	**$1,201**	**$1,184**	**$1,193**
Web solutions work requests completed	759	532	504	500	500
Databases maintained	-	-	-	-	300
Database work request completed	-	-	-	-	350
Planned database availability	-	-	-	-	80%

Customer Service & Business Group Division

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

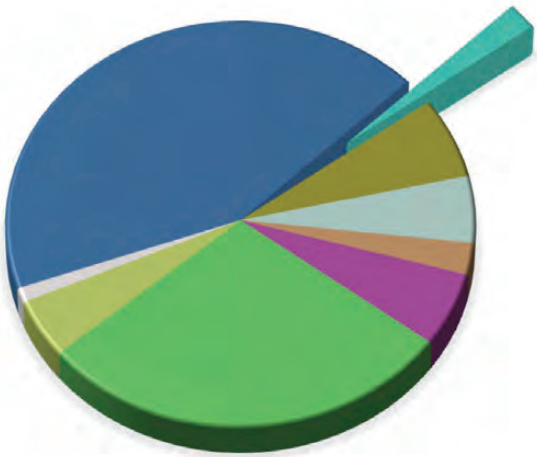
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Transactions processed on time	88%	92%	-	90%	-
Customer satisfaction level with seat management services	97%	97%	97%	95%	95%
New technology projects managed using PMI standards	-	-	-	-	50%
Quarterly quadrant service reviews competed	-	-	-	-	1,600%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
IT Business Group	**$377**	**$475**	**$531**	**$571**	**$605**
Procurements and reimbursements processed	660	735	3,001	700	1,500
Payments processed	1,955	1,785	8,253	2,000	5,000
Human Resource transactions processed	2,220	2,266	2,214	2,100	2,100
DoIT ISF inventory maintenance tickets	1,961	1,553	1,676	1,200	1,200
Physical inventory of department assets	1	1	1	1	1
Customer and Technology Advocate	**$4,387**	**$4,818**	**$5,523**	**$7,201**	**$6,814**
Work tickets processed	23,249	25,842	31,436	23,000	23,000
Project Management/Independent Validation and Verification Group	**$176**	**$44**	**$20**	**$85**	**$79**
Projects upon which independent validation and verification is performed	20%	14%	8%	8%	30%

Management & Budget

Mission Statement

We shape the future by partnering with the community, the elected leadership, and government agencies to recommend the best use of public resources in pursuit of the community's vision.



General Government
Expenditure Budget: $73,579,888

Expenditure Budget: $1,589,962

2.2% of General Government

Programs:

- Management & Budget: $1,589,962

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: Title 15.2 (Duties of county executive; submission of budget by executive; amendment of budget)

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

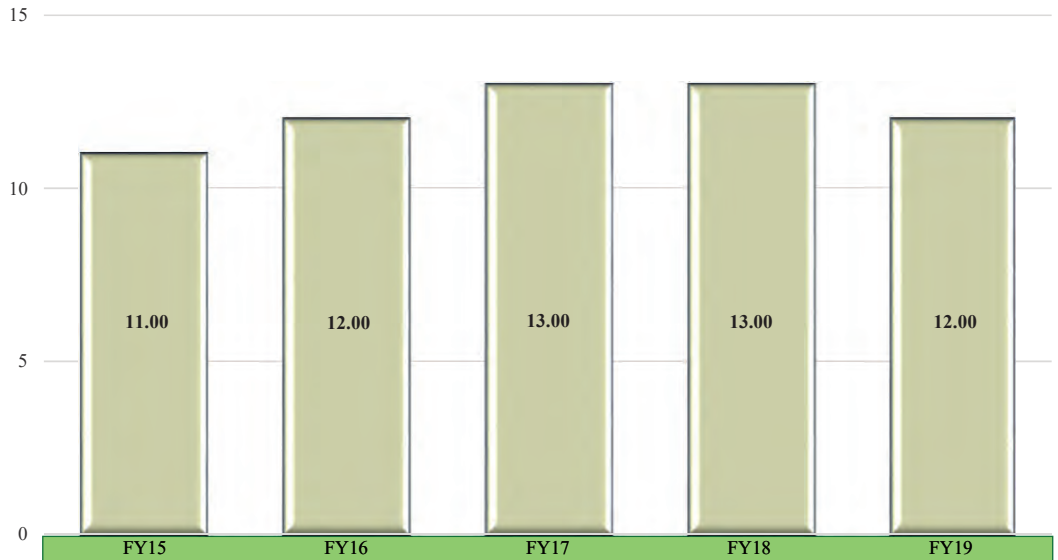
Management & Budget

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Management & Budget	$1,534,787	$1,613,701	$1,677,971	$1,806,691	$1,589,962	(12.00%)
Total Expenditures	**$1,534,787**	**$1,613,701**	**$1,677,971**	**$1,806,691**	**$1,589,962**	**(12.00%)**

Expenditure by Classification						
Salaries and Benefits	$1,421,255	$1,491,918	$1,529,236	$1,680,300	$1,452,027	(13.59%)
Contractual Services	$34,531	$39,702	$53,006	$34,200	$9,200	(73.10%)
Internal Services	$47,778	$44,621	$48,585	$43,357	$40,757	(6.00%)
Purchase of Goods & Services	$28,345	$34,543	$43,494	$84,311	$82,600	(2.03%)
Capital Outlay	$0	$0	$730	$0	$0	0.00%
Leases & Rentals	$2,878	$2,918	$2,920	$5,378	$5,378	0.00%
Reserves & Contingencies	$0	$0	$0	($40,855)	$0	(100.00%)
Total Expenditures	**$1,534,787**	**$1,613,701**	**$1,677,971**	**$1,806,691**	**$1,589,962**	**(12.00%)**
Net General Tax Support	**$1,534,787**	**$1,613,701**	**$1,677,971**	**$1,806,691**	**$1,589,962**	**(12.00%)**
Net General Tax Support	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Management & Budget	11.00	12.00	13.00	13.00	12.00
Full-Time Equivalent (FTE) Total	**11.00**	**12.00**	**13.00**	**13.00**	**12.00**

Future Outlook

Continued Reliance on Real Estate Tax - The real estate tax continues to be the primary revenue source for County operations, providing nearly 68% of local tax revenue supporting the County's FY18 general fund budget. The County will strive to diversify revenue sources to ensure stability as identified in the adopted Principles of Sound Financial Management (PSFM). Existing revenues also need to be recalibrated to maximize funding while new sources are identified to achieve the community's desired outcomes identified in the Strategic Plan. Vehicle registration and personal property taxes could be maximized. Potential revenues include the commercial and industrial tax and the meals tax (requires voter referendum). General Assembly enabling authority is required to charge admissions, cigarette, and sales tax on services.

Required Agency Savings Impact - The annual budget includes a reduction (currently worth $16 million) to agency operating budgets in order to maintain the structural stability recommended by credit rating agencies. In other words, agencies receive less than 100% of the funding required to provide 100% service to the community.

The County has a responsibility to the community to end the year with a net operating surplus sufficient to meet fund balance obligations prescribed by the PSFM. Implementing the required agency savings has effectively reduced this surplus because these savings are built into the budgets. Prior to implementing required agency savings, unrestricted general fund year-end expenditure savings consistently exceeded $20 million. Since implementation, those savings have fallen to a level between $6 and $8 million, with FY17 savings of $6.3 million.

Achieving the required year-end financial requirements will be challenging during years where a revenue shortfall is projected. Year-end savings must be enough to recoup any revenue shortfall as well as meeting adopted fund balance requirements. The County has demonstrated strong financial management in its established policies, such as monthly and quarterly monitoring, but increased vigilance is required. In addition to the impact on the PSFM requirements, reduced year-end savings limits the funds available for one-time capital investments.

General Overview

A. Shift of Organizational Development to Office of Executive Management - The Organizational Development activity provides facilitation and change management for the County organization. This activity moved from the Office of Management and Budget to the Management and Policy program in the Office of Executive Management as part of the FY2019 Budget. The resource shift is $205,769 and includes one FTE.

Program Summary

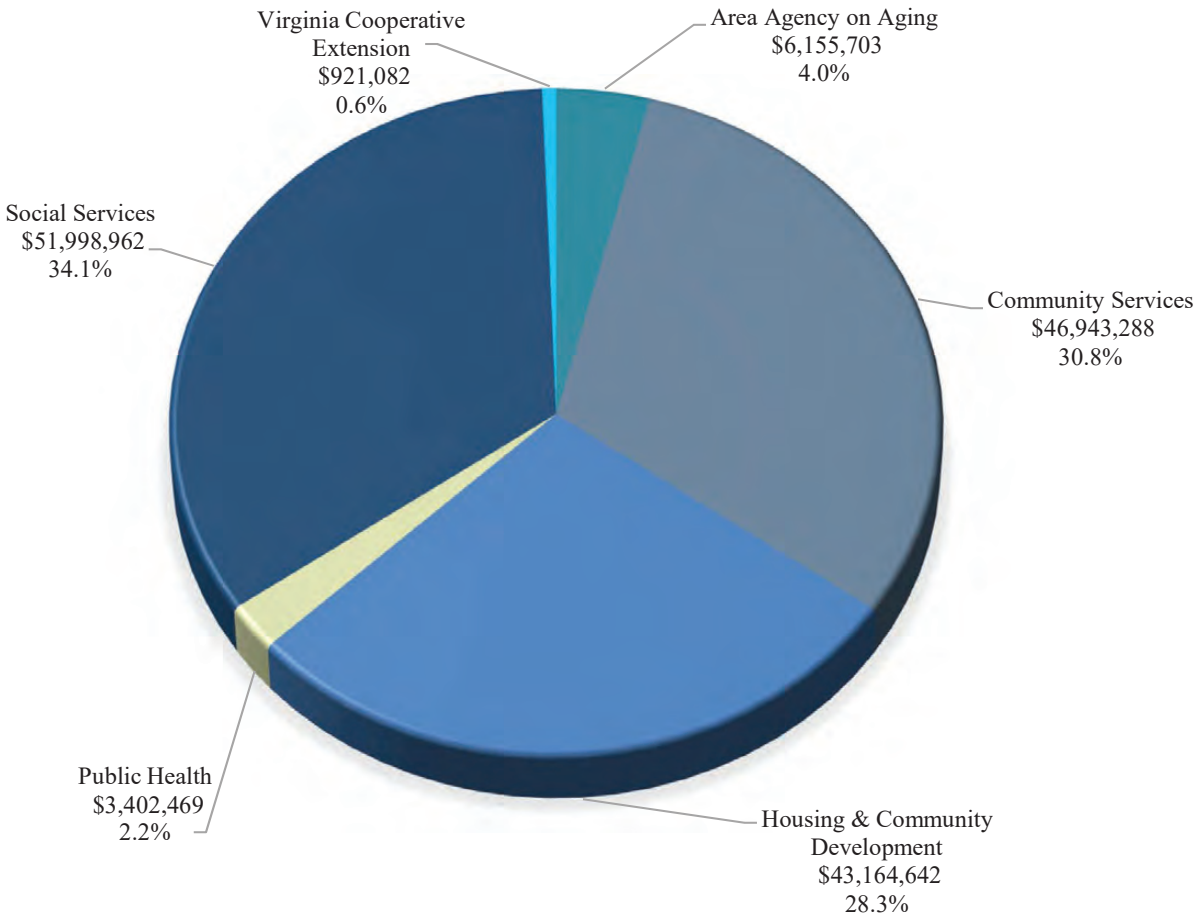
Management & Budget

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Criteria rated proficient/outstanding in GFOA Program	98%	100%	100%	100%	100%
County services & facilities are a fair value for the tax dollar (comm. survey)	86%	88%	88%	88%	88%
Countywide variance in actual and projected expenditures	8%	7%	1.47%	4%	4%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Budget Development and Implementation	**$1,535**	**$1,614**	**$1,678**	**$1,807**	**$1,590**
Board agenda items reviewed within two business days	82%	97%	84%	97%	97%
Total number of budget website visits	42,220	58,679	24,099	60,000	30,000
Number of CIP projects	58	58	55	61	80
Strategic measures trending positively	65%	55%	55%	100%	100%

Human Services



Human Services Expenditure Budget: $152,586,147

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

Average Tax Bill: Human Services accounted for $204 and 5.07% of the average residential tax bill in FY19.

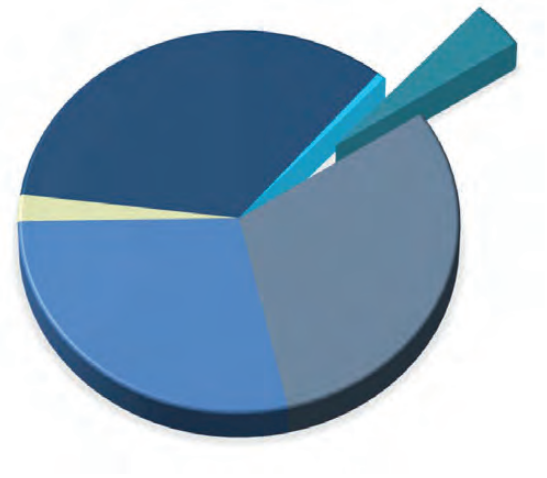
Department & Agencies

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

Area Agency on Aging

Mission Statement

The Area Agency on Aging will empower independence and enhance the quality of life and enjoyment of aging by offering a supportive network for older persons and their family caregivers through advocacy, education, coordination, and implementation of programs and services in the tri-jurisdictional area.



Human Services
Expenditure Budget: $152,586,147

Expenditure Budget: $6,155,703

4.0% of Human Services

Programs:

- Home & Community Based Services: $1,438,018
- Supportive Services: $1,114,729
- Senior Centers: $1,209,085
- Fiscal & Administration: $2,393,871

Mandates

The Area Agency on Aging does not provide a state or federal mandated service. Some federal grants require certain activities be performed; however, these are not considered mandates since the County is not obligated to accept the grant funding.

Area Agency on Aging

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Home & Community Based Services	$1,265,347	$1,215,344	$1,291,077	$1,359,395	$1,438,018	5.78%
Supportive Services	$947,037	$978,100	$1,029,287	$1,227,808	$1,114,729	(9.21%)
Senior Centers	$1,031,451	$1,125,475	$1,057,981	$1,215,770	$1,209,085	(0.55%)
Fiscal & Administration	$1,997,360	$2,071,734	$2,088,663	$2,177,007	$2,393,871	9.96%
Total Expenditures	**$5,241,195**	**$5,390,653**	**$5,467,009**	**$5,979,980**	**$6,155,703**	**2.94%**

Expenditure by Classification						
Salaries and Benefits	$2,089,659	$2,244,478	$2,322,748	$2,464,178	$2,243,281	(8.96%)
Contractual Services	$2,205,357	$2,126,345	$2,133,309	$2,259,738	$2,521,803	11.60%
Internal Services	$182,743	$183,002	$179,641	$155,134	$155,776	0.41%
Purchase of Goods & Services	$743,066	$818,459	$821,271	$1,231,659	$1,223,844	(0.63%)
Leases & Rentals	$9,072	$10,268	$10,039	$11,000	$11,000	0.00%
Reserves & Contingencies	$0	$0	$0	($141,729)	$0	(100.00%)
Transfers Out	$11,299	$8,101	$0	$0	$0	0.00%
Total Expenditures	**$5,241,195**	**$5,390,653**	**$5,467,009**	**$5,979,980**	**$6,155,703**	**2.94%**

Funding Sources						
Revenue from Federal Government	$786,061	$777,767	$866,700	$1,113,142	$1,097,219	(1.43%)
Use of Money & Property	$3,278	$3,124	$2,460	$2,250	$2,250	0.00%
Revenue from Other Localities	$300,576	$426,228	$301,260	$301,263	$412,959	37.08%
Miscellaneous Revenue	$71,170	$44,769	$48,439	$48,942	$88,942	81.73%
Non-Revenue Receipts	$0	$21	$0	$0	$0	0.00%
Charges for Services	$206,949	$186,528	$149,799	$184,500	$144,500	(21.68%)
Revenue from Commonwealth	$350,786	$380,914	$389,184	$386,354	$423,639	9.65%
Transfers In	$6,000	$6,000	$24,000	$30,000	$0	0.00%
Total Designated Funding Sources	**$1,724,820**	**$1,825,351**	**$1,733,842**	**$2,066,451**	**$2,169,509**	**4.99%**
(Contribution to)/Use of Fund Balance	**$24,000**	**$24,000**	**$24,000**	**$8,132**	**$0**	
Net General Tax Support	**$3,492,375**	**$3,541,302**	**$3,709,166**	**$3,905,397**	**$3,986,194**	**2.07%**
Net General Tax Support	**66.63%**	**65.69%**	**67.85%**	**65.31%**	**64.76%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Home & Community Based Services	8.95	9.20	9.20	9.20	9.20
Supportive Services	6.78	6.93	6.93	6.93	5.93
Senior Centers	10.96	10.21	10.35	10.35	10.35
Fiscal & Administration	5.45	5.80	5.80	5.80	5.80
Full-Time Equivalent (FTE) Total	**32.14**	**32.14**	**32.28**	**32.28**	**31.28**

Future Outlook

No Wrong Door - The coordination between health care providers and Area Agency on Aging's (Aging) long term services and supports will be critical, as will improving the local human services information and referral system so that people can receive current, appropriate information immediately and in a seamless manner. The No Wrong Door Initiative needs to serve persons of all ages who need long term services and supports; age is less important than functional ability. Long-term services, support systems, and referral protocols do not need to be redundant and fractured.

Changing Social and Recreational Needs - The County will have to determine how best to serve the social and recreational needs of a changing population of older adults. It is important that the senior centers continue to be a focal point in the community for the older adult population by serving meals and offering socialization and recreation in an environment specific for older adults. The new generation of older adults is seeking more diverse programming, including classes that cater specifically to reducing isolation and improving overall well-being. Healthier, more engaged older adults within the community can mean less resources required in other sectors of local government. As the County's senior centers age, this issue must be considered.

People are Living Longer - The average life expectancy today is 78.8 years. If one lives to be 65, life expectancy is 84 and if one lives to be 75, life expectancy is 87. People who retire at 65 will live another 20.5 years, on average. There will be a greater divide between the healthy and wealthy and the health-compromised with low income. In order for this second, more complex group to stay in the community, they will need more coordinated services between medical professionals and the long-term services and supports provided by Aging.

More Significant Needs of the Very Old - Persons over the age of 85 are the oldest cohort of older adults and the fastest growing cohort in America. The ability to live in the community with chronic disease(s) will be the biggest challenge as the model for long-term services and supports shifts from an institutional model to more

personal choice. The community will see longer waiting lists for services provided by Aging. 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.

Elder Abuse & Financial Exploitation - The increase in the older adult population and the desire of all persons with disabilities to live in the community will most likely bring an increase in abuse and social isolation. All County departments are affected by the demographic shift, and service silos will have to be removed as multiple departments serve the same customer. The ability to coordinate service among multiple County departments, share data and keep it as simple as possible for the customer will require increased communication and referral through No Wrong Door.

General Overview

A. Bluebird Tour Program Expenditure Reduction - The FY2018 Budget utilized all remaining funds in the Bluebird Bus fund balance, requiring a reduction of $8,132 in the Bluebird Bus Tour Program activity in FY19. The $30,000 in County support for the Tour Program remains to cover the contract for the tours in FY19. Additionally, the Tour Program activity was moved from the Bluebird Bus fund (1017) to the general fund (1001) to eliminate an unnecessary operating transfer.

B. Shift of the Ombudsman from Aging to Human Rights - The Ombudsman activity provides a voice for County residents in nursing homes and residential care facilities, investigating concerns raised by these residents and/or their families. In order to separate the Ombudsman from other related activities within Aging's budget, primarily the County's contribution to Birmingham Green, the Board of County Supervisors (BOCS) took action in FY18 (BOCS Resolution 17-398) to move the Ombudsman out of Aging's Supportive Services program and into the Human Rights Office. This shift contains one FTE, revenue of $23,369, and related expenditures of $106,616.

C. Reconciliation - The FY2018 Budget was adopted prior to the receipt of final state and federal allocations. BOCS Resolution 18-249, adopted April 17, 2018, reconciled the FY2018 Budget with the final state and federal allocations. A portion of this action carries into FY19, increasing Aging's revenues and expenditures by $58,756.

Budget Initiatives

A. Budget Initiatives

1. Increase for Birmingham Green – Fiscal and Administration

Expenditure	$212,214	General Fund Impact	$212,214
Revenue	$0	FTE Positions	0.00

a. Description - This initiative funds the increase associated with the intergovernmental cost-sharing agreement for Birmingham Green, a quality residential long-term care facility for the frail elderly and disabled adults in Northern Virginia. Growth in the elder population, causing an uptick in Prince William County utilization, coupled with higher costs for providing long-term care has resulted in this increase. In FY17 Birmingham Green was home to 135 County residents.

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

Program Summary

Home & Community Based (H&CB) Services

H&CB Services serves the most at-risk, frail, older adults in the Prince William Area with the Adult Day Healthcare and the Home Care Assistance Programs to help them remain in the community for as long as possible.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Clients reporting that H&CB services helped them stay in their homes	97%	95%	97%	99%	98%
Family care-givers who are better able to meet work or other family obligations	93%	93%	90%	95%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Home Services	**$698**	**$620**	**$694**	**$722**	**$780**
Home services clients served	130	135	125	140	130
Average days on waitlist for home services	78	111	90	100	90
Community Based Services	**$567**	**$595**	**$598**	**$637**	**$658**
Community based clients served	55	56	56	60	60
Average days on waitlist for community based services	70	112	97	90	90

Supportive Services

Supportive Services provides a wide range of long-term support services such as Veteran Assistance, Medicare Counseling, Hospital Care Transitions, Caregiver Support, Assessment and Care Coordination, and Information to the public about Aging and disability services. This program provides citizens with information to make informed decisions about their service options within the Prince William Area.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Clients reporting that supportive services helped them stay in the community	96%	98%	98%	98%	98%
Clients reporting that services helped navigate the aging & disability network	94%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Information and Care Coordination	**$898**	**$940**	**$978**	**$1,166**	**$1,051**
People receiving services	439	392	391	550	400
Information requests addressed	4,673	2,783	3,497	3,000	3,250
People served in supportive services	-	1,481	1,989	1,500	1,750
Medicare Counseling	**$49**	**$38**	**$51**	**$61**	**$64**
People counseled for Medicare health insurance	1,916	1,548	2,201	1,700	2,000

Senior Centers

Senior Centers operates the Manassas Senior Center and the Woodbridge Senior Center, providing recreation, exercise, nutrition, health, and wellness programs for persons 55 and older. The programs serve to reduce isolation, promote health and may prevent rapid decline from debilitating conditions.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Participants reporting that senior centers helped them stay in the community	100%	95%	100%	98%	100%
Meals on Wheels recipients stating that meals helped them stay in the community	100%	98%	100%	97%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Senior Centers	**$1,031**	**$1,125**	**$1,058**	**$1,216**	**$1,209**
Senior center participants	1,206	1,214	1,290	1,250	1,300
Meals served (congregate and Meals on Wheels)	55,968	52,395	49,774	56,500	55,000

Fiscal & Administration

Fiscal & Administration connects the delivery of services and the administrative support that plans, monitors, and accounts for those services. The Bluebird Tour, Volunteer Intake and Birmingham Green activities are also managed in the Fiscal & Administration Program.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
People served by community partners and contractual agreements*	1,280	1,342	533	1,350	1,350
County provides appropriate facilities & services for seniors & caregivers	88%	89%	89%	90%	90%

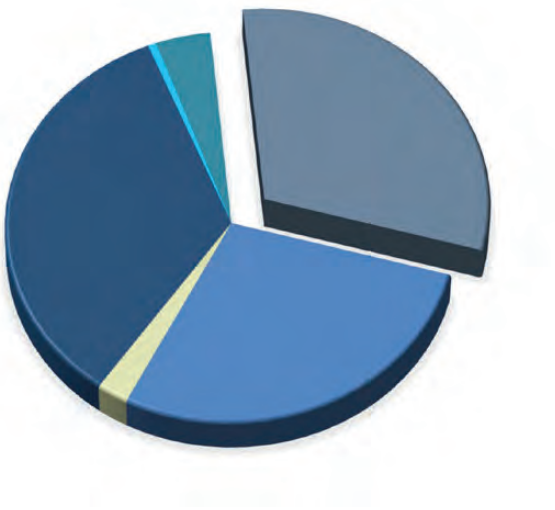
*FY17 data does not include people served by the Bluebird Tour Program

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Area Plan on Aging	**$530**	**$606**	**$661**	**$671**	**$684**
FTE value of volunteer hours contributed	9	9	9	9	9
Birmingham Green	**$1,414**	**$1,413**	**$1,374**	**$1,468**	**$1,680**
County residents served in Birmingham Green facilities	143	135	133	135	135
Bluebird Tour Program	**$54**	**$53**	**$53**	**$38**	**$30**
Tour participants	794	827	NR	825	850

Community Services

Mission Statement

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



Human Services
Expenditure Budget: $152,586,147

Expenditure Budget: $46,943,288

30.8% of Human Services

Programs:

- Administrative Services:$4,257,358
- Drug Offender Recovery Services: $1,692,874
- Early Intervention: $4,421,176
- Emergency Services: $4,960,430
- Medical Services: $3,419,892
- MH Day Support & Employment Services: $1,937,165
- MH Residential Services: $7,758,113
- ID Day Support Services: $3,194,938
- ID Day Residential Services: $837,537
- Youth Substance Abuse and Mental Health Services: $3,547,900
- ID Case Management: $4,025,332
- Mental Health Outpatient: $3,813,800
- SA Adult Outpatient: $2,417,908
- Public Safety Resilience Program: $658,864

Mandates

The County is mandated to establish a Community Services Board to provide emergency services and, subject to the availability of appropriated state funds, case management services. Community Services is the single point of entry into publicly funded mental health, developmental and substance abuse services.

State Code: 37.2-500, 37.2-504

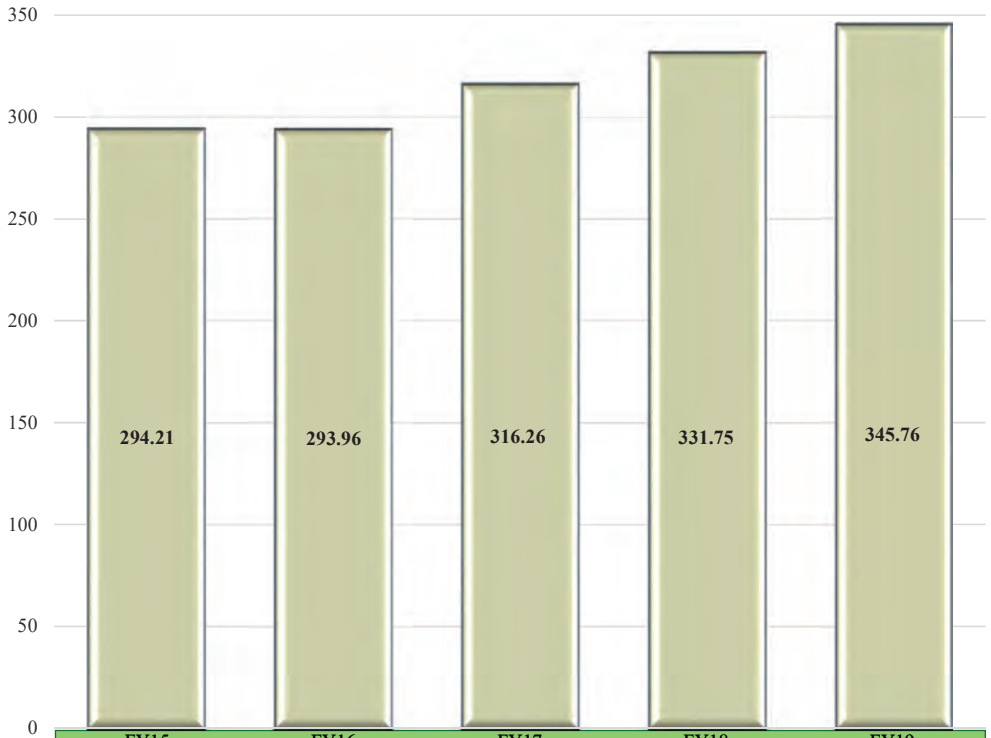
Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
CS-Administrative Services	$3,552,444	$3,605,350	$3,907,824	$3,784,613	$4,257,358	12.49%
Drug Offender Recovery Services	$1,591,061	$1,447,395	$1,578,240	$1,658,482	$1,692,874	2.07%
Early Intervention	$3,913,331	$4,150,004	$4,277,012	$4,312,746	$4,421,176	2.51%
Emergency Services	$3,940,546	$4,232,495	$4,417,019	$4,383,236	$4,960,430	13.17%
Medical Services	$2,344,931	$2,530,067	$2,613,693	$2,975,114	$3,419,892	14.95%
MH Day Support & Employment Services	$1,660,200	$1,714,260	$1,720,504	$1,810,694	$1,937,165	6.98%
MH Residential Services	$5,137,721	$6,555,386	$6,873,622	$7,415,892	$7,758,113	4.61%
ID Day Support Services	$3,299,528	$3,481,168	$3,073,476	$3,093,378	$3,194,938	3.28%
ID Day Residential Services	$762,441	$783,879	$624,537	$794,928	$837,537	5.36%
Youth Substance Abuse and MH Services	$2,911,148	$3,188,081	$3,102,509	$3,603,941	$3,547,900	(1.56%)
ID Case Management	$3,015,680	$3,422,270	$3,067,837	$4,150,154	$4,025,332	(3.01%)
Mental Health Outpatient	$2,999,897	$3,320,178	$3,499,836	$3,839,931	$3,813,800	(0.68%)
SA Adult Outpatient	$1,973,857	$1,854,294	$1,853,657	$1,925,681	$2,417,908	25.56%
Public Safety Resilience Program	$0	$0	$301,709	$422,949	$658,864	55.78%
Total Expenditures	**$37,102,785**	**$40,284,827**	**$40,911,475**	**$44,171,739**	**$46,943,288**	**6.27%**

Expenditure by Classification						
Salaries and Benefits	$25,439,643	$27,637,351	$28,507,820	$32,025,128	$33,556,926	4.78%
Contractual Services	$8,144,856	$8,862,526	$8,543,169	$8,825,276	$8,870,423	0.51%
Internal Services	$1,684,745	$1,711,674	$1,838,050	$1,810,296	$1,857,416	2.60%
Purchase of Goods & Services	$1,566,775	$1,595,183	$1,788,212	$2,136,785	$2,322,100	8.67%
Capital Outlay	$0	$70,595	$49,864	$80,000	$110,383	37.98%
Leases & Rentals	$159,413	$147,694	$159,693	$196,274	$196,274	0.00%
Reserves & Contingencies	$0	$0	$0	($944,394)	$0	(100.00%)
Debt Maintenance	$24,258	$24,258	$24,258	$24,258	$24,258	0.00%
Depreciation Expense_	$0	$0	$409	$0	$0	0.00%
Payments to Other Local Agencies	$0	$0	$0	$18,116	$5,508	(69.60%)
Transfers Out	$83,096	$235,546	$0	$0	$0	0.00%
Total Expenditures	**$37,102,785**	**$40,284,827**	**$40,911,475**	**$44,171,739**	**$46,943,288**	**6.27%**

Funding Sources						
Revenue from Federal Government	$2,814,127	$2,769,336	$2,852,852	$2,731,345	$2,816,356	3.11%
Revenue from Other Localities	$2,819,333	$2,765,044	$2,455,532	$2,734,045	$2,957,901	8.19%
Miscellaneous Revenue	$38,147	$16,425	$13,149	$160,883	$160,883	0.00%
Charges for Services	$1,048,856	$862,876	$602,692	$912,071	$912,071	0.00%
Revenue from Commonwealth	$13,617,428	$15,662,431	$16,274,850	$16,963,392	$17,209,439	1.45%
Total Designated Funding Sources	**$20,337,890**	**$22,076,112**	**$22,199,075**	**$23,501,736**	**$24,056,650**	**2.36%**
Net General Tax Support	**$16,764,895**	**$18,208,715**	**$18,712,400**	**$20,670,003**	**$22,886,638**	**10.72%**
Net General Tax Support	**45.19%**	**45.20%**	**45.74%**	**46.79%**	**48.75%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Administrative Services	22.00	21.50	22.50	22.50	25.50
Drug Offender Recovery Services	14.40	14.65	16.40	14.40	14.40
Early Intervention	32.20	32.20	32.20	32.70	32.70
Emergency Services	29.92	38.42	39.92	43.97	44.47
Medical Services	14.00	13.99	13.99	13.99	14.00
MH Day Support & Employment Services	18.20	18.20	19.00	19.00	20.00
MH Residential Services	33.90	33.50	40.50	40.50	45.00
ID Day Support Services	0.20	0.20	0.20	0.20	0.20
ID Residential Services	2.00	2.00	2.00	2.00	3.00
Youth Substance Abuse and MH Services	29.60	27.85	29.85	33.85	33.85
ID Case Management	36.50	35.40	39.40	43.40	44.40
Mental Health Outpatient	39.45	37.20	41.45	43.38	42.38
Substance Abuse Adult Outpatient	21.84	18.85	18.85	18.87	21.87
Public Safety Resilience Program	0.00	0.00	0.00	3.00	4.00
Full-Time Equivalent (FTE) Total	**294.21**	**293.96**	**316.26**	**331.75**	**345.76**

Future Outlook

The National Opioid Addiction Epidemic - Opioid misuse and addiction is at epidemic proportions nationally and locally. Drug overdose is the leading cause of accidental death in the United States, with opioid addiction driving this epidemic. Opioids are a class of drugs that include prescription pain relievers, such as oxycodone, hydrocodone, codeine, morphine, fentanyl, and the illicit drug heroin. The Prince William Community Services Board (CSB) catchment area experienced a 55% increase in prescription opioid overdose deaths and an increase of 18% in emergency room visits for opioid overdose between calendar year 2015 and 2016. Fentanyl and/or heroin overdose deaths increased by 161% during the same period. In order to combat opioid addiction, access

to evidence-based intensive outpatient, medication assisted treatment (MAT) and, in some cases, residential inpatient treatment is required. Community Services (CS) is challenged to meet the increased demand for outpatient, residential, and MAT service, given current resources.

Expanded Mandates - The Virginia General Assembly passed legislation in its last session that approved the phase-in of new CSB mandated services. The first phase of the expanded services required in FY19 is the availability of same day access, or open appointments, to individuals needing to be clinically assessed for initial CSB services. By July 1, 2021, state CSB's will be required to provide primary care coordination and monitoring in addition to mental health case management and outpatient services. Other additional outpatient services required include peer and family support services and mental health services for members of the armed forces located 50 miles or more from a military treatment facility and veterans located 40 miles or more from a Veterans Health Administration medical facility. Additional state revenues to support the expanded mandates have not been finalized.

Continuously Evolving Reporting, Billing, and Administrative Requirements - CS receives 49% ($22.9 million) of its total revenues from outside sources, which include unrestricted state revenues, restricted state revenues, federal sources, Medicaid, Medicare and other billable revenue sources. As federal and state budgets have not recovered from the Great Recession, external revenue sources continue to implement process changes designed to improve results while decreasing costs. As a result, CS is under increasing pressure to implement new reporting requirements and clinical procedures to continue to receive funding. One such example is Virginia's transition to six Medicaid Care Organizations, which translates to six different pay sources with corresponding processes for authorizations, credentialing, billing, etc. where there used to be one primary pay source. These changes challenge the current administrative capacity of CS staff to continue to generate $20.2 million a year in non-County revenues.

Statewide Focus on Community Capacity - Local CSB's have had a long history of working with various state facilities in transitioning clients to community care when care is available and clinically appropriate. State facilities have been exceeding capacity and local CSB's are under pressure to place clients in community-based services. Individuals with complex needs involved in the criminal justice system face increased scrutiny to free up capacity in state facilities. As these populations are prioritized by the state, CS requires concentrated resources to improve the availability of resources in the community and contain costs for the entire system.

General Overview

A. Creation of Get on Track Program - BOCS Resolution 17-285 transferred $394,657 in contractual services funds to create a total of 5.5 FTE: 1.0 FTE CS Therapist IV, 3.0 FTE's CS Therapist II's, 1.0 FTE Behavioral Health Registered Nurse and a part-time CS Therapist I. State funding was provided to support the Get on Track program, which provides evidence-based early intervention programs for young adults by eliminating gaps between child/adolescent and adult behavioral health programs. There is no impact on local general fund tax support.

B. Adjustment for Youth Substance Abuse (SA) and Mental Health (MH) Services - BOCS Resolution 17-338 adjusted the Youth SA and MH Services program by increasing revenues and expenditures by $3,000 for training purposes.

C. Reconcile the FY18 Community Services Budget to the State Performance Contract - Each year, CS completes a budget reconciliation to match revenue and expenditure adjustments that become known after the annual budget is adopted, specifically the reconciliation of state and federal revenues to the state performance contract. Ongoing revenue and expenditure support of $328,058 was identified through the FY18 reconciliation to create 3.0 FTE: a CS Therapist II to expand mental health supported employment services, a Management and Fiscal Analyst II to adequately monitor contract vendor expenditures and

a Reimbursement Manager (Administrative Specialist I) to comply with Medicaid reimbursement requirements. This item was approved by BOCS Resolution 17-601. There is no impact on local general fund tax support.

D. Budget Shift - A CS Therapist II position has been shifted from Emergency Services to the Public Safety Resilience Program to better support crisis intervention services.

Budget Initiatives

A. Budget Initiatives

1. Add 1.0 FTE Therapist IV Position – Administrative Services

Expenditure	$131,780	General Fund Impact	$131,780
Revenue	$0	FTE Positions	1.00

a. Description - This budget addition provides one Therapist IV position to provide competency restoration services to juveniles and adults as well as oversee not guilty by reason of insanity (NGRI) clients. These services are mandated as part of the state performance contract and have recently been prioritized by the state in its efforts to reduce state hospital bed usage. This addition supports the Wellbeing Strategic Goal as this position will allow for a better coordination for access to treatment and increase support for these populations.

b. Service Level Impacts -

- **Juveniles referred to competency within three months**
  FY19 w/o Addition | 0
  FY19 w/ Addition | 70%

2. Add 3.0 FTE Therapist II Positions to Enhance Adult Substance Abuse (SA) Program Treatment

Expenditure	$430,196	General Fund Impact	$430,196
Revenue	$0	FTE Positions	3.00

a. Description - This budget addition adds two Therapist II positions to address SA waitlist needs and residential placement/drug screens. As of December 5, 2017, there were 68 persons with SA disorders waitlisted. This request also adds a Therapist II position for MAT services related to opioid addiction.

b. Service Level Impacts -

- **Clients served by Adult SA services**
  FY19 w/o Addition | 800
  FY19 w/ Addition | 900
- **Clients receiving MAT services**
  FY19 w/o Addition | 49
  FY19 w/ Addition | 82
- **Clients receiving contracted residential SA treatment**
  FY19 w/o Addition | 105
  FY19 w/ Addition | 155

3. **Add 1.5 FTE Crisis Assessment Center – Emergency Services**

Expenditure	$328,396	General Fund Impact	$328,396
Revenue	$0	FTE Positions	1.50

a. Description - This budget addition adds 1.5 Therapist II positions for a Crisis Assessment Center (CAC). This CAC will serve as a therapeutic location, an alternative to a custodial arrest where an authorized law enforcement officer can take individuals experiencing an acute or sub-acute mental health crisis. The site will offer immediate access and transfer of custody of mental health consumers to qualified assessment site personnel and emergency mental health professionals by law enforcement officers for emergency clinical assessment, civil commitment, referrals, and linkage to appropriate services in a safe environment. CS began operating a CAC at the Sudley North Government Center in 2016. This addition supports the Wellbeing Strategic Goal by addressing mental health needs and decreasing wait time for service designation. This initiative also supports the Safe and Secure Community Strategic Goal by reducing the incarceration of individuals in mental crisis as well as enable Public Safety staff to resume their duties in a timely manner.

b. Service Level Impacts - The FY19 service levels for Emergency Services will be maintained with this addition.

4. **Add Contractual Services Funding – Intellectual Disability Day Support**

Expenditure	$100,000	General Fund Impact	$100,000
Revenue	$0	FTE Positions	0.0

a. Description - This budget addition funds contractual services for individuals who might have urgent or emergency need for services while waiting for Medicaid Waiver. The typical individual requiring day support services is someone who is in need of supervision and requires supports on a frequent basis to maintain the health and safety of the individual. Many of the individuals with a developmental disability also have physical disabilities. This addition targets individuals aging out of the school system, many of whom may be 22 years old or older.

Program Summary

Administrative Services

Administrative Services of CS includes Accounting and Procurement, Management Information Systems, Human Resources Management, and Leadership and Management Oversight. It is the responsibility of Leadership to work with the CSB, staff and community stakeholders to ensure these services are effective and provide the best possible return on investment of tax dollars.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Change in fee revenue received from prior fiscal year	(0.6%)	6.6%	13%	3.0%	5.3%
Customers rating services as helpful	94%	93%	89%	94%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Accounting & Procurement	**$1,264**	**$1,297**	**$1,630**	**$1,182**	**$1,224**
Fees collected	$5.4M	$5.7M	$5.8M	$5.9M	$6.2M
Management Information Systems	**$961**	**$905**	**$868**	**$1,078**	**$1,085**
Customers rating services as helpful	94%	93%	89%	94%	92%
Human Resources Management	**$101**	**$203**	**$211**	**$219**	**$223**
Leadership & Management Oversight	**$1,226**	**$1,200**	**$1,213**	**$1,306**	**$1,725**
Total agency clients served	8,949	9,506	9,762	9,500	9,800

Drug Offender Recovery Services

Provides a comprehensive drug treatment continuum of care for offenders with the most severe drug dependence disorders. Avoid gaps in services that result in relapse and recidivism through close collaboration with the Adult Detention Center (ADC) and probation agencies. Services include assessments, individual and group therapy, case management, medication assisted treatment (MAT), residential and jail-based treatment and family support.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Criminal Justice clients who stop using drugs	42%	35%	22%	35%	35%
Drug Offender Rehab Module clients who do not return to the ADC within 3 years	73%	74%	79%	70%	70%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Adult Detention Center Services	**$1,017**	**$946**	**$993**	**$998**	**$1,010**
Inmates treated in male and female dormitories	168	172	175	170	170
Community Criminal Justice Services	**$574**	**$501**	**$592**	**$661**	**$683**
HIDTA clients served	63	65	66	60	60
Intensive case management clients served	77	64	131	80	80

Early Intervention

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Early intervention services clients who do not require special education	56%	54%	54%	53%	53%
Children demonstrating improved acquisition and use of knowledge and skills	58%	67%	63%	58%	65%
Families report services helped their family to help their child develop & learn	87%	90%	91%	77%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Assessment and Service Coordination	**$1,693**	**$1,819**	**$1,914**	**$1,977**	**$2,018**
Infants, toddlers and families served by assessment and coordination	1,256	1,274	1,351	1,250	1,300
Therapeutic and Educational Services	**$2,221**	**$2,331**	**$2,358**	**$2,336**	**$2,404**
Infants, toddlers and families served by therapuetic and educational services	1,071	1,097	1,115	1,030	1,100

Emergency Services

Serves as the point of entry for all behavioral health services within CS or within the statewide public sector. Services provided include comprehensive assessments for residents seeking CS services and state-mandated 24-hour crisis intervention services.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Cases diverted from inpatient treatment	58%	49%	50%	56%	53%
Emergency Services clients satisfied with services received	95%	87%	97%	92%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
CS Intake and Emergency Telephone Services	**$1,123**	**$1,044**	**$1,053**	**$1,083**	**$1,130**
Access assessments completed	1,807	1,878	1,680	1,843	1,788
Emergency Services	**$2,818**	**$3,188**	**$3,367**	**$3,300**	**$3,830**
Emergency Services clients served	2,903	3,149	2,914	3,037	2,988

Medical Services

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Medical Services customers satisfied with services	79%	87%	84%	90%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Medical Services	**$2,345**	**$2,530**	**$2,614**	**$2,975**	**$3,420**
Total clients served by Medical Services	2,235	2,022	2,078	2,200	2,200

Mental Health Day Support & Employment Services

Provides psychosocial rehabilitation services and/or supported employment services through a variety of programs. Service goal is to help persons with severe mental illness, cognitive disabilities, and/or co-occurring disorders to improve their capabilities and the quality of their lives by providing meaningful opportunities to integrate in and contribute to their community of choice.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Clients who maintain employment for more than 90 days	92%	80%	84%	84%	85%
Psychosocial rehabilitation clients who maintain or improve functioning level	99%	96%	92%	95%	95%
Vocational Services clients reporting satisfaction with services	98%	97%	95%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Day Support Services	**$1,110**	**$1,114**	**$1,059**	**$1,128**	**$1,155**
Clients served by day support services	125	123	119	124	124
Employment Services	**$551**	**$600**	**$651**	**$682**	**$783**
Clients served by employment services	139	135	257	135	177

Mental Health Residential Services

Assists adults with serious mental illnesses to remain as independent as possible in the community by providing directly or contracting for a variety of levels of clinical services to assist them in maintaining their level of functioning; or connect with vendors who provide 24-hour residential care for those adults who cannot remain outside of institutional settings without that level of support.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Clients successfully engaged in services and maintained in the community	96%	98%	97%	96%	95%
Clients expressing satisfaction with service provided	98%	100%	95%	97%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Supportive Residential In-Home Services	**$1,996**	**$2,462**	**$2,551**	**$2,486**	**$2,554**
Clients served by supportive residential in-home services	146	115	115	125	125
Intensive Residential Services	**$657**	**$758**	**$772**	**$817**	**$817**
Clients served in group homes	25	37	22	30	25
Crisis Stabilization Services	**$1,610**	**$1,604**	**$1,630**	**$1,714**	**$1,790**
Clients served by crisis stabilization services	132	227	234	200	230
Intensive Community Treatment (ICT) Services	**$673**	**$1,128**	**$1,328**	**$1,786**	**$1,904**
Clients served by ICT services	50	51	64	75	80
Young Adult Services (YAS)	**$201**	**$603**	**$588**	**$613**	**$693**
Clients served in YAS	-	24	40	40	40

Intellectual Disability Day Support Services

Vendors provide services in the community to individuals with ID that provide general day care or day program services to enable individuals to acquire, improve, or maintain functional abilities, or obtain competitive employment.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Program clients successfully maintained in the community	99%	94%	95%	95%	95%
Clients who are satisfied with program services	98%	97%	97%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Day Care Services	**$612**	**$582**	**$612**	**$582**	**$582**
Clients served by day care services	87	89	89	89	89
Day Support Services	**$1,350**	**$1,456**	**$1,375**	**$910**	**$1,011**
Clients served by ID day support services	56	53	43	55	55
Sheltered Employment Services	**$444**	**$491**	**$318**	**$574**	**$575**
Clients served by sheltered employment services	15	11	4	15	4
Supported Employment Services	**$894**	**$952**	**$765**	**$1,027**	**$1,027**
Clients served by supported employment services	102	102	93	120	100

Intellectual Disability Day Residential Services

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

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Client family satisfaction	94%	99%	97%	90%	94%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Group Home Services*	**$122**	**$162**	**($32)**	**$120**	**$120**
Clients served by group home services	202	220	240	206	240
Supported Living Services	**$641**	**$622**	**$656**	**$675**	**$718**
Clients served by supported living services	37	35	27	30	30

*FY17: $151,000 included in Supported Living Services total instead of Group Home.

Youth Substance Abuse & Mental Health Services

Provides 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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Clients completing treatment who improve in functioning	77%	72%	88%	75%	75%
Clients satisfied with services	98%	97%	98%	90%	90%
Teen clients who stop using drugs/alcohol	67%	0%	43%	65%	60%
Grade point average improvements for HIDTA prevention clients	+0.76	+0.90	+0.60	+0.70	+0.70
Reduced school absences for HIDTA prevention clients	42%	40%	40%	40%	40%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
In-School SA Treatment Services	**$856**	**$923**	**$984**	**$985**	**$978**
Clients served by In-School SA Treatment Services	963	1,111	1,162	1,100	1,100
Clinic-Based MH Treatment and SA Treatment Services	**$614**	**$694**	**$688**	**$1,092**	**$1,097**
Clients served by clinic-based MH and SA Treatment Services	465	454	486	450	450
In-Home MH and SA Treatment Services	**$920**	**$1,044**	**$875**	**$984**	**$914**
Clients served by In-home MH and SA treatment services	88	154	159	90	150
Prevention Services	**$520**	**$526**	**$548**	**$543**	**$558**
Prevention activity participants (students and parents)	272	290	317	250	250

Intellectual Disability Case Management

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Clients successfully maintained in the community	99%	97%	97%	98%	98%
Clients and family members satisfied with services	93%	94%	95%	90%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Case Management Services	**$3,016**	**$3,422**	**$3,074**	**$4,150**	**$4,025**
Clients served by ID case management services	762	798	839	865	865

Mental Health Outpatient

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Seriously mentally ill clients completing treatment who improve in functioning	54%	41%	30%	50%	50%
Clients satisfied with services received	99%	92%	98%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Seriously Mentally Ill Adult and Family Services	**$3,000**	**$3,320**	**$3,499**	**$3,840**	**$3,814**
Clients served by seriously mentally ill adult and family services	1,300	1,438	1,648	1,400	1,400

Substance Abuse Adult Outpatient

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Clients who are substance free upon completion of treatment	63%	63%	61%	60%	60%
Customers satisfied with services received	98%	99%	98%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Adult SA Services	**$1,974**	**$1,854**	**$1,853**	**$1,926**	**$2,418**
Clients served by adult SA services	1,193	1,042	748	1,000	900

Public Safety Resilience Program

Promotes resilience in public safety personnel through the provision of behavioral health and wellness promotion, crisis intervention, crisis support, and behavioral health counseling services.

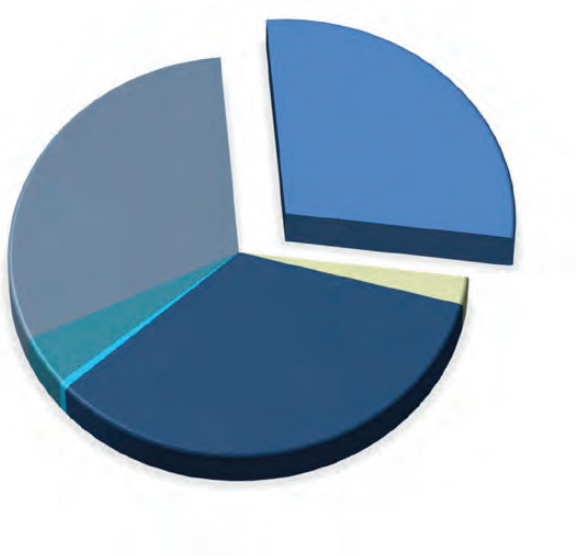
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Response to emergency requests for services within one hour	-	-	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Safety Resilience	**$0**	**$0**	**$304**	**$423**	**$659**
Number of behavioral health services provided	-	-	651	200	700
24-hr response to non-emergency service requests	-	-	99%	90%	90%

Housing & Community Development

Mission Statement

The Office of Housing & Community Development will develop affordable housing opportunities and neighborhood resources for low and moderate-income area residents by implementing appropriate policies and programs, which provide a safe and healthy environment in which to work and play.



Human Services
Expenditure Budget: $152,586,147

Expenditure Budget: $43,164,642

28.3% of Human Services

Programs:

- Community Preservation & Development: $4,470,850
- Housing Finance & Development: $1,688,890
- Rental Assistance: $36,900,320
- Affordable Housing Support: $104,582

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.

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Community Preservation & Development	$3,363,047	$2,105,144	$1,750,997	$2,825,626	$4,470,850	58.23%
Housing Finance & Development	$1,029,206	$498,041	$1,045,199	$1,249,088	$1,688,890	35.21%
Rental Assistance	$28,925,326	$28,888,662	$29,030,184	$31,754,203	$36,900,320	16.21%
Affordable Housing Support	$650,037	$26,450	$10,000	$21,644	$104,582	383.20%
Total Expenditures	**$33,967,616**	**$31,518,296**	**$31,836,380**	**$35,850,561**	**$43,164,642**	**20.40%**

Expenditure by Classification						
Salaries and Benefits	$2,036,514	$2,188,950	$2,217,325	$2,196,917	$2,082,950	(5.19%)
Contractual Services	$2,990,696	$1,459,971	$1,324,449	$1,912,505	$3,776,230	97.45%
Internal Services	$126,859	$113,401	$122,134	$101,704	$101,704	0.00%
Purchase of Goods & Services	$28,708,248	$27,592,172	$27,967,127	$31,451,330	$37,028,573	17.73%
Capital Outlay	$0	$0	$32,005	$0	$0	0.00%
Leases & Rentals	$27,128	$26,619	$22,676	$39,232	$40,732	3.82%
Transfers Out	$78,171	$137,183	$150,664	$148,873	$134,454	(9.69%)
Total Expenditures	**$33,967,616**	**$31,518,296**	**$31,836,380**	**$35,850,561**	**$43,164,642**	**20.40%**

Funding Sources						
Revenue from Federal Government	$25,573,680	$26,756,201	$26,906,742	$27,796,957	$34,954,940	25.75%
Use of Money & Property	$2,122	$12,114	($18,750)	($0)	($0)	0.00%
Miscellaneous Revenue	$164,993	$12,993	($0)	$145,000	$145,000	0.00%
Charges for Services	$5,397,864	$5,354,602	$5,481,718	$7,887,190	$7,970,100	1.05%
Transfers In	$0	$0	$10,000	$10,000	$10,000	0.00%
Total Designated Funding Sources	**$31,138,658**	**$32,135,910**	**$32,379,710**	**$35,839,147**	**$43,080,040**	**20.20%**
(Contribution to)/Use of Fund Balance	**$2,738,134**	**($673,716)**	**($590,140)**	**$0**	**$0**	
Net General Tax Support	**$90,824**	**$56,102**	**$46,809**	**$11,414**	**$84,602**	**641.21%**
Net General Tax Support	**0.27%**	**0.18%**	**0.15%**	**0.03%**	**0.20%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Community Preservation & Development	4.33	4.32	4.13	3.59	3.02
Housing Finance & Development	0.92	1.23	1.68	1.06	1.00
Rental Assistance	18.69	18.38	18.10	19.28	19.98
Affordable Housing Support	0.06	0.07	0.09	0.07	0.00
Full-Time Equivalent (FTE) Total	**24.00**	**24.00**	**24.00**	**24.00**	**24.00**

Future Outlook

Increased Cost of Affordable Housing - The Department of Housing and Urban Development (HUD) has published the proposed Fair Market Rents for FY18, identifying rental increases for Prince William County (PWC). The FY18 level for a 3-bedroom unit is $2,353 where for FY17 it was $2,300. Not only does this affect the amount tenants pay landlords, it affects the Housing Choice Voucher Program (HCVP). HCVP tenants typically pay 30% of their income towards rent and utilities, with the difference covered by the program. Increased rents increase program costs, reducing the number of people served.

More than 8,400 Families Waiting for Affordable Housing - As federal lawmakers continue to find solutions to balance the federal budget, all indications are that funding for affordable housing will decline or at best remain level. The largest impact from decreased funding levels is anticipated with HCVP that provides rental assistance for low-income families, many of whom are elderly and/or disabled. The Office of Housing & Community Development (OHCD) anticipates assisting an additional 100 elderly and disabled families currently on its waiting list.

Home Investment Partnership Funds - The Home program, funded through the Transportation, HUD appropriations bill, has been cut since FY10. Further funding cuts would be detrimental to local affordable housing opportunities.

General Overview

A. Housing Choice Voucher Program - The FY2019 Budget includes $4.6 million of additional revenue available to PWC as a HUD-held program reserve for HCVP.

B. FY18 Reconciliation - OHCD received notification from HUD of the FY18 allocations, and they differ from the FY2018 Budget (BOCS Resolution 18-044). HUD allocations are $2.7 million higher than anticipated, and impact the various OHCD funds as follows: Community Preservation & Development (CP&D) program increases by $1,562,549, Housing Finance & Development program increases by $480,906, and Rental Assistance program increases by $705,474. These allocations are reflected in the FY2019 Budget.

Budget Initiatives

A. Budget Initiatives

1. Increase General Fund Support for Director's Position – Housing Finance & Development

Expenditure	$84,602	General Fund Impact	$84,602
Revenue	$0	FTE Positions	0.00

a. Description - This initiative funds additional County support for the Director's position, recognizing that the County requires some administrative duties of all directors, and this requirement cannot be charged to the federal grants supporting the services of OHCD. This initiative allows for increased staff training and contractual services, as intended by the federal grants.

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

Program Summary

Community Preservation & Development

CP&D administers two federal programs through HUD, the Community Development Block Grant (CDBG) program and the Emergency Shelter Grant (ESG) program. The County has a Cooperative Agreement with the Cities of Manassas and Manassas Park to conduct their housing and community development activities. A portion of the CDBG funds are set aside on a competitive basis to eligible outside agencies for specific eligible activities that meet CDBG National Objectives and further the Prince William Area's goals and objectives, as stated in the five-year consolidated plan. The largest portion of CDBG funds are devoted to housing rehabilitation activities of owner occupied low and moderate-income households. The ESG funding is provided to local shelters towards operating costs and programs to rapidly rehouse the homeless. Additionally, the Stewart B. McKinney Homeless Assistance Act of 1988 and the Base Closure and Realignment Act mandated that federal agencies make any usable surplus real property available to units of government and non-profits organizations for sheltering the homeless. The County received property under the Act in March 1994 with a 30-year deed restriction to use the property solely for serving the homeless. OHCD operates seven transitional housing units for families referred by local shelters.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Persons provided with housing and other related services - CDBG	993	2,399	2,971	1,021	1,224
Persons provided with homelessness prevention and emergency shelter	1,374	1,390	1,728	1,277	1,728
Families completing transitional housing program & moving to permanent housing	100%	100%	100%	85%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Housing Rehabilitation	**$2,305**	**$1,211**	**$1,519**	**$2,217**	**$4,005**
Substandard single-family housing units rehabilitated	18	15	12	15	15
Community Improvement & Housing Supportive Services	**$923**	**$773**	**$147**	**$442**	**$265**
Persons provided with homelessness prevention and emergency shelter services	1,374	1,390	1,728	1,277	1,728
Improvement projects managed	10	12	11	10	10
Manage Transitional Housing at Dawson Beach	**$135**	**$121**	**$85**	**$166**	**$201**
Homeless families served	7	11	8	7	7

Housing Finance & Development

PWC, along with the Cities of Manassas and Manassas Park through a Cooperative Agreement, receives an annual allocation of Home Investment Partnerships funding from HUD. The program objective is to provide decent affordable housing to low-income households; expand the capacity of non-profit housing providers; strengthen the ability of state and local governments to provide housing; and leverage private-sector participation. Federal funds are utilized for the First-Time Homebuyer Program, which provides down payment and closing cost assistance for residents of PWC and the cities of Manassas and Manassas Park. Also, at least 15% of the allocation is set aside for specific activities to be undertaken by a special type of non-profit called a community housing development organization that develops affordable housing for the community it serves.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Federal & state funds for households to become first-time homebuyers	$781,000	$116,000	1,963,000	$350,000	$600,000
Private mortgage financing generated on behalf of first-time homebuyers	$1.9M	$781,000	$922,000	$1.0M	$1.3M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Homeownership Assistance	**$1,029**	**$498**	**$1,045**	**$1,249**	**$1,689**
Families assisted to become first-time homebuyers	13	6	17	9	12
Affordable units added, with counseling to the families that rent/purchase units	20	17	19	14	14

Rental Assistance

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

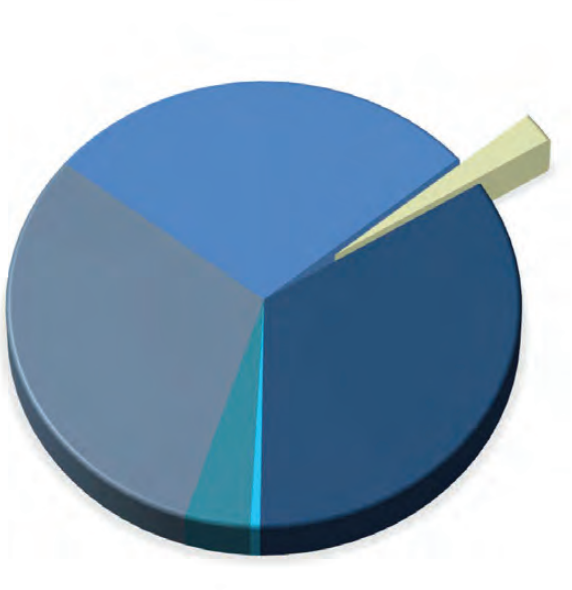
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Eligible elderly and disabled persons in HCVP provided with rental assistance	56%	44%	67%	45%	67%
Family Self Sufficiency Grant families who successfully meet program goals	92%	88%	90%	90%	90%
Rental income paid to local property owners on behalf of families	$27M	$27M	$27M	$29M	$29M
Annual HCVP performance evaluation score from HUD	100%	98%	100%	98%	98%
Families assisted by OHCD with low-income housing	3,142	5,910	3,806	3,000	5,910

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Housing Assistance Program Payments	**$27,255**	**$26,846**	**$27,096**	**$29,733**	**$35,009**
Families provided with rental assistance	2,149	2,121	2,041	2,121	2,121
Housing Assistance Program Administration	**$1,670**	**$2,042**	**$1,935**	**$2,021**	**$1,891**
Participant eligibility determinations	2,126	1,949	2,150	2,000	2,150
Families on the HVCP rental assistance waitlist	-	8,490	8,477	8,200	8,200

Public Health

Mission Statement

The Prince William Health District is dedicated to promoting optimum wellness, preventing illness, responding to emergencies, and protecting the environment and health of our residents.



Human Services
Expenditure Budget: $152,586,147

Expenditure Budget: $3,402,469

2.2% of Human Services

Programs:

- Maternal & Child Health: $774,014
- General Medicine: $1,569,991
- Environmental Health: $896,087
- Administration/Emergency Preparedness: $162,378

Mandates

Each year Prince William County enters into a Local Government Agreement with the Virginia Department of Health. Services rendered based on this agreement are provided by the Prince William Health District. State mandated services provided on behalf of Prince William County by Prince William Health District include childhood immunizations, pre-school physicals for school entry, rabies control, and vital records—death certificates.

The Board of County Supervisors has enacted additional local mandates for which Prince William Health District has responsibility.

State Code: 32.1-46 (Childhood Immunizations), 22.1-270 (Pre-school physicals for school entry); 32.1-254 (Vital Records—Death Certificates) and 3.2-6562.1 (Rabies Control)

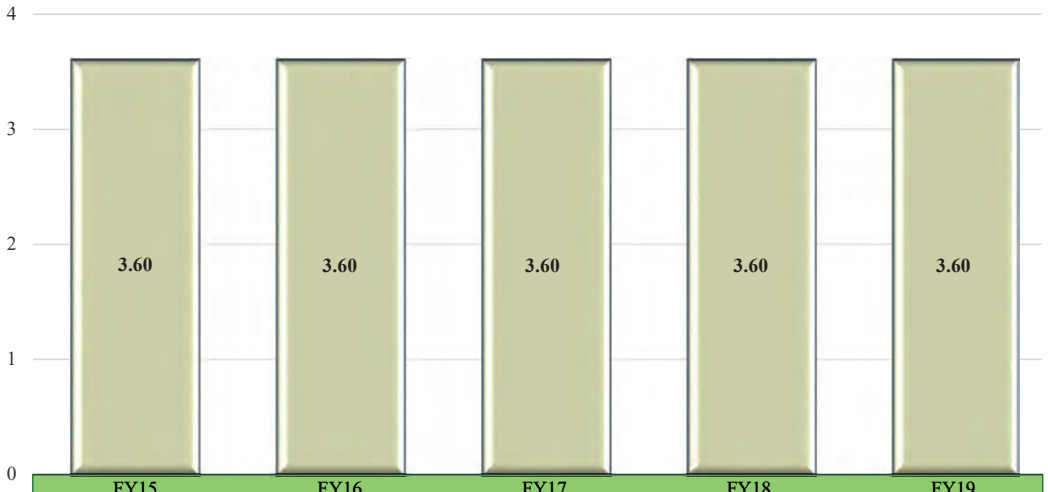
County Code: Chapter 3 (Amusements), Chapter 8 (Environmental Protection), Chapter 10 (Concession Stands at Youth Activities), Chapter 12 (Massage Establishments), Chapter 22 (General Environmental and Nuisances/ Health and Safety Menaces), Chapter 23 (Individual Sewage Disposal Systems), Chapter 25.1 (Swimming Facilities), Chapter 30 (Water Supply)

Public Health

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Maternal & Child Health	$1,139,424	$774,014	$774,014	$774,014	$774,014	0.00%
General Medicine	$1,609,730	$1,487,408	$1,519,620	$1,565,961	$1,569,991	0.26%
Dental Health	$149,205	$134,247	$0	$0	$0	0.00%
Environmental Health	$863,298	$797,672	$911,567	$895,322	$896,087	0.09%
Administration/Emergency Preparedness	$170,622	$157,768	$156,102	$162,378	$162,378	0.00%
Total Expenditures	**$3,932,279**	**$3,351,109**	**$3,361,304**	**$3,397,675**	**$3,402,469**	**0.14%**
Expenditure by Classification						
Salaries and Benefits	$267,514	$300,976	$271,625	$314,466	$276,304	(13.81%)
Contractual Services	$41	$38	$0	$1,415	$1,415	0.00%
Internal Services	$45,050	$39,028	$43,459	$33,435	$33,435	0.00%
Purchase of Goods & Services	$3,604,717	$3,011,067	$3,046,219	$3,048,360	$3,091,315	1.39%
Transfers Out	$14,958	$0	$0	$0	$0	0.00%
Total Expenditures	**$3,932,279**	**$3,351,109**	**$3,361,304**	**$3,397,675**	**$3,402,469**	**0.14%**
Funding Sources						
Permits & Fees	$171,987	$184,825	$197,600	$176,746	$176,746	0.00%
Revenue from Other Localities	$156,168	$81,756	$56,772	$56,764	$79,716	40.43%
Non-Revenue Receipts	$0	$0	$33,519	$0	$0	0.00%
Revenue from Commonwealth	$219,568	$425,633	$148,904	$228,397	$228,397	0.00%
Total Designated Funding Sources	**$547,723**	**$528,702**	**$436,795**	**$461,907**	**$484,859**	**4.97%**
Net General Tax Support	**$3,384,557**	**$2,822,407**	**$2,924,509**	**$2,935,768**	**$2,917,610**	**(0.62%)**
Net General Tax Support	**86.07%**	**84.22%**	**87.01%**	**86.41%**	**85.75%**	

Staff History by Program



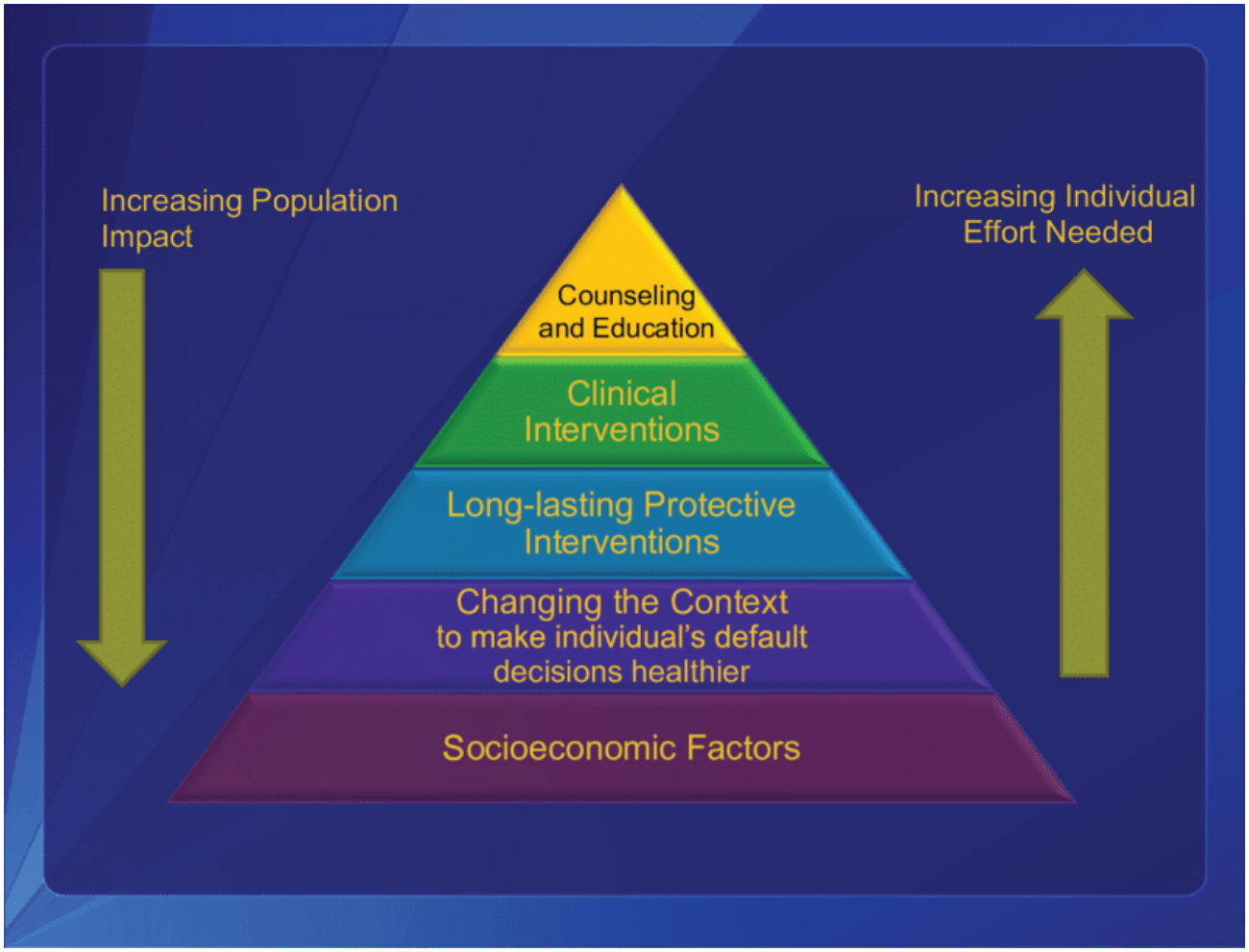
	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
General Medicine	3.00	3.00	3.00	3.00	3.00
Environmental Health	0.60	0.60	0.60	0.60	0.60
Full-Time Equivalent (FTE) Total	3.60	3.60	3.60	3.60	3.60

Future Outlook

The Dynamic Public Health Environment - The skills and capabilities of the public health practitioner of the future are being driven by multiple forces of change, including public health agency accreditation, climate change, health in all policies, social media and informatics, demographic transitions, globalized travel, and the uncertainty of the Affordable Care Act replacement. This will require developing job profiles for the public health worker of the future as well as obtaining new tools and developing new policies.

The forces cited above are transforming the public health role to "Chief Strategists" because socioeconomic factors have the largest impact on a population's health. Health begins where residents live, work, and play. Public health facilitates community partners in developing a collective Community Health Assessment and Community Health Improvement Plan. The opioid crisis demonstrates how public health facilitates a community response to address this epidemic.

Public Health Action: The Health Impact Pyramid*



*American Public Health Association

Due to the globalization of travel, public health continues to address emerging communicable diseases such as Zika, which has the most deleterious effect on pregnant women and their babies.

Life Expectancy and Chronic Disease - Inadequately or untreated chronic diseases that in many instances can be prevented or managed are negatively impacting the life expectancy of our residents. Public health works toward changing the environment to make the healthy choice the easy choice in order to improve health outcomes and save dollars.

Nursing - Prince William Health District (PWHD) has seen a shift in workload that supports a change in focus towards population health services. Within the Community Health Division, there has been an increase in the need to provide communicable disease screening, treatment, and prevention services to protect the health of the community. PWHD receives increasing reports from the private health care community of suspected or diagnosed communicable and/or vector borne diseases, requiring that more resources be allocated towards investigation and prevention of disease transmission. In addition to communicable disease activities, PWHD continues to see an increase in referrals for nursing home and personal care screenings, a service that impacts the health and safety of elderly and disabled populations and assures access to home or community based care for this vulnerable population. While PWHD will continue to provide women's health services, Maternal & Child Health services will become more population based through programs targeted toward safe sleep for infants, injury prevention, and healthy lifestyle programs to ensure control of chronic diseases prior to pregnancy. Uncontrolled chronic diseases are a major cause of maternal mortality.

Changes in Onsite Sewage Program - Virginia Department of Health (VDH) continues to work with the private sector to develop appropriate implementation strategies for the upcoming changes in onsite sewage regulations. Additionally, VDH is developing standardized protocols and procedures to help with the implementation of these changes, and will have to develop new training for environmental health staff to support the need for new onsite knowledge and skills. Changes to various Virginia codes will require PWHD staff to refer customers and clients to licensed private sector septic system designers. Onsite program staff will spend more time on community assessment, field inspections, quality assurance, and programmatic oversight of existing onsite sewage systems, public health outreach and education, and enforcement. PWHD continues to face challenges in competing with other Northern Virginia health districts, the federal government, and the private sector in hiring licensed onsite Environmental Health Specialists. Licensing is a requirement for an Environmental Health Specialist to function independently.

General Overview

A. **FY18 Public Health Funding** - The Commonwealth of Virginia partners with localities to provide public health services through a cooperative arrangement. Currently the cooperative budget is funded 55% by state funds and 45% by County matching funds. The County enters into an annual agreement with the VDH to provide the 45% funding necessary to operate PWHD. The County also provides local support above the match amount for certain local optional services. In FY18, state funding for PWHD was $2,496,121, County match funding was $2,042,280 and local support routed through the state was $841,743. The County also provided an additional $513,652 in local expenditure budget support for staffing, operations, and community partnerships above the amount included in the annual agreement. The City of Manassas and Manassas Park provide reimbursement to the County for services rendered based on a shared services agreement with the County. Total FY18 state and County budgeted expenditures for the PWHD were $5,893,796, with the County providing a total of $3,397,675.

Program Summary

Maternal & Child Health

This program improves the health of women and children in the PWHD by assessing their needs and assuring that quality services are accessible. This is accomplished through program monitoring and evaluation, public and customer education, consultation and training, and building and maintaining public/private partnerships. The Women, Infants, and Children (WIC) program is provided through non-local funding. These services assure the implementation of evidence-based practices, as well as capacity building and strengthening of the local infrastructure to meet the health needs of women and children. The client base for this program is the population at large.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Reproductive age females with documented multivitamin w/folic acid consult	45%	48%	50%	50%	50%
Women with a positive pregnancy test linked to prenatal care	NA	NA	36%	90%	90%
Infants born with late/no prenatal care per 1,000 live births	35.5	38.5	49.3	35.5	35.5
Children born in PWC with low birth weight	7.5%	6.9%	7.4%	6.5%	6.5%
Infant deaths per 1,000 live births	4.5	5.0	4.1	5.6	5.6

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Prenatal Care	**$689**	**$464**	**$464**	**$464**	**$464**
Women with positive pregnancy test linked to prenatal care	-	-	30	285	180
Women's Wellness	**$402**	**$310**	**$310**	**$310**	**$310**
Women served in women's wellness clinics	1,291	1,031	1,097	1,040	1,040
Women, Infants, and Children (WIC)	**$49**	**$0**	**$0**	**$0**	**$0**
Participants in the WIC program at the end of the fiscal year	8,638	8,052	8,121	8,500	8,500

General Medicine

The General Medicine program improves the health of the community by monitoring, investigating, controlling, and reporting the spread of communicable diseases including tuberculosis, vaccine preventable diseases, sexually transmitted diseases, and other communicable diseases, especially emerging diseases of public health significance; collaborating with community partners to assess and address environmental strategies and system changes that will prevent chronic diseases, encourage healthy lifestyles, and improve access to care for persons with health disparities; and working with County agencies and community partners to ensure that persons requiring nursing home placement or in-home personal care services are screened and referred to the appropriate service. The client base for this program is the entire population of the PWHD.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Pre-admission nursing home screenings completed within 30 days	62%	85%	89%	90%	90%
Patients completing tuberculosis preventive therapy treatment	87%	73%	74%	90%	90%
Vaccine-preventable disease cases per 100,000 population	11	10	14	10	10
Newly diagnosed HIV cases per 100,000 population	7	10	10	10	10
Participant attendance at core sessions of National Diabetes Prevention Program	-	65%	-	60%	60%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Sexually Transmitted Disease and AIDS Services	**$285**	**$247**	**$247**	**$247**	**$247**
Persons seen for sexually transmitted disease services	1,265	1,216	1,484	1,400	1,400
HIV clients linked to medical care	91%	90%	93%	93%	94%
Other Communicable Disease Services	**$925**	**$926**	**$996**	**$1,039**	**$1,000**
Patients receiving tuberculosis preventive therapy	159	155	78	170	150
Suspected tuberculosis follow-ups	78	73	129	90	130
Chronic Disease Services	**$116**	**$116**	**$116**	**$116**	**$116**
Persons screened for nursing home pre-admission and personal care services	636	678	677	700	700
Primary Health Care Services	**$284**	**$198**	**$160**	**$163**	**$206**
Clients served by community partners	4,434	4,048	3,041	3,585	3,585

Environmental Health

This program enforces state and local codes and regulations designed to protect the public health and safety of all residents of and visitors to the Prince William area. This is accomplished by enforcing regulations pertaining to food, food establishments, day care facilities, hotels, summer camps, campgrounds, swimming pools, private wells, onsite sewage disposal systems, and other environmental health laws. Regulatory activities include permitting, inspections, testing, monitoring, and legal action when voluntary compliance is not achieved.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Food establishments in PWC without founded complaints of food borne illness	100%	100%	99%	98%	98%
Septic tank owners in compliance with Chesapeake Bay Preservation Act	72%	73%	77%	75%	80%
On-site sewage applications completed within 15 days	93%	95%	95%	95%	95%
Founded health and safety menaces corrected	89%	90%	90%	90%	95%
Humans potentially exposed to rabies	520	505	527	550	550
Swimming pools in compliance with County code requirements	87%	85%	85%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
On-site Sewage System Permits and Maintenance	**$233**	**$234**	**$276**	**$264**	**$264**
New on-site sewage applications completed	115	125	124	125	125
Septic tank pump-outs assured	10,763	10,959	10,910	11,200	11,500
Water Supply Protection	**$64**	**$64**	**$64**	**$64**	**$64**
Repairs to on-site systems (remedial and preventive)	276	255	206	300	300
Inspection Services	**$397**	**$353**	**$427**	**$423**	**$423**
Food establishment inspections	1,727	1,636	1,841	2,100	2,100
Swimming pool inspections	410	201	41	400	400
Environmental Complaint Investigations	**$97**	**$96**	**$95**	**$94**	**$94**
Total environmental complaints investigated	280	286	284	300	300
Rabies Control	**$73**	**$50**	**$50**	**$50**	**$50**
Animal quarantines completed	408	456	402	500	500

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.

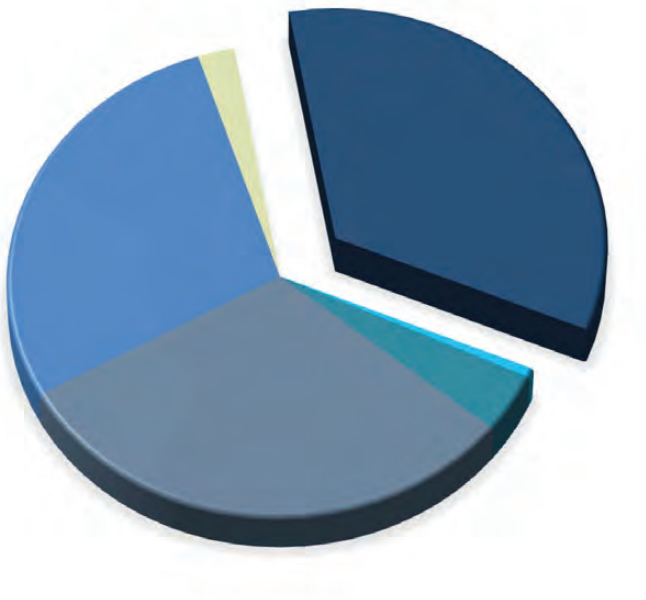
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Community events during which all hazards preparedness education is provided	15	10	23	10	15
Customers reporting that they received the information or services they needed	98%	99%	99%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Leadership and Management Oversight/Emergency Preparedness	**$171**	**$158**	**$156**	**$162**	**$162**
Deployable Medical Reserve Corps volunteers	425	384	375	425	425
Emergency response exercises conducted in collaboration with outside partners	2	3	13	3	8
State and County fees for services collected	$950,485	$983,111	$1.0M	$1.0M	$1.0M

Social Services

Mission Statement

Enhance the quality of life in Prince William County by affording individuals and families the support, protection, and safety necessary to enable them to build self-reliant lives.



Human Services
Expenditure Budget: $152,586,147

Expenditure Budget: $51,998,962

34.1% of Human Services

Programs:

- Protective Services: $4,615,616
- Family Support Services: $8,237,880
- Benefits, Employment & Child Care: $12,223,025
- Homeless Services: $3,064,040
- Juvenile Services: $7,718,256
- At-Risk Youth & Family Services: $13,580,124
- Director's Office: $2,560,021

Mandates

Prince William County is required by the state to establish a local board of social services to provide foster care, adoption, adoption assistance, child-protective services, domestic violence services, adult services, adult protective service, or any other service mandates adopted by the State Board of Social Services. The Department of Social Services provides these mandated services.

State Code: 63.2-1503; 22 Virginia Administrative Code (VAC) 40-705; 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), and 63.2-905 (Foster Care), 63.2-217, 63.2-319, 63.2-611, 63.2-616

Social Services

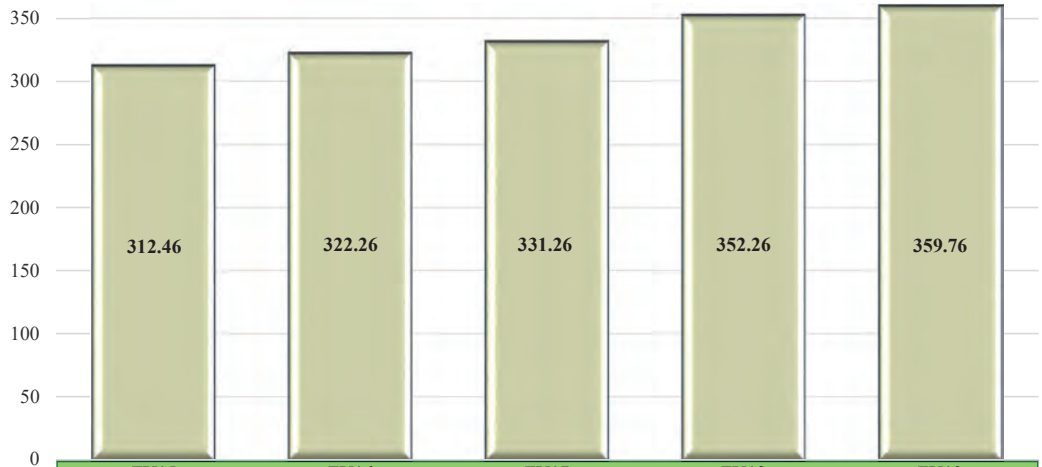
Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Protective Services	$3,600,373	$3,904,267	$4,081,421	$4,935,764	$4,615,616	(6.49%)
Family Support Services	$7,894,089	$8,175,660	$8,202,924	$7,798,970	$8,237,880	5.63%
Benefits, Employment & Child Care	$10,520,555	$10,695,202	$10,901,957	$11,712,951	$12,223,025	4.35%
Homeless Services	$1,995,268	$2,219,586	$2,428,949	$3,047,186	$3,064,040	0.55%
Juvenile Services	$5,523,659	$5,874,962	$7,152,490	$7,263,518	$7,718,256	6.26%
At-Risk Youth & Family Services	$8,645,912	$9,714,422	$11,628,506	$13,667,564	$13,580,124	(0.64%)
Social Services Director's Office	$2,648,085	$2,367,165	$2,528,866	$2,669,448	$2,560,021	(4.10%)
Total Expenditures	**$40,827,941**	**$42,951,265**	**$46,925,112**	**$51,095,403**	**$51,998,962**	**1.77%**

Expenditure by Classification						
Salaries and Benefits	$23,781,179	$24,929,103	$25,775,091	$28,956,310	$28,505,606	(1.56%)
Contractual Services	$1,544,838	$1,790,143	$1,900,300	$2,064,525	$2,205,803	6.84%
Internal Services	$1,287,819	$1,268,773	$1,414,737	$1,235,628	$1,259,408	1.92%
Purchase of Goods & Services	$13,434,708	$14,247,745	$16,739,407	$19,237,995	$19,684,178	2.32%
Capital Outlay	$72,953	$9,196	$577,514	$85,316	$85,316	0.00%
Leases & Rentals	$61,445	$66,655	$58,923	$95,694	$95,694	0.00%
Reserves & Contingencies	$0	$0	$0	($1,039,205)	$0	(100.00%)
Transfers Out	$644,998	$639,651	$459,140	$459,140	$162,957	(64.51%)
Total Expenditures	**$40,827,941**	**$42,951,265**	**$46,925,112**	**$51,095,403**	**$51,998,962**	**1.77%**

Funding Sources						
Revenue from Federal Government	$11,983,380	$12,884,379	$13,489,221	$12,196,987	$12,603,128	3.33%
Revenue from Other Localities	$15,684	$936	$109,887	$12,180	$16,141	32.52%
Miscellaneous Revenue	$157,632	$221,109	$213,204	$44,900	$44,900	0.00%
Non-Revenue Receipts	$2,583	$1,141	$0	$0	$0	0.00%
Charges for Services	$1,077,186	$1,137,308	$662,067	$951,258	$951,258	0.00%
Revenue from Commonwealth	$10,277,264	$11,618,193	$14,525,790	$16,027,896	$16,274,213	1.54%
Transfers In	$274,109	$310,803	$329,559	$327,768	$318,730	(2.76%)
Total Designated Funding Source	**$23,787,837**	**$26,173,868**	**$29,329,727**	**$29,560,989**	**$30,208,370**	**2.19%**
Net General Tax Support	**$17,040,104**	**$16,777,396**	**$17,595,385**	**$21,534,414**	**$21,790,592**	**1.19%**
Net General Tax Support	**41.74%**	**39.06%**	**37.50%**	**42.15%**	**41.91%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Protective Services	41.60	41.60	46.60	47.00	46.00
Family Support Services	45.93	44.93	44.93	44.53	48.53
Benefits, Employment & Child Care	131.00	130.00	134.00	141.00	142.00
Homeless Services	4.30	3.80	4.80	9.80	9.80
Juvenile Services	63.03	72.83	72.83	81.83	86.33
At-Risk Youth & Family Services	6.00	6.00	6.00	6.00	6.00
Director's Office	20.60	23.10	22.10	22.10	21.10
Full-Time Equivalent (FTE) Total	**312.46**	**322.26**	**331.26**	**352.26**	**359.76**

Future Outlook

Foster Care - Efforts to assist families with reunification while focusing on the safety and well-being of children are under extreme scrutiny by state auditors. Recruiting foster families and providing training in trauma-informed care and other best practices so they may best serve youth in Department of Social Services (DSS) custody is continual. Title IV-E funding, federal funds for youth in foster care who are eligible for Medicaid, is critical and redesigning the internal process to determine and properly sustain eligibility is underway.

Growth in Programs Serving At-Risk Youth - As student enrollment continues to increase in the Prince William County (PWC) Public School System, a greater demand for services and related expenses is expected for at-risk youth as well. Services for at-risk youth can include residential placement programs and special education private day school placements, which focus on providing at-risk youth with a range of services including education, living skills, substance misuse treatment, sexual and other trauma, mental health counseling, behavior modifications, and other needed services on an individual, case-by-case basis.

Increase in Persons 60 Years and Over - By the year 2020, persons 60 years of age and older are expected to increase to 73,190, which is approximately 16% of the County's entire population, almost double the same population percentage in 2000. With the projected increase in persons over the age of 60, DSS is anticipating a workload increase in the Protective Services and the Benefits, Employment & Child Care (BECC) Divisions. It is anticipated that additional staff resources will be required on the Adult Protective Services (APS) team due to an increased need for investigations of abuse and neglect. Additional resources will be needed on the Long-Term Care team in BECC to assist with processing Long-Term Care Medicaid applications because poverty is expected to increase from 4.4% in 2000 to 7.6% in 2020.

Opioid Crisis - As the nationwide opioid crisis continues and more emphasis and efforts are placed on awareness and treatment, it is anticipated that Child Protective Services (CPS) staff will encounter more substance exposed infants and families with substance abuse issues, which will require staff to assist families with accessing addiction services.

Increased Demand for Pre-Trial Services - The Office of Attorney General advised the Department of Juvenile Justice that Juvenile Intake Officers possess the authority to place a juvenile on a detention alternative without an order of the court. According to the Code of Virginia, Court Service Unit Intake Officers are vested with the discretion to release a juvenile from custody without a court order. Conditioning a juvenile's release from custody upon a detention alternative such as outreach detention or home electronic monitoring would fall within the scope of this discretion. It is anticipated that Pre-Trial Services will likely see an increase in the number of intakes and Juvenile Detention staff will be required to complete in-home electronic monitoring training as a result of the Attorney General's advisement.

Public Assistance Benefits/Employment/Child Care - The BECC Division is in the final stages of converting all case files to one state system, Virginia Case Management System (VaCMS), for the management and administration of public benefits. Converting to VaCMS requires staff to manually scan and upload existing paper files, which is time and labor intensive. Staff are required to complete the conversion process in addition to maintaining their current caseloads, which has caused workload challenges and has led to multiple repeat audit findings related to the timely processing of Medicaid applications and annual renewals. In FY16 (FY17 data is not yet available), PWC had to process 100,000 applications, totaling approximately 1,000 per staff available, almost double the reasonable limit of 600. Without additional staffing resources, timely processing challenges and related audit findings will persist.

General Overview

A. **Transportation Grant** - Federal grant funds of $15,000 received through the Office of Housing & Community Development to provide transportation for homeless individuals to local shelters and from shelters to local service providers will be eliminated in FY19.

B. **Roll FY18 DSS Reconciliation into FY19** - PWC adopted its FY2018 Budget prior to the County receiving its final FY18 budget allocation from the Virginia DSS. Each year the County must adjust its DSS budget (BOCS Resolution 17-546) 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. Additional funding was provided primarily in the Family Support Services and BECC programs. The FY18 reconciliation results in a $467,319 revenue and expenditure budget increase in FY19. There is no additional general fund tax support required.

C. **Off Cycle Positions for Foster Care Services** - In July 2017, the Board of County Supervisors (BOCS) authorized the creation of three full-time Family Services Worker II positons to provide foster care services (BOCS Resolution 17-318) due to increased allocations from the Virginia DSS. By adding these positions, DSS expects to increase the number of authorized foster care families by 31% (from 90 to 118 families) by the end of FY19. This resolution results in a $185,139 revenue and expenditure increase in FY19. There is no additional general fund tax support required.

D. **Prison Rape Elimination Act (PREA)** - In December 2017, the BOCS authorized the creation of four full-time and one part-time position (BOCS Resolution 17-599) to comply with PREA staffing standards at the Judge Patrick D. Molinari Juvenile Shelter. This resolution results in a $268,958 budgeted revenue and expenditure increase in FY19. There is no additional general fund tax support required.

E. Program Realignment - Work activities within BECC, Protective Services and Family Support Services have been realigned to better match program descriptions and goals. Therefore, program totals in these areas on the DSS Expenditure and Revenue Summary for FY15 through FY18 will differ from the totals on the associated program pages.

Budget Initiatives

A. Budget Initiatives

1. Hilda Barg Homeless Prevention Center Contractual Cost Increase – Homeless Services

Expenditure	$16,500	General Fund Impact	$16,500
Revenue	$0	FTE Positions	0.00

a. Description - This initiative funds the annual cost increase to the contract in place to operate the Hilda Barg Homeless Prevention Center.

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

Program Summary

Protective Services

Protective Services has two mandated programs; CPS and APS. CPS screens and investigates allegations of abuse/neglect of children under the age of 18 and provides prevention services to raise community awareness of abuse and neglect. APS screens and investigates allegations of abuse/neglect/exploitation of disabled or older adults. APS activities include monitoring public guardianships for incapacitated adults and home visits to determine eligibility for Medicaid-funded long term care in conjunction with the local health district.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Repeat adult abuse and neglect cases	1%	1%	3%	2%	3%
Repeat child abuse and neglect cases (same child)	1%	4%	2%	4%	3%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
CPS Investigations	**$3,105**	**$3,251**	**$3,413**	**$3,631**	**$3,749**
Reports of alleged child abuse/neglect received by CPS	4,686	4,575	4,547	4,600	4,500
CPS complaints investigated & assessments completed	2,445	2,621	2,475	2,650	2,500
Founded CPS cases	410	432	328	445	400
Average number of days to complete CPS investigations and assessments	56	60	65	53	50
APS Investigations	**$495**	**$654**	**$668**	**$786**	**$737**
Reports of alleged adult abuse/neglect received by APS	697	888	882	740	800
APS complaints investigated	503	562	505	550	525
Founded APS cases	176	140	164	150	175
Average number of days to complete APS investigations and assessments	50	50	75	46	60
Adult Care	**$141**	**$83**	**$81**	**$121**	**$129**
Incapacitated adults in the guardianship program	410	424	468	450	500
Medicaid long-term care assessments - Adults	527	532	474	560	500
Medicaid long-term care assessments - Children	188	139	-	180	-

Family Support Services

Family Support Services provides mandated services that include foster care, treatment, and adoption. The well-being and safety of children are the priority of the program and efforts are made to keep families unified.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Repeat child abuse and neglect cases (same child)	1%	4%	2%	4%	3%
Children in foster care finding permanent homes*	32%	79%	72%	39%	75%

*Definition of permanency has changed to include children that return home, relative placement, and adoptions

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Foster Care	**$5,349**	**$5,603**	**$5,683**	**$5,536**	**$6,067**
Children served in custodial foster care	137	163	149	170	155
Authorized foster care families	104	92	85	98	118
Family Treatment	**$983**	**$1,016**	**$941**	**$1,087**	**$1,037**
Families served in family treatment services	201	225	214	219	213
Prevention and Assessments	**$1,042**	**$1,096**	**$1,088**	**$1,176**	**$1,134**
Families served in prevention and assessments	208	442	431	455	460
Clients served with Promoting Safe & Stable Families funding	632	817	791	800	-

Benefits, Employment & Child Care

BECC is a multi-dimensional program whose primary focus is promoting self-reliance and prevention of dependency on public assistance. The administration of programs including SNAP (formerly Food Stamps), Medicaid, Temporary Assistance for Needy Families (TANF), Virginia Initiative for Employment Not Welfare (VIEW), and Child Care Assistance contributes to family stabilization. The program serves PWCs residents with the lowest incomes in meeting their basic needs as they move toward achieving economic success.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
TANF participants engaged in work activities (state target is 50%)	44%	42%	40%	47%	51%
Medicaid cases reviewed within State mandated time frames (State mandate is 97%)	94%	99%	98%	97%	-
Medicaid applications processed within State mandated time frame (45 days)	-	-	77%	-	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Employment Services	**$1,264**	**$1,086**	**$1,155**	**$1,435**	**$1,351**
Persons served in VIEW*	465	422	352	800	380
Benefits & Child Care	**$9,635**	**$9,987**	**$10,157**	**$10,676**	**$10,872**
New applications processed annually (TANF, SNAP, and Medicaid)	31,438	26,273	32,260	27,000	30,000
Average number of cases managed per month (TANF, SNAP, and Medicaid)	37,605	37,599	36,878	38,000	-
Medicaid annual renewals 45 days overdue (monthly average)	-	-	564	-	<100
New Medicaid applications pending more than 45 days (monthly average)	-	-	159	-	<75

*FY15 and FY16 actuals have been restated to accurately reflect persons serviced in VIEW, a subset of TANF

Homeless Services

Homeless Services provides contract monitoring for the Hilda Barg Homeless Prevention Center (HPC), a 30-bed shelter for families and single adults that offers comprehensive services including case management, job readiness, mental health counseling, and medical referrals. Homeless Services directly operates the Winter Shelter, a 48-bed overnight shelter open November 1 - March 31 for single adult men and women, that provides safety from extreme winter weather. The Bill Mehr Drop-In Center is operated year-long six days a week. This program provides case management, benefits eligibility, mental health/substance abuse counseling, and partners with community programs to aide in improving life skills and employment prospects. Administrative and financial oversight of the Prince William Area Continuum of Care is another activity in this program.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Utilization of Winter Shelter when temperature is < 32 degrees	74%	85%	88%	80%	-
Utilization of HPC	84%	87%	78%	85%	81%
Point in time homeless count	409	400	400	390	390
Two-year sustainment of permanent housing	-	81%	86%	-	86%
Utilization of Overnight Shelter	-	-	-	-	87%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Coordinated Entry Services	**$1,947**	**$2,173**	**$2,380**	**$2,994**	**$3,010**
Substance abuse weekly group attendance	110	100	81	110	97
Referrals for mental health services to Community Services	3	17	37	10	19
Referrals for benefits	21	21	15	30	-
Drop-In Center	**$48**	**$46**	**$50**	**$53**	**$54**
Number of clients served at Drop-In Center	-	-	6,459	-	6,400

Juvenile Services

Juvenile Services offers the community a balanced approach in providing public safety, accountability, and successful completion of court-ordered programs for at-risk youth. Services range from secure incarceration at the JDC, non-secure residence at the Molinari Juvenile Shelter to home-based supervision through the Pre-trial Supervision program which also includes electronic monitoring.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Juvenile Pre-trial Supervision clients re-offending while in the program	3%	2%	2%	2%	2%
Molinari Juvenile Shelter Services clients re-offending while in the program	3%	2%	1%	3%	2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Secure Detention	**$3,940**	**$4,239**	**$5,332**	**$5,561**	**$5,727**
Juveniles admitted into Secure Detention	703	642	593	712	645
Juvenile Pre-trial Supervision	**$394**	**$353**	**$366**	**$406**	**$418**
Juveniles admitted into pre-trial supervision	171	171	205	186	186
Molinari Juvenile Shelter Services	**$1,190**	**$1,283**	**$1,453**	**$1,296**	**$1,573**
Juveniles admitted	189	194	213	200	200

At-Risk Youth & Family Services

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 (now known as Children's Services Act). ARYFS serves as a funding resource for the following public agencies in need of additional services for their clients: (1) DSS for CPS, Foster Care and Adoption Services; (2) School Division for Special Education, Alternative Education, and Student Services; (3) Juvenile Court Services Unit for Probation and Parole; (4) Community Services for mental health treatment needs.

All ARYFS clients struggle with severe disorders and/or dysfunctional families and most have behavioral health diagnoses requiring professional treatment services. All service plan decisions require a collaborative review and approval by a multi-disciplinary Family Assessment and Planning Team (FAPT) staffed by previously listed public agencies, a private provider representative, and a parent representative.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Clients with improved functional assessment score upon case closure	61%	63%	70%	65%	65%
Parents/guardians participating in inter-agency meetings satisfied with services	99%	97%	98%	95%	-
Clients remaining reunified with their families after six months	100%	98%	100%	95%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Community-Based Services	**$4,158**	**$4,414**	**$6,413**	**$6,962**	**$6,962**
Youth served in community-based services	610	428	505	500	513
Residential Services	**$2,625**	**$3,576**	**$3,606**	**$4,340**	**$4,240**
Youth served in residential services	95	104	118	110	130
ARYFS Foster Care	**$1,516**	**$1,362**	**$1,237**	**$1,964**	**$1,964**
Youth served in foster care	137	163	149	170	149
ARYFS Administration	**$348**	**$363**	**$372**	**$402**	**$414**
Total youth served (unduplicated)	624	446	510	520	500

Director's Office

Provide overall leadership, financial management including state and federal grant monitoring, personnel functions, and information technology services for DSS.

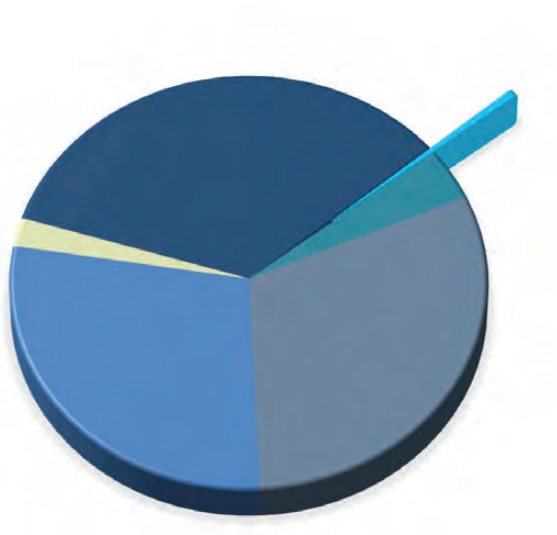
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Appropriate facilities & services provided for economically disadvantaged people	NA	75%	75%	75%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Social Services Director's Office	**$1,049**	**$708**	**$701**	**$890**	**$908**
Technology Support	**$229**	**$264**	**$349**	**$387**	**$382**
Personnel Support	**$305**	**$304**	**$308**	**$333**	**$347**
Fiscal Support	**$1,066**	**$1,091**	**$1,170**	**$1,060**	**$924**

Virginia Cooperative Extension

Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Polytechnic Institute and State University, the Commonwealth's land grant university. Building local relationships and collaborative partnerships, we help people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.



Human Services
Expenditure Budget: $152,586,147

Expenditure Budget: $921,082

0.6% of Human Services

Programs:

- Nutrition Education: $8,510
- Environment & Natural Resources: $249,820
- 4-H Education: $115,429
- Parent Education: $220,242
- Financial Education & Housing Counseling: $327,081

Mandates

Virginia Cooperative Extension operates under a state mandate to inform the County when agricultural conditions warrant the declaration of a disaster and to provide assistance and information regarding disaster relief programs.

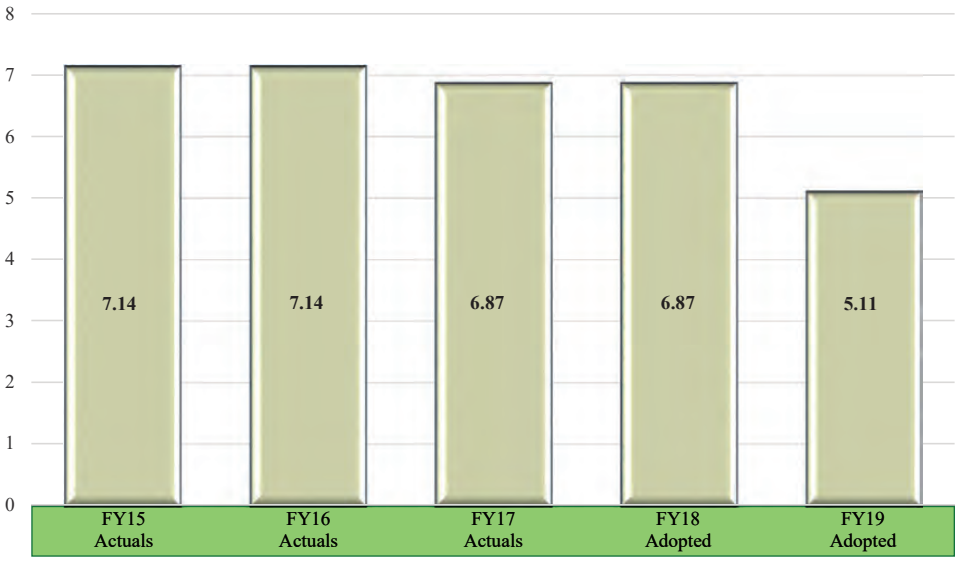
State Code: Title 23.1-2610 (Duties of the Service, the Program, and the Station)

Virginia Cooperative Extension

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Nutrition Education	$25,508	$32,725	$27,160	$9,110	$8,510	(6.59%)
Environment & Natural Resources	$188,351	$187,523	$195,233	$201,908	$249,820	23.73%
4-H Education	$131,151	$84,456	$79,878	$101,567	$115,429	13.65%
Parent Education	$217,616	$220,499	$155,219	$202,872	$220,242	8.56%
Financial Education & Housing Counseling	$297,588	$328,685	$333,483	$304,747	$327,081	7.33%
Total Expenditures	**$860,214**	**$853,888**	**$790,974**	**$820,204**	**$921,082**	**12.30%**
Expenditure by Classification						
Salaries and Benefits	$717,212	$746,081	$681,582	$703,652	$781,657	11.09%
Contractual Services	$224	$756	$1,845	$1,650	$9,650	484.85%
Internal Services	$81,929	$85,431	$80,939	$80,833	$80,833	0.00%
Purchase of Goods & Services	$60,849	$21,620	$26,608	$54,234	$48,942	(9.76%)
Reserves & Contingencies	$0	$0	$0	($20,165)	$0	(100.00%)
Total Expenditures	**$860,214**	**$853,888**	**$790,974**	**$820,204**	**$921,082**	**12.30%**
Funding Sources						
Revenue from Federal Government	$0	$0	$55,565	$0	$42,000	0.00%
Revenue from Other Localities	$94,200	$125,832	$89,316	$89,322	$99,834	11.77%
Miscellaneous Revenue	$13,315	$0	$0	$0	$0	0.00%
Charges for Services	$15,835	$15,280	$17,525	$10,000	$10,000	0.00%
Revenue from Commonwealth	$198,298	$140,965	$94,913	$118,000	$91,626	(22.35%)
Transfers In	$330,624	$295,772	$267,022	$267,022	$267,022	0.00%
Total Designated Funding Sources	**$652,272**	**$577,849**	**$524,341**	**$484,344**	**$510,482**	**5.40%**
Net General Tax Support	**$207,942**	**$276,039**	**$266,632**	**$335,860**	**$410,600**	**22.25%**
Net General Tax Support	**24.17%**	**32.33%**	**33.71%**	**40.95%**	**44.58%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Nutrition Education	0.00	0.00	0.00	0.00	0.00
Environment & Natural Resources	1.77	1.77	1.77	1.77	1.66
4-H Education	0.00	0.00	0.00	0.00	0.00
Parent Education	3.05	3.05	2.78	2.78	1.45
Financial Education & Housing Counseling	2.32	2.32	2.32	2.32	2.00
Full-Time Equivalent (FTE) Total	**7.14**	**7.14**	**6.87**	**6.87**	**5.11**

Future Outlook

4-H - 4-H will continue to offer community clubs, camps, and in-school enrichment, but also has some opportunity to fine tune and expand its programming. Preparing youth to be fiscally responsible has been a request from many leaders, as they manage club accounts as well as helping youth understand how individuals and families manage their finances. Using 4-H curriculum, 4-H will be collaborating with the Financial Education program to develop a hands-on teen financial literacy program. In addition, staff vacancies and a state priority from the youth development team gives 4-H the opportunity to reach out to county youth to increase participation from at-risk and underserved audiences. The focus on recruitment and retention of adult volunteer(s) to reach this underserved audience has allowed Virginia Cooperative Extension (VCE) to change the focus of a staff member who will be transitioning to club development as well as creating special interest clubs to focus on the needs of the community.

Parent Education - National data indicates that families with children under the age of 18 comprise 28.4% of the Prince William County (PWC) population and 66% of children under the age of 6 have all parents working. The average commute is 39 minutes one-way to work, and these long commutes limit parents' time with their children. This, coupled with long work hours and the changing economy, adds stress on the family. In addition, 31% of grandparents in the county are living with and responsible for their grandchildren. While parents may or may not be in the home, differing parenting styles can also add stress to the family. Prince William VCE offers classes to support these busy parents and grandparents in raising healthy children who will contribute positively to the community and eliminating abuse and neglect in our community.

Nutrition Education - Based on the January 2017 United States Department of Agriculture (USDA) Food and Nutrition Service report there are 39,267 households receiving Supplemental Nutrition Assistance Program (SNAP) benefits in PWC. This includes 30,983 families, with 30-50% living below the poverty level. SNAP educators are seeking additional community collaborators and venues so they may continue to assist SNAP recipients to stretch their food dollars, choose healthy foods, shop smarter and keep their food safe. SNAP educators have added a physical activity component in addition to teaching good nutrition and cooking skills to their clientele.

Environment and Natural Resources - Staff and Master Gardener volunteers provide horticultural and agricultural technical assistance and educational programs that address water quality issues. Providing certified nutrient management plans and working on a regional level to provide educational programs for pesticide applicators and the green industry assists PWC in meeting their Municipal Separate Storm Sewer System (MS-4) permit goals. VCE anticipates continued requests for educational classes from homeowners associations (HOAs), garden clubs, and the PWC libraries. Additionally, VCE anticipates requests for technical assistance with community and school gardens, houses of faith, and HOAs for new and aging landscapes, managing storm water runoff in older neighborhoods, and the need for identification and control recommendations regarding invasive pest and plant problems.

General Overview

A. Reclassification of Four County Positions to Grant Positions - VCE relies heavily on grant funding to provide services to the County. Four positions that are 100% grant supported were created before the County began using a new classification, grant positions, that do not count toward an agency's FTE allocation. The combined FTE count for these four positions (PCNs 727016, 747001, 994011 and 994012) is 1.72. These positions are reclassified in the FY2019 Budget as grant positions and removed from VCE's FTE allocation. This reclassification has no impact on the individuals in those positions, and does not change the expenditure total in the FY2019 Budget because funding for these positions is dependent on grants, not local tax support.

B. Technical Grant Funds from Virginia Housing Development Authority (VDHA) - During FY18, the Board of County Supervisors (BOCS) accepted a three-year technical grant from VDHA totaling $47,070 to support required staff development, grant writing services and equipment purchases (BOCS Resolution 17-565). The three-year breakdown is as follows: FY18 - $17,868, FY19 - $15,626, and FY20 - $13,576.

Budget Initiatives

A. Budget Initiatives

1. Increase Reimbursement to the State for VCE Agents – 4-H & Parent Education

Expenditure	$27,126	General Fund Impact	$27,126
Revenue	$0	FTE Positions	0.00

a. Description - The County's Memorandum of Understanding with Virginia Polytechnic Institute and State University requires the County to pay 50% of the salary and benefits for the 4-H Extension Agent and 33% for all other Extension Agents. This increase is necessary to bring the required state reimbursement in line with the agents' salaries.

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

Program Summary

Nutrition Education

The Nutrition Education program is federally-funded via the SNAP Education grant. The goal of the grant is to provide nutrition education and obesity prevention programs for SNAP participants and other eligible limited-resource families. Educational collaborative programming involves groups of adults and groups of youth who enroll in series of classes involving two to eight sessions per series. Comprehensive and short-term nutrition education are offered at human services offices, homeless shelters, retail stores, free clinics, pregnancy centers, farmers markets, health centers, food pantries, schools, churches, after-school programs, low-income housing communities, Head Start, and parent meetings.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
SNAP education program participants improving nutritional intake	97%	100%	100%	95%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Nutrition Education	**$26**	**$33**	**$27**	**$9**	**$9**
SNAP education (formerly Smart Choices Nutrition Education Program) participants	501	1,301	1,373	1,200	1,200

Environmental & Natural Resources

Environment & Natural Resources (ENR) provides educational programs that raise awareness and change behaviors, emphasizing best management practices for sustainable landscape management and water quality protection. Activities conducted by staff and trained Master Gardener Volunteers include educational classes and hands-on demonstrations, “Ask a Master Gardener” clinics at local garden centers and the Farmer’s Markets, the Extension Horticulture Help Desk, an outdoor classroom called the Teaching Garden, Plant a Row produce collections at local Farmer’s Markets, school and community garden site visits and technical assistance, and stormwater education. Building Environmentally Sustainable Turf (BEST) Lawns, part of the Virginia Healthy Lawn program, utilizes Master Gardener volunteers who measure and soil test turf and landscape areas, and staff provides certified nutrient management plans as a result. Audiences include citizens, agricultural producers, local school systems, the green industry, pesticide applicators, homeowners’ associations, non-profit organizations, and County agencies.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Participants reporting that they adopted recommended water quality practices	98%	100%	95%	85%	85%
Environmental ed participants with new knowledge measured by pre/post tests	-	-	89%	85%	85%
BEST Lawn clients implementing practices that improve water quality	-	-	69%	70%	70%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Environment and Natural Resources	**$188**	**$188**	**$195**	**$202**	**$250**
Environmental education participants	1,220	2,064	4,181	2,000	2,000
Site visits for stormwater management education & community & school gardens	20	15	47	20	25
Calls received through the Horticulture Help Desk	1,490	1,493	1,547	1,000	1,400
BEST Lawns urban nutrient management plans written	-	281	300	250	250
Annual acres covered by BEST Lawns nutrient management plans	84	70	69	75	75
FTE value of volunteer hours (ENR)	7	7	8	7	7

4-H Education

4-H Education assists youth and adults working with those youth, to gain additional knowledge, life skills, and attitudes that will further their development as self-directing, contributing, and productive members of society. PWC 4-H provides youth aged 5-19 with life skill learning opportunities through the delivery models of 4-H community clubs, camps, and in-school and after-school programs.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Healthy Eating Active Living youth with new knowledge measured by pre/post tests	-	-	-	70%	-
Safe at Home, Safe Alone youth with new knowledge measured by pre/post tests	100%	94%	99%	90%	90%
Teen counselors new knowledge, measured by pre/post tests	-	-	-	-	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
4-H Youth Education	**$131**	**$84**	**$80**	**$102**	**$115**
Youth enrolled in 4-H camps and clubs	706	1,555	1,431	700	850
Youth enrolled in 4-H special interest programs	58,531	54,556	64,083	50,000	55,000
Community service hours contributed by 4-H youth and adults	-	-	8,357	7,000	7,000
FTE value of volunteer hours (4-H)	-	9.6	19.3	9.6	15.0

Parent Education

The Parent Education programs serve all families in our community. Staff and volunteers facilitate classes throughout the community for parents of young children, school-aged children, and teens. In addition, VCE offers the Juvenile Justice Parenting Program (JJPP) to parents of adolescents who are either court-involved or at risk of court involvement, and a program for parents who are addressing issues of anger in the home. Facilitators also hold classes at the Adult Detention Center for participants in the Drug Offender Rehabilitation Module (DORM) program, at transitional housing facilities and shelters for homeless families. VCE accomplishes this by working collaboratively with the Department of Social Services (DSS), PWC Schools, the Juvenile Court Services Unit, Community Services, and a number of non-profits. Programs are available in English and Spanish.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
DSS clients with no founded abuse/neglect case 1 year after program completion	100%	99%	100%	100%	100%
At-risk families who don't enter foster care within 1 year of program completion	100%	100%	100%	100%	100%
Youth without criminal charges 1 year after parents complete JJPP class	-	79%	81%	75%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Parent Education	**$218**	**$220**	**$155**	**$203**	**$220**
Participants completing Systematic Training for Effective Parenting	247	227	234	230	230
Participants completing When Families Get Angry	73	59	67	75	75
Participants completing JJPP	23	78	54	75	75
FTE value of volunteer hours (parent education)	-	0.4	0.4	0.4	0.4

Financial Education & Housing Counseling

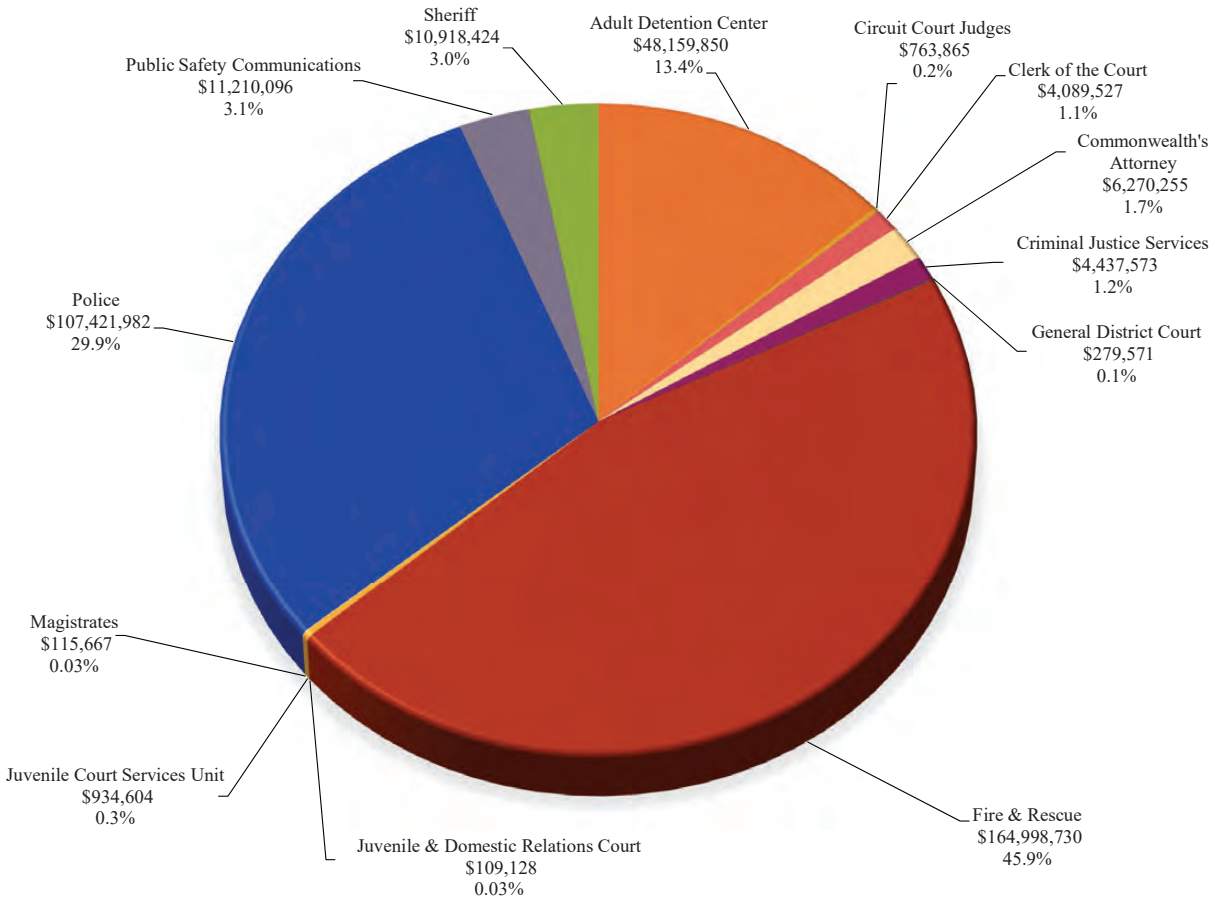
Financial Education & Housing Counseling promotes improved personal financial behaviors through research-based seminars, counseling, or coaching to develop sound financial habits and improved personal economic stability. Our Master Financial Volunteers lead seminars that share best practices to improve personal finance decision-making skills. Our programs help citizens determine their affordable, stable housing goals, including pre-purchase planning, steps to avoid foreclosure, and appropriate options for refinancing or reverse mortgage choices.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
One-on-one counseling clients reporting an improving financial situation	-	-	94%	75%	75%
Mortgage default clients not losing their homes to foreclosure	-	97%	97%	90%	90%
Clients with increased knowledge measured by pre/post-tests	-	-	96%	85%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Financial Education and Housing Counseling	**$298**	**$329**	**$334**	**$305**	**$327**
Households receiving housing counseling	-	-	368	200	200
Clients completing First Time Homebuyer Track	-	-	65	35	35
Clients attending financial literacy class	-	529	562	450	450
FTE value of volunteer hours (financial education)	-	0.8	0.8	0.8	0.8

Virginia Cooperative Extension

Public Safety



Public Safety Expenditure Budget: $359,709,272

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

Average Tax Bill: Public Safety accounted for $854 and 21.24% of the average residential tax bill in FY19.

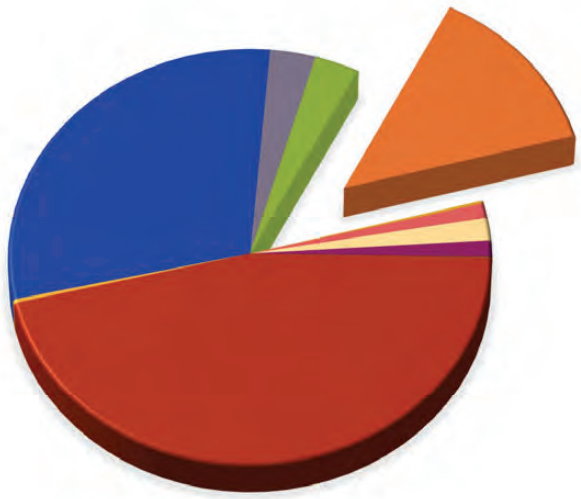
Department & Agencies

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

Adult Detention Center

Mission Statement

The mission of the Adult Detention Center is to protect the community by providing for the secure, safe, healthful housing of prisoners admitted to the Adult Detention Center; to ensure the safety of Detention Center staff; to conduct rehabilitative programs which reduce the likelihood of recidivism among prisoners released from the Adult Detention Center; and to do these things in as cost effective a manner as possible.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $48,159,850

13.4% of Public Safety

Programs:

- Executive Management and Support: $4,950,545
- Inmate Classification: $1,679,916
- Inmate Security: $21,942,094
- Inmate Health Care: $4,726,325
- ADC Support Services: $12,646,223
- Inmate Rehabilitation: $2,214,746

Mandates

The Code of Virginia requires that every county shall have a jail. The Virginia Department of Corrections sets operating standards for all Virginia jails. The Adult Detention Center provides this mandated service. Regional jail boards are mandated through state code. The Adult Detention Center serves as liaison to the Jail Board.

State Code: 15.2-1638; 53.1-106

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Executive Management and Support	$4,099,313	$3,540,555	$3,564,886	$3,363,562	$4,950,545	47.18%
Inmate Classification	$1,020,945	$1,342,469	$1,433,979	$1,455,520	$1,679,916	15.42%
Inmate Security	$18,478,949	$18,104,225	$17,908,800	$19,501,382	$21,942,094	12.52%
Inmate Health Care	$4,696,850	$5,167,928	$4,713,010	$4,338,026	$4,726,325	8.95%
ADC Support Services	$12,304,542	$12,960,672	$11,836,173	$11,731,684	$12,646,223	7.80%
Inmate Rehabilitation	$1,867,752	$2,108,454	$2,038,617	$2,337,189	$2,214,746	(5.24%)
Total Expenditures	**$42,468,351**	**$43,224,303**	**$41,495,466**	**$42,727,364**	**$48,159,850**	**12.71%**
Expenditure by Classification						
Salaries and Benefits	$29,024,786	$30,320,235	$30,391,819	$32,767,144	$36,273,471	10.70%
Contractual Services	$6,022,832	$4,636,050	$3,142,665	$2,434,055	$3,097,255	27.25%
Internal Services	$1,291,447	$1,156,369	$1,234,861	$1,335,946	$1,453,260	8.78%
Purchase of Goods & Services	$4,450,713	$4,562,869	$4,825,925	$4,976,967	$5,158,189	3.64%
Capital Outlay	$13,262	$61,006	$0	$8,000	$233,172	2,814.65%
Leases & Rentals	$320,696	$281,874	$280,700	$342,517	$283,200	(17.32%)
Reserves & Contingencies	$0	$0	$0	($743,302)	$0	(100.00%)
Transfers Out	$1,344,616	$2,205,900	$1,619,496	$1,606,037	$1,661,303	3.44%
Total Expenditures	**$42,468,351**	**$43,224,303**	**$41,495,466**	**$42,727,364**	**$48,159,850**	**12.71%**
Funding Sources						
Revenue from Federal Government	$337,578	$239,858	$310,614	$382,500	$382,500	0.00%
Use of Money & Property	$0	$1,230	$0	$0	$0	0.00%
Revenue from Other Localities	$4,948,056	$4,329,670	$6,122,619	$3,906,214	$4,445,331	13.80%
Miscellaneous Revenue	$78,661	$74,723	$102,549	$57,020	$57,020	0.00%
Non-Revenue Receipts	$15,483	$0	$0	$0	$0	0.00%
Charges for Services	$533,017	$500,936	$499,895	$662,774	$662,774	0.00%
Revenue from Commonwealth	$10,319,150	$11,091,104	$11,220,389	$9,968,579	$10,500,000	5.33%
Total Designated Funding Sources	**$16,231,945**	**$16,237,522**	**$18,256,066**	**$14,977,087**	**$16,047,625**	**7.15%**
(Contribution To)/ Use of Fund Balance	**($585,935)**	**($1,016,140)**	**($3,598,703)**	**$0**	**$0**	**0.00%**
Net General Tax Support	**$26,822,342**	**$28,002,921**	**$26,838,103**	**$27,750,277**	**$32,112,225**	**15.72%**
Net General Tax Support	**63.16%**	**64.79%**	**64.68%**	**64.95%**	**66.68%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Executive Management and Support	7.50	6.50	7.50	7.50	7.50
Inmate Classification	13.00	14.00	15.00	15.00	18.00
Inmate Security	210.40	205.40	203.40	224.40	256.40
Inmate Health Care	25.00	27.00	27.00	27.00	31.00
Support Services	74.50	76.50	75.50	83.50	91.50
Inmate Rehabilitation	18.00	20.00	21.00	20.00	18.00
Full-Time Equivalent (FTE) Total	**348.40**	**349.40**	**349.40**	**377.40**	**422.40**

Future Outlook

Growth in Inmate Population - The Prince William - Manassas Regional Adult Detention Center (ADC) consists of four facilities with a state-rated inmate capacity of 667 on the Manassas complex. The system-wide average daily population (ADP) of the ADC has grown from a population of 178 since opening in 1982 to an average of 963 in FY17. The number of state responsible inmates has increased at the ADC. The recent closure of state facilities has delayed the transfer of inmates serving state sentences of one year or more to the Virginia prison system.

Available Inmate Housing - Other Virginia jails are used for excess housing above capacity at the current facilities, referred to as "farm-outs." Housing is managed by "double-bunking," filling ADC facilities beyond operational/rated capacity to what is termed "management capacity." Additional staff is used, when necessary, to manage inmate crowding safely and securely.

Capital Needs for New and Existing Facilities - Inmate population growth increases both capital and operating costs with the need for additional housing space and repairs of existing facilities. Phase II Expansion, which adds 204 state-rated beds to the complex, has been approved by the state legislature. Occupancy is currently scheduled for the third quarter of FY20. The second and third floors of the main jail are in need of repair and replacement of living and security equipment.

Evidence-Based Decision Making - The ADC Staff continue to participate in the Evidence-Based Decision Making (EBDM) project, which involves all components of the local criminal justice system. Through this data-driven initiative, the EBDM participants have identified gaps in the criminal justice system, which involves the ADC, pretrial services, probation and parole, court processes, the Magistrate, local police departments, data processes, and mental health issues. The ultimate objective is to make the community safer and reduce the inmate recidivism rate at the ADC.

General Overview

A. ADC Funding - Funding for the ADC is shared with the City of Manassas based on each jurisdiction's pro-rata share of the number of prisoner days for inmates from each jurisdiction. For FY19 the budgeted County's share is 89%, and the City of Manassas' share is 11%. At the end of each fiscal year, a reconciliation is performed to establish the exact costs for each jurisdiction.

B. Removal of One-Time Costs from ADC Budget - $82,568 has been removed from the ADC's FY19 Budget for one-time costs associated with staffing 28 FTE personnel in FY18. These costs included computer hardware, radios, and other supplies such as guns, ammunition, and uniforms.

C. Law Enforcement Officers (LEOS) Retirement System - BOCS Resolution 99-883 authorized the Superintendent and Jail Officers of the ADC to participate in the LEOS retirement program effective January 1, 2000. This program provides retirement benefits substantially equivalent to those of Law Enforcement Officers, Fire Fighters, and State Corrections Officers. Virginia Retirement System actuaries calculated that adding this benefit increased the County's contribution rate by 0.63%. Since this percentage is applied against the entire County payroll, the FY19 transfer from the ADC will increase by $100,027 to reflect the increased cost to the general fund.

D. Increase in Compensation Board Revenue - Compensation Board revenue from the Commonwealth of Virginia has increased by $531,421 in FY19 in order to align revenues with historical collections. This results in a $472,965 reduction in the County's general fund transfer to the ADC and a $58,456 reduction in City of Manassas revenues.

E. Public Safety Compensation Increases for Sworn ADC Personnel - A recently completed study of public safety compensation resulted in a recommendation of targeted pay adjustments for sworn personnel in the ADC. The FY2019 Budget includes $810,000 to migrate sworn ADC personnel to a new pay scale to improve pay compression and improve market competitiveness with other Northern Virginia jurisdictions. Details on the study recommendations can be found in the Compensation Section of the budget.

F. Transfer to Fleet - A $61,511 transfer to fleet from the ADC for purchase of motor vehicles has been eliminated. The ADC will assume responsibility for the purchase of their motor vehicles.

Budget Initiatives

A. Budget Initiatives

1. Jail Expansion Phase II 45 FTE and 35 Additional Inmates Housed at Other Local or Regional Jails – Executive Management, Inmate Security, Support Services

Expenditure	$3,387,315	General Fund Impact	$3,014,710
Revenue	$372,605	FTE Positions	45.00

a. Description - This initiative funds the second phase of personnel necessary to staff the 204 bed jail expansion (Phase II) scheduled to open in the third quarter of FY20 ($2,748,565) and provides $638,750 in funding for placing an additional 35 inmates in other local and regional jails at an estimated cost of $50 per day per inmate. Staff will be phased in three increments (28 FTE - 24 sworn and 4 civilians were added in FY18; 45 FTE - 36 sworn and 9 civilians in FY19; and 27 FTE - 17 sworn and 10 civilians in FY20) due to limited classroom capacity at the ADC Training Academy and to allow sufficient time to train staff to manage the facility. Programmatically by FY20, 62 staff will be assigned to security operations, 6 to inmate classification, 9 to medical, 9 to support services, and 14 to civilian operations. Funding includes radios, guns, ammunition, uniforms, and operating supplies for the facility as well as the daily needs of inmates and vehicles. The ADC has consistently exceeded state rated operational capacities over the past several years. In FY17 the percentage of use by building was as follows: Central Jail 140%, Main Jail 186%, Iron Building (work release center) 102%, and Modular Jail 119%.

Funding the ADC is shared with the City of Manassas based on the percentage of prisoner days. A table summarizing the cumulative costs of the Phase II Expansion is shown below:

ADC Phase II Expenditures

	FY18	FY19	FY20	FY21
FTE	28	73	100	100
Salaries & Benefits	$1,243,159	$4,137,658	$6,984,790	$6,984,790
Operating Costs	$258,834	$753,925	$1,995,479	$2,547,544
Inmates at Other Local or Regional Jails	$456,250	$1,551,250	$2,646,250	$1,551,250
Grand Total	**$1,958,243**	**$6,442,833**	**$11,626,519**	**$11,083,584**

b. Service Level Impacts - The average daily inmate population at the Manassas complex is projected to be at the maximum management capacity of 1,020 inmates per day in FY19. This number fluctuates based on the amount of inmates in special housing (mentally ill, security risks). Until the Phase II 204 bed expansion is operational, increases in inmate population above management capacity will be met by placing inmates in other local or regional jails. These additional inmates are due to projected inmate population growth. Total system-wide inmate population in FY19 is expected to be 1,080 inmates. The total number of inmates housed per day at other local or regional jails will increase from 25 in FY18 to 60 in FY19.

Program Summary

Executive Management and Support

The executive management program provides the senior level leadership staff to oversee and efficiently and effectively manage all ADC operations.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Inmates detained without escape	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Leadership and Management	**$2,870**	**$2,266**	**$2,286**	**$2,871**	**$4,446**
Foreign born inmates screened by 287(g) program	100%	100%	100%	99%	100%
Commitments processed	11,529	10,428	9,787	11,201	10,200
Manassas Complex average daily population	980	953	963	1,040	1,020
Inmates at other local or regional jails	64	6	11	25	60
Planning and Programming	**$328**	**$474**	**$479**	**$493**	**$505**
Jail Board reports prepared	6	6	6	6	6

Inmate Classification

The inmate classification program systematically and objectively classifies inmates by risk and need into minimum, medium, or maximum security levels for their safe and secure housing.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Inmates properly classified in initial reviews	98%	97%	97%	98%	98%
Inmates requiring change in classification status after initial assessment	6%	6%	6%	5%	6%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Inmate Classification	**$1,021**	**$1,342**	**$1,432**	**$1,456**	**$1,680**
Newly detained inmates classified	4,938	5,802	4,754	5,520	5,000
Number of classification reviews	12,032	12,656	12,668	12,800	12,700

Inmate Security

The inmate security program safely and securely houses inmates in the ADC complex and transports inmates to other locations as necessary.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Incidents weapon and drug free	99%	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Inmate Security	**$17,312**	**$16,692**	**$16,446**	**$18,008**	**$19,926**
Inmate average daily population (Manassas Complex)	980	953	963	1,040	1,020
Inmate Transportation	**$1,167**	**$1,412**	**$1,465**	**$1,493**	**$2,016**
Transports to and from correctional facilities	328	238	231	380	250
Transports to and from medical, dental and mental health facilities	881	797	772	850	775

Inmate Health Care

This program provides in-house and contracted care meeting the minimum level mandated by the state for inmates housed in the ADC complex. It also provides the medications necessary to provide proper inmate care.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Adherence to state mandated level of health care	Yes	Yes	Yes	Yes	Yes

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
In-house Health Care Services	**$2,147**	**$2,383**	**$2,452**	**$2,464**	**$2,852**
Inmates receiving in-house medical treatment annually	8,994	8,084	8,305	9,000	8,400
Inmates receiving prescription drugs	46%	46%	47%	45%	45%
Contract Health Care Service	**$2,550**	**$2,785**	**$2,261**	**$1,874**	**$1,874**
Inmates referred for treatment to contractual doctor, dentist or psychiatrist	3,591	3,152	3,906	3,400	3,700

Support Services

This program provides resources necessary to feed inmates, maintain the complex facilities, perform intake and release functions, and maintain inmate records. This program also includes the human resource functions of hiring and training ADC personnel and providing information systems support for ADC operations.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Error free inmate release rate	99%	99%	99%	100%	100%
Staff meeting training requirements	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Food Services	**$2,076**	**$2,095**	**$2,325**	**$2,052**	**$2,101**
Meals served monthly	96,304	96,927	98,606	98,574	98,600
Maintenance Support	**$3,883**	**$3,319**	**$2,197**	**$1,690**	**$1,805**
Maintenance calls	2,456	2,185	2,540	2,400	2,600
Booking/Release/Records Management Services	**$2,876**	**$3,483**	**$3,624**	**$3,642**	**$3,821**
Inmates released	11,529	10,365	9,787	11,150	9,915
Inmates committed	11,576	10,428	9,787	11,201	9,915
Administration/Finance/Human Resources/Information	**$3,470**	**$4,064**	**$3,688**	**$4,348**	**$4,920**
Required training events completed	461	937	750	830	950

Inmate Rehabilitation

The inmate rehabilitation program operates and manages the work release and electronic incarceration programs, which allows inmates the opportunity to maintain employment. It also provides oversight to all other rehabilitative programs such as religion, General Equivalency Diploma (GED), and reintegration services.

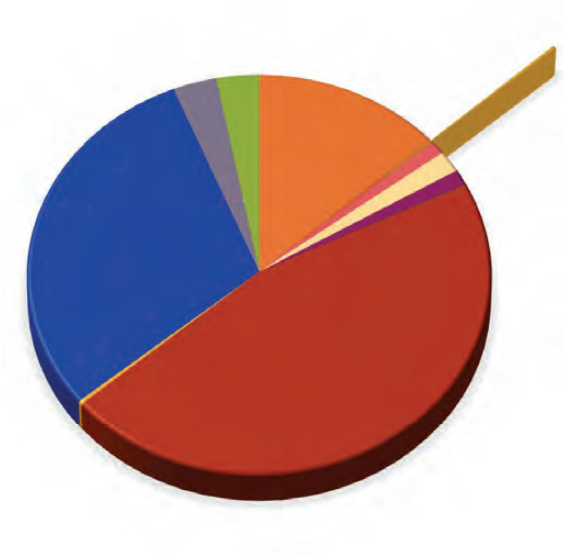
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Work release participants who successfully complete program	70%	80%	79%	75%	75%
Work release participants who do not reoffend	68%	69%	79%	65%	70%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Work Release	**$1,582**	**$1,794**	**$1,763**	**$2,025**	**$2,056**
Average daily population of participants in work release program	72	66	66	75	75
Rehabilitation Services	**$286**	**$314**	**$276**	**$313**	**$158**
Inmates who take the GED test and graduate	18	7	10	22	12
Participants in substance abuse treatment program	83	81	90	75	80

Circuit Court Judges

Mission Statement

The 31st Judicial Circuit Court has general trial court jurisdiction, including acting as an appellate court for the General District and Juvenile and Domestic Relations Courts, and is a separate and distinct branch of government. (Article I, Section 5, Constitution of Virginia)



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $763,865

0.2% of Public Safety

Programs:

- Circuit Court Judges Chambers: $763,865

Mandates

The Code of Virginia requires that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

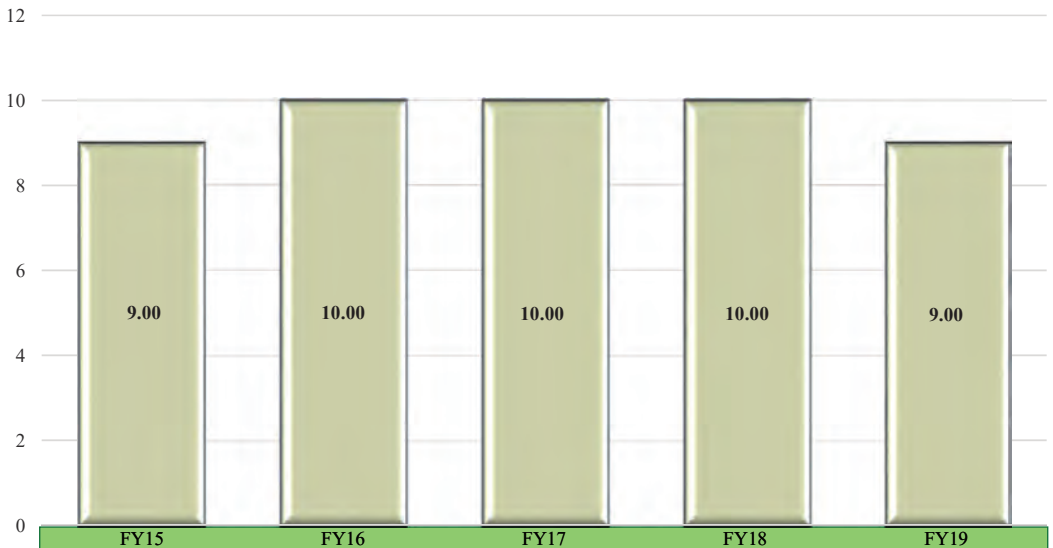
State Code: 15.2-1638

Circuit Court Judges

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Circuit Court Judges Chambers	$656,243	$776,856	$794,151	$739,075	$763,865	3.35%
Total Expenditures	**$656,243**	**$776,856**	**$794,151**	**$739,075**	**$763,865**	**3.35%**
Expenditure by Classification						
Salaries and Benefits	$605,350	$724,936	$744,224	$673,360	$698,150	3.68%
Contractual Services	$0	$40	$0	$550	$550	0.00%
Internal Services	$25,447	$26,471	$26,383	$27,378	$27,378	0.00%
Purchase of Goods & Services	$23,225	$23,285	$21,242	$35,583	$35,583	0.00%
Leases & Rentals	$2,221	$2,124	$2,302	$2,204	$2,204	0.00%
Total Expenditures	**$656,243**	**$776,856**	**$794,151**	**$739,075**	**$763,865**	**3.35%**
Total Designated Funding Sources	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
Net General Tax Support	**$656,243**	**$776,856**	**$794,151**	**$739,075**	**$763,865**	**3.35%**
Net General Tax Support	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Circuit Court Judges	9.00	10.00	10.00	10.00	9.00
Full-Time Equivalent (FTE) Total	**9.00**	**10.00**	**10.00**	**10.00**	**9.00**

Circuit Court Judges

General Overview

A. **Reduction of 1 FTE Law Clerk** - The reduction of 1 FTE in FY19 is due to a law clerk that was funded for one month in FY18.

Program Summary

Circuit Court Judges Chambers

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.

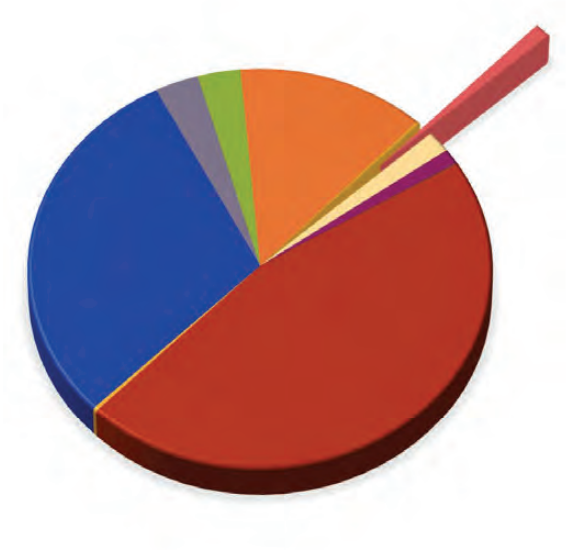
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Annual criminal disposition percentage	98.7%	-	NR	98.0%	NR
Annual civil disposition percentage	99.0%	-	NR	95.0%	NR
Annual miscellanous disposition percentage	22.3%	-	NR	92.0%	NR
Annual special case activities dispostion percentage	92.5%	-	NR	92.0%	NR
Total average annual disposition rate	78.1%	-	NR	95.0%	NR
Annual clearance rates	75.8%	-	NR	95.0%	NR

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Court Case Docket Management and Administrative Support	**$656**	**$777**	**$794**	**$739**	**$764**
Cases per Circuit Court Judge	3,020	3,047	NR	3,200	NR
Cost per case concluded	$47	$43	NR	$42	NR

Clerk of the Court

Mission Statement

The mission of the Office of the Clerk of the Circuit Court is to provide all people with equal access to the judicial system in a fair, efficient, and responsive manner, in order to expeditiously facilitate the redress of grievances and resolution of disputes; to provide professional judicial services to the people of the 31st Judicial Circuit; to provide professional administrative services to the judges of the Circuit Court; to record, preserve, and protect legally and historically significant documents; to preserve and protect elections materials; to preserve, maintain, and protect land records pertaining to the 31st Judicial Circuit; and to provide access to and instruction in the use of legal resources by operating a public law library.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $4,089,527

1.1% of Public Safety

Programs:

- Executive Administration: $685,372
- Court Administration: $2,290,046
- Records Administration: $991,784
- Law Library Services: $122,325

Mandates

Each Virginia County with a circuit court is required to have an elected Clerk of the Court.

State Code: 15.2-1634 ; 42.1-70 ; 42.1-65

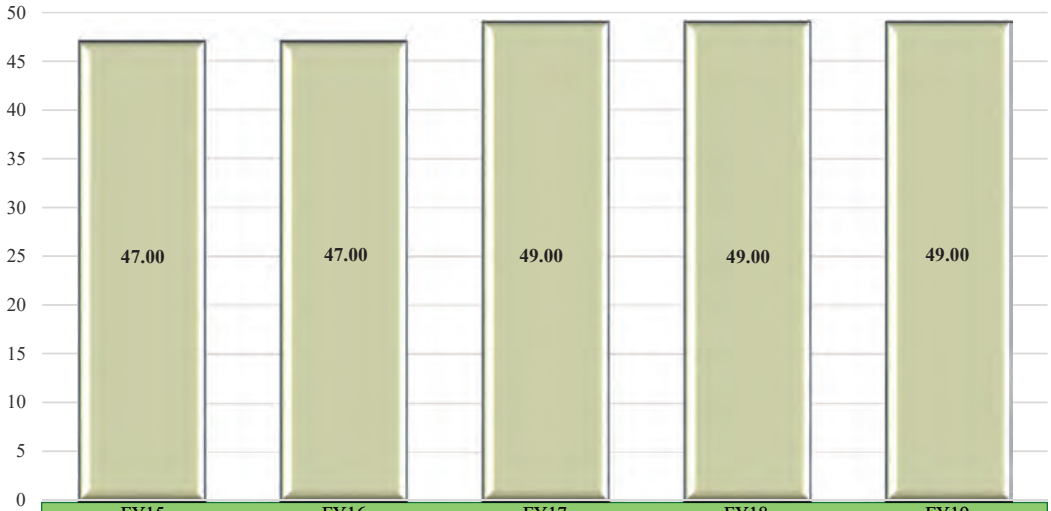
The Code of Virginia authorizes the local governing body to assess a fee not in excess of four dollars on each civil action. The fee shall be used to support staff, books, and equipment of the law library. The law library is located in the County Courthouse in Manassas.

County Code: Chapter 2 Article IV (Law Library)

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Executive Administration	$633,486	$650,849	$741,440	$672,874	$685,372	1.86%
Court Administration	$2,069,297	$2,119,094	$2,169,298	$2,374,529	$2,290,046	(3.56%)
Records Administration	$1,088,426	$1,136,476	$1,412,149	$976,528	$991,784	1.56%
Law Library Services	$0	$0	$0	$0	$122,325	0.00%
Total Expenditures	**$3,791,209**	**$3,906,419**	**$4,322,887**	**$4,023,932**	**$4,089,527**	**1.63%**
Expenditure by Classification						
Salaries and Benefits	$3,170,450	$3,345,648	$3,455,670	$3,599,711	$3,527,417	(2.01%)
Contractual Services	$372,075	$325,223	$342,883	$254,477	$257,977	1.38%
Internal Services	$155,358	$155,865	$148,621	$150,456	$157,861	4.92%
Purchase of Goods & Services	$82,576	$69,117	$88,660	$104,463	$131,417	25.80%
Capital Outlay	$0	$0	$276,029	$0	$0	0.00%
Leases & Rentals	$10,750	$10,566	$7,938	$11,500	$14,855	29.17%
Reserves & Contingencies	$0	$0	$3,086	($96,675)	$0	(100.00%)
Total Expenditures	**$3,791,209**	**$3,906,419**	**$4,322,887**	**$4,023,932**	**$4,089,527**	**1.63%**
Funding Sources						
Fines & Forfeitures	$29,055	$23,419	$16,297	$24,500	$24,500	0.00%
Use of Money & Property	$3,398	$4,010	$3,882	$2,300	$2,800	21.74%
Revenue from Other Localities	$456,516	$440,496	$618,048	$618,052	$690,212	11.68%
Charges for Services	$3,255,953	$1,046,344	$1,073,361	$1,036,541	$1,144,264	10.39%
Revenue from Commonwealth	$50,881	$1,792,412	$1,817,978	$1,488,303	$1,488,303	0.00%
Transfers In	$0	$0	$0	$0	$0	0.00%
Total Designated Funding Sources	**$3,795,803**	**$3,306,682**	**$3,529,566**	**$3,169,696**	**$3,350,079**	**5.69%**
(Contribution to)/Use of Fund Balance	**($64,330)**	**($51,055)**	**$301,819**	**($184,000)**	**($180,127)**	**(2.11%)**
Net General Tax Support	**$190,903**	**$781,959**	**$622,670**	**$1,169,403**	**$919,575**	**(21.36%)**
Net General Tax Support	**5.04%**	**20.02%**	**14.40%**	**29.06%**	**22.49%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Executive Administration	5.00	6.00	5.00	5.00	5.00
Court Administration	27.00	27.00	31.00	31.00	30.00
Records Administration	14.00	13.00	12.00	12.00	13.00
Law Library	1.00	1.00	1.00	1.00	1.00
Full-Time Equivalent (FTE) Total	**47.00**	**47.00**	**49.00**	**49.00**	**49.00**

Future Outlook

Financial Management Challenges - The Clerk of the Circuit Court is in the process of overhauling accounting practices, procedures, and internal controls within the office. With the assistance of the Auditor of Public Accounts and a forensic accounting team, weaknesses in departmental procedures were identified and addressed. This examination revealed a need to improve the management of the nearly $100 million the Clerk of the Circuit Court processes annually. These changes will impact the Agency as additional expertise and staff resources will be required to meet appropriate standards of operation.

Technological Challenges - As the keeper of the public record, the Clerk of the Court preserves, maintains, and protects the land records for the County and the cities of Manassas and Manassas Park. Due to the unique size of our judicial circuit (750,000 inhabitants, the third largest in the Commonwealth), maintaining an electronic record of these records and making these records accessible by the public has been a challenge. The Clerk of the Circuit Court will need to change technology vendors in the near future to provide these services in a fair and efficient manner. Additionally, the agency has digitized 200 years of historic records that are not currently available online. The agency will need to expand its technological program to make these documents easily accessible to the public. Also expected in the near future is the ability of the bench, bar, and public to utilize e-filing of documents and electronic scheduling of cases.

Staff Education and Retention - The Clerk's office has recently seen turnover of all seven senior leadership positions. For this reason, the Circuit Court is putting an emphasis on staff training, development, and retention. Training in leadership, management, effective communication, professionalism, and team building ensures that emerging leaders are prepared to serve our community as best as possible. Several team members are taking advantage of the educational programs offered by the County and the Supreme Court of Virginia, Office of the Executive Secretary. Once these programs have been completed, it will be necessary for senior leadership to seek higher education through national court associations and real estate industry groups in order to best equip staff with the best practices of the day, to become a leader among the courts in the nation in customer service, access to justice, and technology.

Security Challenges - After meeting with several representatives from the County and the Sheriff's Office, it has been determined that several necessary security measures need to be taken to ensure the safety of the staff and public. These measures include properly equipping doors with keycard access and panic buttons.

General Overview

A. Law Library Shift - The Law Library was changed for reporting purposes from an individual department to a program within this department because the Law Librarian reports directly to the Clerk of the Circuit Court.

B. Eliminate Budgeted Transfers for Information Technology Costs - General fund budgeted transfers into the department in the amount of $131,167 have been eliminated. These transfers to the Clerk of the Circuit Court to support information technology costs are no longer necessary.

Program Summary

Executive Administration

Provides administrative support to the agency including budgeting, bookkeeping, financial reporting to the state, County, cities, and other localities, payroll, purchasing and receiving, information technology, human resources, and staff management. Processes collection of delinquent accounts, processes applications for concealed handgun permits, performs courthouse wedding services, measures staff performance, facilitates staff training, and works as a liaison to the bar association and public. Maintains records of historic significance dating back to 1731, works with the Library of Virginia to coordinate preservation of artifacts, preserves, maintains, and protects elections materials including paper ballots, and administers oaths to public safety officials, political appointees, and elected officials.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Respond to calls and emails within one and letters within three business days	96%	97%	96%	97%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Administration Services	**$633**	**$651**	**$743**	**$673**	**$685**
New cases, documents filed and documents processed	130,834	145,982	131,990	140,000	130,000

Clerk of the Court

Court Administration

Handles all civil, criminal, adoption, and other case filings in the Circuit Court from inception to final disposition or appeal; maintains all civil, criminal, and adoption records; adjudicates divorces; identifies, certifies, summons, and trains jurors; facilitates the work of jury commissioners; ensures jurors are chosen fairly and impartially; coordinates payment of jury members; coordinates payment of fines, fees, and costs; creates payment plans for fines, fees, and costs; performs expungement of cases; facilitates name changes; provides probate services including the appointment of personal representatives and dispositions of estates; provides courtroom support for five Circuit Court Judges and one substitute Circuit Court Judge; preserves, maintains, and protects evidence in court cases; transfers case transcripts to the Virginia Court of Appeals and Supreme Court of Virginia as required.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Respond to calls and emails within one and letters within three business days	96%	97%	96%	97%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Court Case Management	**$2,069**	**$2,119**	**$2,164**	**$2,375**	**$2,290**
Circuit Court cases commenced	16,343	18,499	17,412	18,000	16,500

Records Administration

Records all land transactions including deeds and mortgages; preserves, maintains, and protects County and city land records; provides services to community members by issuing marriage licenses, marriage officiant credentials, notary commissions, and registration of trade names.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Respond to calls and emails within one and letters within three business days	96%	97%	96%	97%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Land Records and Public Service Center	**$1,088**	**$1,136**	**$1,415**	**$977**	**$992**
Land records and public service documents processed	90,048	100,389	103,404	100,000	100,000

Law Library

Provides and facilitates access to law library services including information services, non-advisory reference assistance, materials circulation, and instructions in accessing legal information resources and use of the photocopier for court personnel, the public, bar associations, students, law clerks, law firms, and law librarians. Access is provided through integrated systems, resource selection, acquisition, inter-library loan, cataloguing, processing, and collection preservation.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Print collection meeting American Association of Law Librarian Standards	NR	27%	50%	50%	50%
Online collection meeting American Association of Law Librarian Standards	NR	4%	50%	50%	50%
Users satisfied with Law Library services	NR	90%	NR	92%	92%

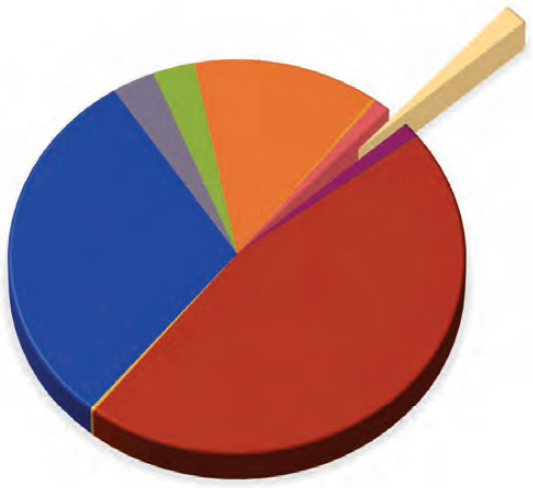
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Law Library Services*	**$0**	**$0**	**$0**	**$0**	**$122**
Reference inquiries completed within three days	NR	99%	NR	99%	99%
Reference assistance requests	NR	5,467	NR	6,842	6,842

*Law Library was a stand alone department prior to FY19. FY15-18 information is reported in the Expenditure Summary.

Commonwealth's Attorney

Mission Statement

The Commonwealth's Attorney prosecutes criminal and traffic matters in the General District Court, criminal and delinquency matters in the Juvenile and Domestic Relations District Court, and all felony cases in the Circuit Court. The Office is responsible for the prosecution of all felony cases for Prince William County, the Cities of Manassas and Manassas Park, Towns of Dumfries, Haymarket, Quantico and Occoquan and responsible for the prosecution of misdemeanor and traffic offenses within Prince William County and the City of Manassas. The Commonwealth Attorney is responsible for assisting the Electoral Board with certain election matters, advising on matters involving conflict of interests, as well as review criminal investigations and render legal opinions and advice, all within the guidelines established by the State Supreme Court. The Office maintains a 24-hour availability to law enforcement agencies for emergencies or other situations requiring immediate assistance or legal advice. We will continue to provide services to the community by maintaining the victim witness program which provides victims and witnesses of crimes with support, guidance, and information concerning the criminal justice system and to provide assistance with restitution and support services as needed.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $6,270,255

1.7% of Public Safety

Programs:

- Commonwealth's Attorney/Legal: $5,356,812
- Victim Witness Support Program: $913,443

Mandates

The Office of the Commonwealth's Attorney is authorized in the Constitution of Virginia, Article VII, Section 4. The Code of Virginia provides that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county. Victim witness services are also mandated in the state code.

State Code: 15.2-1638; 19.2-11.01

Commonwealth's Attorney

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Commonwealth's Attorney/Legal	$4,698,407	$4,894,984	$5,027,417	$5,307,611	$5,356,812	0.93%
Victim Witness Support Program	$511,817	$526,036	$609,021	$871,208	$913,443	4.85%
Total Expenditures	**$5,210,225**	**$5,421,020**	**$5,636,438**	**$6,178,819**	**$6,270,255**	**1.48%**
Expenditure by Classification						
Salaries and Benefits	$4,911,144	$5,128,147	$5,107,460	$5,920,526	$5,878,024	(0.72%)
Contractual Services	$20,492	$2,254	$54,795	$48,557	$48,557	0.00%
Internal Services	$164,951	$169,435	$183,125	$164,259	$164,259	0.00%
Purchase of Goods & Services	$101,822	$108,355	$164,834	$150,094	$148,467	(1.08%)
Capital Outlay	$0	$0	$112,800	$337	$337	0.00%
Leases & Rentals	$11,815	$12,683	$13,424	$30,611	$30,611	0.00%
Reserves & Contingencies	$0	$0	$0	($135,565)	$0	(100.00%)
Transfers Out	$0	$147	$0	$0	$0	0.00%
Total Expenditures	**$5,210,225**	**$5,421,020**	**$5,636,438**	**$6,178,819**	**$6,270,255**	**1.48%**
Funding Sources						
Revenue from Federal Government	$177,712	$191,629	$217,404	$177,712	$177,712	0.00%
Use of Money & Property	$4,861	$6,802	$0	$0	$0	0.00%
Revenue from Other Localities	$332,352	$343,428	$278,352	$278,351	$332,359	19.40%
Miscellaneous Revenue	$0	$0	$0	$35,971	$35,971	0.00%
Charges for Services	$72,250	$18,834	$18,684	$89,143	$89,143	0.00%
Revenue from Commonwealth	$1,824,113	$1,914,155	$1,962,764	$1,987,590	$1,987,590	0.00%
Transfers In	$0	$0	$0	$0	$0	0.00%
Total Designated Funding Sources	**$2,411,288**	**$2,474,848**	**$2,477,204**	**$2,568,767**	**$2,622,775**	**2.10%**
Net General Tax Support	**$2,798,937**	**$2,946,171**	**$3,159,234**	**$3,610,052**	**$3,647,480**	**1.04%**
Net General Tax Support	**53.72%**	**54.35%**	**56.05%**	**58.43%**	**58.17%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Commonwealth's Attorney/Legal	37.00	38.00	39.00	41.00	41.00
Victim/Witness Support	7.00	6.00	6.00	9.00	9.00
Full-Time Equivalent (FTE) Total	**44.00**	**44.00**	**45.00**	**50.00**	**50.00**

Future Outlook

Staffing Standards - The increase in police staffing standards and additional sworn officers will have a direct impact on the number of felony, misdemeanor, and traffic cases within the various levels of the Court System. In addition, the implementation of body-worn cameras will have a direct impact on the number of hours required to review footage, and will increase the workload on staff and prosecutors. The increase in staffing standards will help offset the daily workload that will arise from the additional caseload, and increase work product.

Technology/Equipment - The increased caseload will have a negative impact on the current equipment standards within the office. The State Compensation Board no longer funds equipment replacement; therefore, the County will have to backfill this funding. Several of the network printers will be obsolete in the near future and will require replacement.

Facility/Space Issues - The office has grown to 25 full-time Attorneys, 13 support staff, one in-house detective, and ten full time Victim/Witness Case Managers and at least two or three interns, six attorneys, one support staff member and two victim witness staff have relocated to a separate office outside of the courthouse to accommodate the growing needs. The Victim/Witness Office is at a third location. Additional meeting/conference room space is necessary to provide adequate meeting space for all parties. One large conference room also serves as a law library and storage for electronic courtroom equipment. One small conference room, which can accommodate up to six individuals, is not an ideal meeting space for meetings between prosecutors, officers, witnesses, victims, and their family members, and a victim/witness advocate. It would be beneficial to relocate the entire office staff, and victim witness advocates to one location within the courthouse or in a relatively close proximity to the courthouse for efficiency in performing the day-to-day duties including the necessary appearance before judges, meeting with defense counsel, law enforcement agencies, victims/witness, as well as inmates.

Commonwealth's Attorney

Program Summary

Commonwealth's Attorney/Legal

The Office of the Commonwealth's Attorney is responsible for the prosecution of all criminal offenses occurring within Prince William County and the Cities of Manassas and Manassas Park. In addition, the Office reviews criminal investigations, certain election matters, conflicts of interest matters and renders legal opinions and advice, all within the guidelines established by the State Supreme Court.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Crime rate	15.6	14.7	13.7	14.5	14.5
Juvenile criminal arrests as percentage of overall arrests	11.9%	12.8%	12.9%	13.1%	13.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Legal/Executive Management Support	**$4,698**	**$4,895**	**$5,027**	**$5,308**	**$5,357**
Felony cases prosecuted/Grand Jury indictments processed	5,319	5,308	5,653	6,000	6,000
Misdemeanors and traffic cases prosecuted	85,980	84,317	79,950	86,000	86,000

Victim/Witness Support Program

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.

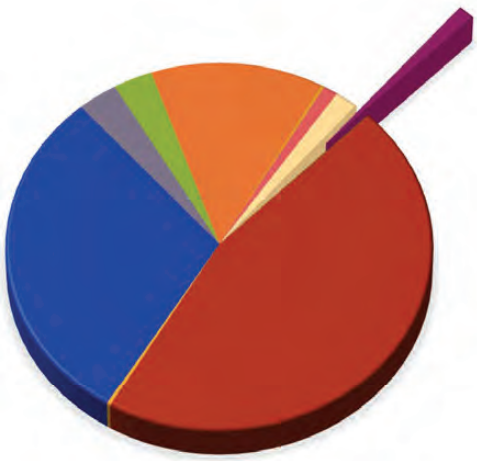
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Crime rate	15.6	14.7	13.7	14.5	14.5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Victim/Witness Support	**$332**	**$342**	**$349**	**$382**	**$395**
Clients served	6,726	7,498	7,536	8,200	8,750
Cost per client	$76.09	$70.16	$80.81	$106.24	$102.29
Sexual Assault Victims Advocacy Service (SAVAS)	**$180**	**$184**	**$260**	**$489**	**$519**
Total SAVAS clients	1,083	1,095	883	1,000	1,000
New SAVAS clients	488	688	443	500	500

Criminal Justice Services

Mission Statement

Prince William County Office of Criminal Justice Services promotes public safety by reducing recidivism. We serve the courts and community by providing efficient, effective, innovative assessment and supervision programs that empower clients to achieve success and improve individual growth.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $4,437,573

1.2% of Public Safety

Programs:

- Criminal Justice Support: $633,991
- Community Supervision: $3,803,582

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 9.1-178 of the Code of Virginia. Criminal Justice Services serves as the liaison to this advisory board.

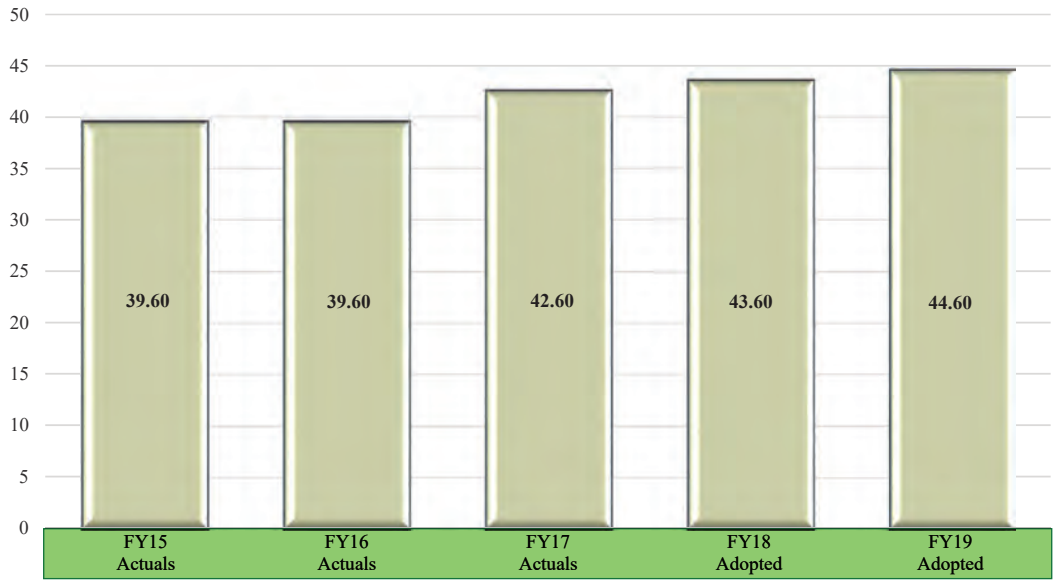
State Code: (Pretrial Services Program) 19.2-152.2 thru 19.2-152.7 and 53.1-82.1; 19.2-152.4:3; (Comprehensive Community Corrections Program) 53.1-82.1 and 9.1-173 thru 9.1-183; (Offender Eligibility) 19.2-303

Criminal Justice Services

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Criminal Justice Support	$546,141	$512,138	$525,207	$499,101	$633,991	27.03%
Community Supervision	$2,855,199	$3,052,165	$3,329,104	$3,713,733	$3,803,582	2.42%
Total Expenditures	**$3,401,340**	**$3,564,303**	**$3,854,312**	**$4,212,834**	**$4,437,573**	**5.33%**
Expenditure by Classification						
Salaries and Benefits	$2,840,211	$3,033,839	$3,314,132	$3,619,735	$3,741,788	3.37%
Contractual Services	$103,959	$108,552	$111,432	$235,062	$235,062	0.00%
Internal Services	$179,625	$170,210	$183,845	$170,500	$170,500	0.00%
Purchase of Goods & Services	$238,323	$237,582	$236,692	$266,579	$282,840	6.10%
Leases & Rentals	$6,908	$6,931	$8,212	$7,383	$7,383	0.00%
Reserves & Contingencies	$0	$0	$0	($86,425)	$0	(100.00%)
Transfers Out	$32,315	$7,190	$0	$0	$0	0.00%
Total Expenditures	**$3,401,340**	**$3,564,303**	**$3,854,312**	**$4,212,834**	**$4,437,573**	**5.33%**
Funding Sources						
Revenue from Federal Government	$15,618	$39,044	$31,235	$31,235	$31,235	0.00%
Revenue from Other Localities	$246,860	$201,078	$307,513	$123,481	$123,481	0.00%
Charges for Services	$142,821	$128,576	$118,754	$197,458	$197,458	0.00%
Revenue from Commonwealth	$999,107	$1,041,622	$1,043,854	$1,028,759	$1,028,759	0.00%
Transfers In	$0	$91,825	$0	$0	$0	0.00%
Total Designated Funding Sources	**$1,404,406**	**$1,502,145**	**$1,501,355**	**$1,380,933**	**$1,380,933**	**0.00%**
Net General Tax Support	**$1,996,935**	**$2,062,158**	**$2,352,957**	**$2,831,901**	**$3,056,640**	**7.94%**
Net General Tax Support	**58.71%**	**57.86%**	**61.05%**	**67.22%**	**68.88%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Criminal Justice Support	3.50	3.50	3.50	3.50	4.50
Community Supervision	36.10	36.10	39.10	40.10	40.10
Full-Time Equivalent (FTE) Total	39.60	39.60	42.60	43.60	44.60

Future Outlook

Risk Assessment Tools - Research-based risk assessment tools, such as the Virginia Pre-trial Risk Assessment Instrument (VPRAI), which measures the likelihood that a defendant will appear for court dates and reoffend pending trial, are amongst the most powerful means of delivering effective interventions and alternatives to incarceration to court-involved persons. Use of these tools will aid the Office of Criminal Justice Services (OCJS) in addressing the population growth in the Adult Detention Center (ADC) and judicial workload. The VPRAI was revised and implemented in September 2017 along with a new release decision matrix. This may result in an increase of ADC releases and more defendants referred to Pre-trial Services, which will substantially increase caseloads for OCJS. The revised tool was piloted in other Virginia jurisdictions and resulted in higher judicial concurrence rates with pre-trial release recommendations. This resulted in an increase in pre-trial releases from local jails and increased caseload for pre-trial services. OCJS will need to be prepared for this anticipated growth in order to maintain manageable caseloads while ensuring public safety and defendant accountability.

Evidence-Based Research Reduces Repeat Criminal Behaviors - It is vital that resources be maximized and used to the greatest benefit. Decisions and organizational practices will be determined empirically based on insights from the best available research and data in the field.

Through Evidence-Based Decision Making, OCJS and criminal justice stakeholders will ensure that decisions are made with the greatest likelihood of positive outcomes in all facets of the criminal justice system.

Decisions will be made with the primary goal of reducing harm and preventing the likelihood of recidivism:

1. Pre-trial defendants who likely pose no risk to the community will be served through pre-trial or other programs without compromising public safety.
2. Individuals with a mental illness who are involved in the justice system will be diverted to suitable services when appropriate.

Budget Initiatives

A. Budget Initiative

1. 1 FTE Pretrial Defendant Probation Officer – Criminal Justice Support Program

Expenditure	$116,242	General Fund Impact	$116,242
Revenue	$0	FTE Positions	1.00

a. Description - The addition of this Pretrial/Probation Officer II will provide support to the Criminal Justice Support program, providing services to reduce the ADC inmate population. This position will perform required procedures such as risk assessments and supervise cases placed on supervision to effectively manage the increase in pretrial supervision placements. This request will help directly support the Wellbeing Strategic Goal by addressing opiate abuse through treatment referrals, monitoring and increasing the success rate of the DIVERT program by addressing mental health needs. This request also supports the Safe and Secure Community Strategic Goal by impacting recidivism and decreasing crime.

a. Service Level Impacts -

- **Average cases supervised per day**

  FY19 w/o Addition | 608
  FY19 w/ Addition | 650

- **Pretrial cases closed in compliance with court conditions of release**

  FY19 w/o Addition | 84%
  FY19 w/ Addition | 87%

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, 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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Closed cases not returning to court on violation	99%	96%	86%	96%	93%
Program participants satisfied with services	90%	90%	84%	92%	88%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Local Criminal Justice Support	**$452**	**$416**	**$416**	**$398**	**$529**
Community service placements	526	550	407	580	500
Community Domestic Violence Coordination	**$94**	**$96**	**$108**	**$101**	**$105**
Final protective orders tracked	283	263	253	260	250

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.

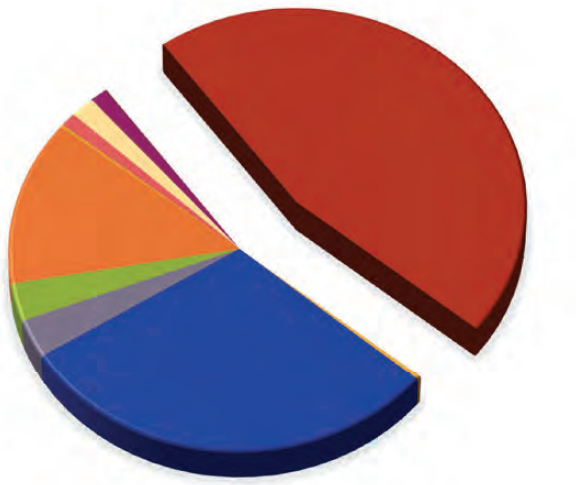
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Pre-trial cases closed in compliance with court conditions of release	84%	81%	89%	84%	87%
Successful completion of service placements	86%	87%	84%	87%	86%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Pre-trial Defendant Supervision	**$1,028**	**$1,201**	**$1,329**	**$1,646**	**$1,616**
Pre-trial interviews completed	2,813	3,103	3,371	3,157	3,500
Average cases supervised per day	352	410	507	450	650
Post-trial Offender Supervision	**$1,828**	**$1,851**	**$2,001**	**$2,068**	**$2,187**
Placement services provided	2,622	2,055	2,122	2,500	2,200
Average stay (# of days) per offender	255	254	275	260	275

Fire & Rescue

Mission Statement

The mission of Fire & Rescue is to protect lives, property, and the environment through timely, professional, humanitarian services essential to the health, safety, and well-being of the community.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $164,998,730

45.9% of Public Safety

Programs:

- Operations: $96,996,308
- Office of the Chief: $1,524,079
- Community Safety: $4,880,125
- Systems Support: $39,225,480
- Station/Company Operating Service: $22,372,737

Mandates

The County operates under a state mandate to maintain an agency of emergency management in accordance with state disaster preparedness plans and programs. Fire & Rescue provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Fire & Rescue service has responsibility.

State Code: 44-146.19

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)

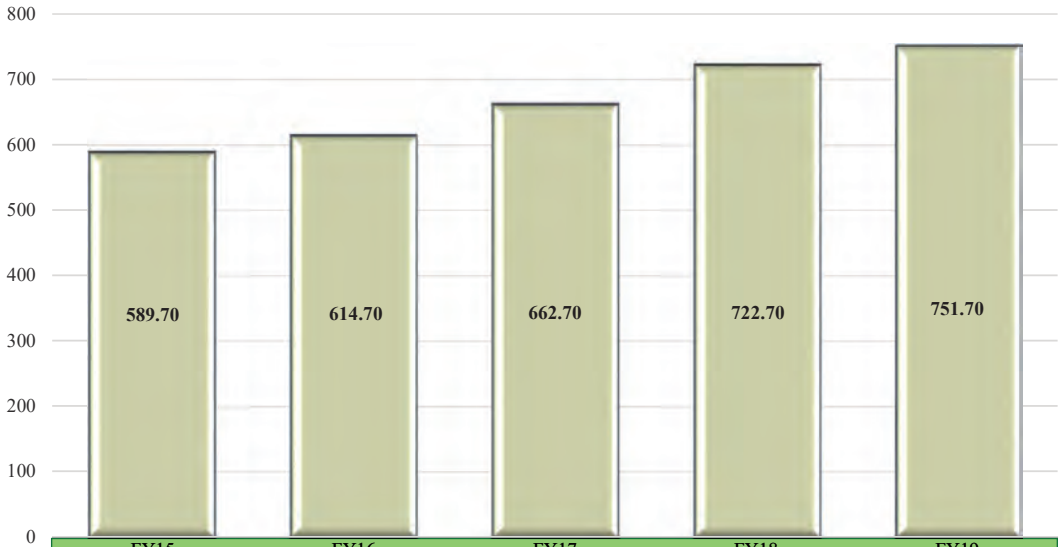
Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Operations	$57,626,537	$67,890,127	$76,150,352	$90,236,825	$96,996,308	7.49%
Office of the Chief	$1,136,058	$1,527,306	$1,329,081	$1,506,542	$1,524,079	1.16%
Community Safety	$4,674,365	$5,800,769	$4,790,202	$4,699,904	$4,880,125	3.83%
System Support	$28,105,753	$19,626,715	$29,441,057	$35,786,909	$39,225,480	9.61%
Station/Company Operating Services	$15,561,622	$23,165,480	$23,115,261	$22,226,470	$22,372,737	0.65%
Total Expenditures	**$107,104,334**	**$118,010,397**	**$134,825,953**	**$154,456,649**	**$164,998,730**	**6.83%**

Expenditure by Classification						
Salaries and Benefits	$60,399,697	$64,956,891	$74,080,430	$80,180,066	$82,927,757	3.43%
Contractual Services	$6,114,615	$7,826,502	$8,887,420	$8,331,596	$8,571,676	2.88%
Internal Services	$8,784,914	$9,532,348	$9,599,594	$8,462,503	$8,707,386	2.89%
Purchase of Goods & Services	$11,216,188	$10,442,450	$12,128,588	$15,820,519	$24,784,384	56.66%
Capital Outlay	$4,059,549	$11,022,356	$10,529,114	$8,440,929	$8,510,179	0.82%
Leases & Rentals	$238,363	$222,293	$183,476	$329,017	$331,017	0.61%
Reserves & Contingencies	$0	$0	($3,898,565)	($1,161,739)	$655,574	(156.43%)
Debt Maintenance	$352,714	$325,004	$1,437,927	$280,585	$280,585	0.00%
Transfers Out	$15,938,295	$13,682,553	$21,877,969	$33,773,173	$30,230,172	(10.49%)
Total Expenditures	**$107,104,334**	**$118,010,397**	**$134,825,953**	**$154,456,649**	**$164,998,730**	**6.83%**

Funding Sources						
Revenue from Federal Government	$554,957	$372,470	$82,258	$0	$0	0.00%
Permits & Fees	$469,687	$525,847	$641,811	$569,286	$569,286	0.00%
Use of Money & Property	$1,744,812	$2,467,607	$19,490	$1,005,000	$1,005,000	0.00%
Revenue from Other Localities	$0	$38,801	$0	$0	$0	0.00%
Miscellaneous Revenue	$82,571	$73,910	$21,931	$512	$512	0.00%
Non-Revenue Receipts	$74,200	$135,851	$344,285	$0	$0	0.00%
General Property Taxes	$33,951,983	$37,148,703	$39,228,971	$45,190,239	$47,432,760	4.96%
Charges for Services	$5,564,377	$5,937,015	$5,376,063	$6,211,845	$6,211,845	0.00%
Revenue from Commonwealth	$1,827,345	$1,647,813	$1,696,767	$1,356,001	$1,256,001	(7.37%)
Transfers In	$14,568,093	$12,001,721	$18,311,675	$25,692,924	$26,936,643	4.84%
Total Designated Funding Sources	**$58,838,024**	**$60,349,739**	**$65,723,250**	**$80,025,807**	**$83,412,047**	**4.23%**
Use/(Contribution) of Fund Balance	**($9,565,395)**	**($2,760,667)**	**$8,513,482**	**$10,763,426**	**$14,980,415**	**39.18%**
Net General Tax Support	**$57,831,705**	**$60,421,324**	**$60,589,221**	**$63,667,417**	**$66,606,268**	**4.62%**
Net General Tax Support	**54.00%**	**51.20%**	**44.94%**	**41.22%**	**40.37%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Operations	473.00	493.00	539.00	599.00	632.00
Office of the Chief	6.00	7.00	7.00	7.00	7.00
Community Safety	35.20	36.20	35.20	35.20	35.20
Systems Support	75.50	78.50	81.50	81.50	77.50
Station/Company Operations	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	**589.70**	**614.70**	**662.70**	**722.70**	**751.70**
Auth. Uniform Strength FTE Total	530.00	555.00	603.00	662.00	690.00

Future Outlook

Service Achievement Goals - The Fire & Rescue Staffing Plan addresses system response and staffing achievement goals and any service deficiencies by providing dedicated staff for emergency apparatus and to support department and system needs. Geographic Information System data, workload and response data, and unit staffing coverage are analyzed to determine the appropriate resources needed to meet current and future service demands, including determination of annual career staffing requirements, and modification of the staffing plan. There are challenges in meeting service response and on-scene resource requirements due to many factors including call volume, workload of existing units, inadequate number of fire stations, and staffed units. To address these challenges, as well as to address identified recruitment and retention issues, the FY2019-2023 Five-Year Plan will convert all career staffing to a 24-hour shift and change the Operations work schedule. This has led to the inclusion of significant funding for uniform employee compensation and 28 uniform personnel in the FY2019-2023 Five-Year Plan. An additional 38 uniform personnel are programmed to staff new stations as they are constructed in the future. To meet the service mission, additional non-uniform infrastructure must be addressed to support the growth of the service and community needs. Workload capacity, response data, and demographics will determine the need for additional uniform personnel and system infrastructure in the future.

Effective Firefighting Force & Resource Requirements - Fire studies have proven firefighting crew size has a substantial effect on the ability to protect lives and property. Increasing engine company minimum staffing from three to four through restoration of a multi-year staffing initiative will increase the engine's operational time to task efficiency, capabilities, and improve citizen and firefighter safety. In addition, incidents have become more complex and the system must address local and regional events and threats which necessitate a greater degree of specialized training, equipment, and additional units, personnel, and infrastructure to meet the demands of the world in which we now live and position we hold in the National Capital Region.

Historically, there have been two primary Operations work schedules in PWC: Monday-Friday daytime units and 24/7 units. The Five-Year Staffing Plan had been the means to transition daytime units to 24-hours to address service needs and enhance 24/7 career coverage within the system. In addition, progress had been made to improve command coverage for the career workforce. The FY2019-2023 Five-Year Plan advances these efforts by adding additional 24-hour personnel in FY19, transitioning the entire Operations Section to 24/7 in FY20. In the future, additional internal control management oversight and system infrastructure is needed to support the needs of service providers and the provision of 24/7 emergency response in the complex environment in which we operate.

Comprehensive Plan Standard/Construction of New Fire & Rescue Stations - The Comprehensive Plan establishes workload and response time standards to maintain a safe community reducing loss of life, injury, and property loss. The goal is to efficiently provide Fire & Rescue service that ensures timely responses throughout the County. The location and need of newly constructed Fire & Rescue stations is based on a comprehensive analysis to determine the optimal coverage. To ensure the greatest level of service to the community, each new station will be county operated and have at a minimum a 24/7 engine company and medic unit staffed by career personnel. With the opening of Station 26, the current need is seven new stations based on existing population, residential, and commercial infrastructure, station workload, and response times. Two stations, Station 22 in the Groveton area and Station 27 in the east end, are included in the adopted Capital Improvement Plan. Deployment locations will be determined by the priority level of the type of unit staffed, incident volume, and response time. To meet the demands of the growing community new Fire & Rescue stations should be planned and budgeted every other year.

Public Safety Training Academy Expansion - An expansion of the Public Safety Training Academy (PSA) facility is needed to accommodate the growing needs/training requirements of public safety agencies. A Master Plan Space Study completed in 2005 identified the need for an additional 250,000 square foot of facility space. The needed space includes classrooms, administrative space, auditorium, high bay, residential burn building, fuel facility, expanded firearms range(s), Public Works hub, and building mock-up. A fuel facility and additional parking are needed to support the daily activity at the center. Funding for a master plan was approved in FY18 and financing for improvements at the Academy is included in the adopted Five-Year Plan.

Healthcare Evolution - The Emergency Medical System (EMS) has continued to emphasize the advancement of patient care and survivability through system improvements based on data collection. The future of EMS will be data driven, providing information that directs care based on the science of patient outcomes and results. Fire & Rescue has initiated a Cardiac Arrest Survival program with a tracking system that evaluates PWC compared to national statistics with the goal to increase survivability and quality of life of cardiac arrest patients. The Opioid crisis has been deemed a national/state crisis that will require the cooperation of multiple stakeholders. Fire & Rescue will continue to work in a unified approach with its partners to combat this epidemic. In preparation for active violence and terrorist related attacks, Fire & Rescue in conjunction with law enforcement, have participated in regional planning and training to develop unified procedures that will increase response capabilities of public safety regionally and in PWC.

Fire & Rescue

General Overview

A. Five-Year Staffing Plan - Below is a summary of the staffing initiatives included in the Five-Year Plan. The initiatives shaded in green are funded by the fire levy.

GF/FL	Description	FTE	FY19	FY20	FY21	FY22	FY23
GF	24-Hour Ladder Truck (West)	14	$1,800,970	$1,531,504	$1,531,504	$1,531,504	$1,531,504
FL	24-Hour Ladder Truck (East)	14	$900,485	$1,531,504	$1,531,504	$1,531,504	$1,531,504
GF	FY21 - Station 22 Engine - full year	14	$0	$0	$1,949,510	$1,642,685	$1,642,685
GF	FY22 - F&R Station 27 Medic Unit - full year	10	$0	$0	$0	$1,644,643	$1,420,474
GF	FY23 - Station 27 Engine - full year	14	$0	$0	$0	$0	$1,923,043
GF	General Fund Total	52	$1,800,970	$1,531,504	$3,481,014	$4,818,832	$6,517,706
FL	Fire Levy Total	14	$900,485	$1,531,504	$1,531,504	$1,531,504	$1,531,504
	Grand Total	**66**	**$2,701,455**	**$3,063,008**	**$5,012,518**	**$6,350,336**	**$8,049,210**

B. Fire Levy Rate - The FY19 Fire & Rescue budget utilizes a levy rate of $0.0800, which provides $47.4M in fire levy revenue. This revenue supports system-wide initiatives including 14 additional uniform career staff in FY19.

Budget Initiatives

A. Budget Initiatives

1. Public Safety Retention and Recruitment Study – Operations

Expenditure	$610,000	General Fund Impact	$0
Revenue	$610,000	FTE Positions	0.00

a. Description - In FY18 PWC commissioned the Public Safety Retention and Recruitment Study from a consultant to evaluate compensation competitiveness and the turnover rate of public safety personnel at PWC. The study's findings provided two key recommendations for the Fire & Rescue:

- Phase I (FY19) - The study recommended implementation of a new pay scale for Fire & Rescue uniformed employees to address internal compression issues. A new pay structure based on years of service will be implemented in FY19 at a cost of $610,000 and will be funded by the fire levy.
- Phase II (FY20) - Phase II is planned in FY20 to convert all Fire & Rescue operational field personnel to a 56-hour workweek consistent with several other Northern Virginia jurisdictions. This will increase the annual hours worked per employee from 2,496 to 2,912. The cost of implementing Phase II in FY20 is $6.9 million and will be funded by the fire levy.
- Retention Impact of Shift Change - The study indicated that base salary and the day shift schedules are the two major reasons why Fire & Rescue personnel leave PWC. The elimination of the daytime shift projects to retain highly trained personnel instead of losing staff to neighboring jurisdictions. Training costs alone for each new recruit are approximately $58,000, and training each new paramedic costs approximately $245,000.

- Cost Savings - Changing the operational work schedule from a 48-hour to a 56-hour workweek planned for FY20 will provide additional staff hours and personnel to address service gaps by transitioning existing daytime units to 24-hours, thus reducing the need for new staffing to address these critical unmet needs over the life of the Five-Year Plan. Long-term savings will be realized as 93 fewer, new positions will be required over the next five years compared to the adopted FY2018-2022 Fire & Rescue Staffing Plan. The schedule below compares the adopted staffing plan to the revised staffing plan (including the costs of implementing Phases I and II of the compensation study) and demonstrates a net savings of $6.9 million over the next five years. In addition, service enhancements by obtaining 100% staffing on all operational units will be achieved in FY20, as opposed to incrementally via the Five-Year Staffing Plan and beyond.

Fire & Rescue Staffing Plan - FY2018-2022 Adopted Five Year Plan

	Description	FTE	FY19	FY20	FY21	FY22	FY23
FL	FY19 - 24-Hour Truck (East)	14	$1,745,354	$1,587,014	$1,587,014	$1,587,014	$1,587,014
FL	FY19 - 24-Hour Truck (West)	14	$1,745,354	$1,587,014	$1,587,014	$1,587,014	$1,587,014
GF	FY20 - 24-Hour Ambulance (West) - 1/2 year*	12		$810,293	$1,469,251	$1,469,251	$1,469,251
FL	FY20 - 24-Hour Ambulance Coles	8		$1,050,917	$961,865	$961,865	$961,865
FL	FY20 - 24-Hour Battalion Chief	5		$940,050	$757,997	$757,997	$757,997
GF	FY20 - 24-Hour Truck (TBD)	21		$2,651,695	$2,415,196	$2,415,196	$2,415,196
GF	FY21 - 24-Hour Truck	21			$2,709,196	$2,474,422	$2,474,422
FL	FY21 - 24-Hour Rescue (East) - 1/2 year*	14			$941,891	$1,706,912	$1,706,912
FL	FY21 - 24-Hour Tanker	6			$761,777	$694,330	$694,330
FL	FY22 - 24-Hour Tanker	6				$778,330	$708,280
	General Fund Total	54	$0	$3,461,989	$6,593,643	$6,358,869	$6,358,869
	Fire Levy Total	67	$3,490,707	$5,164,996	$6,597,559	$8,073,463	$8,003,413
	Grand Total	**121**	**$3,490,707**	**$8,626,985**	**$13,191,202**	**$14,432,332**	**$14,362,282**

* positions funded 1/2 year

Revised Fire & Rescue Staffing Plan with Phase I & Phase II Compensation - Adopted FY2019-2023 Five Year Plan

	Description	FTE	FY19	FY20	FY21	FY22	FY23
FL	24-Hour Ladder Truck (East)	14	$900,485	$1,531,504	$1,531,504	$1,531,504	$1,531,504
GF	24-Hour Ladder Truck (West)	14	$1,800,970	$1,531,504	$1,531,504	$1,531,504	$1,531,504
FL	DFR Phase I Compensation (FY19)		$610,000	$629,000	$648,000	$668,000	$689,000
FL	DFR Phase II Compensation (FY20)		$0	$6,940,000	$7,149,000	$7,364,000	$7,585,000
	General Fund Total	14	$1,800,970	$1,531,504	$1,531,504	$1,531,504	$1,531,504
	Fire Levy Total	14	$1,510,485	$9,100,504	$9,328,504	$9,563,504	$9,805,504
	Grand Total	**28**	**$3,311,455**	**$10,632,008**	**$10,860,008**	**$11,095,008**	**$11,337,008**

Change from Adopted FY2018-FY2022 Five-Year Plan - Increase/(Savings)

Description	FTE	FY19	FY20	FY21	FY22	FY23	Total FY19-23
General Fund Total	(40.00)	1,800,970	(1,930,485)	(5,062,139)	(4,827,365)	(4,827,365)	(14,846,384)
Fire Levy Total	(53.00)	(1,980,222)	3,935,508	2,730,945	1,490,041	1,802,091	7,978,363
Grand Total	**(93.00)**	**(179,252)**	**2,005,023**	**(2,331,194)**	**(3,337,324)**	**(3,025,274)**	**(6,868,021)**

b. Service Level Impacts - Working collaboratively with volunteers, this initiative guarantees system-wide apparatus staffing levels at 100%, 24 hours a day, seven days a week. The schedule change to a 56-hour workweek will modify Fire & Rescue's EMS delivery to an all Advanced Life Support (ALS) transport model (ALS staffed medic units) with Basic Life Support (BLS) provided via career and volunteer staffed fire suppression units and volunteer staffed BLS transport units. The Safe and Secure Community strategic goal will be supported as response times will improve throughout the PWC Fire & Rescue System.

2. Two 24-Hour Ladder Truck Units (East and West) – 28 Positions – Operations

Expenditure	$2,701,455	General Fund Impact	$1,800,970
Revenue	$900,485	FTE Positions	28.00

a. Description - Two 24-hour ladder truck units for FY19 were adopted in the FY2018-2022 Fire & Rescue Staffing Plan. The two units are necessary to provide adequate staffing to support the current needs of the community. The eastern side and western side of the county will receive one unit each. The Fire & Rescue Chief will work with the Fire & Rescue System Executive Committee to determine where to base the units.

b. Service Level Impacts - Working collaboratively with volunteers, this initiative guarantees system-wide apparatus staffing levels at 100%, 24 hours a day, seven days a week.

3. Training Facility Storage Building – System Support

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

a. Description - This initiative will use Fire Programs fund balance to purchase a pre-fabricated building to store apparatus and free up training space in the high bay at the Public Safety Training Academy. The storage building will provide a temperature-controlled environment for high value equipment.

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

4. Fair Labor Standards Act (FLSA) Ruling – Overtime – Operations

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

a. Description - In response to the FLSA ruling stating fire department captains whose job is primarily emergency response must be paid overtime at a premium rate (time and a half). PWC is increasing the Fire & Rescue's overtime expenditure budget.

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

5. 1.0 FTE Volunteer Recruitment and Retention Program – System Support

Expenditure	$127,194	General Fund Impact	$127,194
Revenue	$0	FTE Positions	1.00

a. Description - Establish and manage the PWC Fire & Rescue volunteer recruitment and retention program. The budget includes advertising, marketing, application processing, volunteer onboarding, community outreach and recognition efforts, and administrative functions of the program.

b. Service Level Impacts - Volunteers are a valuable resource to the PWC Fire & Rescue System. This program will enhance the recruitment and retention of volunteers who support the Fire & Rescue System.

6. Fire & Rescue Training – Student Technology Upgrades – System Support

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

a. Description - This initiative will use Fire Programs fund balance for the purchase of mobile tablets for Fire & Rescue training at the Public Safety Training Academy (PSA). The devices will allow connectivity to a distance education platform, course text, and reference material.

b. Service Level Impacts - Improve the students' experience at the PSA and provide access to enhanced training content.

7. Contract Increases – System Support

Expenditure	$91,650	General Fund Impact	$91,650
Revenue	$0	FTE Positions	0.00

a. Description - This initiative supports contractual increases for Information Technology systems, firefighter outfitting, EMS supplies, and assessment contracts for recruitment and promotional processes.

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

8. Operational Medical Director (OMD) Contract Adjustment – Operations

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

a. Description - This initiative increases the qualifications of the OMD and places the position as a member of the Fire & Rescue Executive Committee. The OMD will provide advice and counsel to the system Chief. These changes require modifications and cost increases associated to the OMD contract.

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

9. Volunteer Subsidy Increase – Station/Company Operating Services

Expenditure	$20,526	General Fund Impact	$0
Revenue	$20,526	FTE Positions	0.00

a. Description - This initiative provides a 2% increase for non-operational staff compensation at the volunteer stations, and is funded by the fire levy.

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

10. Medical Physicals Reduction – Station/Company Operating Services

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

a. Description - Fewer operational member annual medical physicals has led to the need to adjust the professional services operating budget for medical services.

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

11. Use of Fire Levy Fund Balance Initiatives – Station/Company Operating Services

Expenditure	$14,578,000	General Fund Impact	$0
Revenue	$0	FTE Positions	0.00

a. Description - A total use of $14.6 million of fire levy fund balance will be used to fund $9.5 million for system-wide air pack/cylinder replacements, $3.8 million for apparatus/vehicle replacements, $0.8 million for station improvements, and $0.5 million for facilities assessments, sensor systems, and budgeted capital reserve. The detailed use of fund balance in the FY2019 Budget as follows:

FY2019 Use of Fund Balance Summary:	
Air Pack Replacement	$9,000,000
Nokesville E525B Replacement	$650,000
PWC - River Oaks - E523B Replacement	$650,000
PWC - Gainesville - E504 Replacement	$650,000
Dale City - R510 Replacement	$450,000
Systemwide Capital - SCBA Cylinders	$450,000
PWC - River Oaks - A523 Replacement	$365,000
Systemwide Capital - M525 Replacement	$365,000
OWL - Ambulance Replacement	$350,000
Systemwide Capital - Coles Station 6 Rebuild Project	$315,000
Dumfries Fire - Station 3F New Roof	$250,000
Evergreen - K515 Replacement	$250,000
Systemwide Capital - Fire & Rescue Facilities Assessment	$250,000
OWL - Boat sensor system	$100,000
Systemwide Capital - FRS Set Aside	$100,000
Dale City - Chief Vehicle Replacement	$75,000
Dumfries Fire - AC units (office/meeting hall)	$75,000
Nokesville - Station 25 Parking Lot Repairs	$66,000
Stonewall Jackson - Kitchen refresh	$50,000
Stonewall Jackson - HVAC Gregson Hall	$47,000
Antioch - Boat Motor/Trailer replacement	$40,000
Evergreen - HVAC replacement	$30,000
FY2019 Total Use of Fund Balance	**$14,578,000**

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less	46%	46%	53%	45%	55%
Fire and Emergency Medical responders provide high quality service	-	97%	97%	97%	97%
Fire and Emergency Medical responders are professional	-	96%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Emergency Response	**$52,263**	**$62,272**	**$70,467**	**$84,155**	**$90,906**
Fire responses (systemwide)	25,100	23,171	22,345	26,000	23,000
EMS responses (systemwide)	59,005	58,483	64,638	60,000	70,000
Patients transported	18,349	18,870	19,930	18,000	22,000
Emergency Medical Services Administration	**$5,364**	**$5,618**	**$5,683**	**$6,081**	**$6,091**
Uniform FTEs with ALS certification	43%	39%	39%	36%	42%

Office of the Chief

The Office of the Chief is under the direction of the Fire & Rescue Chief. The Fire & Rescue Chief is responsible for the overall operation and direction of the PWC Fire & Rescue service through the implementation of the County and department vision, mission and values, County Strategic Plan and Fire & Rescue Service Plan. The Office of the Chief consists of the Executive Officer to the Chief, Operational Medical Director, Deputy, and Assistant Fire & Rescue Chiefs. In addition, the Fire & Rescue Chief is chief of the Fire & Rescue system and, with advice and counsel from the Fire & Rescue System Executive Committee, determines policy, procedures and implementation for all fire, rescue, and medical service operations accordingly.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Advanced Life Support responses to all ALS emergencies in 8 minutes or less	87%	83%	85%	85%	87%
Basic Life Support (BLS) responses in 4 minutes or less (systemwide)	46%	50%	54%	50%	60%
Fire suppression unit on scene (fire only) in 4 minutes or less (systemwide)	38%	45%	40%	45%	43%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Leadership and Management Oversight	**$1,136**	**$1,527**	**$1,329**	**$1,507**	**$1,524**
Volunteer members	571	523	568	550	700
Fire incidents (systemwide)	6,142	6,263	8,070	6,200	9,000
EMS incidents (systemwide)	27,423	28,925	29,532	28,000	30,000
Hazmat incidents	64	93	72	100	85

Community Safety

Community Safety seeks to reduce the County's vulnerability to risk hazards through fire prevention, hazardous materials coordination, homeland security, and emergency management. Fire Prevention includes code enforcement, fire investigations, plan reviews, and safety education. Hazardous materials coordination ensures local government has the capability to prevent or mitigate a hazardous materials incident. Emergency Management coordinates efforts to prepare for, respond to, mitigate, and recover from natural or human-caused disasters and large-scale incidents.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Fire related injuries per 100,000 population	4	4	5	1	5
Inspections conducted on day requested	100%	100%	100%	97%	97%
Fire protection plan approval on first review	72%	82%	90%	75%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Fire Marshal's Office	**$3,401**	**$4,586**	**$3,652**	**$3,794**	**$3,962**
Inspections conducted by code compliance inspectors	1,219	1,540	1,971	1,400	1,700
Operational use permits issued	575	528	557	550	600
Investigations (includes fire, hazmat, environmental and explosives)	168	198	180	200	180
Community Relations	**$193**	**$263**	**$204**	**$243**	**$249**
Child passenger safety seat inspections & education	1,375	1,396	1,299	1,500	1,500
Public education program participants	32,000	40,000	31,712	27,000	27,000
Office of Emergency Management	**$1,081**	**$951**	**$934**	**$663**	**$669**
Complaints investigated	11	18	16	20	15
Training hours for emergency management	3,018	4,053	2,015	2,000	2,000

System Support

Systems Support provides services to internal customers. Systems Support manages department programs and activities from "behind the scenes" to ensure prompt, efficient, and effective service to the community. This section includes human resources, training, administrative support, health, and safety, fleet, self-contained breathing apparatus, budgeting and accounting, planning and analysis, information technology, logistical support, and communications. Both uniform and non-uniform members staff this section, providing a diverse mix of internal services to the Fire & Rescue system and its members.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Customer satisfaction with Systems Support	97%	81%	95%	85%	95%
Fire & Rescue 911 emergency calls dispatched within 60 seconds	38%	17%	17%	45%	20%
OSHA Recordable Incident Rate among Fire & Rescue employees	16	7	9	7	20
Uniform turnover rate without retirement	6%	7%	6%	8%	6%
Personnel in compliance with FRA uniform rank structure	90%	86%	85%	90%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Human Resources	**$4,615**	**$5,323**	**$7,709**	**$6,755**	**$7,475**
Students trained (county, volunteers, other jurisdictions)	8,424	5,792	6,661	6,500	6,500
Logistics	**$12,929**	**$2,930**	**$9,749**	**$15,987**	**$18,745**
Warehouse orders processed	1,772	2,064	2,281	2,200	2,400
Breathing apparatus services conducted	4,036	3,875	3,853	4,000	4,100
Administrative Services	**$1,609**	**$1,606**	**$1,650**	**$1,917**	**$1,905**
Accounting transactions processed	24,720	25,413	-	25,000	-
Communication and InformationTechnology	**$7,226**	**$7,868**	**$8,321**	**$9,017**	**$9,362**
Tasks completed resulting from customer service generated tickets	7,177	3,700	5,212	4,000	6,000
Health and Safety	**$1,727**	**$1,900**	**$2,012**	**$2,110**	**$1,739**
Work hours lost due to injury	1,659	3,416	2,900	3,416	3,000

Station/Company Operating Services

The PWC Fire & Rescue system is a combined career/volunteer service. There are eight volunteer Fire & Rescue companies in PWC that operate 15 stations and Fire & Rescue operate seven stations. All Fire & Rescue company and station operations and facilities are funded in this program which include: eight volunteer fire & rescue companies and membership expenses; 22 fire & rescue stations and all expenses associated with operating these facilities and maintaining these buildings (insurance, utilities, operations and grounds maintenance, etc.); all PWC Fire & Rescue emergency response apparatus including insurance, fuel, and maintenance (excluding 12 County owned medic units); and all outfitting needs for volunteer Fire & Rescue service providers.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Turn out time in 1 minute or less	54%	43%	34%	60%	40%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Station/Company Support Services	**$15,562**	**$23,165**	**$23,115**	**$22,226**	**$22,373**
Gainesville	$413	$284	$1,575	$670	$1,320
Coles	$1,059	$295	$426	$855	$821
Evergreen	$575	$539	$1,389	$641	$1,122
Station 22 - New Station (Apparatus Purchases)	$0	$0	$0	$1,780	$0
River Oaks	$1,067	$1,461	$857	$570	$1,585
Antioch	$347	$325	$993	$617	$657
Davis Ford	$0	$7	$2,171	$500	$500
Buckhall	$393	$1,094	$530	$761	$759
Dale City	$3,654	$6,813	$4,008	$4,141	$4,755
Dumfries Fire	$1,938	$1,624	$1,896	$1,500	$1,837
Dumfries Rescue	$486	$1,132	$961	$1,018	$417
Lake Jackson	$658	$617	$731	$775	$778
Nokesville	$1,110	$1,656	$2,516	$2,259	$2,476
OWL	$2,557	$4,777	$3,205	$4,429	$3,595
Stonewall Jackson	$710	$1,954	$1,275	$1,024	$1,089
Yorkshire	$595	$589	$581	$685	$659

Total Fire Incidents

Company/Station	# of Stations	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Adopted
PWC Antioch	1	138	173	149	171	199	140	220
PWC Coles	1	172	155	107	228	247	250	260
PWC Evergreen	1	134	117	95	147	150	138	150
PWC Gainesville	1	409	468	474	507	584	347	650
PWC River Oaks *	1		-	-	-	633	556	670
PWC Davis Ford	1		-	-	-	-	279	280
Buckhall	1	95	85	99	244	133	207	150
Dale City	4	1,023	1,123	1,169	1,173	1,426	1,456	1,500
Dumfries Fire	2	613	596	593	1,097	733	609	800
Dumfries Rescue*	1	285	439	457	203	-	150	0
Lake Jackson	1	191	176	151	252	217	210	220
Nokesville	2	459	531	554	491	763	605	800
OWL	3	1,209	1,153	1,380	1,046	1,817	1,234	1,300
Stonewall Jackson	1	656	685	767	544	953	486	1,000
Yorkshire	1	129	125	147	196	215	182	230
Systemwide Total Fire Incidents	**22**	**5,513**	**5,826**	**6,142**	**6,299**	**8,070**	**6,849**	**8,230**

* PWC River Oaks previous year data was included in Dumfries Rescue totals.

Total EMS Incidents

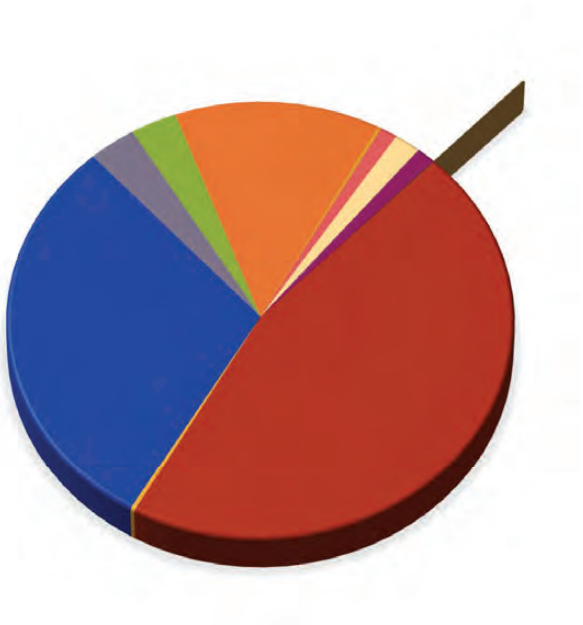
Company/Station	# of Stations	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Adopted
PWC Antioch	1	498	514	486	578	449	510	500
PWC Coles	1	569	685	612	464	643	434	650
PWC Evergreen	1	379	362	428	268	497	265	500
PWC Gainesville	1	1,675	1,730	1,840	1,086	2,075	1,014	2,000
PWC River Oaks *	1		-	-	-	2,564	2,604	2,600
PWC Davis Ford	1		-	-	-	-	793	800
Buckhall	1	517	445	549	411	623	358	630
Dale City	4	5,775	5,543	5,835	4,827	5,907	5,592	6,000
Dumfries Fire	2	1,448	1,423	1,438	2,600	1,546	2,609	1,600
Dumfries Rescue*	1	3,621	3,642	3,934	3,580	1,659	3,306	3,600
Lake Jackson	1	513	512	481	842	554	782	600
Nokesville	2	1,635	1,550	1,626	1,498	1,844	1,564	1,900
OWL	3	5,517	5,736	5,855	4,260	6,557	5,065	6,500
Stonewall Jackson	1	3,221	3,312	3,401	2,217	3,722	2,042	3,700
Yorkshire	1	820	845	938	774	892	539	900
Systemwide Total EMS Incidents	**22**	**26,188**	**26,299**	**27,423**	**23,405**	**29,532**	**27,477**	**32,480**

* PWC River Oaks previous year data was included in Dumfries Rescue totals.

General District Court

Mission Statement

The purpose of the General District Court is to process criminal, traffic and civil cases heard by District Court Judges and to hold preliminary hearings for felonies.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $279,571

0.1% of Public Safety

Programs:

- Local Support: $279,571

Mandates

The Code of Virginia mandates that every county shall provide a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

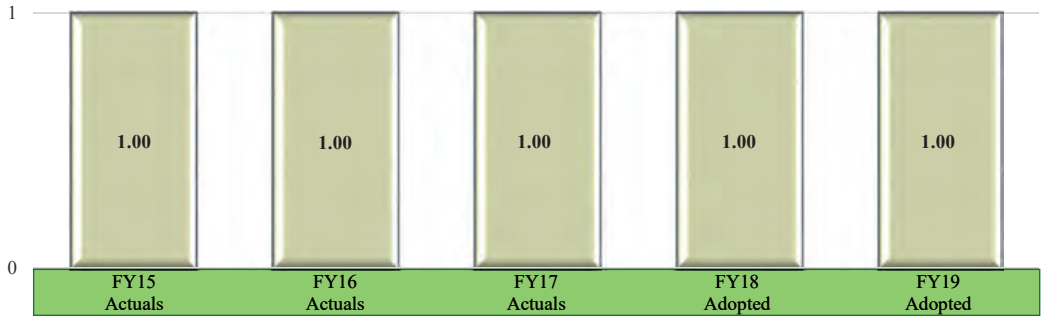
State Code: 15.2-1638

General District Court

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
GDC Local Support	$191,211	$191,193	$202,950	$277,272	$279,571	0.83%
Total Expenditures	**$191,211**	**$191,193**	**$202,950**	**$277,272**	**$279,571**	**0.83%**
Expenditure by Classification						
Salaries and Benefits	$59,577	$61,157	$63,381	$65,530	$67,829	3.51%
Contractual Services	$52,727	$47,245	$53,021	$112,688	$112,688	0.00%
Internal Services	$25,723	$27,514	$25,572	$27,590	$27,590	0.00%
Purchase of Goods & Services	$45,739	$47,163	$52,035	$56,912	$56,912	0.00%
Leases & Rentals	$7,444	$8,115	$8,941	$14,552	$14,552	0.00%
Total Expenditures	**$191,211**	**$191,193**	**$202,950**	**$277,272**	**$279,571**	**0.83%**
Funding Sources						
Fines & Forfeitures	$2,217,280	$2,162,718	$2,055,827	$2,327,430	$2,327,430	0.00%
Use of Money & Property	$35,345	$37,961	$35,809	$17,000	$17,000	0.00%
Charges for Services	$35,730	$36,585	$42,822	$25,500	$25,500	0.00%
Revenue from Commonwealth	$22,937	$25,416	$24,458	$23,000	$23,000	0.00%
Total Designated Funding Sources	**$2,311,292**	**$2,262,679**	**$2,158,916**	**$2,392,930**	**$2,392,930**	**0.00%**
Net General Tax Support	**($2,120,082)**	**($2,071,486)**	**($1,955,966)**	**($2,115,658)**	**($2,113,359)**	**(0.11%)**
Net General Tax Support	**(1,108.77%)**	**(1,083.45%)**	**(963.77%)**	**(763.03%)**	**(755.93%)**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Local Support	1.00	1.00	1.00	1.00	1.00
Full-Time Equivalent (FTE) Total	1.00	1.00	1.00	1.00	1.00

General District Court

Program Summary

Local Support Program

There is a General District Court in each city and county in Virginia. The General District Court handles traffic violations, hears minor criminal cases known as misdemeanors, and conducts preliminary hearings for more serious criminal cases called felonies. General District Courts have exclusive authority to hear civil cases with claims of $4,500 or less and share authority with the circuit courts to hear cases with claims between $4,500 and $25,000. Examples of civil cases are landlord and tenant disputes, contract disputes, and personal injury actions. All General District Court personnel are state employees with the exception of one locally funded position.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Traffic, criminal, and civil cases	107,317	112,207	109,145	135,000	130,000
Final judgments	57,908	60,318	59,308	61,000	60,000
Waived/Removed	42,610	43,960	40,728	57,000	55,000
Cases concluded	107,811	112,241	108,394	135,500	130,500
Cases concluded - %	93%	93%	92%	93%	92%

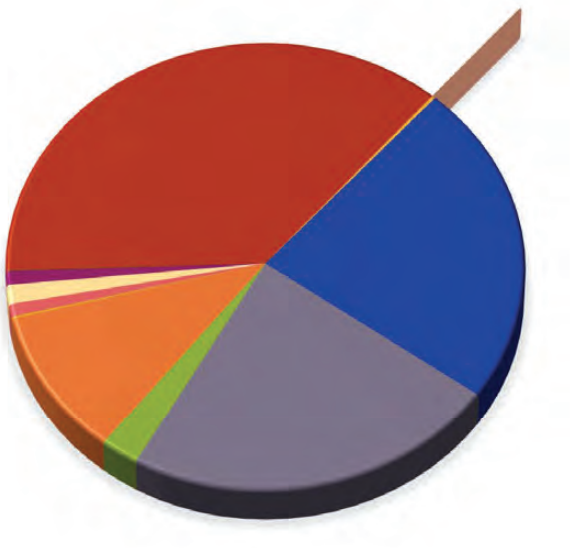
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Traffic and Criminal Case Management	**$190**	**$189**	**$202**	**$275**	**$278**
Traffic and criminal cases processed	81,297	84,994	81,080	100,500	95,000
Civil Case Management	**$1**	**$2**	**$1**	**$2**	**$2**
Civil cases processed	26,020	27,213	28,065	29,000	29,000

Juvenile & Domestic Relations Court

Mission Statement

The mission of the 31st Judicial District Juvenile & Domestic Relations District Court is to ensure that all disputes are resolved justly, promptly, and efficiently. The Court is truly the "court of the people," in that the Court's main province is to resolve disputes in keeping with the greatest traditions of the Commonwealth of Virginia: liberty, justice, and service.

The components necessary to discharge the Court's function require a system which is unified in its structure and administration, competent in its approach, and has at its foundation honest judges and Court personnel, implementing uniform rules of practice and procedure.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $109,128

0.03% of Public Safety

Programs:

- Local Support: $109,128

Mandates

The Code of Virginia mandates that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: 15.2-1638

Juvenile & Domestic Relations Court

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
JDRC Local Support	$95,923	$83,054	$95,006	$109,128	$109,128	0.00%
Total Expenditures	**$95,923**	**$83,054**	**$95,006**	**$109,128**	**$109,128**	**0.00%**
Expenditure by Classification						
Contractual Services	$14,185	$12,658	$13,335	$10,939	$10,939	0.00%
Internal Services	$22,135	$23,810	$22,421	$24,089	$24,089	0.00%
Purchase of Goods & Services	$41,592	$30,960	$33,274	$55,100	$55,100	0.00%
Capital Outlay	$0	$0	$7,791	$0	$0	0.00%
Leases & Rentals	$18,011	$15,626	$18,185	$19,000	$19,000	0.00%
Total Expenditures	**$95,923**	**$83,054**	**$95,006**	**$109,128**	**$109,128**	**0.00%**
Funding Sources						
Fines & Forfeitures	$47,253	$37,579	$31,992	$59,582	$59,582	0.00%
Use of Money & Property	$840	$1,280	$876	$731	$731	0.00%
Charges for Services	$1,477	$990	$698	$0	$0	0.00%
Revenue from Commonwealth	$20,000	$20,000	$20,000	$21,204	$21,204	0.00%
Total Designated Funding Sources	**$69,571**	**$59,850**	**$53,566**	**$81,517**	**$81,517**	**0.00%**
Net General Tax Support	**$26,352**	**$23,204**	**$41,440**	**$27,611**	**$27,611**	**0.00%**
Net General Tax Support	**27.47%**	**27.94%**	**43.62%**	**25.30%**	**25.30%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Local Support	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	0.00	0.00	0.00	0.00	0.00

Note: There are 28.50 state positions in the Juvenile and Domestic Relations Court. There are no County positions.

Juvenile & Domestic Relations Court

Program Summary

Local Support Program

There is a Juvenile & Domestic Relations District Court (JDRC) in each Virginia city and county. In Virginia, a juvenile is any person under 18 years of age. The JDRC hears all matters involving juveniles such as criminal or traffic matters. Juvenile delinquency cases involve a minor under the age of 18 who has been accused of committing an offense that would be considered criminal if committed by an adult. Other juvenile offenses may be referred to as status offenses. Status offenses are those acts that are unlawful only because they are committed by a minor.

In addition, this court handles other matters involving the family such as custody, support, and visitation. The court also hears family abuse cases, cases where adults have been accused of child abuse or neglect and criminal cases where the defendant and alleged victim are family or household members.

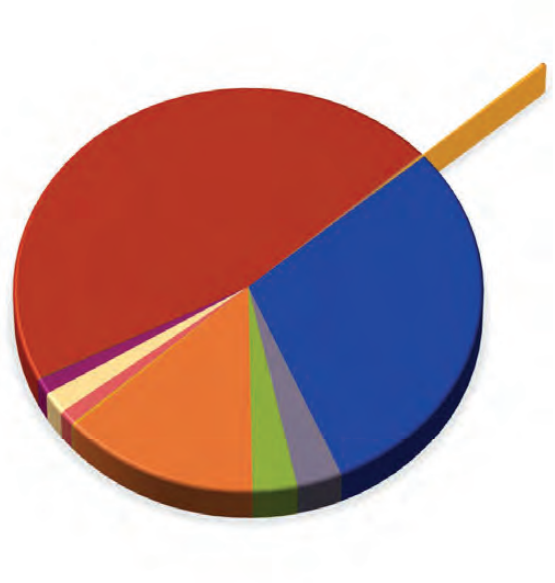
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Juvenile cases concluded from prior years	11,037	11,203	11,741	11,340	11,564
Adult cases concluded from prior years	9,626	8,664	9,274	8,950	9,100

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Juvenile Court Case Management	**$66**	**$58**	**$66**	**$76**	**$76**
New juvenile cases	10,608	11,099	11,233	10,800	10,950
Juvenile cases continued from prior years	19,121	17,348	20,578	19,000	21,000
Adult Court Case Management	**$30**	**$25**	**$29**	**$33**	**$33**
New adult cases	8,703	7,899	8,313	8,500	8,650
Adult cases continued from prior years	15,834	15,464	16,685	16,220	17,270

Juvenile Court Services Unit

Mission Statement

The Juvenile Court Service Unit protects the public by preparing court-involved youth to be successful citizens.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $934,604

0.3% of Public Safety

Programs:

- Intake Services: $35,413
- Standard Supervision: $147,351
- Intensive Supervision: $529,245
- Dispute Resolution Services: $222,595

Mandates

Prince William County operates under a state mandate to provide intake services and standard supervision to juveniles placed on probation and parole. The Juvenile Court Service Unit provides these mandated services.

State Code: 16.1-234, 16.1-235, 16.1-235.1, 16.1-237, 16.1-255, 16.1-260

Juvenile Court Services Unit

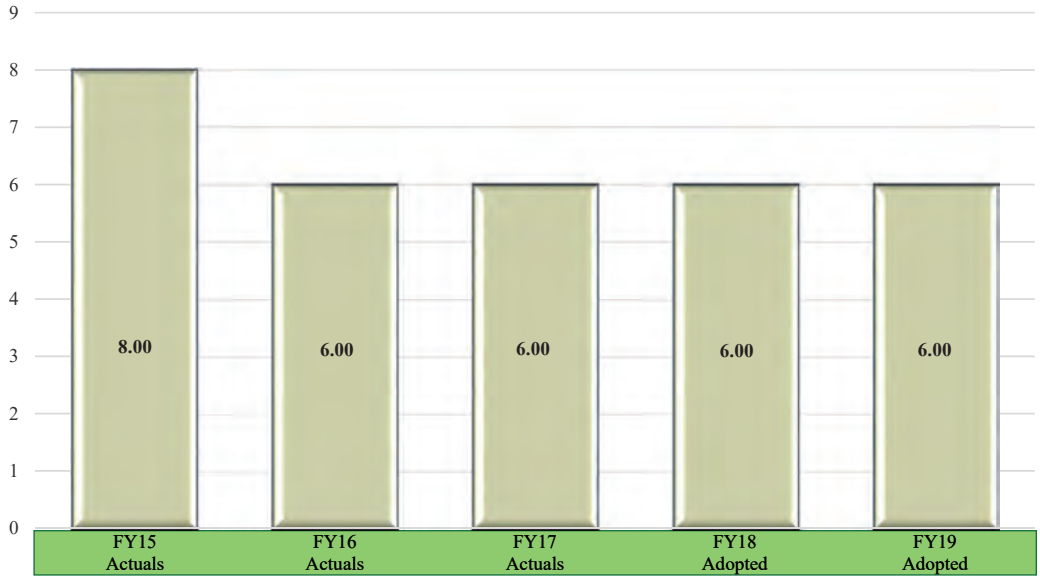
Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Intake Services	$248,829	$33,597	$23,306	$33,513	$35,413	5.67%
Standard Supervision	$153,628	$162,045	$145,501	$151,760	$147,351	(2.91%)
Intensive Supervision	$472,285	$450,876	$489,234	$497,233	$529,245	6.44%
Dispute Resolution Services	$180,523	$180,982	$180,892	$181,595	$222,595	22.58%
Total Expenditures	**$1,055,266**	**$827,501**	**$838,933**	**$864,101**	**$934,604**	**8.16%**

Expenditure by Classification						
Salaries and Benefits	$694,274	$538,400	$559,764	$588,572	$610,131	3.66%
Contractual Services	$241,898	$178,771	$181,981	$182,421	$223,421	22.48%
Internal Services	$97,438	$92,031	$86,853	$81,404	$81,404	0.00%
Purchase of Goods & Services	$20,173	$16,817	$8,853	$18,066	$18,066	0.00%
Leases & Rentals	$1,482	$1,482	$1,482	$1,582	$1,582	0.00%
Reserves & Contingencies	$0	$0	$0	($7,944)	$0	(100.00%)
Total Expenditures	**$1,055,266**	**$827,501**	**$838,933**	**$864,101**	**$934,604**	**8.16%**

Funding Sources						
Miscellaneous Revenue	$0	$85	$0	$0	$0	0.00%
Revenue from Commonwealth	$5,579	$5,369	$5,635	$5,264	$5,264	0.00%
Total Designated Funding Sources	**$5,579**	**$5,284**	**$5,635**	**$5,264**	**$5,264**	**0.00%**
Net General Tax Support	**$1,049,686**	**$822,216**	**$833,298**	**$858,837**	**$929,340**	**8.21%**
Net General Tax Support	**99.47%**	**99.36%**	**99.33%**	**99.39%**	**99.44%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Intake Services	0.00	0.00	0.00	0.00	0.00
Standard Supervision Services	1.00	1.00	1.00	1.00	1.00
Intensive Supervision Services	7.00	5.00	5.00	5.00	5.00
Dispute Resolution Services	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	8.00	6.00	6.00	6.00	6.00

Future Outlook

Truancy - There continues to be a high number of youth placed on probation for truancy. Youth not attending school have a greater chance of becoming involved in delinquent activities. The Juvenile Court Service Unit (JCSU) in conjunction with community partners; Department of Social Services, Community Services and Prince William County (PWC) schools is in the process of expanding its truancy initiative. These efforts are being designed to address truancy by diverting youth from the court system to resources offered by the schools, the JCSU truancy accountability program, and the expansion of Restorative Justice Services offered by the Office of Dispute Resolution to include a truancy component.

Department of Juvenile Justice Transformation - The department continues the transformation of treatment programming to Evidenced Based Practices (EBP) in community supervision programming and with the opening of the Community Placement Program in the PWC Juvenile Detention Center in June 2017. All JCSU staff have been trained in Effective Practices in Community Supervision and the Youth Assessment and Screening Instrument. Research has shown that consistent practices diverting low risk youth from entry into the court system and focusing EBP treatment on moderate to high risk youth will reduce recidivism. The transition from adult style correctional institutions to local Community Placement Programs closer to a youth's home, fosters greater family participation in community treatment programming and a greater chance for long term success upon completion.

Gangs - The Gang Response Intervention Team (GRIT), GRIT Coordinator, and JCSU personnel continue to address gang related issues in PWC. Intervention, Prevention, and Education are the main focus of GRIT through community presentations and the Make a Change tattoo removal program. Due to the influx of unaccompanied minors in this area, a large population of youth are having difficulties in re-unification with family members, this disconnect makes them extremely vulnerable to recruitment by gangs. The continued development and implementation of Intervention, Prevention, and Education programming with youth at-risk of gang involvement in the public schools and community is critical to prevent them from becoming involved in gang life.

Budget Initiatives

A. Budget Initiatives

1. Increase for Restorative Justice – Dispute Resolution Services

Expenditure	$41,000	General Fund Impact	$41,000
Revenue	$0	FTE Positions	0.0

a. Description - Contractual funds will support the Dispute Resolution Services Program for Restorative Justice. This program helps young offenders take responsibility for their detrimental actions and repair the harm caused to victims and the community. This increase will help directly support the Wellbeing and Safe and Secure Community Strategic Goals by addressing truancy and juvenile recidivism.

a. Service Level Impacts -

- **Dispute Resolution Juveniles referred**
  FY19 w/o Addition | 90
  FY19 w/ Addition | 300

Juvenile Court Services Unit

Program Summary

Intake Services

Intake Services provides state mandated processing of domestic relations civil complaints to include child support, custody and visitation, family abuse protective orders, child abuse and neglect, termination of parental rights, visitation rights, paternity, and emancipation. Juveniles accused of committing offenses are processed for formal court action or provided diversion. First-time offenders are referred to other community resources when appropriate. Electronic Monitoring Services are offered as an enhancement for probation supervision services and a less restrictive alternative to juvenile detention.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Delinquent first time offenders diverted from court	36%	37%	49%	37%	40%
Technical probation violations requiring secure detention orders	41%	37%	35%	46%	38%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Intake	**$249**	**$34**	**$23**	**$23**	**$25**
Cases processed through Intake Services	8,748	9,182	8,527	9,098	8,819
Electronic Monitoring	**$0**	**$0**	**$1**	**$11**	**$11**
Youth placed on electronic monitoring	164	172	216	196	196
Days of electronic monitoring supervision provided	1,912	2,486	3,478	3,108	3,108

Standard Supervision Services

Standard Supervision Services provides state mandated community supervision to juveniles placed on probation by the Juvenile Court or released on parole from a juvenile correctional facility. Enforces probation or parole rules and orders of the court by imposing informal sanctions or taking court action. Collaborates with community agencies, schools, and correctional center staff to develop and manage supervision plans for juveniles to prepare them to be successful citizens. Coordinates gang intervention and prevention programs through the local GRIT. Links service needs gang prevention and intervention resources by providing gang awareness and prevention education for the community.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Youth not re-offending within two years of release from program	-	75%	70%	76%	74%
Parents and youth satisfied with service	95%	100%	96%	96%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Standard Supervision	**$49**	**$55**	**$40**	**$38**	**$38**
Juveniles supervised monthly	598	509	480	543	529
Supervision caseload per FTE	35	28	27	33	30
GRIT	**$105**	**$107**	**$105**	**$114**	**$109**
GRIT community presentations	20	22	24	22	22

Juvenile Court Services Unit

Intensive Supervision Services

Intensive Supervision Services provides community based juvenile probation supervision serving high risk and serious offenders who require more supervision contacts than those provided by Standard Supervision Services. Intensive Supervision Officers provide crisis intervention, life skills, networking of services, utilization of community based services, monitoring, and numerous weekly supervision contacts with these high risk youth, their families, and service providers to ensure compliance with laws, court orders, and crucial services. Intensive Supervision enhances public safety by reducing new criminal offenses by high risk court involved youth by reducing their risk to re-offend allowing their return to Standard Supervision Services or release from probation.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Youth not re-offending while on Intensive Supervision Services	88%	84%	88%	88%	87%
Youth not re-offending within one year of discharge	81%	83%	83%	82%	82%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Intensive Supervision	**$472**	**$451**	**$489**	**$497**	**$529**
Juveniles served annually	154	130	136	132	140
Contacts monthly	530	475	506	500	504

Dispute Resolution Services

Mediation services assist adults in court cases involving child custody, visitation, child and spousal support, landlord tenant, and consumer merchant issues to resolve their disputes prior to a court hearing, thus reducing court dockets. Restorative Justice Services hold first-time juvenile offenders accountable for their wrongdoing through victim impact classes and face-to-face conferences attended by their families and victims.

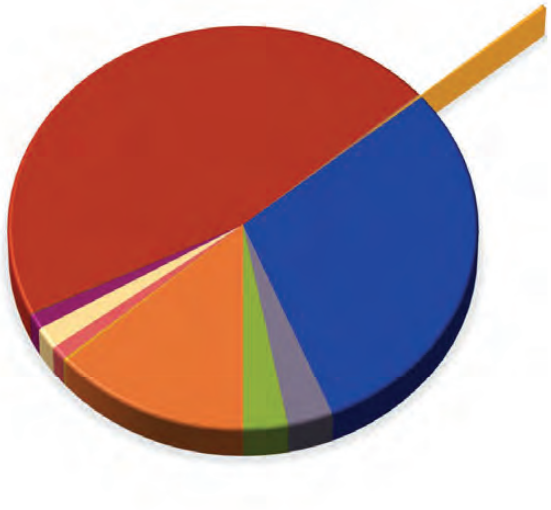
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Disputes referred to mediation that are resolved without further court action	68%	74%	74%	71%	72%
Cases removed from the court docket due to mediation	1,276	1,498	1,279	1,358	1,351
Youth not re-offending within one year of program participation	97%	91%	94%	94%	94%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Dispute Resolution	**$181**	**$181**	**$181**	**$182**	**$223**
Court petitions referred	3,336	3,692	3,129	3,554	3,386
Mediations conducted	984	1,028	842	1,011	951
Juveniles referred	111	96	65	104	300
Juveniles attending Victim Impact Program classes	94	90	51	92	78
Restorative Justice conferences conducted	21	46	13	36	27

Magistrates

Mission Statement

The mission of the Magistrates' Office is to provide judicial services and accomplish statutory responsibilities to Prince William County, the Cities of Manassas and Manassas Park and the Towns of Dumfries, Occoquan, Quantico and Haymarket on a 24-hour per day, 365 days per year basis.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $115,667

0.03% of Public Safety

Programs:

- Local Support: $115,667

Mandates

The Code of Virginia mandates that there will be as many magistrates as are necessary for the effective administration of justice. Magistrate positions are authorized by the state Committee on District Courts. The county shall also provide all furniture and other equipment necessary for the efficient operation of the office.

State Code: 19.2-34; 19.2-48.1; 16.1-69.33

Magistrates

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Magistrates Local Support	$254,866	$127,902	$125,654	$133,448	$115,667	(13.32%)
Total Expenditures	**$254,866**	**$127,902**	**$125,654**	**$133,448**	**$115,667**	**(13.32%)**
Expenditure by Classification						
Salaries and Benefits	$231,603	$106,779	$104,349	$108,281	$90,500	(16.42%)
Contractual Services	$0	$0	$0	$1,250	$1,250	0.00%
Internal Services	$17,357	$13,585	$13,415	$15,353	$15,353	0.00%
Purchase of Goods & Services	$4,031	$5,405	$5,680	$7,162	$7,162	0.00%
Leases & Rentals	$1,875	$2,133	$1,860	$1,402	$1,402	0.00%
Debt Maintenance	$0	$0	$348	$0	$0	0.00%
Total Expenditures	**$254,866**	**$127,902**	**$125,654**	**$133,448**	**$115,667**	**(13.32%)**
Total Designated Funding Sources	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
Net General Tax Support	**$254,866**	**$127,902**	**$125,654**	**$133,448**	**$115,667**	**(13.32%)**
Net General Tax Support	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Local Support	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	0.00	0.00	0.00	0.00	0.00

Note: There are 16.00 state positions in the Magistrates' Office. There are no county positions.

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.

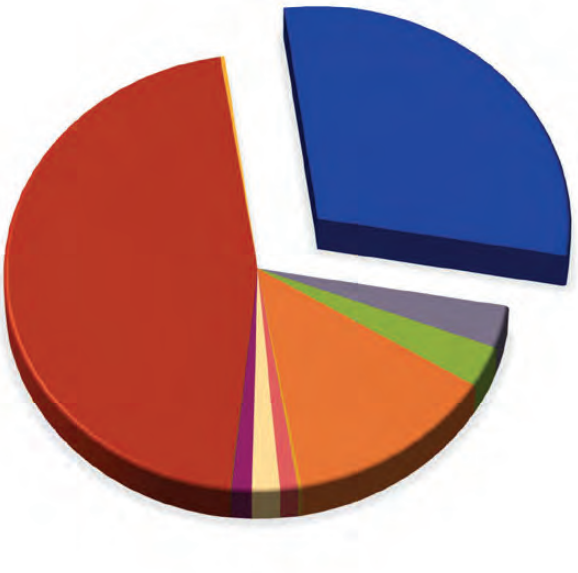
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Cost per criminal process handled	$7.08	$3.03	$2.66	$2.97	$2.46
Total criminal processes administered per Magistrate	2,400	3,014	3,376	2,813	3,357

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Magistrates Services	**$255**	**$128**	**$126**	**$133**	**$116**
Total criminal processes handled	36,000	42,193	47,271	45,000	47,000

Police

Mission Statement

The Police Department will enhance the quality of life by providing police services through shared responsibility with the public.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $107,421,982

29.9% of Public Safety

Programs:

- Office of the Chief: $5,209,861
- Support Services: $20,424,175
- Operations: $54,263,674
- Criminal Investigations: $18,555,844
- Financial & Technical Services: $8,968,428

Mandates

Public safety in Virginia counties is mandated through the Sheriff's Office. Counties can choose through local referendum to establish a county police department. The Prince William County Police Department was authorized by County residents through general referendum in 1969 and was established as a department in the County government in July 1970. State code mandates that a local advisory board be created with the enactment of a local towing ordinance (Code of Virginia 46.2-1233.2). The Police Department serves as the liaison to this board.

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

State Code: Title 3.2. Agriculture, Animal Care and Food, 3.2-6542

County Code: Chapter 2 (Police Auxiliary), Chapter 2.5 (Alarm Systems), Chapter 3 (Amusements), Chapter 4 (Animals and Fowl), Chapter 12 (Massage Establishments), Chapter 13 (Motor Vehicles and Traffic), Chapter 14 (Noise), Chapter 16 (Miscellaneous Offenses), Chapter 18 (Peddlers, Solicitors and Itinerant Vendors), Chapter 19 (Personnel), Chapter 20 (Police), Chapter 20.5 (Precious Metals Dealers), Chapter 27 (Taxicabs)

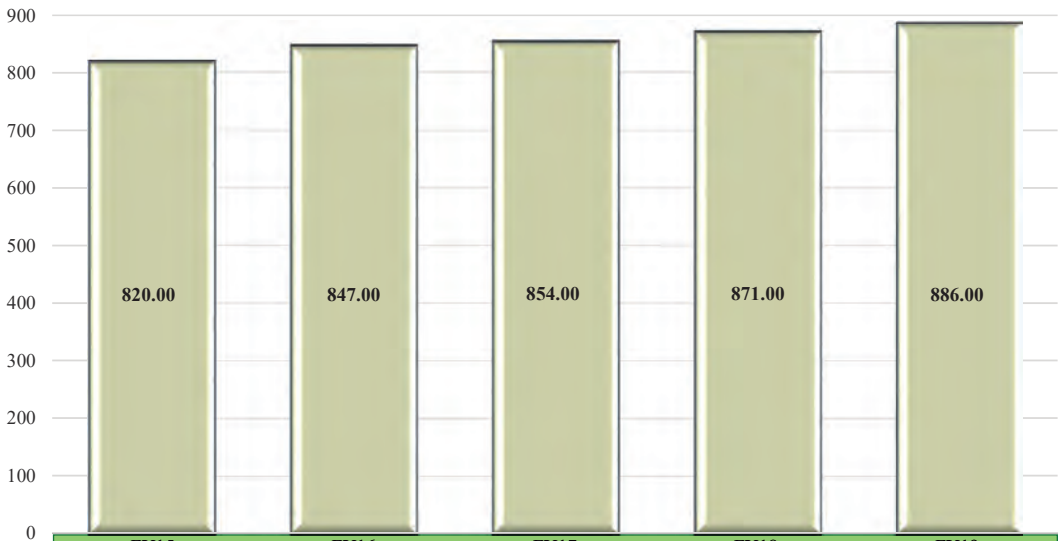
Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Police Office of the Chief	$5,074,277	$4,700,353	$4,770,966	$4,702,074	$5,209,861	10.80%
Police Support Services	$20,864,614	$20,832,555	$21,984,744	$24,340,704	$20,424,175	(16.09%)
Police Operations	$42,036,817	$43,967,971	$43,503,829	$45,814,842	$54,263,674	18.44%
Criminal Investigations	$15,498,874	$16,873,060	$18,112,669	$17,776,693	$18,555,844	4.38%
Financial & Technical Services	$6,087,325	$8,045,963	$8,553,889	$8,713,979	$8,968,428	2.92%
Total Expenditures	**$89,561,907**	**$94,419,902**	**$96,926,097**	**$101,348,292**	**$107,421,982**	**5.99%**

Expenditure by Classification						
Salaries and Benefits	$72,574,466	$76,341,444	$78,118,096	$84,549,088	$87,533,685	3.53%
Contractual Services	$1,052,523	$1,312,929	$1,786,816	$1,423,373	$1,756,494	23.40%
Internal Services	$10,305,352	$11,419,001	$11,044,686	$10,759,982	$10,820,622	0.56%
Purchase of Goods & Services	$4,243,534	$4,455,854	$4,795,177	$5,272,164	$5,237,561	(0.66%)
Capital Outlay	$664,631	$74,674	$263,673	$760,344	$1,085,722	42.79%
Leases & Rentals	$388,336	$430,228	$468,648	$599,768	$593,868	(0.98%)
Reserves & Contingencies	$0	$0	$0	($2,410,456)	$0	(100.00%)
Transfers Out	$333,065	$385,772	$449,002	$394,029	$394,029	0.00%
Total Expenditures	**$89,561,907**	**$94,419,902**	**$96,926,097**	**$101,348,292**	**$107,421,982**	**5.99%**

Funding Sources						
Revenue from Federal Government	$682,066	$295,375	$261,087	$0	$0	0.00%
Permits & Fees	$362,686	$379,182	$349,817	$265,940	$265,940	0.00%
Fines & Forfeitures	$846,070	$701,092	$605,356	$672,259	$672,259	0.00%
Use of Money & Property	$25,949	$48,529	$7,034	$6,000	$6,000	0.00%
Revenue from Other Localities	$6,089	$2,750	$26,065	$50,000	$50,000	0.00%
Miscellaneous Revenue	$172,353	$108,291	$121,162	$206,200	$206,200	0.00%
Non-Revenue Receipts	$36,542	$5,068	$0	$0	$0	0.00%
Charges for Services	$738,302	$764,130	$754,036	$517,286	$717,286	38.66%
Revenue from Commonwealth	$8,552,563	$9,503,697	$9,799,763	$9,438,840	$9,718,840	2.97%
Transfers In	$1,314,000	$14,206	$54,973	$0	$0	0.00%
Total Designated Funding Sources	**$12,736,620**	**$11,822,320**	**$11,979,292**	**$11,156,525**	**$11,636,525**	**4.30%**
Net General Tax Support	**$76,825,287**	**$82,597,581**	**$84,946,805**	**$90,191,767**	**$95,785,457**	**6.20%**
Net General Tax Support	**85.78%**	**87.48%**	**87.64%**	**88.99%**	**89.17%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Office of the Chief	16.00	18.00	15.00	16.00	19.00
Support Services	151.00	153.00	172.00	184.00	151.00
Operations	487.00	511.00	498.00	490.00	532.00
Criminal Investigations	144.00	143.00	146.00	158.00	162.00
Financial & Technical Services	22.00	22.00	23.00	23.00	22.00
Full-Time Equivalent (FTE) Total	**820.00**	**847.00**	**854.00**	**871.00**	**886.00**
Auth. Sworn Strength FTE Total	635.00	660.00	660.00	673.00	686.00

Future Outlook

Looking forward, the Prince William County (PWC) Police Department, a nationally accredited agency, must maintain its culture and reputation for integrity and fair and impartial policing. This requires attracting and retaining excellent and diverse staff, building the leadership of the department, being proactive in addressing issues with all stakeholders, continuing community outreach programs such as the Citizen Police Academy and Neighborhood Watch, and maintaining the public trust in partnership with a growing and diverse County. This has resulted in a 94% satisfaction rating for the Police Department within the community. Along with ensuring that the Police Department has the staff necessary to meet these challenges, the infrastructure in terms of equipment, facilities, and technology to support these staff and the public safety challenges must also be in place.

Transparency and Accountability - In an effort to maintain a culture of transparency and accountability, the Police Department has recently established a Citizen Advisory Board (CAB) and a Body-Worn Camera (BWC) program. The CAB consists of representatives from a diverse cross-section of organizations throughout the community who meet on a regular basis to provide the Chief of Police with advice on a wide range of law enforcement topics. The mission of the CAB is to enhance trust, communication, and collaboration between the community and the Police Department in order to increase knowledge and understanding. BWC are also a valuable tool for maintaining trust, transparency, and accountability. The Police Department has spent a great amount of time developing a comprehensive policy with various stakeholders throughout the county and region. The Police Department is well underway in implementing BWCs in Patrol, Traffic Safety (Motors), K9, and in its School Resource Officer program. The Police Department may deploy BWCs to additional staff as the program moves forward. Both programs are significant milestones for the Police Department.

Diversity - As the diversity of our community has increased, the Police Department has strived to improve its promotional and hiring practices to increase the diversity of its recruits and officers. In the past five years, the Police Department has promoted its first ethnic minority Deputy Chief and first female Assistant Chief. Hiring results continue to show progress, however better representation is required to accurately reflect the community with respect to race, ethnicity, gender, and religion. The Police Department proactively engages in community outreach with citizens in a myriad of settings. This outreach is the foundation for strong police/community partnership, which is integral to the quality of life in PWC. It should be noted, based on the 2016 Community Survey, 90% of residents generally believe the Police Department treats residents fairly regardless of race, gender, or ethnic/national origin.

Opioids - PWC, like many parts of the country, is experiencing an unprecedented opioid epidemic resulting in a tremendous increase in drug overdoses and deaths associated with heroin and synthetic opioids. Establishing effective prevention, education, treatment, and enforcement initiatives remains a major challenge to the public's health and welfare. The Police Department has begun equipping police officers with the antidote Narcan (Naloxone), as training and resources allow, for self-aid in the event of an exposure as well as to aid members of the public as needed.

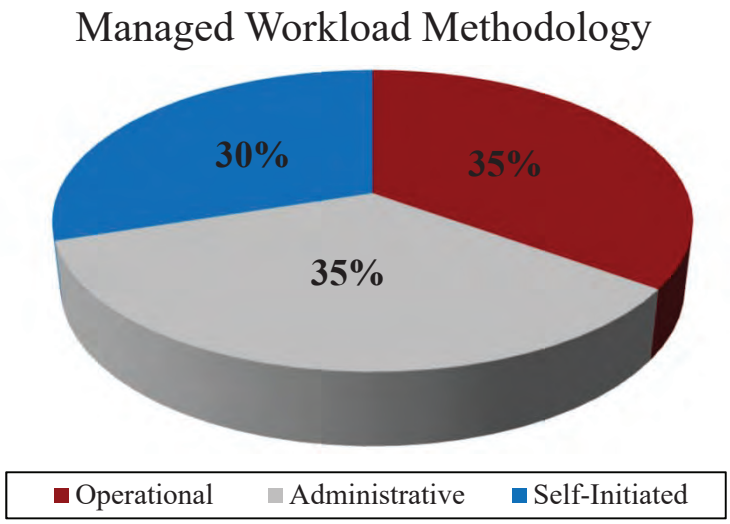
Public Safety Resiliency Program - With the occurrence of traumatic events over the past few years in Public Safety, it became evident that there was a need to take immediate action to enhance the behavioral health services available for the public safety workforce in an effort to promote wellness and safety at all levels within public safety agencies. To address this, a Wellness and Resiliency Unit was established. The unit offers educational opportunities, wellness assessments, fitness opportunities, and peer support groups. Within the first year of its operation, many public safety employees have taken advantage of the Unit's services. Future needs of the program, including potential expansion, will be determined based on the program's performance, which will be reviewed on an on-going basis.

National/Regional Issues - As national attention is brought to issues such as active violence incidents, illegal immigration enforcement, homeland security, cyber-crimes, drug trafficking, etc., there are increased expectations and demands for local police services. The County has a young population with approximately 90,000 school students. This brings various challenges, from school safety to juvenile crime and gang issues, which require specialized police units and training. The County's participation in task forces and mutual aid opportunities within the region and the Commonwealth also requires resources. Traffic congestion requires increased vigilance in maintaining vehicular and pedestrian safety, as well as traffic control measures. PWC and the region continue to be the site of major national events such as election campaigns, mass demonstrations, and political action protests, which require significant police support to maintain public safety.

Mental Health Challenges - Regionally, as well as across the country, local law enforcement agencies have been experiencing significantly higher calls for services and interactions with people who are suffering from mental illness. Unfortunately, the Police Department, like other local departments, is often the first to be called upon to address those with mental illness who engage in behaviors that impact personal and/or public safety. The Police Department has trained over 140 officers in the Crisis Intervention Team (CIT) program. CIT is a community health initiative designed to improve the nature of police interactions with people living with mental illness.

Managed Workload Staffing Methodology/Community Policing - PWC has applied a Community Policing model for more than 20 years. It has been demonstrated that this model achieves the best results for the community, not only in regards to crime rates, but also in the important issues of maintaining trust, confidence, engagement, and partnership between the community and its Police Department. However, in order to succeed at community policing, it is imperative that an officer's workload be properly managed. The Police Department's staffing methodology is built on the premise that by freeing up some portion of each officer's time, sufficient time can be provided for officers to develop collaborative partnerships with community stakeholders in order to seek solutions to problems and enhance public trust. 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 be spent on operational workload (responsive answering of calls) and 30% of an officer's time be spent on proactive policing. Currently, operational workload can range much higher than 35% and proactive policing can be less than 20%. A key agency goal continues to be to add civilian positions which frees up sworn officers for operational duties. Increased staffing also provides capacity for the tactical and operational resources to respond to major events in PWC and the region. For these reasons, it is imperative that the County maintain the adopted staffing plan.



- **Operational - 35%**
  - Calls for Service
  - Accident and On-Scene Criminal Investigation
  - Report Writing
- **Administrative - 35%**
  - Training
  - Court
  - Miscellaneous
- **Self-Initiated - 30%**
  - Officer Backup
  - Community Policing
  - Problem Solving

Facilities - The Public Safety Academy has not had permanent space added since 2005 when the modular units were added. As staffing grows, the need for training space must grow with it. A rifle range is also needed to meet critical training demands. A master plan was recently funded to examine future public safety training needs and update existing plans for the Public Safety Academy. The Animal Shelter was recently funded (Option C) which will provide long-term care for animals; continuing to fully meet all requirements of the Virginia Department of Agriculture and Consumer Services for animal care, and meeting Standards of Animal Care guidelines issued by the Association of Shelter Veterinarians.

Technology - The Police Department must continuously implement technology to increase communication and collaboration and to promote greater transparency and accountability. This includes BWC, text to 911, digital forensics recovery tools, license plate readers, mobile automated fingerprint identification system (AFIS), Global Positioning System (GPS), analytical crime prevention software, electronic ticket writing, and streaming video. Reliance on social media continues to expand to improve information flow and cooperation between police and citizens, including the need to develop additional platforms, such as Police Department mobile applications and enhanced data and information including crime-mapping services for citizens.

Police

General Overview

A. Public Safety Compensation Increase for Sworn Police Department Personnel - A recently completed study of public safety compensation resulted in a recommendation of targeted pay adjustments for sworn personnel in Police Department. The FY2019 Budget includes $1,896,127 to migrate sworn Police Department personnel to a new pay scale to improve pay compression and improve market competitiveness with other Northern Virginia jurisdictions. Phase I of the study recommendations will be implemented on July 1, 2018, and Phase II will be implemented effective on April 1, 2019. Details on the study recommendations can be found in the Compensation Section of the FY2019 Budget.

B. Five-Year Staffing Plan - Below is a summary of the staffing initiatives included in the Five-Year Plan.

Police - Staffing Plan	FTE	FY19	FY20	FY21	FY22	FY23
FY19 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	$1,888,333	$1,629,254	$1,629,254	$1,629,254	$1,629,254
FY20 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	$0	$1,979,213	$1,720,134	$1,720,134	$1,720,134
FY21 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	$0	$0	$2,104,213	$1,845,134	$1,845,134
FY22 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	$0	$0	$0	$2,229,213	$1,970,134
FY23 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	$0	$0	$0	$0	$2,354,213
Total	**75**	**$1,888,333**	**$3,608,467**	**$5,453,601**	**$7,423,735**	**$9,518,869**

* Positions funded 1/2 year.

Budget Initiatives

A. Budget Initiatives

1. FY19 Staffing Plan – Police Operations

Expenditure	$1,888,333	General Fund Impact	$1,888,333
Revenue	$0	FTE Positions	15.00

a. Description - This initiative funds the FY19 police staffing needs for sworn officers (including vehicles, one-time equipment, training, and technology costs associated with the positions) and civilian positions.

b. Service Level Impacts - A sustained and predictable funding plan for public safety has proven to be an effective strategy. It has provided a high degree of public trust and confidence, high customer satisfaction levels, highly qualified and trained police officers, safe schools and business environment, and a low crime rate. Continued funding of the department's staffing plan will sustain the above mentioned outcomes as well as maintain organizational capacity to deal with emerging crime trends, address public safety facility needs, address increased complexity of policing issues, and neighborhood crime hot spots, as well as effectively manage community risk, citizen and officer safety, and major special events. The Police staffing plan supports the strategic outcomes contained in the Safe and Secure Community strategic goal.

2. **The Intervention, Prevention, and Education Program of Northern Virginia Family Services (NVFS) – Criminal Investigations**

Expenditure	$290,000	General Fund Impact	$290,000
Revenue	$0	FTE Positions	0.00

   a. **Description** - This initiative expands the Intervention, Prevention, and Education (IPE) Program of Northern Virginia Family Services into PWC. The program provides intervention services to ensure gang involved youth, and youth at risk of gang involvement are better able to resist gang involvement. This initiative supports the Safe and Secure Community strategic goal by decreasing crimes and criminal activities, and decreasing juvenile recidivism.

   b. **Service Level Impacts** - This initiative will provide intensive services to 40 youth per year.

3. **School Security Pilot Program – Criminal Investigations**

Expenditure	$500,000	General Fund Impact	$500,000
Revenue	$0	FTE Positions	0.00

   a. **Description** - The budget includes $500,000 transferred to the Schools for a pilot program with the goal of enhancing security at elementary schools in the County. The pilot program is planned to include six staff members which will include five community security officers and one community safety officer supervisor. The personnel will be school employees and take advantage of state law that allows school system to hire retired law enforcement officers to serve as armed security. The funding will be transferred to the Schools from the Police Department budget. During the pilot, the Schools and Police Department will conduct evaluations and assessments of the program impact; leading to recommendations for future action on expansion of the program.

   b. **Service Level Impacts** - This initiative will increase security in PWC Schools.

Program Summary

Office of the Chief

The Office of the Chief of Police provides overall leadership and management oversight for Police in an effort to deliver efficient and effective police service to the residents and foster public trust. Plans and directs all department activities and is the final authority in all matters of policy, operations, investigating citizen complaints, and allegations of employee misconduct. Located within the Office of the Chief are the Public Information Office, the Internal Affairs Office, Accreditation, the Chaplain program, and the Critical Incident Stress Debriefing (CISD) Team.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Crime rate in the lowest third of COG communities	Yes	Yes	Yes	Yes	Yes
Crime rate	15.6	14.7	13.7	14.5	14.5
Residents feel safe in their neighborhoods (community survey)	93%	93%	93%	93%	93%
Police emergency response time (minutes)	6.5	6.2	5.2	6.5	6.5
Compliance with CALEA National Accreditation Standards	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Police Leadership & Management	**$4,636**	**$4,282**	**$4,351**	**$4,300**	**$4,795**
Calls for services handled	226,520	225,850	217,306	226,500	220,000
Officers per 1,000 residents	1.5	1.5	1.5	1.5	1.5
Standard operating procedure inspections conducted	15	27	28	15	15
Citizen complaints per 1,000 Police contacts	0.4	0.4	0.2	0.4	0.4
Police Public Information	**$438**	**$418**	**$410**	**$403**	**$415**
Social media contacts	17.8M	39.5M	18.7M	50.0M	19.0M

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
OSHA recordable incident rate among police employees	9.6	6.9	11.7	9.0	10.0
Animal Control effectively protects citizens and animals (community survey)	90%	89%	89%	90%	90%
Total number of identifications made from fingerprint impressions	517	333	332	350	350
Sworn turnover rate without retirement and terminations	7.4%	9.0%	7.3%	7.7%	7.2%
Property evidence material audit discrepancies	0	0	0	0	0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Administrative Services Bureau	**$7,100**	**$6,988**	**$7,714**	**$7,374**	**$6,100**
Property received entered into systems within 48 hours	100%	100%	100%	100%	100%
Permits and licenses reviewed	3,232	4,367	4,700	4,000	5,000
Records Section	**$1,568**	**$1,630**	**$1,577**	**$1,728**	**$1,836**
Service requests	32,832	32,485	33,996	34,000	34,000
Identification Bureau	**$1,439**	**$1,467**	**$1,425**	**$1,585**	**$1,477**
Fingerprint packages recovered	1,173	1,100	931	1,300	1,300
Personnel Bureau	**$1,855**	**$2,127**	**$2,000**	**$2,018**	**$2,194**
Applications reviewed	3,600	2,771	2,972	3,400	3,000
In-Service Training Section	**$6,776**	**$6,665**	**$7,292**	**$5,727**	**$5,996**
Total hours of in-service training	38,780	47,222	54,346	44,000	46,000
Compliance with VA mandatory training standards	100%	100%	100%	100%	100%
Basic Recruit Training Section*	**$0**	**$0**	**$0**	**$3,583**	**$420**
Basic training hours	55,552	59,408	73,632	55,000	65,000
Supervisors & training officers reporting satisfactory preparedness of recruits	100%	100%	100%	100%	100%
Animal Enforcement Section	**$1,225**	**$918**	**$901**	**$1,129**	**$364**
Calls for Animal Control services	8,654	8,513	8,373	8,700	8,400

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Animal Care Section	**$902**	**$1,037**	**$1,097**	**$1,196**	**$2,039**
Animals entering shelter	4,605	4,019	4,121	4,000	4,300
Animals adopted	40%	46%	47%	40%	44%

*FY15 through FY17 expenditures can be found in the In-Service Training Section.

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	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Community/School satisfaction with Crossing Guard services	100%	100%	100%	100%	100%
School crossings that are safe	100%	100%	100%	100%	100%
Police officers are courteous and helpful to all community members	92%	92%	92%	92%	92%
Police emergency response time (minutes)	6.5	6.2	5.2	6.5	6.5
Crime rate	15.6	14.7	13.7	14.5	14.5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Patrol Services	**$34,479**	**$35,753**	**$35,577**	**$36,915**	**$44,822**
Total calls for service	226,520	225,850	217,306	226,500	220,000
Calls for service requiring officer response	92,420	90,822	90,165	90,000	90,000
Calls handled by Tel-Serv	2,605	2,454	3,008	3,000	3,000
Calls handled by CopLogic	-	1,127	2,216	1,200	2,000
Criminal arrests made	12,532	11,408	8,610	12,000	10,000
Crime Prevention Unit	**$641**	**$535**	**$650**	**$738**	**$776**
Crime Prevention programs conducted	312	311	287	350	180
Total Neighborhood and Business Watch programs	45	59	37	49	25
Special Operations, Traffic Safety & Accident Investigation	**$5,158**	**$5,888**	**$5,509**	**$5,999**	**$6,273**
Reportable traffic crashes	4,489	4,443	4,228	5,000	4,500
Traffic arrests made	35,801	35,975	34,169	36,500	36,500
Hours of speed control	9,016	10,567	9,333	6,000	9,000
Hours monitoring high-risk intersections	3,415	3,414	4,089	3,000	3,750
Crossing Guard Safety Programs	**$1,583**	**$1,556**	**$1,597**	**$1,894**	**$1,925**
Safety programs conducted	319	353	378	360	360
Parking Enforcement	**$176**	**$237**	**$160**	**$269**	**$466**
Parking tickets issued	14,082	11,683	9,372	13,000	12,000

Criminal Investigations

The Criminal Investigations Division investigates major criminal offenses against persons and property, apprehension of criminals, assisting the needs of crime victims including the youth and elderly, illegal drug activity, and manages the juvenile education and prevention programs within the schools. Within the Criminal Investigations Division is the Special Investigations Bureau, the Violent Crimes Bureau, the Youth Services, and Special Victims Bureau, and the Property Crimes Bureau.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Violent crime closure rate (murders, rapes, robberies)	-	49%	55%	50%	50%
Part I crime rate in the lowest third of COG communities	Yes	Yes	Yes	-	Yes
Hours logged by officers in schools	27,175	31,353	28,863	25,000	30,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Violent Crimes	**$7,794**	**$7,855**	**$8,895**	**$8,508**	**$8,190**
Total crimes against persons	4,257	4,435	3,847	4,523	4,188
Total crimes against property	9,610	9,254	8,994	9,439	9,840
Total crimes against society	2,441	2,692	2,570	2,746	2,530
Special Investigations Bureau	**$3,296**	**$3,471**	**$3,800**	**$3,423**	**$3,448**
Total drug arrests	1,927	2,324	1,572	2,029	1,689
Youth Services and Special Victims Bureau	**$4,409**	**$5,547**	**$5,417**	**$5,846**	**$6,918**
Juvenile violent crime arrests as a percentage of all violent crime arrests	-	12%	17%	12%	16%
Juvenile criminal arrests as percentage of overall arrests	12%	13%	13%	13%	13%

Financial & Technical Services

The Financial & Technical Services Division includes the Financial & Technical Services 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.

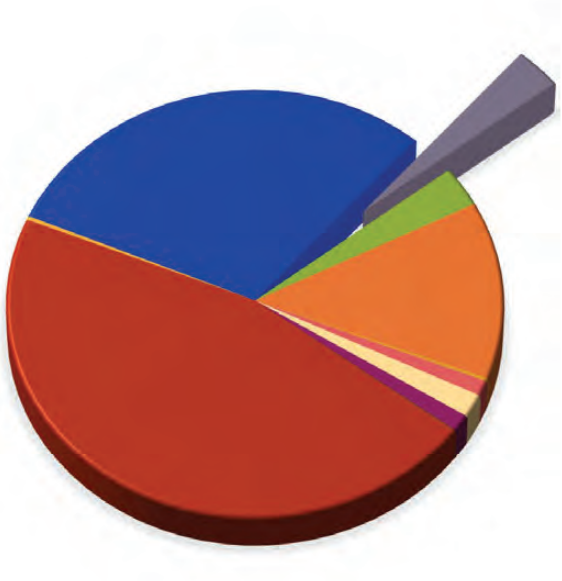
Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Annual unplanned unavailability of mobile data computers based on 8,760 hours	0	8	3	5	5
Internal control processes reviewed	-	8	39	10	41

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Financial & Technical Services	**$4,950**	**$5,337**	**$5,586**	**$5,667**	**$5,554**
Internal audits completed - Police	-	3	3	3	5
External audits completed - Police	-	4	3	4	3
Contracts renewed	-	69	40	75	50
Purchase orders generated	-	435	906	900	750
Information Technology Management Bureau	**$1,137**	**$2,709**	**$2,968**	**$3,046**	**$3,414**
Total Police Capital Projects	2	2	4	2	4
Total Police Technology Projects	8	7	5	7	6

Public Safety Communications

Mission Statement

The mission of Public Safety Communications is to enhance the quality of life in Prince William County through the prompt, efficient, and professional handling of calls for service and the dispatching of public safety services, thus making Prince William County a safer community in which to live, work, and visit.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $11,210,096

3.1% of Public Safety

Programs:

- Public Safety Communications: $11,210,096

Mandates

Every county, city, or town in the state shall be served by E-911. The Public Safety Communications Center provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Public Safety Communications Center has responsibility.

State Code: 52-16, 52-34.3, 56-484.16

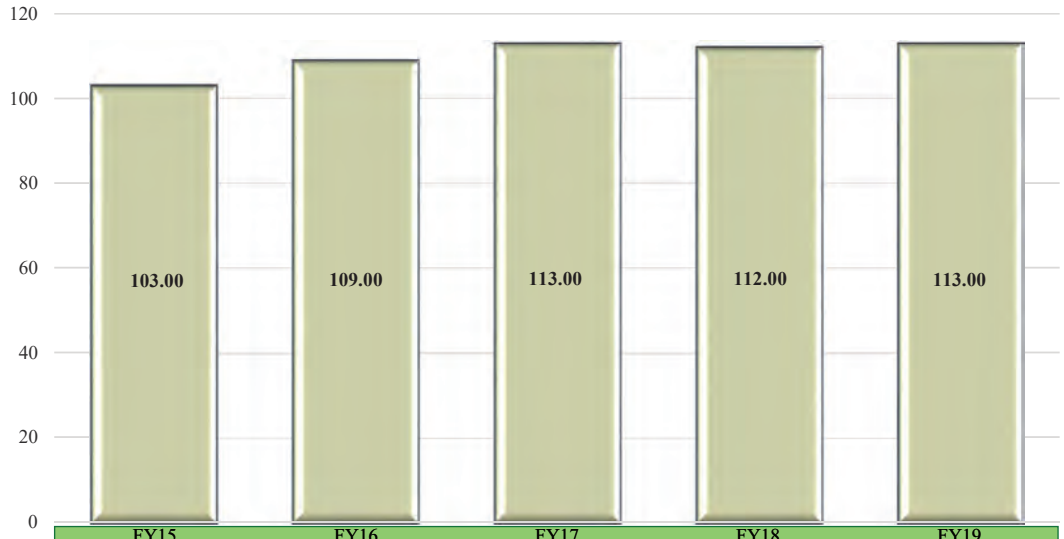
County Code: Chapter 7 (Emergency Medical Services), Chapter 9.2 (Fire Prevention Code), Chapter 13 (Enforcement of Parking/Private Property)

Public Safety Communications

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Public Safety Communications	$9,401,319	$11,700,844	$10,125,469	$10,981,058	$11,210,096	2.09%
Total Expenditures	**$9,401,319**	**$11,700,844**	**$10,125,469**	**$10,981,058**	**$11,210,096**	**2.09%**
Expenditure by Classification						
Salaries and Benefits	$8,223,377	$8,855,258	$8,765,676	$9,692,205	$9,662,755	(0.30%)
Contractual Services	$39,418	$70,723	$506,109	$731,084	$739,882	1.20%
Internal Services	$352,334	$404,572	$353,452	$292,468	$297,505	1.72%
Purchase of Goods & Services	$363,700	$360,319	$456,506	$492,421	$492,658	0.05%
Capital Outlay	$0	$0	$31,301	$5,000	$2,342	(53.16%)
Leases & Rentals	$6,592	$8,684	$9,250	$11,780	$11,780	0.00%
Reserves & Contingencies	$0	$0	$0	($247,074)	$0	(100.00%)
Transfers Out	$415,897	$2,001,288	$3,174	$3,174	$3,174	0.00%
Total Expenditures	**$9,401,319**	**$11,700,844**	**$10,125,469**	**$10,981,058**	**$11,210,096**	**2.09%**
Funding Sources						
Use of Money & Property	$95,645	$72,819	$0	$0	$0	0.00%
Revenue from Other Localities	$265,769	$265,769	$284,373	$249,640	$249,640	0.00%
Other Local Taxes	$1,246,267	$0	$0	$0	$0	0.00%
Revenue from Commonwealth	$949,629	$2,223,669	$2,242,604	$2,183,252	$2,183,252	0.00%
Transfers In	$70,000	$70,000	$70,000	$70,000	$70,000	0.00%
Total Designated Funding Sources	**$2,627,310**	**$2,632,257**	**$2,596,977**	**$2,502,892**	**$2,502,892**	**0.00%**
Net General Tax Support	**$6,774,008**	**$9,068,587**	**$7,528,491**	**$8,478,166**	**$8,707,204**	**2.70%**
Net General Tax Support	**72.05%**	**77.50%**	**74.35%**	**77.21%**	**77.67%**	

Staff History by Program



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Safety Communications	103.00	109.00	113.00	112.00	113.00
Full-Time Equivalent (FTE) Total	103.00	109.00	113.00	112.00	113.00

Future Outlook

Infrastructure Needed for Uninterrupted Operations - The Public Safety Communications Center (PSCC) has exceeded its infrastructure capacity. To maintain continuity of operations, it is necessary to update existing infrastructure in the primary and backup Public Safety Answering Point (PSAP). The current backup site is a cold-to-warm site. When needed, the site has to be prepared and software updated before it is operational delaying effective operations, the disaster recovery process, and service. The backup site lacks ergonomic equipment, adequate HVAC for full staffing with required computer systems, sufficient space for all necessary personnel, and adequate sound absorption.

Once the backup facility needs are addressed, the current equipment and floor plan in the primary PSAP do not fully support current hardware and will not support the increased capacity required for Next Generation 911 initiatives. A more efficient design and infrastructure will improve workflow, mitigate noise and other distractions, promote centralized supervision, reduce static and promote improved cleaning, maintenance, and pest management.

Increased Demands on Service - The scope of responsibility for the PSCC includes monitoring, accounting for, dispatching, and supporting information services for law enforcement personnel from multiple agencies as well as fire and emergency medical services for Prince William County (PWC) and the cities of Manassas and Manassas Park. The addition of public safety response personnel increases the workload of the PSCC.

Call Complexity - Call complexity increases the amount of time necessary to receive and process calls for service. In response to the increased need for mental health care, PSCC has provided Crisis Intervention Training (CIT) to its employees. Call takers are often the first point of contact for those in crisis and CIT-trained employees provide improved customer service. PSCC began receiving texts to 911 during this period, and processing those calls adds time to the overall call handling. Over the past four years, use of interpretation services has increased by 61% delaying call handling.

Outbound Calls - In addition to emergency and non-emergency calls received by the PSCC, the agency must make thousands of outbound calls each year. These calls include calling back on 911 hang ups, calling for tow trucks, verifying warrants, researching call history for investigative purposes, contacting alarm companies to verify alarms, pinging cell phones to help locate missing/endangered persons, and calling for public safety resources (helicopter, K9, specialty equipment, specialized teams, mutual aid), family members of emotionally disturbed persons, etc. PSCC handles approximately 156,000 outbound calls per year.

Recruiting and Retention - Due to the confidential and sensitive information PSCC personnel work with, and the need for employees who can effectively assist callers in crisis, multi-task, and operate complex technology, applicants must complete an extensive selection process. In addition to the complexity of the job itself, shift work and compensation contribute to the challenges of recruiting, selecting, training, and retaining qualified candidates. In FY17, the vacancy rate reached a high of 15%. High vacancy rates increase stress and workload on staff. Efforts continue to recruit a diverse workforce that fully reflects the community.

Next Generation 911 (NG911) - NG911 will update 911 service infrastructure to replace and improve public safety emergency communications services in an increasingly mobile and wireless society. The 911 Improvement Act requires IP-enabled voice service providers to provide 911 service, allows state fees to pay for such services, and directs the Federal Communications Commission (FCC) to facilitate these services and migrate to a national IP-enabled emergency network. In addition to improving call handling by replacing outdated analog infrastructure, NG911 will enable the transmission of text, images, video, and data to the PSAP, as well as additional types of emergency communications and data transfer. The first step in this process is 911-specific application functionality on an Emergency Services IP Network (ESInet) to deliver voice, video, text, and data "calls" to the PSCC, using functional and interface standards that flexibility in developing an infrastructure to support the envisioned features of NG911. PWC is a participant in the National Capital Region (NCR) NG911/ESInet project that is currently underway.

Enhanced Technology - The Motorola Solutions suite of products for computer-aided dispatch, records management, mobile data, call control, and voice logging is designed to provide more efficient call handling and public safety interface. Due to upgrades to the Computer Aided Design (CAD)-to-CAD interoperability platform, PWC has delayed entry into the regional CAD-to-CAD efforts. It is anticipated the County will begin CAD-to-CAD in FY19. Additional shared workstations will be added to the PSAP to accommodate web-based applications from emergency notification providers. Challenges to fund, maintain, staff, and support information technology expansion and maintenance continue.

First Responder Network Authority (FirstNet) - The FirstNet mission is to ensure the building, deployment, and operation of the nationwide, broadband network. In July 2017, the Governor signed a letter accepting the FirstNet and AT&T plan to deliver a wireless broadband network to the Commonwealth's public safety community. FirstNet will deliver a system of modernized devices, applications, and tools for first responders including Internet of Things technologies and potential future integration with NG911 networks and infrastructure. Public safety personnel will have dedicated access to the network when and where needed. The long-term goal is a modern communications system that is functional, reliable and secure. The County's participation in FirstNet will support uninterrupted connectivity and the development of 5G infrastructure technologies for public safety communications and improve public safety response and service delivery.

Budget Initiatives

A. Budget Initiatives

1. 1 FTE Teletype Operator – Public Safety Communications Center

Expenditure	$49,693	General Fund Impact	$49,693
Revenue	$0	FTE Positions	1.00

a. Description - Position needed to handle the increased workload of essential and time-sensitive data including but not limited to missing and wanted persons, stolen property including firearms and vehicles, and homeland security. Telecommunicators are currently being diverted from emergency call taking and dispatching to perform these critical tasks within timeframes mandated by the National Crime Information Center (NCIC) and the Virginia Criminal Information Network (VCIN).

b. Service Level Impacts - Maintain telecommunicator staffing levels in order to promptly answer, enter, and dispatch emergency calls for service and expeditiously manage the entry and clearing of vital information from the criminal information network and teletype system within mandated timeframes.

Public Safety Communications

Program Summary

Public Safety Communications Center

PSCC is a 24-hour consolidated call processing and dispatch center for all 911 and non-emergency requests for police and fire & rescue services within PWC and the incorporated towns. Also, fire and 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 NCIC and VCIN. Requests for criminal history checks are processed within PSCC. The Teletype Unit backs up the Warrant Control office.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Police calls that require more than 1 continuous hour of dispatcher time	28%	33%	30%	30%	30%
Fire & Rescue calls that require more than 1 continuous hour of dispatcher time	48%	50%	45%	49%	49%
911 calls answered in 10 seconds*	86%	NA	77%	88%	88%
Police emergency calls received through 911 dispatched within 120 seconds	56%	53%	45%	55%	55%
Fire & Rescue emergency calls received through 911 dispatched within 120 seconds	86%	78%	73%	80%	80%

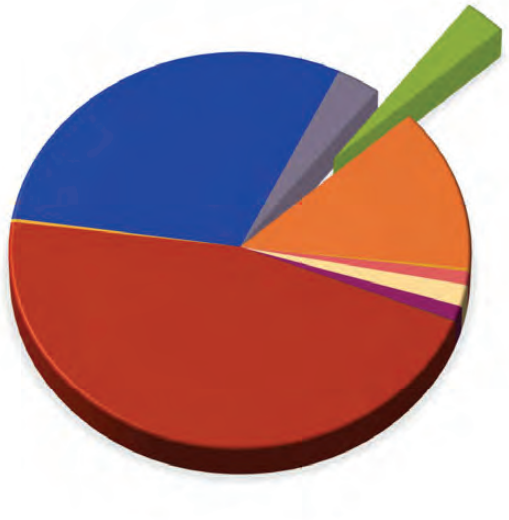
*Due to Configuration issues with the call handling system, actuals for this measure are-not available for all of FY16.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Telephone Call Processing	**$5,229**	**$7,145**	**$5,595**	**$6,232**	**$6,369**
Calls answered on E-911 (emergency) phone lines	188,656	187,955	163,507	189,000	189,000
Calls answered on non-emergency phone lines	274,772	264,856	254,583	280,000	300,000
Outbound calls completed	154,086	156,000	155,000	155,000	155,000
Police and Fire & Rescue Dispatch Services	**$3,911**	**$4,166**	**$4,180**	**$4,410**	**$4,464**
Police incidents dispatched	107,871	109,922	111,012	107,000	107,000
Fire & Rescue incidents dispatched	41,570	41,748	39,972	41,000	41,000
Teletype Processing	**$261**	**$390**	**$351**	**$339**	**$377**
Record requests processed	15,072	8,645	8,358	10,000	10,000
Criminal history requests processed	4,381	3,949	5,063	4,100	4,100
Towed vehicle records processed	3,976	3,934	4,871	4,000	4,000

Sheriff's Office

Mission Statement

The Sheriff's Office, in partnership with elected leaders, staff, and citizens as part of public safety will provide security at the Judicial Center, serve all court process, provide timely transport of prisoners and mental health patients, and continue to develop and enhance collaboration with all of our partners.



Public Safety
Expenditure Budget: $359,709,272

Expenditure Budget: $10,918,424

3.0% of Public Safety

Programs:

- Operations: $4,262,871
- Court Services: $5,013,640
- Administration: $1,641,913

Mandates

The Code of Virginia mandates several activities that must be carried out by the Sheriff's Office. Primary among these is the provision of 24-hour continuous security at the Judicial Center Complex. Other mandates include service of all civil process, including subpoenas, levies, seizures, and evictions; internal affairs, and training.

State Code: 9.1-701, 40.1, 2.2-1201, 15.2-1603, 1606, 1609, 1636.14, 1711, 2.2-1840-1841, 8.01-588.1, 15.2-1527-15.2-1530; 19.2-80, 37.2-808-809, 8.01-293, 53.1-67.5, 113, 19.2-182.9

County Code: Chapter 16 (Riots and Unlawful Assemblies)

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Sheriff Operations	$3,143,215	$3,416,842	$3,742,041	$4,166,837	$4,262,871	2.30%
Court Services	$4,514,960	$4,595,891	$4,692,344	$4,818,517	$5,013,640	4.05%
Sheriff Administration	$1,744,106	$1,606,913	$1,599,853	$1,590,628	$1,641,913	3.22%
Total Expenditures	**$9,402,282**	**$9,619,646**	**$10,034,237**	**$10,575,982**	**$10,918,424**	**3.24%**
Expenditure by Classification						
Salaries and Benefits	$8,000,473	$8,479,359	$8,756,249	$9,330,073	$9,577,285	2.65%
Contractual Services	$101,143	$69,984	$127,141	$84,163	$84,163	0.00%
Internal Services	$759,490	$737,735	$772,297	$848,839	$766,839	(9.66%)
Purchase of Goods & Services	$470,611	$274,194	$320,191	$488,026	$428,954	(12.10%)
Capital Outlay	$12,647	$0	$0	$0	$0	0.00%
Leases & Rentals	$5,135	$5,590	$5,575	$8,400	$8,400	0.00%
Reserves & Contingencies	$0	$0	$0	($236,302)	$0	(100.00%)
Transfers Out	$52,783	$52,783	$52,783	$52,783	$52,783	0.00%
Total Expenditures	**$9,402,282**	**$9,619,646**	**$10,034,237**	**$10,575,982**	**$10,918,424**	**3.24%**
Funding Sources						
Permits & Fees	$137,822	$141,479	$143	$0	$0	0.00%
Use of Money & Property	$22	$28	$0	$0	$0	0.00%
Revenue from Other Localities	$799,536	$893,400	$933,492	$933,495	$1,069,452	14.56%
Miscellaneous Revenue	$1,500	$1,500	$0	$0	$0	0.00%
Charges for Services	$639,039	$610,342	$615,188	$585,834	$585,834	0.00%
Revenue from Commonwealth	$1,689,161	$1,779,224	$1,770,897	$1,783,741	$1,783,741	0.00%
Total Designated Funding Sources	**$3,267,079**	**$3,425,973**	**$3,319,719**	**$3,303,070**	**$3,439,027**	**3.95%**
Net General Tax Support	**$6,135,202**	**$6,193,673**	**$6,714,518**	**$7,272,912**	**$7,479,397**	**2.84%**
Net General Tax Support	**65.25%**	**64.39%**	**66.92%**	**68.77%**	**68.50%**	

Staff History by Program

	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Operations	34.85	34.85	37.85	41.85	41.85
Court Services	48.40	49.40	51.40	49.40	49.40
Administration	11.25	12.25	11.25	11.25	11.25
Full-Time Equivalent (FTE) Total	**94.50**	**96.50**	**100.50**	**102.50**	**102.50**
Auth. Uniform Strength FTE Total	80.50	82.50	86.50	88.50	88.50

Future Outlook

Force Multiplier and On-Going Need for Staff - The Sheriff's Office has requested an increase in full-time staff the last four budget cycles to meet workload requirements. However, this request has not been sufficiently met with current operations being conducted with minimal staff. This affects the level of service provided to the community and partners. It is requested that a Sheriff's Office staffing plan be established to implement a set number of deputies for every set number of police officers hired each year. This will offset workload per deputy and help ensure quality, safety, and service.

Judicial Center Hardening Measures - The Judicial Center lacks exterior hardening measures to defend against domestic or foreign acts of terrorism. The Judicial Center has an open exterior, in which vehicles can drive directly into the building at multiple locations. It is the request of the Sheriff's Office for assistance in acquiring the necessary measures that will ensure the security of the Judicial Center, the citizens and courthouse staff. Examples of hardening would be non-removable barricades, permanent bollards, chain fences around the exterior of the courthouse along Route 28 south, and fenced in parking for the judges and staff.

Vehicle Replacement - Sheriff personnel need the essential tools to perform job related tasks as mandated by the State Code of Virginia. The Sheriff's Office has requested new vehicles over the last three years. There have been incidents where deputies were required to share vehicles due to shortages caused by routine maintenance. The addition of vehicles (cruisers) to the fleet ensures that staff receive the equipment needed to perform their job. There is also the need for additional support vehicles; including a van for multiple inmate transports and handicapped/weight challenged individuals. New vehicles are requested as maintenance and equipment on older vehicles increase upkeep cost.

General Overview

A. Public Safety Compensation Increases for Sworn Sheriff's Office Personnel - A recently completed study of public safety compensation resulted in a recommendation of targeted pay adjustments for sworn personnel in the Sheriff's Office. The FY2019 Budget includes $180,000 to migrate sworn Sheriff personnel to a new pay scale to address pay compression and improve market competitiveness with other Northern Virginia jurisdictions. Details on the study recommendations can be found in the Compensation Section of the FY2019 budget.

Program Summary

Operations

The Operations Program is comprised of a Civil Process activity, Transportation activity, and a Warrants activity. The Civil Process activity is responsible for the service of all civil papers received from any court of record. The Code of Virginia solely mandates this function to the Sheriff. The Transportation activity is responsible for transporting prisoners to and from court and emotionally disturbed patients to hospitals and commitment hearings. The Warrants activity is responsible for the service of criminal warrants, parole violations, child support warrants, as well as prisoner extraditions from other states. The Operations Program is community oriented and proactive in our efforts to assist primary law enforcement agencies within Prince William County.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Prisoner escapes while in the custody of the Sheriff's Office	0	0	0	0	0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Civil Process	**$1,718**	**$1,813**	**$2,098**	**$2,405**	**$2,441**
Civil process papers served	84,851	83,141	78,567	81,000	80,000
Warrants	**$431**	**$500**	**$501**	**$481**	**$494**
Criminal warrants served	342	317	270	300	300
Extraditions completed	38	40	38	35	37
Sheriff Transportation	**$994**	**$1,104**	**$1,142**	**$1,281**	**$1,327**
Civil transports	632	915	907	675	820
Prisoner transports	2,778	3,039	2,732	2,900	2,850

Court Services

Responsible for the safety and security of all judicial staff, citizens, courthouse staff, and inmates visiting the Judicial Center. Focus is geared towards providing year round security, 24-hours a day at the Judicial Center Complex. Duties include providing security for 16 courtrooms/judges (including special hearings), attorneys, plaintiffs, defendants, witnesses, jurors, employees, the general public, prisoners, and patient movement.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Hours spent providing courtroom security	38,816	43,483	52,027	45,000	45,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Courthouse Security	**$2,074**	**$2,067**	**$1,984**	**$2,027**	**$2,069**
Security screenings conducted with magnetometer	609,974	456,141	450,147	550,000	500,000
Courtroom Security	**$2,441**	**$2,529**	**$2,709**	**$2,792**	**$2,945**
Docketed court cases	265,796	261,385	228,955	270,000	230,000
Total prisoners escorted to and from court	12,447	11,478	11,350	12,000	11,500

Administration

Implement department vision and mission through accreditation activities and records management. Coordinate and oversee budget, planning, policy development and information technology while concentrating on continuous quality improvement.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Maintain state law accreditation	Yes	Yes	Yes	Yes	Yes
FTE equivalent of volunteer hours contributed (Sheriff)	0.1	0.3	0.1	0.1	0.1

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Accreditation	**$229**	**$235**	**$238**	**$254**	**$255**
Maintain proof of compliance (documentation) as determined by VLEPSC	100%	100%	100%	100%	100%
Sheriff Human Services	**$40**	**$36**	**$48**	**$43**	**$44**
Applicants processed (Sheriff)	442	456	376	450	400
Internal Affairs	**$0**	**$0**	**$0**	**$1**	**$1**
Disciplinary actions as a result of internal affairs investigations	0	2	4	0	0
Community Services	**$81**	**$75**	**$77**	**$72**	**$72**
Funeral escorts	437	396	371	400	400
Identification cards issued	3,781	3,424	4,600	3,500	4,500
Training	**$116**	**$107**	**$71**	**$134**	**$132**
Staff training hours	9,225	8,766	7,123	8,600	8,200
Administrative Service	**$1,278**	**$1,154**	**$1,166**	**$1,087**	**$1,138**
Customers served at lobby service counter	32,769	40,635	40,182	33,000	40,000
Payment transactions	698	559	702	550	600
Background checks for concealed weapons permits	4,098	6,159	5,604	4,300	5,000
Hours supporting other public safety agencies	581	619	459	550	450

Prince William County
PUBLIC SCHOOLS
Providing A World-Class Education

GEORGE MASON UNIVERSITY

NOVA | Northern Virginia Community College

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 Quality Education and Workforce Development 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.

Quality Education and Workforce Development

Goal Statement: The community fosters a rich, lifelong learning environment to increase educational opportunities and workforce readiness to meet evolving market demands.

Strategic Outcomes:

Increase graduation rate

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

Increase percentage of students scoring "Pass Advanced" on SOL

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

Prince William County students will exceed state average for "Pass Advanced" on SOL in each subject area

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

Increase percentage of graduates receiving dual enrollment credit

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

Increase workforce development activities

- Increase number of persons receiving training through Northern Virginia Community College Workforce Development Center from 165.
- Increase number of county businesses provided workforce development assistance through the Workforce Development Center from 38.

Increase vocational education training

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

Prince William County Public Schools

Prince William County
PUBLIC SCHOOLS
Providing A World-Class Education

Average Tax Bill: Schools accounted for $2,301 and 57.23% of the average residential tax bill in FY19. An additional $7 and 0.18% of the average residential tax bill in FY19 goes toward the Class Size Reduction Grant and 13th high school debt service.

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

Expenditures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Operating Fund	$906,217,008	$927,284,048	$941,862,727	$1,042,779,115	$1,084,774,103	4.03%
Debt Service Fund	$77,277,706	$84,523,659	$89,224,373	$101,045,974	$107,730,113	6.61%
Construction Fund	$128,684,169	$135,947,829	$165,677,017	$316,772,454	$87,874,962	(72.26%)
Food Service Fund	$40,108,089	$40,952,508	$41,836,973	$51,285,609	$52,277,451	1.93%
Warehouse Fund	$4,530,119	$36,384	$67,214	$5,000,000	$5,000,000	0.00%
Facilities Use Fund	$1,342,208	$1,425,097	$1,506,005	$1,402,130	$1,699,392	21.20%
Self Insurance Fund	$4,610,286	$4,036,564	$5,049,723	$5,367,639	$5,506,132	2.58%
Health Insurance Fund	$86,694,039	$90,684,104	$71,425,147	$99,157,018	$109,530,239	10.46%
Regional School Fund	$44,992,089	$7,285,944	$6,646,055	$51,308,693	$51,308,693	0.00%
Governor's School @ Innovation Park	$796,927	$1,203,345	$1,142,529	$968,357	$994,340	2.68%
School Age Child Care Program Fund	$590,111	$650,718	$747,176	$630,000	$630,000	0.00%
Aquatics Center Fund	$0	$0	$0	$978,562	$1,281,541	23.64%
Imaging Center Fund	$0	$0	$0	$0	$609,286	0.00%
Total Schools	**$1,295,842,752**	**$1,294,030,201**	**$1,325,184,939**	**$1,676,695,551**	**$1,509,216,252**	**(9.99%)**
Funding Sources						
Revenue from Federal Government	$49,038	$0	$0	$69,905,138	$68,033,179	(2.68%)
Use of Money & Property	$2,362,147	$2,920,654	$1,234,742	$1,275,035	$2,456,810	92.69%
Revenue from Other Localities	$915,988	$724,136	$662,776	$51,282,693	$51,282,693	0.00%
Miscellaneous Revenue	$596,962,005	$574,623,605	$610,799,624	$7,530,779	$10,631,328	41.17%
Non-Revenue Receipts	$90,036,832	$107,304,815	$84,214,843	$124,472,342	$114,895,091	(7.69%)
General Property Taxes	$0	$0	$0	$100,000	$0	(100.00%)
Charges for Services	$78,883,233	$84,587,448	$92,073,588	$133,015,857	$140,075,727	5.31%
Revenue from Commonwealth	$0	$0	$0	$512,670,267	$535,935,735	4.54%
Transfers In	$522,738,467	$544,813,000	$595,607,395	$574,970,745	$616,518,575	7.23%
Total Designated Funding Sources	**$1,291,947,710**	**$1,314,973,658**	**$1,384,592,968**	**$1,475,222,856**	**$1,539,829,138**	**4.38%**
Net (Increase)/Decrease to Fund Balance	**$3,895,042**	**($20,943,456)**	**($59,408,029)**	**$201,472,695**	**($30,612,886)**	**(115.19%)**

Mission Statement

Providing a World-Class Education

Providing a World-Class Education means…

- The focus is on all students learning and achieving high standards.
- Instruction is engaging and rigorous.
- Reading and writing literacy is taught in all content areas.
- We support the academic, social, and emotional needs of all students.
- Schools and offices are inviting, welcoming, and customer oriented.
- We will accomplish our Strategic Plan by working together.

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, and employee engagement create an environment focused on improved student learning and work readiness.

Goal 4: Employees are highly qualified (as defined by the Virginia Department of Education), high performing, and diverse.

Goal 5: The organizational system is aligned and equitable.

General Overview

A. The School Budget is handled independently from other department budgets reviewed by the County Executive. The School Board, which is elected by the citizens of PWC, submits its budget request directly to the Board of County Supervisors (BOCS). The BOCS then reviews the proposed budget through work sessions with the School Board. The FY2019 Schools Budget for the Prince William County Public Schools (PWCS) includes a total local County transfer of $583,414,225. Details of the County transfer are summarized in the table and narrative below.

Summary of School Transfer to PWCS			
	FY18 Adopted	FY19 Adopted	$ Change
Schools Share of General Revenue (57.23%)	$548,092,545	$578,868,182	$30,775,637
Federal government debt service reimbursement on Qualified School Construction Bonds & Virginia Public School Authority (VPSA) Debt	$1,358,252	$1,310,059	($48,193)
Class Size Reduction Grant	$1,000,000	$1,000,000	$0
13th High School Debt Service Equivalent	$907,375	$888,694	($18,681)
Cable Grant - Schools Share (57.23%)	$847,290	$847,290	$0
School Security Pilot Program (Transfer from Police Dept)	-	$500,000	$500,000
Total School Transfer	**$552,205,462**	**$583,414,225**	**$31,208,763**

B. County/Schools Revenue Agreement - The current County/Schools revenue sharing agreement was approved on December 8, 1998, via BOCS Resolution 98-1032 and amended on April 23, 2013, through BOCS Resolution 13-257. The FY2019 Budget adheres to current adopted policy whereby the Schools receive 57.23% of general revenues, excluding recordation tax revenue, and the County government receives 42.77%.

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

the Schools pay the annual debt service financed by those bond issuances. However, reimbursement from the federal government has declined due to the federal government sequester. The current sequestration reduction rate for the BAB and QSCB programs is 6.6% less than originally planned. In FY19, the Schools will receive $1.3 million in debt service reimbursement from both federal government programs.

D. Class Size Reduction Grant - On April 21, 2015, the BOCS adopted BOCS Resolution 15-292 creating a Class Size Reduction Grant of up to $1.0 million. The grant is intended to help the School Board address the issue that PWCS class sizes are at the maximum permitted under Virginia law. Such funding is contingent upon the execution of a separate grant agreement between the School Board and the Prince William BOCS that includes the following provisions:

1. The County's funding, up to $1,000,000, is matched dollar for dollar by the School Board;
2. The combined amount, up to $2,000,000, is used exclusively to sustain the class size reductions achieved during the 2015-2016 school year;
3. The combined amount, up to $2,000,000, cannot be used to supplant the level of effort toward class size reduction already contained within the Schools' budget;

The FY2019-2023 Five-Year Plan provides funding for the Class Size Reduction Grant in FY19-20.

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

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

G. School Security Pilot Program - The budget includes $500,000 transferred to the Schools for a pilot program with the goal of enhancing security at elementary schools in the County. The pilot program is planned to include six staff members which will include five community security officers and one community safety officer supervisor. The personnel will be school employees and take advantage of state law that allows school system to hire retired law enforcement officers to serve as armed security. The funding will be transferred to the Schools from the Police Department budget. During the pilot, the Schools and Police Department will conduct evaluations and assessments of the program impact; leading to recommendations for future action on expansion of the program.

H. Student Enrollment Growth is projecting a growth rate of approximately 1.3% per year over the next five years (FY19-23). The School Board estimates that almost 1,200 additional students will enroll in FY19 (Sept 2018), bringing the total student enrollment to 91,054 students. Total enrollment growth is estimated at nearly 6,205 students over the next five years.

Prince William County Public Schools

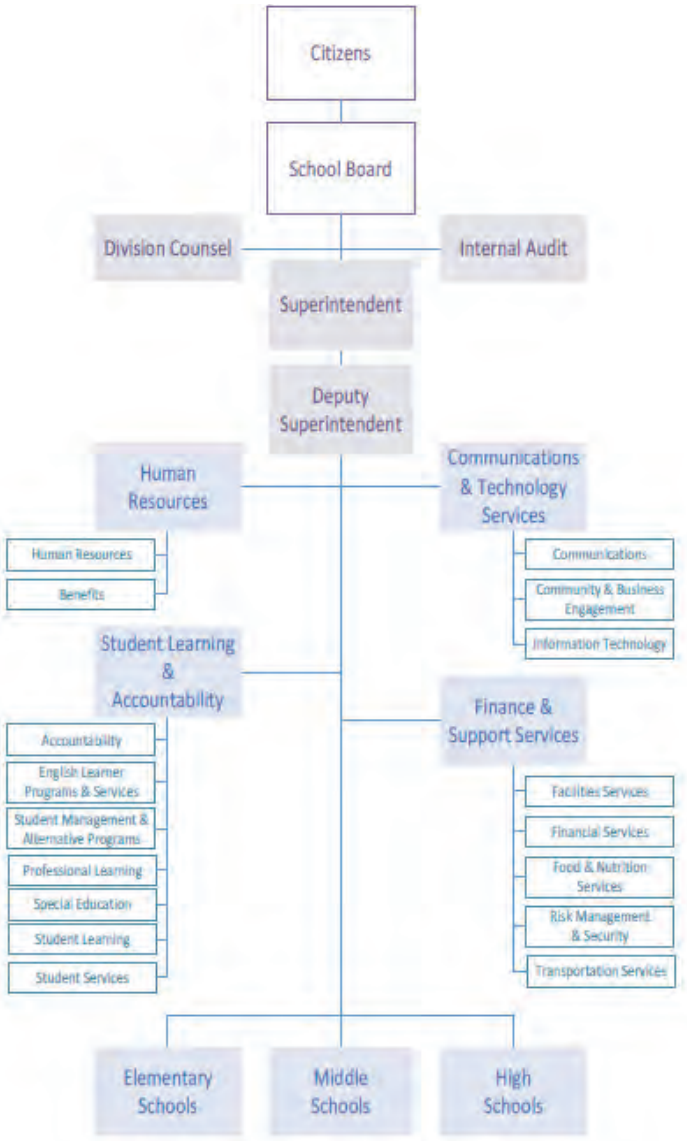
Organization

PWCS is organized to focus on meeting the needs of its projected 91,054 students while managing almost 100 schools. It is an efficient and well-managed organization of more than 11,000 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 PWCS and support services. Principals and support department heads report to the associate superintendents.

The School Division operates under a site-based management philosophy where PWCS 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

- Division wide on-time graduation rate of 91.8%, up from 83% in 2008, and places PWCS seventh among the nation's 50 largest school districts.
- More than one-third of PWCS graduates in 2016-17 received at least one qualifying score on an Advanced Placement, International Baccalaureate, or Cambridge examination, exceeding the national and state averages.
- 11% of graduates in 2016-17 received dual enrollment credit, up from 7% in 2015-16.
- According to reports published by the College Board, 85% of seniors in PWCS achieved their college readiness benchmark score on the Evidence-based Reading and Writing portion, and 59% of seniors achieved the college readiness benchmark score on the Mathematics portion.
- 2017 graduates were awarded $57 million in scholarships.
- PWCS student average SAT score exceeds national average and has increased by 17 points since 2011-12.

- PWCS is working to close the SAT performance gap, with black students outperforming counterparts in the state and nationwide in reading, writing, and math.
- The Division is increasing bandwidth from 2 to 10 GB, enhancing communication and access to internet resources during the 2017-18 school year.

Major Awards

- National Distinguished Principal for Virginia, Virginia Association of Elementary School Principals, 2017
- National Title I Distinguished School, 2017
- National Outstanding High School Principal of the Year, Virginia Association of Elementary School Principals, 2017
- National Outstanding Assistant Principal, Virginia Association of Elementary School Principals, 2015. 2016, 2017
- Finalist for Presidential Award for Excellence in Mathematics and Science Teaching, 2016
- Parkside Middle School approved first U.S. Cambridge International Professional Development site, 2016
- Woodbridge Middle School re-designated a Breakthrough School by National Association of Secondary School Principals, 2017
- Virginia Region IV Superintendent of the Year, 2016
- STEM Excellence Award to Mountain View Elementary, National Future of Education Technology Conference, 2017
- Top 30 Technologists, Transformers & Trailblazers Award, Center for Digital Education, 2015
- All PWCS high schools continue to be ranked among the top 9% in the United States in "The Washington Post" "America's Most Challenging High School List," 2017
- Milken Educator Award 2001, 2003, 2007, 2009, 2011, 2015, 2016
- Virginia Board of Education Index of Performance Awards, 2009, 2011, 2015-17

Prince William County Public Schools

Elementary Schools

- Alexander Henderson
- Antietam
- Ashland
- Bel Air
- Belmont
- Bennett
- Bristow Run
- Buckland Mills
- Cedar Point
- Chris Yung
- Christa McAuliffe
- Coles
- Covington-Harper
- Dale City
- Dumfries
- Elizabeth Vaughan
- Ellis
- Enterprise
- Fannie W. Fitzgerald
- Featherstone
- Glenkirk
- Haymarket
- J.W. Alvey
- Kerrydale
- Kilby
- Kyle R. Wilson
- Lake Ridge
- Leesylvania
- Loch Lomond
- Marshall
- Martin Luther King, Jr.
- Marumsco Hills
- Mary Williams
- Minnieville
- Montclair
- Mountain View
- Mullen
- Neabsco
- Occoquan
- Old Bridge
- Pace West
- Pattie
- Penn
- Piney Branch
- Potomac View
- River Oaks
- Rockledge
- Rosa Parks
- Samuel L. Gravely, Jr.
- Signal Hill
- Sinclair
- Springwoods
- Sudley
- Swans Creek
- T. Clay Wood
- Triangle
- Tyler
- Victory
- West Gate
- Westridge
- Yorkshire

Traditional K-8 Schools

- Pennington Traditional
- Porter Traditional
- The Nokesville School

Middle Schools

- Benton
- Beville
- Bull Run
- Fred M. Lynn
- Gainesville
- George M. Hampton
- Graham Park
- Lake Ridge
- Marsteller
- Parkside
- Potomac
- Rippon
- Ronald Reagan
- Saunders
- Stonewall
- Woodbridge

High Schools

- Battlefield
- Brentsville District
- C. D. Hylton
- Charles J. Colgan, Sr.
- Forest Park
- Freedom
- Gar-Field Senior
- Osbourn Park
- Patriot
- Potomac
- Stonewall Jackson
- The Governor's School @ Innovation Park
- Thomas Jefferson High School for Science & Technology
- Virtual High School @ PWCS
- Woodbridge

Alternative Schools

- New Directions Alternative Center
- New Dominion Alternative Center
- Pace East Program

Preschool

- Woodbine Preschool Center

THE SEAL OF PRINCE WILLIAM COUNTY VA.

Non-Departmental Overview

The Non-Departmental budget is a miscellaneous collection of budgets not attributed to specific agency operations. As such, they do not directly impact agency services provided to the community. However, the Non-Departmental budget is necessary because it provides budgetary support for county-wide insurance expenditures (medical, casualty, property, and workers compensation). It also includes restricted use funds that may only be expended for a specific purpose. The Non-Departmental budget also includes those budgets where Prince William County (PWC) acts in a trustee capacity for another organization (library donations and trust/fiduciary funds). In other instances, the County acts merely as a collecting agent and remits all revenue received to the Commonwealth or a Community Development Authority. Please see the General Overview section for a more detailed description of each program included in the Non-Departmental budget.

Mandates

The following mandated services are reported in the Non-Departmental section of the budget.

Federal Code: The unemployment insurance system, created by the Social Security Act of 1935, is administered by each state.

State Code: The unemployment insurance system is administered in Virginia through Title 65.2 of the Code of Virginia. Title 2.2-1204 of the Code of Virginia requires local governments to make health insurance plans available to employees. The Auditor of Public Accounts for the Commonwealth requires political subdivisions in Virginia to adhere to Governmental Accounting Standards Board standards for financial reporting.

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
County-wide Insurance:						
Medical Insurance Internal Service	$49,390,676	$52,171,443	$55,360,887	$75,977,000	$80,230,000	5.60%
Workers Compensation	$4,526,489	$6,336,163	$8,415,302	$4,170,414	$4,670,414	11.99%
Casualty Pool	$1,192,834	$1,691,570	$1,327,760	$1,575,701	$1,575,701	0.00%
Property & Miscellaneous Insurance	$733,774	$748,766	$827,002	$1,260,491	$995,375	(21.03%)
Miscellaneous Insurance	$0	$28,057	$0	$0	$0	-
Unemployment Insurance	$124,969	$67,397	$78,514	$125,000	$125,000	0.00%
Restricted Use Funds:						
Transient Occupancy Tax for Tourism	$2,280,215	$2,383,500	$2,100,000	$1,900,515	$721,079	(62.06%)
Proffers	$12,751,205	$12,437,246	$20,586,614	$1,420,665	$4,467,456	214.46%
Recordation Tax for Transportation	$0	$0	$6,082,753	$0	$0	-
Cable Equipment Capital Grant	$1,340,000	$1,385,000	$1,488,696	$1,480,500	$1,480,500	0.00%
Transportation Districts	$2,323,314	$260,400	$276,200	$324,200	$467,700	44.26%
County Pass-Through Collections:						
Community Development Authorities	$0	$1,229,479	$2,592,701	$2,854,623	$2,917,000	2.19%
Commonwealth Taxes	$463,294	$453,593	$486,108	$500,000	$500,000	0.00%
NVTA Taxes	$1,316,688	$1,470,370	$1,576,183	$1,400,000	$1,400,000	0.00%
Trust/Fiduciary Funds:						
OPEB/LODA Trusts	$3,727,666	$4,412,358	$3,877,189	$0	$0	-
Police/Fire Supp. Retirement/LOSAP	$2,504,180	$2,716,166	$3,207,269	$0	$0	-
Library Donations	$118,933	$152,493	$140,996	$0	$0	-
Innovation Property Owners Association	$402,726	$254,642	$1,889,847	$0	$0	-
Other:						
Contributions - Hylton Performing Arts/NVCC	$3,043,226	$2,998,084	$2,906,680	$3,038,356	$3,029,278	(0.30%)
Contingency	$305,000	$50,000	$10,000	$2,075,000	$544,429	(73.76%)
Administration	$2,635,674	$2,800,048	$5,765,912	($935,438)	$499,307	(153.38%)
Total Expenditures	**$89,180,863**	**$94,046,775**	**$118,996,612**	**$97,167,027**	**$103,623,239**	**6.64%**

Expenditure and Revenue Summary

Expenditure by Classification	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Salaries and Benefits	$2,871,356	$3,073,141	$3,852,884	$1,950,712	$1,379,432	(29.29%)
Contractual Services	$3,728,897	$4,238,133	$5,949,496	$5,926,269	$6,432,269	8.54%
Internal Services	$363,392	$355,143	$351,620	$6,623,630	$6,048,072	(8.69%)
Purchase of Goods & Services	$60,589,906	$66,839,698	$69,016,181	$77,016,130	$79,709,731	3.50%
Leases & Rentals	$2,376	$1,523	$2,125	$0	$0	-
Reserves & Contingencies	$0	$0	$0	($2,461,384)	$0	(100.00%)
Debt Maintenance	$0	$59,418	$0	$0	$0	-
Payments to Other Local Agencies	$0	$1,381,979	$3,790,631	$2,854,623	$2,917,000	2.19%
Transfers Out	$21,624,935	$18,097,739	$36,033,674	$5,257,047	$7,136,735	35.76%
Total Expenditures	**$89,180,863**	**$94,046,775**	**$118,996,612**	**$97,167,027**	**$103,623,239**	**6.64%**
Funding Sources						
Revenue from Federal Government	$0	$12,590	$0	$0	$0	-
Permits & Fees	$1,342,526	$1,394,202	$1,427,852	$1,480,500	$1,480,500	0.00%
Use of Money & Property	$1,965,486	$3,200,748	$11,249,109	$392,000	$350,000	(10.71%)
Revenue from Other Localities	$0	$0	$0	$8,170	$0	(100.00%)
Miscellaneous Revenue	$26,230,015	$25,936,278	$36,979,108	$6,641,665	$9,659,075	45.43%
Non-Revenue Receipts	$498,025	$3,307,108	$4,504,309	$500,000	$500,000	0.00%
Other Local Taxes	$8,679,793	$9,924,766	$10,648,169	$3,500,000	$3,542,000	1.20%
General Property Taxes	$2,618,733	$1,491,634	$2,869,215	$3,178,823	$3,384,700	6.48%
Charges for Services	$50,651,591	$54,888,683	$59,328,420	$59,936,000	$63,896,000	6.61%
Transfers In	$5,429,068	$4,803,286	$1,516,105	$1,596,094	$1,696,121	6.27%
Total Designated Funding Sources	**$97,415,237**	**$104,959,293**	**$128,522,286**	**$77,233,252**	**$84,508,396**	**9.42%**
(Contribution To) / Use of County-wide Insurance Internal Service Funds	**($684,183)**	**($260,197)**	**$1,532,188**	**$11,019,000**	**$11,269,000**	**2.27%**
(Contribution To) / Use of Trust/ Fiduciary Fund Balance	**($3,927,936)**	**($3,113,744)**	**($13,700,617)**	**$0**	**$0**	**-**
(Contribution To) / Use of Transportation District Fund Balance	**($324,952)**	**($20,276)**	**($314)**	**$0**	**$0**	**-**
Net General Tax Support	**$3,297,304**	**$7,518,301**	**$2,643,069**	**$8,914,775**	**$7,845,843**	**(11.99%)**
Net General Tax Support	**3.70%**	**7.99%**	**2.22%**	**9.17%**	**7.57%**	

General Overview

The components of the FY2019 Budget for Non-Departmental/Unclassified Administrative are discussed below.

A. County-wide Insurance:

1. **Medical Insurance Internal Service Fund** - PWC established a health insurance fund to self-insure for employee medical coverage as well as provide fully insured dental, vision, and flexible spending benefits. The fund also provides additional insurance credits for retirees. 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 FY19 medical insurance budget is $80,230,000.

2. **Casualty Pool, Workers Compensation, and Property and Miscellaneous Self-Insurance Programs** - The County maintains self-insurance programs for general liability, automobile, public official, and law enforcement professional liability, pollution liability, and workers compensation insurance through the PWC Self-Insurance Group (PWSIG) casualty pool and workers compensation pool. The two self-insurance programs began operations July 1, 1989, and are licensed by the State Corporation Commission. The FY19 general fund workers compensation budget is $4,670,414 and the casualty pool budget is $1,575,701. The FY19 property and miscellaneous insurance budget is $995,375.

   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.

3. **Unemployment Insurance** - The Virginia Employment Commission administers an unemployment insurance program that provides protection against loss of wages to individuals who become unemployed through no fault of their own. The FY19 unemployment insurance budget is $125,000.

B. Restricted Use Funds:

1. **Transient Occupancy Tax (TOT) for Tourism** - Section 58.1-3819 of the Code of Virginia authorizes PWC to levy a 5% TOT on hotels, motels, boarding houses, travel campgrounds, and other facilities offering guest rooms rented out for continuous occupancy for fewer than 30 consecutive days. The Code of Virginia also mandates that any levy in excess of a 2% rate must be designated and spent solely on tourism initiatives. Therefore, the County's general revenue share generated by the TOT is 40% and 60% is budgeted for tourism-related purposes. The portion of the County's TOT revenue designated to support tourism-related expenditures is included under Other Local Taxes within the Funding Sources area of the Expenditure and Revenue Summary. Please see the Budget Initiatives section for a summary of how TOT revenue designated for tourism is allocated in the FY2019 Budget.

2. **Proffers** - Prior to July 2016, Virginia Code 15.2-2303.2 allowed PWC to accept voluntary proffers from zoning applicants. Proffers were intended to help mitigate the impacts of development resulting from a zoning change. The County's Zoning Ordinance includes provisions for the acceptance and enforcement of proffers submitted with rezoning applications prior to June 30, 2016. Available monetary proffers to support County capital projects are evaluated on an annual basis. Please see the Budget Initiatives section and the Capital Improvement Program section for detail on projected proffers in the FY2019 Budget.

3. **Recordation Tax for Transportation** - Recordation tax revenue is generated when a legal instrument regarding real property such as a deed (including home refinance activity) or deed of trust is recorded with the Clerk of the Circuit Court. Approximately 74% of recordation tax revenue is dedicated by Board of County Supervisors (BOCS) policy to support transportation initiatives in the County.

Recordation tax revenue is budgeted as general revenue at the beginning of each fiscal year and the portion committed for transportation is transferred to Non-Departmental during the course of the fiscal year. Most of recordation tax revenue committed for transportation is used to pay existing debt service costs on selected road construction projects. Please see the Debt Service section for a summary of transportation projects financed by recordation tax revenue.

4. **Cable Equipment Grant** - An annual 1% cable equipment grant is provided by cable television providers operating in the County. Grant proceeds must be used for cable related capital needs. Although not considered general revenue, revenue derived from the grant is shared with PWC Schools in accordance with the County/Schools revenue agreement. Cable equipment grant revenue is forecasted at $1,480,500 in FY19, which is unchanged from FY18. Of this amount, the Schools receive $847,290 and the County share is $633,210. Both the County and Schools use cable equipment grant proceeds to support informational programming on their respective access channels. Cable equipment grant receipts are evaluated on an annual basis for potential, future adjustments.

5. **Transportation Districts** - The Route 234 Bypass Transportation Improvement District was created in 1991 after landowners within the District boundaries petitioned the BOCS to create a special taxing district in accordance with Section 15.2-4700 of the Code of Virginia. The Route 234 Bypass Transportation District rate is $0.02 per $100 of assessed value and is levied on property zoned or used for commercial or industrial purposes within the district boundaries. Revenue generated by the district reimburses the County's general fund for debt service paid to finance the Route 234 Bypass road bond project approved by voters in 1988.

C. County Pass-Through Collections:

1. **Community Development Authorities (CDA)** - CDAs are governed under §15.2-5152 of the Code of Virginia. CDAs are created to promote the economic development of the County. Properties within established boundaries are levied a CDA assessment to provide certain public infrastructure such as road improvements, bridges, stormwater, and water and sewer improvements within the district. There are three CDAs in PWC: Virginia Gateway (created in 1998), Heritage Hunt (created in 1999), and Cherry Hill (created in 2013). Property owners within each CDA boundary petitioned the County to create each CDA.

   In accordance with §15.2-5158 of the Code of Virginia, all three CDAs in the County request annually that the County levy and collect a special tax on taxable real property within the development authority's jurisdiction to finance the services and facilities provided by the authority. This code section also requires that all revenue received by the County will be paid over to the development authority subject to annual appropriation. The FY2019 Budget includes $2,917,000 in a special revenue fund for the three CDAs in the County: Cherry Hill ($1,805,000), Virginia Gateway ($930,000), and Heritage Hunt ($182,000). There is no impact on the County's general fund.

2. **Pass-Through Collections to Commonwealth** - PWC collects revenue on behalf of the Commonwealth of Virginia. Such revenue includes Sheriff fees as well as an additional 2% TOT levied to support transportation improvements as part of the Northern Virginia Transportation Authority (NVTA). The revenue is collected by the County and remitted to the Commonwealth. The County receives NVTA funding for local and regional transportation projects.

D. Trust/Fiduciary Funds:

1. **Trust/Fiduciary Funds** - Fiduciary funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, or other governments. Agency funds are custodial in nature whereby assets equal liabilities and do not measure results of County operations. Trust/Fiduciary funds do not require budget and appropriation by the BOCS. Each respective fund is administered by a board of trustees. Trust/Fiduciary funds included in Non-Departmental are:

   - Other Post-Employment Benefits (OPEB) - Police Officer and Uniformed Fire and Rescue Personnel Supplemental Retirement
   - OPEB - Length of Service Award Program (LOSAP)
   - OPEB - Post-Retirement Medical Benefits Credit Plan
   - OPEB - Line of Duty Act (LODA)
   - Innovation Property Owners Association
   - Library donations from the Friends of the Library and private sources which are administered by the Library Board

   For a detailed description of each OPEB plan as well as the benefits provided, please see PWC's Comprehensive Annual Financial Report for the Year Ended June 30, 2017.

E. Other:

1. **Contributions to the Hylton Performing Arts Center (HPAC) and Northern Virginia Community College (NVCC)** - County contributions to the HPAC ($1,987,050) and the NVCC ($1,042,228) are included in the FY19 Non-Departmental budget. The FY19 contribution to the HPAC provides $1,837,050 for debt service and $150,000 for capital expenses. Please see the detail below for County contributions to the HPAC in the Five-Year Plan.

	FY19	FY20	FY21	FY22	FY23
Debt Service	$1,837,050	$1,841,258	$1,841,363	$1,842,900	$1,843,875
Capital	$150,000	$150,000	$150,000	$150,000	$150,000
Total	**$1,987,050**	**$1,991,258**	**$1,991,363**	**$1,992,900**	**$1,993,875**

   There are two components to PWC's contribution to the NVCC. The first component provides a $2.25 per capita annual capital development contribution of $1,008,113 to NVCC in FY19. The second component includes a $34,115 allocation to support maintenance and operations at NVCC.

2. **Contingency** - A contingency is established within the general fund to provide limited funding for service delivery costs and unanticipated agency revenue shortfalls. The budget includes the County contingency base budget of $544,429 as required by Policy 2.12 in the adopted Principles of Sound Financial Management: "The County will annually appropriate a contingency budget to provide for unanticipated increases in service delivery costs and needs that may arise throughout the fiscal year. The contingency budget will be established at a minimum of $500,000 annually and may be allocated only by resolution of the BOCS."

3. **Administration** - The Unclassified Administrative area of the budget includes those general fund expenditures, which are not assigned to specific agency budgets. During the course of the fiscal year, many of these dollars are allocated against agency budgets to properly account for where the expenditures actually occur. As a program becomes established, an unclassified administrative budget item will often be assigned to an agency on a permanent basis. The funds would then be transferred from Unclassified Administrative to the agency budget. Due to the many items coming into and out of the Non-Departmental/Unclassified Administrative budget area between budget years, it is difficult to compare different fiscal year totals.

F. **Transfer from Adult Detention Center (ADC) Fund** - The transfer of $1,598,121 to the general fund from the ADC is required to compensate the general fund for the cost of implementing the Law Enforcement Officers' Supplement (LEOS) retirement program for Jail Officers and the Jail Superintendent. The funds are included as revenue in the Funding Sources area. Additional information concerning the ADC LEOS retirement program can be found in the General Overview section of the ADC departmental budget.

G. **Budgeted Salary Lapse** - Employee compensation for each agency includes the salaries, benefits, and budgeted increases that may include either pay plan or pay-for-performance increases. This total compensation figure is adjusted in the budget to account for turnover and the associated savings when longer term employees are replaced by individuals hired at lower points in the County's pay scale. The Non-Departmental budget includes a negative expenditure budget of $750,000 in budgeted salary lapse to support general savings throughout the organization.

Budget Initiatives

1. Workers' Compensation Premiums Increase

Expenditure	$500,000	General Fund Impact	$500,000
Revenue	$0	FTE Positions	0.00

a. **Description** - This initiative provides funding for an increase to workers' compensation premiums. Factors affecting the premium increase include the County payroll (specifically increases in personnel within public safety agencies), increasing health insurance costs, and claim severity. These increased premiums are a result of claim severity in FY15 and FY16, which were among two of the top three years in the history of the workers' compensation program. Claims from previous years continue to develop. This $500,000 ongoing expenditure increase is projected to become $1.0 million in FY20 and $1.5 million in FY21 and is included in the Five-Year Plan.

2. County Proffers for Capital Projects

Expenditure	$4,099,390	General Fund Impact	$4,099,390
Revenue	$0	FTE Positions	0.00

a. **Description** - Funding is transferred from proffer accounts to support capital projects. This amount is budgeted for capital projects in the FY2019-2024 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.

3. Allocation of TOT Revenue Designated for Tourism

Expenditure	($1,179,436)	General Fund Impact	($1,137,436)
Revenue	$42,000	FTE Positions	0.00

a. Description - TOT revenue designated for tourism is increased $42,000 from FY18 to $2,142,000 in FY19. In FY18, the BOCS took action to merge the Convention & Visitors Bureau with the Parks & Recreation Department; therefore, a significant portion of the expenditure budget has been shifted from Non-Departmental to Parks & Recreation. The FY2019 Budget planned allocations are shown in the table below:

TOT Tourism Allocations for FY2019 Budget	
The Non-Departmental budget allocates the TOT Tourism funding in the following manner:	**Amount**
1. Transfer to Public Works, Historic Preservation program	$650,741
2. Dumfries Weems-Botts Museum	$37,874
3. Prince William Soccer, Inc.	$27,053
4. Occoquan Mill House Museum	$5,411
Non-Departmental TOT Allocated Subtotal	**$721,079**

The Parks & Recreation budget allocates the TOT Tourism funding in the following manner:	**Amount**
1. Parks & Recreation, Tourism program	$1,231,010
Parks & Recreation TOT Allocated Subtotal	**$1,231,010**

TOT Allocated Grand Total	**$1,952,089**

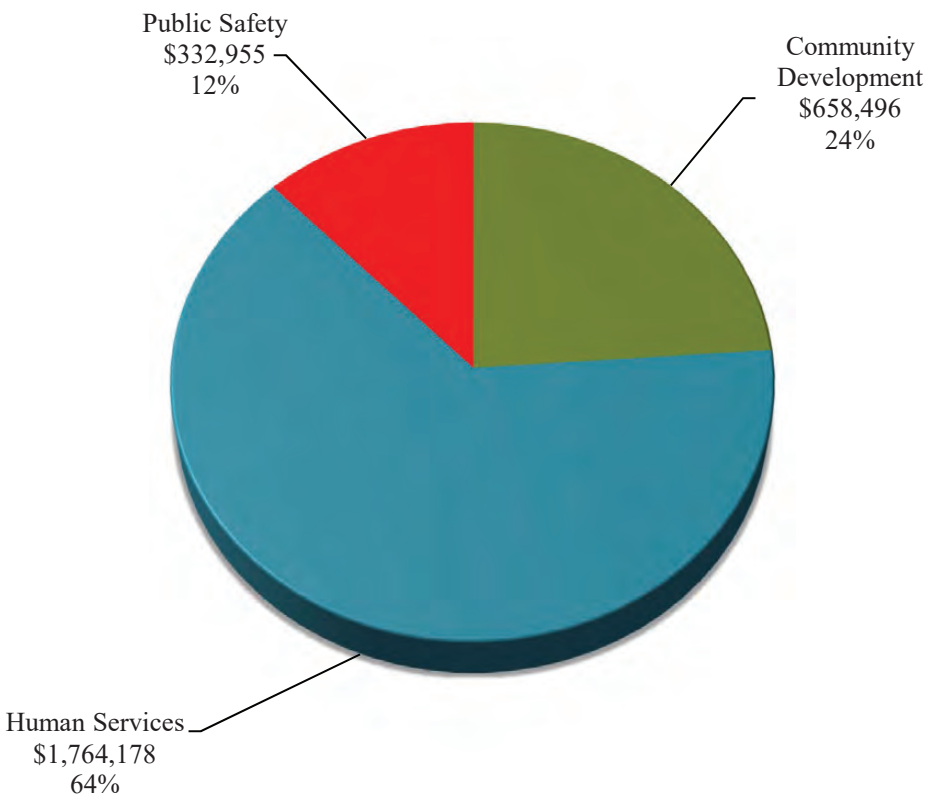
FY19 TOT Revenue Projection	**$2,142,000**
Contribution To/(Use Of) TOT Fund Balance	**$189,911**

TOT supported expenditures for tourism in the FY2019 Budget total $1,952,089 and are allocated as follows:

- The FY2019 Budget provides $650,741 to the Public Works, Historic Preservation program and $1,231,010 to the Parks & Recreation, Tourism program. Additional information can be found in the individual department budget pages in the Community Development section of this document.
- The FY2019 Budget includes funding for community partners from the TOT funding, including the Dumfries Weems-Botts Museum ($37,874), Prince William Soccer, Inc. ($27,053) and Occoquan Mill House Museum ($5,411). Funding for each of these community partners include a 3% increase funded by TOT revenue.

Community Partners

Donations by Functional Area



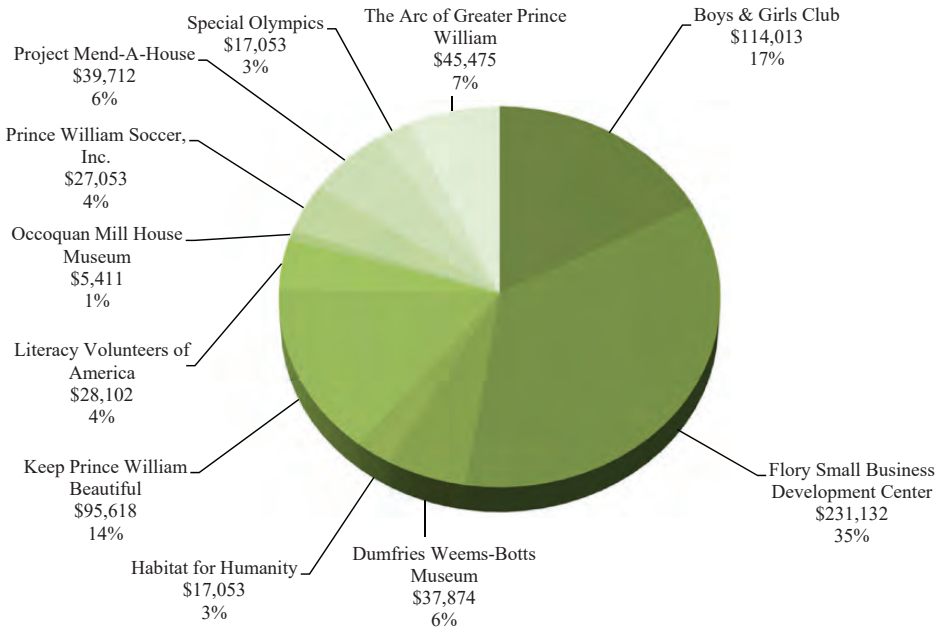
Total Expenditure Budget: $2,755,629

Partners

- Action in the Community Through Service
- American Red Cross
- The Arc of Greater Prince William
- Boys & Girls Club
- Catholics for Housing
- Dumfries Weems-Botts Museum
- Flory Small Business Development Center
- Free Clinic
- Good Shepherd Housing Foundation
- Habitat for Humanity
- Independence Empowerment Center
- Keep Prince William Beautiful
- Legal Services of Northern Virginia
- Literacy Volunteers of America
- The Metropolitan Washington Ear
- Northern Virginia Family Service
- Occoquan Mill House Museum
- Prince William Humane Society
- Prince William Soccer, Inc.
- Project Mend-A-House
- Rainbow Riding Center
- Special Olympics
- StreetLight Community Outreach Ministries
- Transitional Housing BARN
- Volunteer Prince William

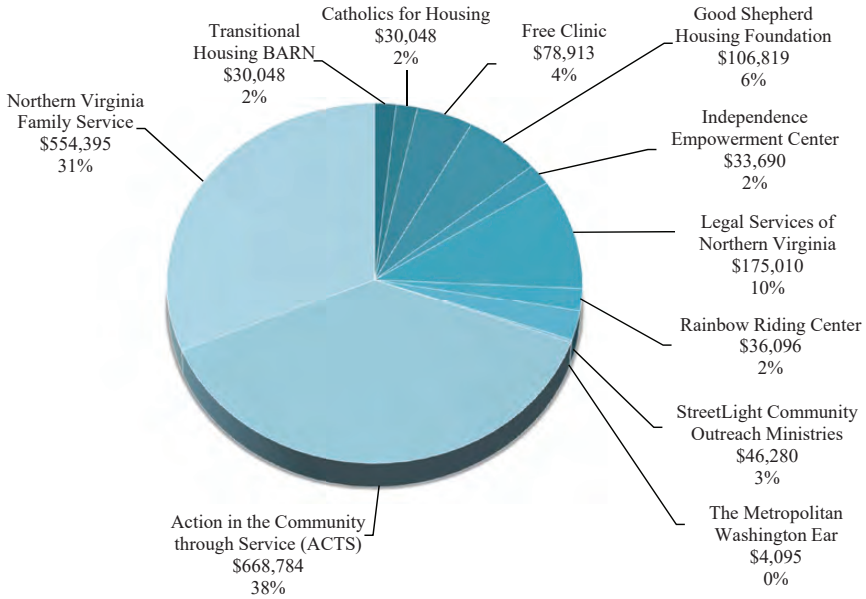
Community Partners

Community Development



Total Expenditure Budget: $658,496

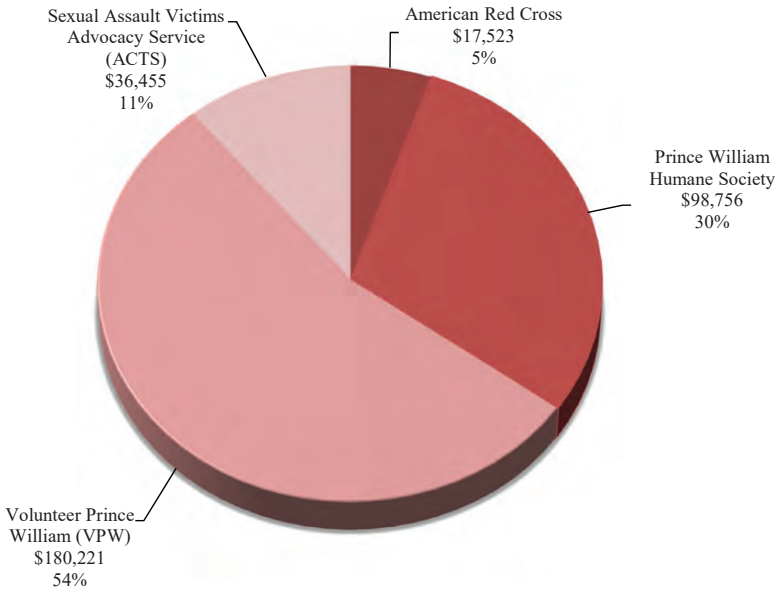
Human Services



Total Expenditure Budget: $1,764,178

Community Partners

Public Safety



Total Expenditure Budget: $332,955

Community Partners

The County works with numerous organizations to deliver effective and efficient services to the community. Community partners are non-profit organizations that receive funding directly from or through the County government. Typically, community partners help reduce the cost of services through the leveraging of scarce County resources with other funding sources and fundraising. Often County residents can receive direct services more quickly when community partners are utilized.

The funding provided to community partners can be categorized as follows:

I. **Donations** - These organizations receive funding via donation and in accordance with a memorandum of understanding that has defined service level targets. Performance is reviewed annually by the County agency that oversees the service delivery, known as the host agency. The annual financial statements for each partner receiving current year funding are reviewed by the Finance Department.

II. **Interjurisdictional Agreements** - These organizations receive funding according to formulae, criteria, or other requirements. This includes support of certain community infrastructure improvements approved by the Board of County Supervisors.

III. **Memberships** - The County chooses to be a member of some regional and/or national organizations.

IV. **Grants and Matching Funds** - These organizations receive funding provided from pass-through grants from the federal or state government and direct County grants that leverage other sources of funding.

General Overview

Community Partners Changes in FY2019 Budget - No new partners are funded in FY2019 Budget. The FY2019 Budget includes a 3% donation increase for current Community Partners. The Flory Small Business Development Center is now reported as a Community Partner.

Funding Provided to Community Partners

	Host Agency	FY18 Adopted	FY19 Adopted	Funding Source
I.	**DONATIONS: Funding provided via donation and in accordance with a memorandum of understanding**			
A. Aging				
1	Independence Empowerment Center	$32,708	$33,690	General Fund
2	Legal Services of Northern Virginia	$169,912	$175,010	General Fund
	Total Aging	**$202,621**	**$208,699**	
B. Commonwealth's Attorney				
1	ACTS - Sexual Assault Victims Advocacy Service	$35,393	$36,455	General Fund
	Total Commonwealth's Attorney	**$35,393**	**$36,455**	
C. Community Services				
1	ACTS (Total)	$411,386	$423,727	General Fund
	1a Behavioral Intervention Program	*$6,498*	*$6,693*	
	1b Helpline	*$97,460*	*$100,384*	
	1c Emergency Shelter	*$307,428*	*$316,651*	
2	Good Shepherd Housing Foundation	$80,345	$82,755	General Fund
3	Rainbow Riding Center	$35,044	$36,096	General Fund
	Total Community Services	**$526,775**	**$542,578**	
D. Criminal Justice Services				
1	Volunteer Prince William (VPW)	$157,960	$162,699	General Fund
	Total Criminal Justice Services	**$157,960**	**$162,699**	
E. Economic Development				
1	Flory Small Business Development Center	$231,132	$231,132	General Fund
	Total Economic Development	**$231,132**	**$231,132**	
F. Fire & Rescue				
1	American Red Cross	$17,012	$17,523	General Fund
2	Volunteer Prince William (VPW)	$17,011	$17,522	General Fund
	Total Fire & Rescue	**$34,024**	**$35,044**	
G. Library				
1	Literacy Volunteers of America	$27,284	$28,102	General Fund
	Total Library	**$27,284**	**$28,102**	
H. Parks & Recreation				
1	The Arc of Greater Prince William	$44,150	$45,475	General Fund
2	Boys & Girls Club	$110,692	$114,013	General Fund
3	Prince William Soccer, Inc.	$26,265	$27,053	Transient Occupancy Tax
4	Special Olympics	$16,556	$17,053	General Fund
	Total Parks & Recreation	**$197,664**	**$203,594**	

Funding Provided to Community Partners

	Host Agency	FY18 Adopted	FY19 Adopted	Funding Source
I. Police				
1	Prince William Humane Society	$95,880	$98,756	General Fund
	Total Police	**$95,880**	**$98,756**	
J. Public Health				
1	Free Clinic	$76,615	$78,913	General Fund
2	Northern Virginia Family Service - Pharmacy Central	$82,637	$85,116	General Fund
3	The Metropolitan Washington Ear	$3,975	$4,095	General Fund
	Total Public Health	**$163,228**	**$168,125**	
K. Public Works				
1	Dumfries Weems-Botts Museum	$36,771	$37,874	Transient Occupancy Tax
2	Habitat for Humanity	$16,556	$17,053	General Fund
3	Keep Prince William Beautiful - Litter Control	$77,074	$79,387	Solid Waste Fee
4	Keep Prince William Beautiful - Recycling	$15,759	$16,232	Solid Waste Fee
5	Occoquan Mill House Museum	$5,253	$5,411	Transient Occupancy Tax
6	Project Mend-A-House	$38,555	$39,712	General Fund
	Total Public Works	**$189,969**	**$195,668**	
L. Social Services				
1	ACTS (Total)	$237,919	$245,057	General Fund
	1a Homeless Shelter	*$153,969*	*$158,588*	
	1b Rapid Re-Housing	*$29,173*	*$30,048*	
	1c Transitional Living	*$54,777*	*$56,421*	
2	Catholics for Housing	$29,173	$30,048	General Fund
3	Good Shepherd Housing Foundation	$23,363	$24,064	General Fund
4	Northern Virginia Family Service (Total)	$455,610	$469,278	General Fund
	4a Healthy Families	*$178,637*	*$183,996*	
	4b SERVE Homeless Shelter	*$276,973*	*$285,282*	
5	StreetLight Community Outreach Ministries	$44,932	$46,280	General Fund
6	Transitional Housing BARN	$29,173	$30,048	General Fund
	Total Social Services	**$820,171**	**$844,776**	
	TOTAL DONATIONS	**$2,682,100**	**$2,755,629**	

Note: Totals may not add due to rounding.

Funding Provided to Community Partners

	Host Agency	FY18 Adopted	FY19 Adopted	Funding Source
II.	**INTERJURISDICTIONAL AGREEMENTS:** **Funding provided according to formulae, criteria, or other requirements**			
A.	**Aging**			
1	Birmingham Green	$1,467,557	$1,679,771	General Fund
	Total Aging	**$1,467,557**	**$1,679,771**	
B.	**Board of County Supervisors**			
1	PW Chamber of Commerce	$7,000	$7,000	General Fund
	Total Board of County Supervisors	**$7,000**	**$7,000**	
C.	**Community Infrastructure Support**			
1	Hylton Performing Arts Center (Final debt service payment: 2/2030)	$1,856,445	$1,837,050	General Fund
2	Northern Virginia Community College	$1,031,911	$1,042,228	General Fund
3	Northern Virginia Criminal Justice Training Academy (Final debt service payment: 6/2026)	$372,152	$358,832	General Fund
	Total Community Infrastructure Support	**$3,260,508**	**$3,238,110**	
D.	**Fire & Rescue**			
1	National Capital Regional Intelligence Center	$15,412	$15,412	General Fund
	Total Fire & Rescue	**$15,412**	**$15,412**	
E.	**Parks & Recreation**			
1	Freedom Aquatic and Fitness Center (Change use from debt to capital maintenance)	$945,856	$350,000	General Fund
	Total Parks & Recreation	**$945,856**	**$350,000**	
F.	**Public Works**			
1	Soil and Water Conservation District	$242,009	$242,009	Stormwater Fee
	Total Public Works	**$242,009**	**$242,009**	
G.	**Transit**			
1	Potomac Rappahannock Transportation Commission	$14,409,300	$14,834,400	Motor Fuels Tax
2	Virginia Railway Express	$5,363,372	$6,183,745	NVTA 30% Funding
	Total Transit	**$19,772,672**	**$21,018,145**	
H.	**Transportation**			
1	Stafford Regional Airport Commission	$50,000	$50,000	General Fund
	Total Transportation	**$50,000**	**$50,000**	
	TOTAL INTERJURISDICTIONAL	**$25,761,013**	**$26,600,446**	

Note: Totals may not add due to rounding.

Funding Provided to Community Partners

	Host Agency	FY18 Adopted	FY19 Adopted	Funding Source
III.	**MEMBERSHIPS: The County chooses to be a member of some regional and/or national organizations.**			
A.	**Board of County Supervisors**			
1	National Association of Counties	$5,205	$5,205	General Fund
2	Northern Virginia Regional Commission (NVRC)	$262,948	$265,718	General Fund
3	Virginia Association of Counties	$88,440	$88,440	General Fund
	Total Board of County Supervisors	**$356,593**	**$359,363**	
B.	**Planning**			
1	Council of Governments	$470,845	$494,387	General Fund
	Total Planning	**$470,845**	**$494,387**	
C.	**Public Works**			
1	NVRC - Occoquan Watershed Mgmt Program	$42,070	$42,070	Stormwater Fee
2	NVRC - NoVA Waste Management Program	$13,081	$13,068	Solid Waste Fee
3	Occoquan Watershed Monitoring Lab	$194,057	$194,057	Stormwater Fee
	Total Public Works	**$249,208**	**$249,195**	
	TOTAL MEMBERSHIPS	**$1,076,646**	**$1,102,945**	

Note: Totals may not add due to rounding.

IV.	**GRANTS AND MATCHING FUNDS: Funding provided by pass-through grants from other entities or County provided grants or matching funds**			
A.	**Aging**			
1	ACTS	$10,000	$10,000	Federal Pass-Through
2	Legal Services of Northern Virginia	$8,500	$8,500	Federal Pass-Through
3	Project Mend-A-House	$12,000	$10,000	Federal Pass-Through
4	Independence Empowerment Center	$0	$7,550	Federal Pass-Through
	Total Aging	**$30,500**	**$36,050**	
B.	**Community Services**			
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	**$355,000**	**$355,000**	
C.	**Housing & Community Development**			
1	CDBG Competitive Awards (Total)	$265,000	$265,000	Federal Pass-Through
	1a INSIGHT Acquisition	$225,000	*$225,000*	
	1b Streetlight Community Outreach	*$40,000*	*$40,000*	
2	Emerg Solutions Grant Recipients (Total)	$119,719	$121,589	Federal Pass-Through
	2a ACTS - Emergency Shelter	*$46,450*	*$47,184*	
	2b NVFS - Transitional Housing and SERVE Shelter	*$73,269*	*$74,405*	
	Total Housing & Community Development	**$384,719**	**$386,589**	

Funding Provided to Community Partners

	Host Agency	FY18 Adopted	FY19 Adopted	Funding Source
D.	**Parks & Recreation**			
1	Arts Council Grants	$193,000	$193,000	General Fund
	Total Parks & Recreation	**$193,000**	**$193,000**	
E.	**Public Works**			
1	Keep Prince William Beautiful	$46,000	$46,000	State Pass-Through
	Total Public Works	**$46,000**	**$46,000**	
F.	**Social Services**			
1	Supportive Housing Program Grant (Total)	$595,949	$601,375	Federal Pass-Through
2	Promoting Safe and Stable Families (Total)	$221,998	$221,998	Federal Pass-Through
	2a ARC (Disability Respite/Interpreter Services)	*$7,400*	*$7,400*	
	2b No Va Family Service (Healthy Families)	*$48,711*	*$48,711*	
	2c VA Cooperative Extension (Parent Education)	*$95,887*	*$95,887*	
	2d Dept of Social Svcs (Family Reunification)	*$70,000*	*$70,000*	
	Total Social Services	**$817,947**	**$823,373**	
	TOTAL GRANTS AND MATCHING FUNDS	**$1,827,166**	**$1,840,012**	
	GRAND TOTAL	**$31,346,925**	**$32,299,032**	

Note: Totals may not add due to rounding.

Community Partners In-Kind Donations

Host Agency	Community Partner	FY18 Adopted (Estimated Value)*	FY19 Adopted (Estimated Value)*
A. Community Services	**Rainbow Riding Center**	**$52**	**$52**
	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.		
B. Library	**Literacy Volunteers of America**	**$1,110**	**$1,110**
	1. Provide photocopying support up to $1,000 per fiscal year. 2. Provide tutor training and event promotion through the Library System's website for 6 events per year. Estimated value is $110.		
C. Public Works	**Keep Prince William Beautiful**	**$3,465**	**$3,465**
	1. Provide van and driver for the completion of a litter survey, no more than four times a year. Estimated value is $1,220. 2. Provide Adopt-a-Spot signs when required. Estimated value is $865. 3. Provide staff support for Adopt-a-Spot sign installation and VDOT location coordination. Estimated value is $1,380.		

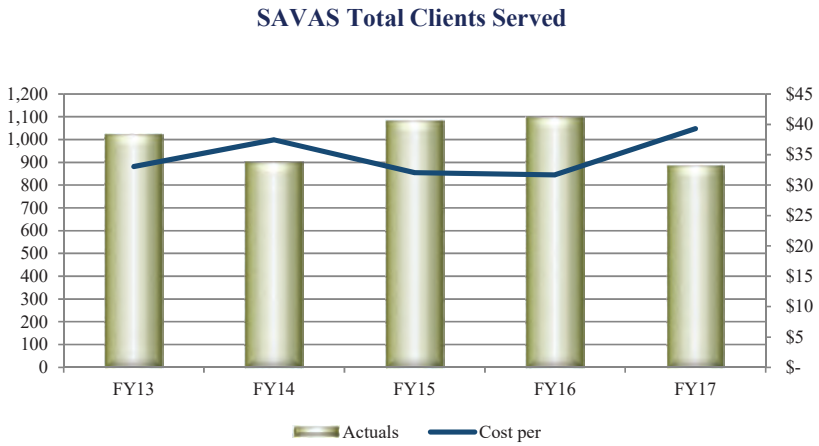
* Estimated values for in-kind donations are not included in the community partner donation totals.

Action in the Community Through Service (ACTS)

ACTS services to County residents include Helpline, a 24 hour/365 days free confidential 24-hour telephone service to help callers with problem solving and crisis situations; Turning Points, the only domestic violence intervention program serving PWC; and SAVAS, the only sexual assault crisis center serving PWC. The ACTS Housing Services operates an emergency shelter, transitional housing, and permanent affordable housing.

Measures (Dollar amounts expressed in thousands)	**FY15 Actuals**	**FY16 Actuals**	**FY17 Actuals**	**FY18 Adopted**	**FY19 Adopted**
Commonwealth's Attorney					
Victim/Witness Support	**$35**	**$35**	**$35**	**$35**	**$36**
Sexual Assault Victims Advocacy Service (SAVAS) total clients served	1,083	1,095	883	1,000	1,000
SAVAS presentations given	120	145	78	125	125

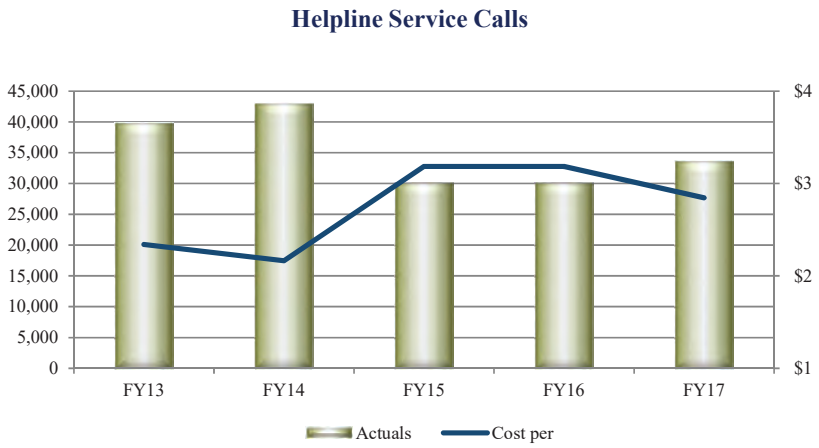
ACTS - Commonwealth's Attorney Measures Report Chart



Community Partners

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Community Services					
Emergency Services	**$403**	**$403**	**$403**	**$411**	**$424**
Helpline Service Calls	30,000	30,000	33,582	35,622	34,602
Emergency Shelter Clients Served	-	-	-	279	290
Number graduating from Behavioral Intervention Program	145	145	202	157	200

ACTS - Community Services Measures Report Chart



Community Partners

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Social Services					
Homeless Emergency Shelter and Overnight Care	**$205**	**$205**	**$205**	**$238**	**$245**
Rapid Re-Housing	-	-	-	24	24
Shelter bed nights	4,431	6,200	5,316	10,135	7,726
Shelter utilization rate	68%	95%	82%	77%	80%
Transitional Living utilization rate	85%	91%	88%	91%	90%

ACTS - Social Services Measures Report Charts

ACTS Shelter Bed Nights

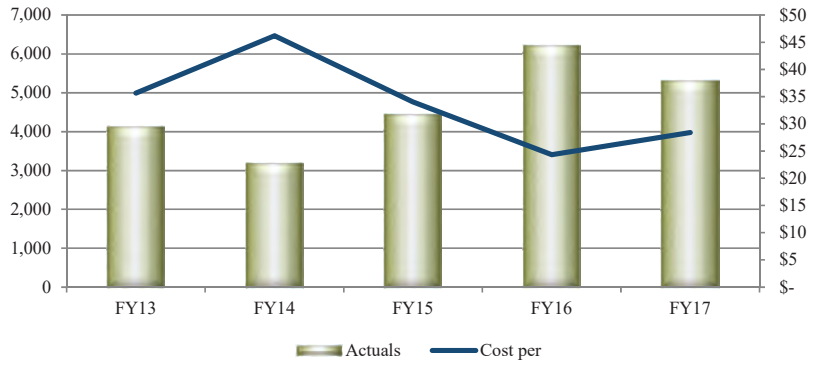


Chart *1 of 3*

ACTS Homeless Shelter Utilization Rate

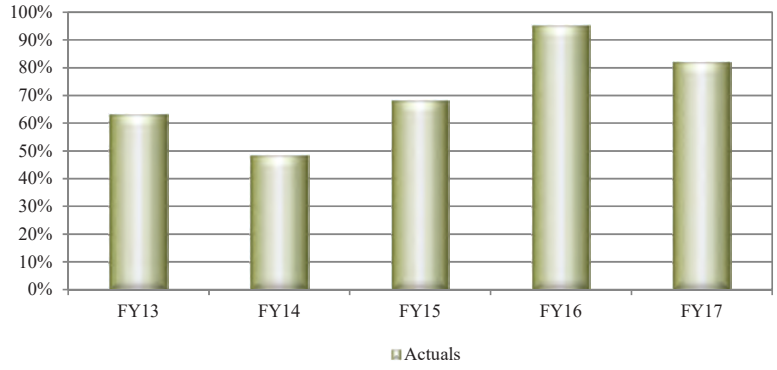


Chart *2 of 3*

ACTS - Social Services Measures Report Charts

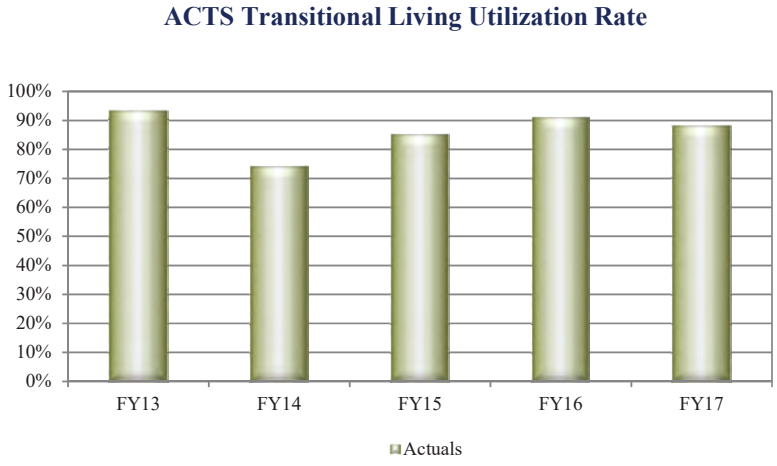


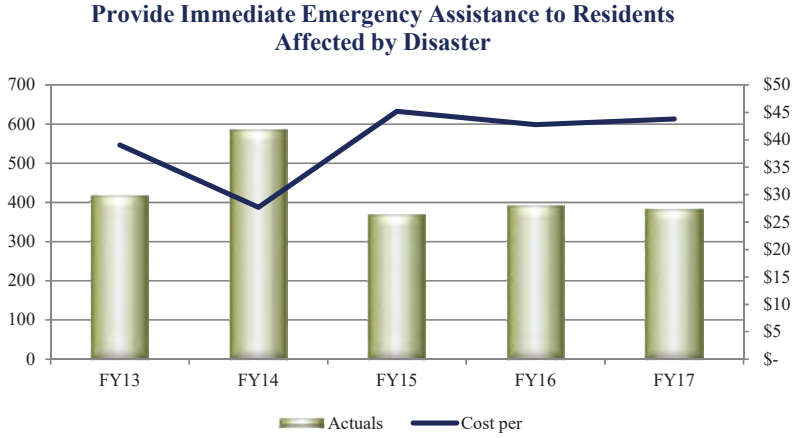
Chart
3 of 3

American Red Cross

American Red Cross provides disaster relief assistance to residents affected by fire and flooding and is a partner in the County emergency plan providing mass care-shelter and feeding in times of larger scale disasters. American Red Cross services are available to the entire County.

Measures **(Dollar amounts expressed in thousands)**	**FY15 Actuals**	**FY16 Actuals**	**FY17 Actuals**	**FY18 Adopted**	**FY19 Adopted**
Fire & Rescue					
Community Safety	**$17**	**$17**	**$17**	**$17**	**$18**
Provide immediate emergency assistance to residents affected by disaster	369	390	381	550	500

American Red Cross - Fire & Rescue Measures Report Chart



The Arc of Greater Prince William PW

The Arc provides targeted therapeutic recreation programs for youth and adults with intellectual disabilities.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Parks & Recreation					
Recreation Services	**$43**	**$43**	**$43**	**$44**	**$45**
Individuals in fitness programs	75	60	64	65	50
Number attending special events	1,134	1,172	1,204	1,175	1,220

The Arc of Greater PW - Parks & Recreation Measures Report Charts

Individuals in Fitness Programs

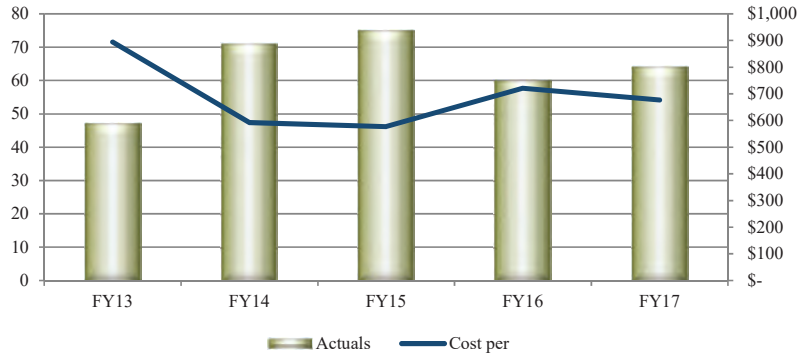


Chart *1 of 2*

Number Attending Special Events

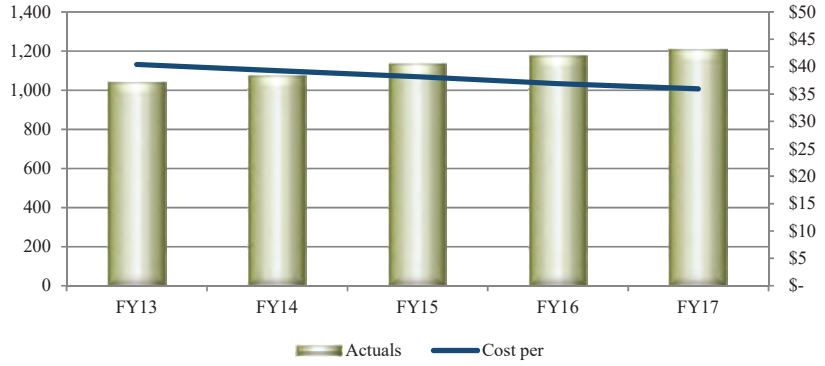


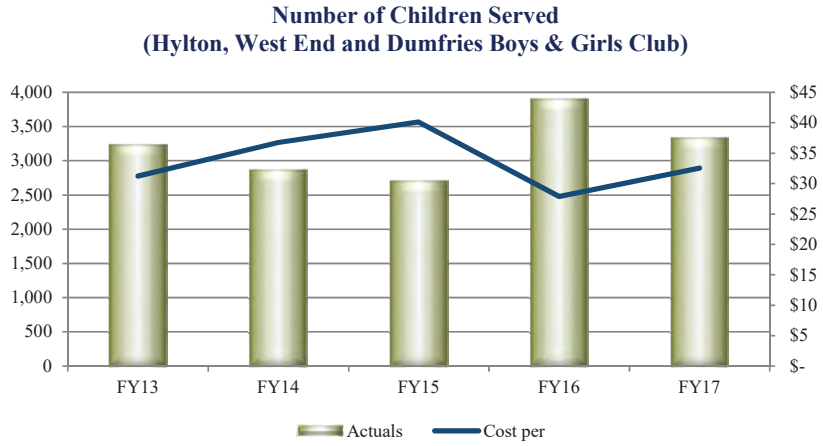
Chart *2 of 2*

Boys & Girls Club (B&GC)

B&GC supports positive youth development in a welcoming and safe environment. Children ages 5-18 participate in a variety of activities that enhance educational goals, leadership development, and life skills.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Parks & Recreation					
Administration and Communication	**$109**	**$109**	**$109**	**$111**	**$114**
Number of children served (Hylton, West End and Dumfries Boys & Girls Club)	2,705	3,892	3,333	3,300	3,000

B&GC - Parks & Recreation Measures Report Chart



Catholics for Housing (CFH)

CFH provides affordable housing opportunities to low-to-moderate income households throughout Northern Virginia. The continuum of housing of CFH provide the ability to help participants understand how to obtain and sustain an adequate home.

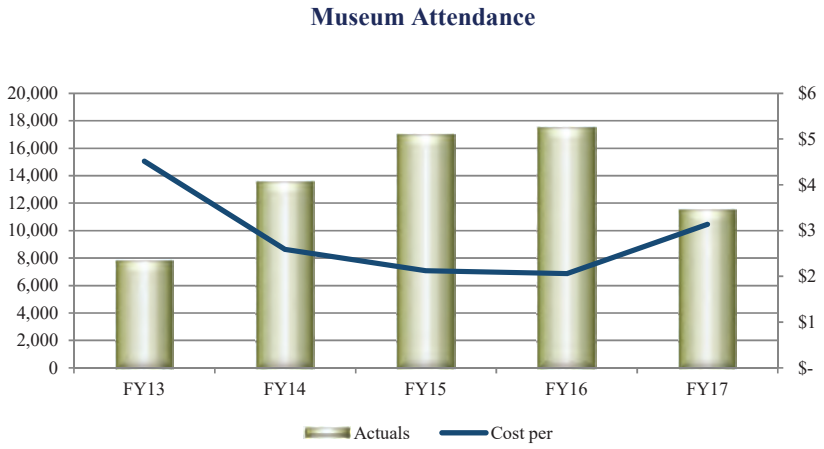
Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Social Services					
Homeless Initiative	**-**	**-**	**-**	**$29**	**$30**
Provided life skills training on a daily basis	-	-	-	100	120

Dumfries Weems-Botts Museum

The museum, operated by Historic Dumfries, Virginia, Inc., features the history of Dumfries, Virginia's oldest chartered town.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Works					
Historic Preservation	**$36**	**$36**	**$36**	**$37**	**$38**
Museum attendance	16,962	17,500	11,500	18,000	18,000
Volunteer hours	4,020	4,040	3,500	4,100	4,100

Dumfries Weems-Botts Museum - Public Works Measures Report Chart

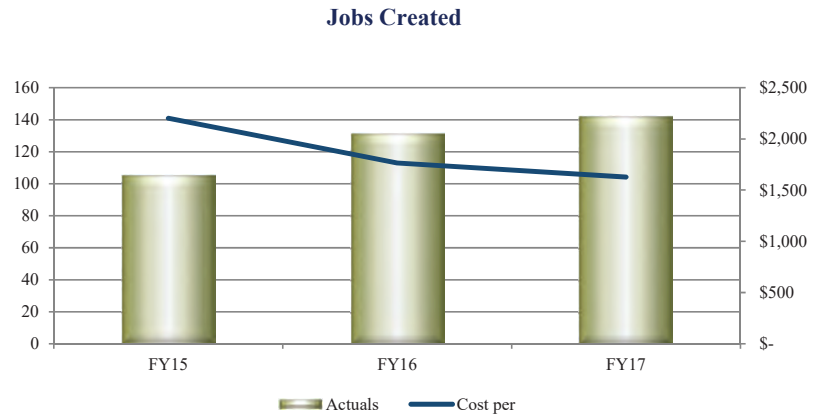


Flory Small Business Development Center (FSBDC)

The FSBDC assist existing small businesses and start-up entrepreneurs access capital for expansion, increase sales, and create and retain jobs.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Economic Development					
Entrepreneurship Initiatives	**$231**	**$231**	**$231**	**$231**	**$231**
Jobs created	105	131	142	90	150
Jobs saved/retained	34	106	169	45	50

FSBDC - Economic Development Measures Report Chart

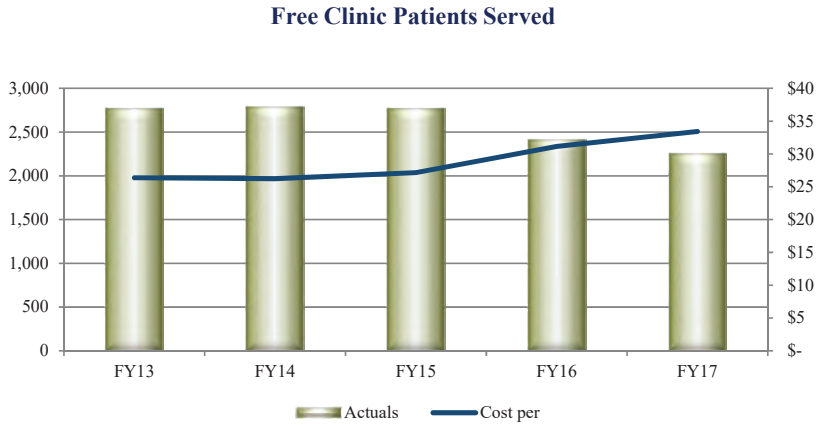


Free Clinic

The Free Clinic provides a permanent patient-centered medical home to County residents. Free services include diagnostic studies, specialty care and referrals, case management, patient education, medication assistance, and preventive care. The Free Clinic serves uninsured indigent patients meeting 125% of the state poverty guidelines.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Health					
General Medicine	**$75**	**$75**	**$75**	**$77**	**$79**
Free Clinic patients served	2,766	2,413	2,247	2,750	2,750

Free Clinic - Public Health Measures Report Chart

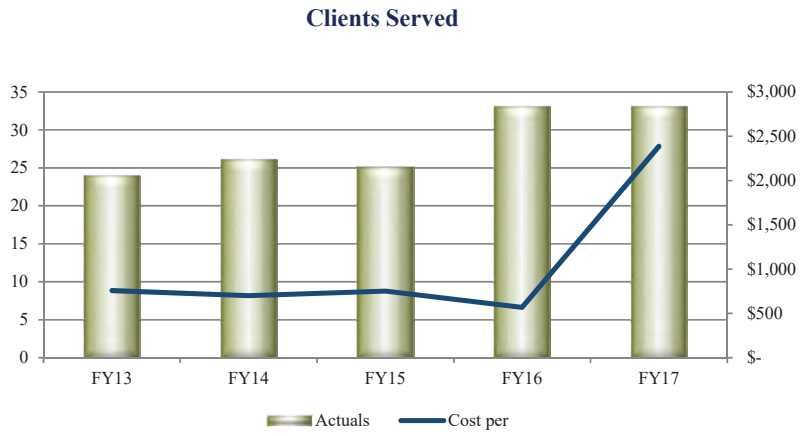


Good Shepherd Housing Foundation (GSHF)

GSHF provides housing for chronically mentally ill adults and chronic low-income families in the community. Services include case management, rental assistance, supportive services (transportation, assistance toward childcare), and emergency funding to families in the program. Case management to the chronically mentally ill is provided through Community Services.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Community Services					
Mental Health Residential Services	**$19**	**$19**	**$79**	**$80**	**$83**
Clients served by GSHF	25	33	33	28	28

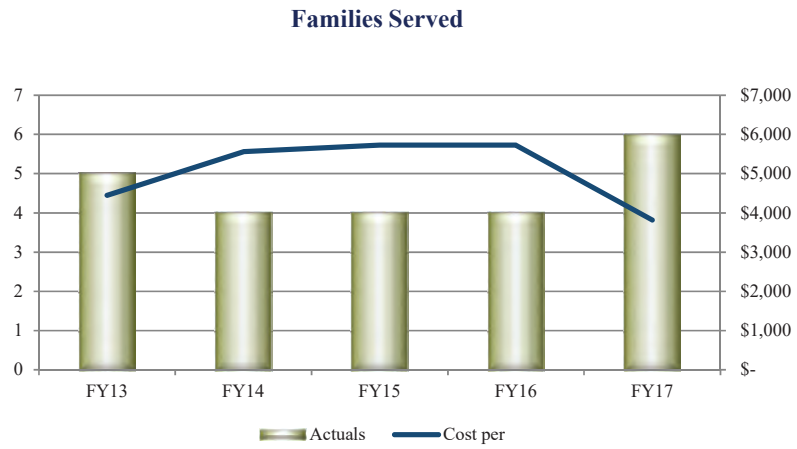
GSHF - Community Services Measures Report Chart



Community Partners

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Social Services					
Homeless Emergency Shelter and Overnight Care	**$23**	**$23**	**$23**	**$23**	**$24**
GSHF Partnership families served	4	4	6	4	4

GSHF - Social Services Measures Report Chart

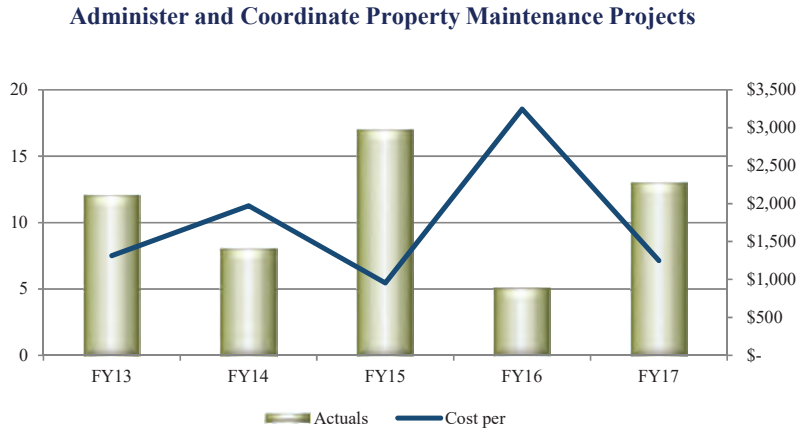


Habitat for Humanity

Habitat for Humanity provides volunteer assistance for graffiti abatements and property repairs for low income, elderly, or disabled County homeowners whose homes are in sufficient disrepair to be in violation of County code.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Works					
Neighborhood Services	**$16**	**$16**	**$16**	**$17**	**$17**
Administer and coordinate graffiti abatement projects	0	0	0	5	5
Administer and coordinate property maintenance projects	17	5	13	13	13

Habitat for Humanity - Public Works Measures Report Chart

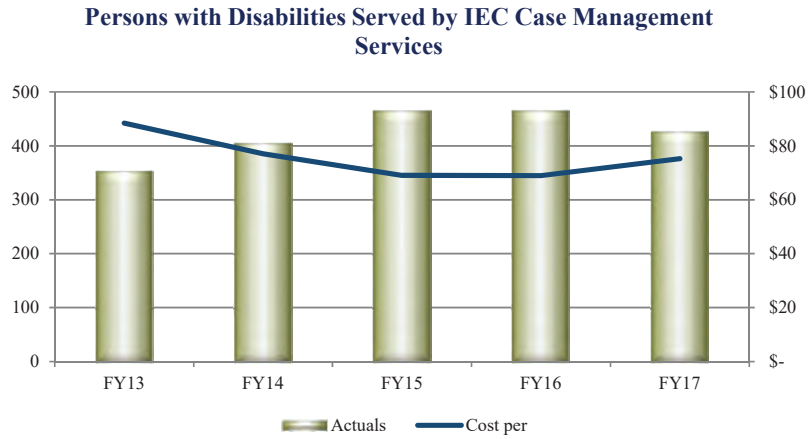


Independence Empowerment Center (IEC)

IEC provides supportive services to persons with disabilities, which allow them to remain in or return to their homes, direct training on independent living skills, Medicaid waiver program coordination, and educational assistance to schoolchildren, and their families. The IEC serves County residents of all ages with any type of disability.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Aging					
Supportive Services	**$32**	**$32**	**$32**	**$33**	**$34**
Persons with disabilities served by IEC case management services	464	465	426	454	467

IEC - Aging Measures Report Chart

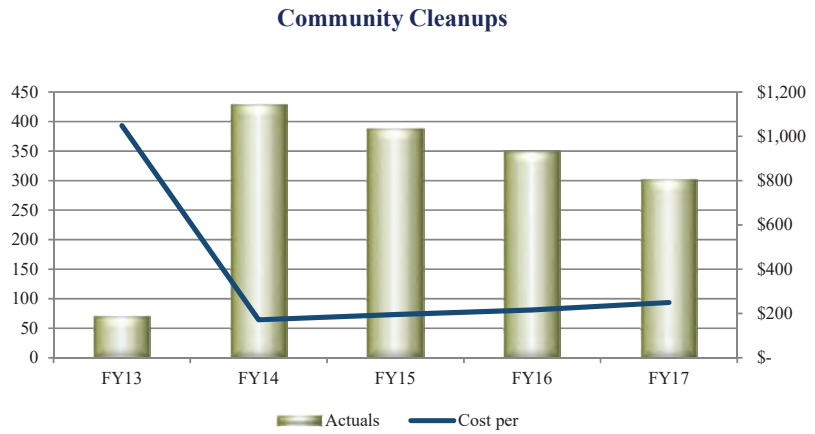


Keep Prince William Beautiful (KPWB)

KPWB educates school children, civic associations, and community groups on litter removal, recycling, and water quality through the following programs: Adopt-a-Spot, semi-annual community cleanup campaigns, clean shopping center program, county-wide litter surveys, and the Speakers Bureau.

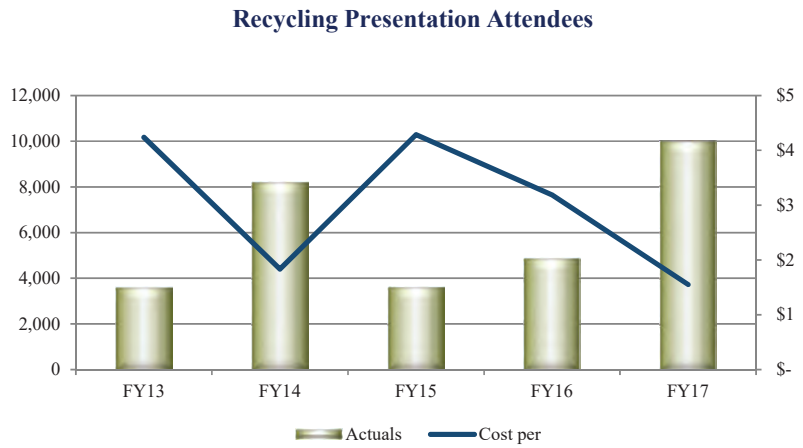
Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Works					
Solid Waste - Litter Control	**$76**	**$76**	**$76**	**$77**	**$79**
Clean shopping center participants (centers)	50	12	22	50	50
Community Cleanups	387	349	302	90	90

KPWB - Public Works Measures Report Chart



Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Works					
Solid Waste - Recycling	**$15**	**$15**	**$15**	**$16**	**$16**
Recycling presentation attendees (youth and adults)	3,604	4,847	9,955	5,000	5,000

KPWB - Public Works Measures Report Chart

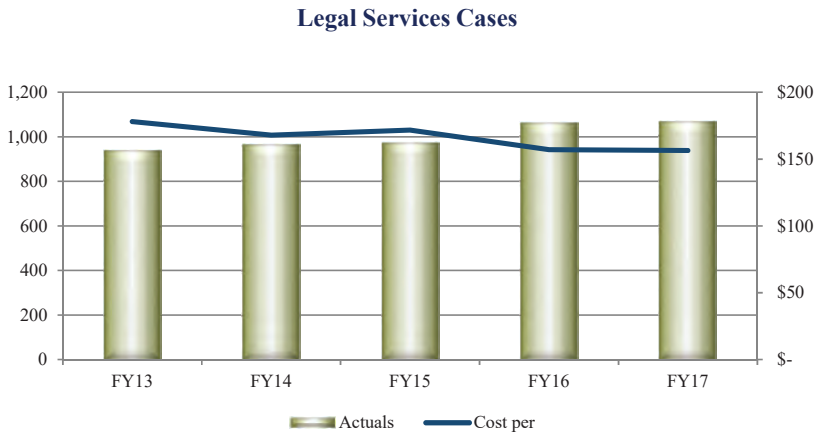


Legal Services of Northern Virginia (LSNV)

LSNV provides critical civil legal services free of charge to elderly, disabled, and low income individuals and families in PWC in order to maintain adequate shelter, income, family stability, and medical care.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Aging					
Senior Centers	**$167**	**$167**	**$167**	**$170**	**$175**
Legal services cases	970	1,061	1,065	1,100	1,100
Contribution per PWC client **(actual dollar amount)**	$171	$157	$156	$155	$154
Contribution per PWC household member benefit **(actual dollar amount)**	$68	$67	$71	$61	$68

LSNV - Aging Measures Report Chart



Literacy Volunteers of America - Prince William, Inc. (LVA-PW)

LVA-PW provides free basic literacy, English as a second language, computer and workplace literacy, Pre-General Equivalency Diploma (GED) and GED tutoring, and English for Speakers of Other Languages (ESOL)/ civics tutoring services to adults in the community.

Measures **(Dollar amounts expressed in thousands)**	**FY15 Actuals**	**FY16 Actuals**	**FY17 Actuals**	**FY18 Adopted**	**FY19 Adopted**
Library					
Public Services Management	**$27**	**$27**	**$27**	**$27**	**$28**
Literacy Volunteer hours	14,696	15,078	15,200	15,550	15,400
Adults served	678	712	752	730	730

LVA-PW - Library Measures Report Charts

Literacy Volunteer Hours Provided for Adults

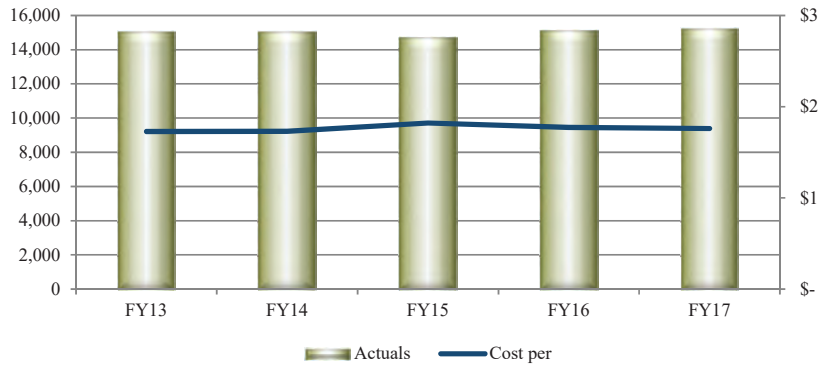


Chart *1 of 2*

Number of Adults Served

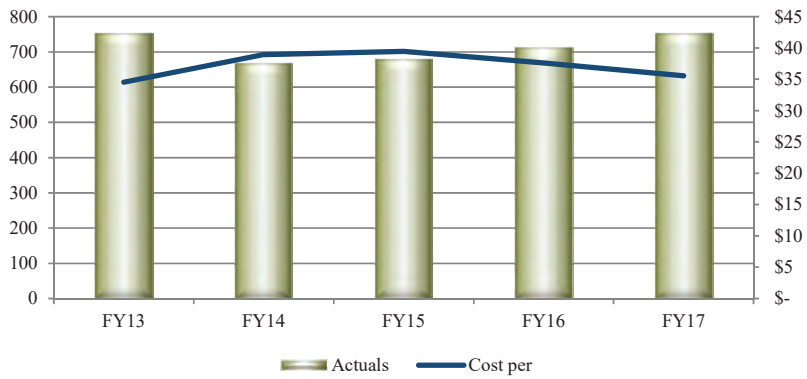


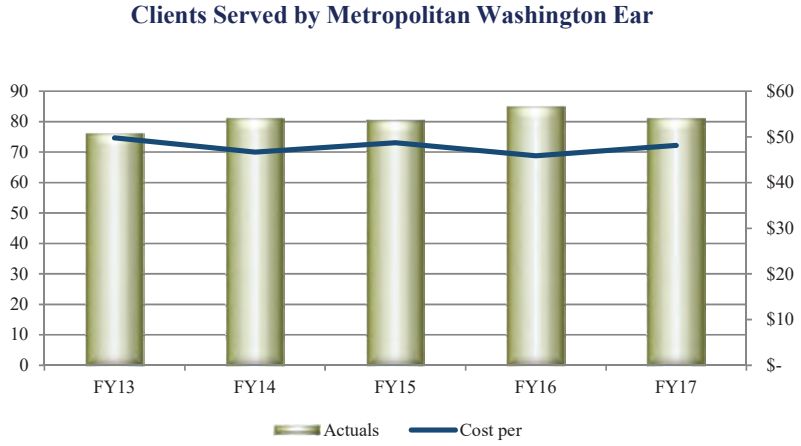
Chart *2 of 2*

The Metropolitan Washington Ear, Inc.

The Metropolitan Washington Ear, Inc provides radio reading services, dial-in information newspaper, and magazine services to blind, visually impaired, and disabled individuals who can no longer read ordinary print.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Health					
General Medicine	**$4**	**$4**	**$4**	**$4**	**$4**
Clients served by Washington Ear	80	85	81	85	85

Washington Ear - Public Health Measures Report Chart

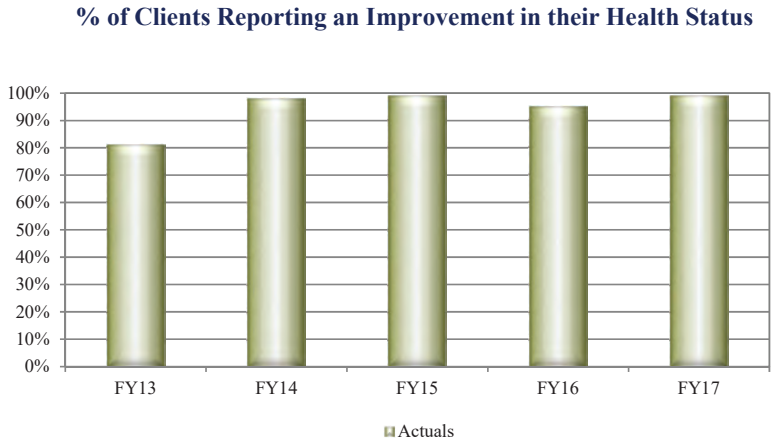


Northern Virginia Family Service (NVFS)

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, life skills and parenting support, child abuse prevention, and linkage to consistent child health care providers for County families at risk for poor childhood outcomes.

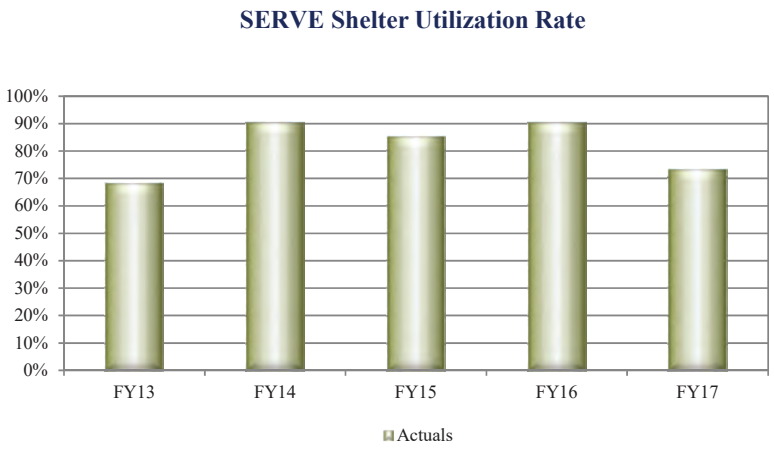
Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Health					
General Medicine	**$133**	**$133**	**$133**	**$83**	**$85**
% of clients reporting an improvement in their health status served by Pharmacy Central	100%	95%	100%	100%	95%

NVFS - Public Health Measures Report Chart



Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Social Services					
Child Welfare, Homeless Emergency Shelter and Overnight Care	**$351**	**$351**	**$351**	**$456**	**$469**
Healthy families children assigned a primary health care provider within two months of enrollment	100%	94%	99%	95%	85%
SERVE shelter utilization rate	85%	90%	73%	85%	85%

NVFS - Social Services Measures Report Charts

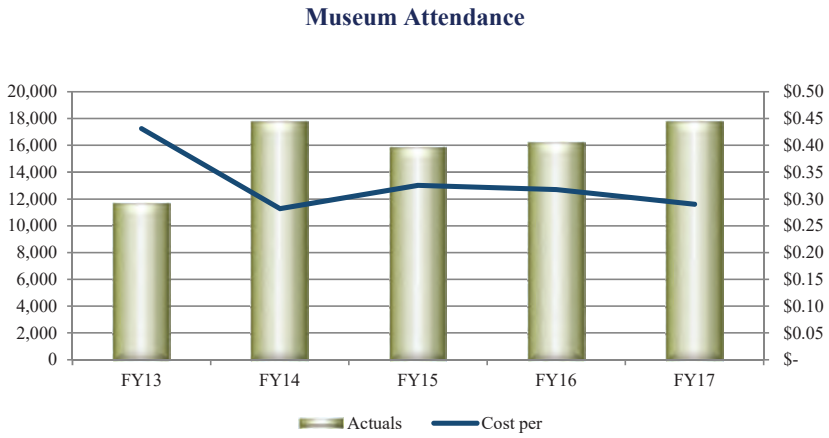


Occoquan Mill House Museum

The Mill House Museum contains an eclectic collection of artifacts related to Occoquan's history and the surrounding area.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Works					
Historic Preservation	**$5**	**$5**	**$5**	**$5**	**$5**
Museum attendance	15,819	16,216	17,735	17,500	18,000
Volunteer hours	275	320	275	320	500

Occoquan Mill House Museum - Public Works Measures Report Chart



Prince William Humane Society

Promote animal welfare and adoption of homeless pets.

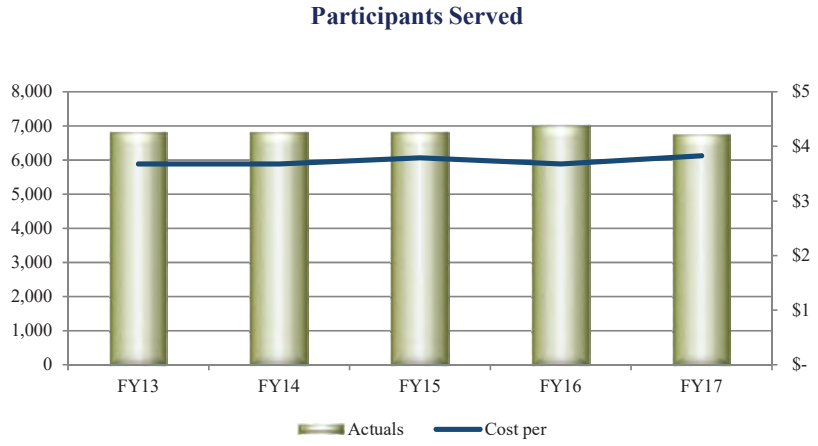
Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Police					
Homeless Pet Adoption	**-**	**-**	**$94**	**$96**	**$99**
Rehome homeless pets from PWC Animal Shelter	-	-	264	200	220
Offsite Adoption Center will be open to the public (hours)	-	-	448	520	520

Prince William Soccer, Inc. (PWSI)

PWSI provides recreation opportunities for players of all backgrounds and abilities.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Parks & Recreation					
Administration & Communications	**$26**	**$26**	**$26**	**$26**	**$27**
Participants served	6,800	7,000	6,728	7,000	7,050

PWSI - Parks & Recreation Measures Report Chart

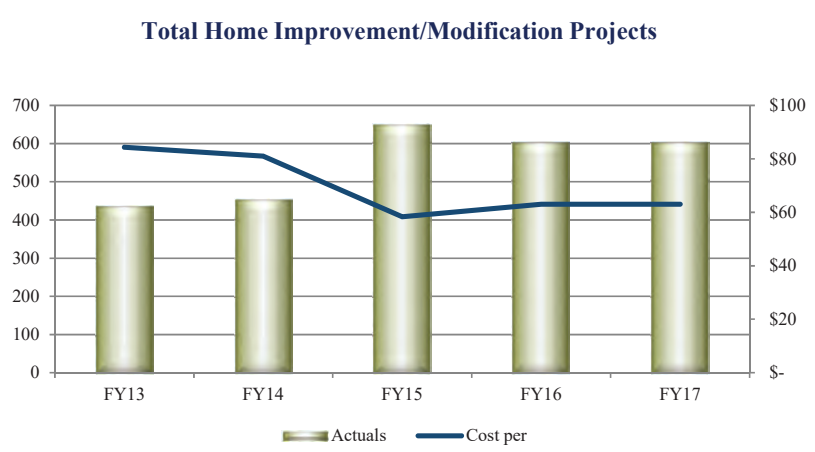


Project Mend-A-House (PMAH)

PMAH provides home renovation services to enable vulnerable disabled, elderly, and low-income residents to remain in their homes, including those residents whose homes are in sufficient disrepair as to be in violation of county codes.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Public Works					
Neighborhood Services	**$38**	**$38**	**$38**	**$39**	**$40**
Total home improvement/modification projects	648	600	600	450	450

PMAH - Public Works Measures Report Chart

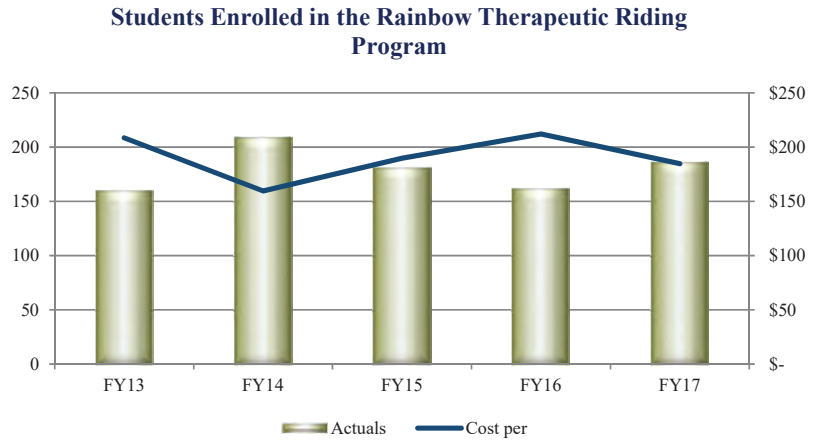


Rainbow Riding Center

Rainbow Riding Center provides therapeutic equestrian activities to individuals with physical and mental challenges. Rainbow clients are children, teens, adults, recuperating soldiers from Walter Reed Medical Center, and at-risk youth.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Community Services					
Administrative Services	**$34**	**$34**	**$34**	**$35**	**$36**
Students enrolled in the Rainbow Therapeutic Riding Program	181	162	186	200	200

Rainbow Riding Center - Community Services Measures Report Chart

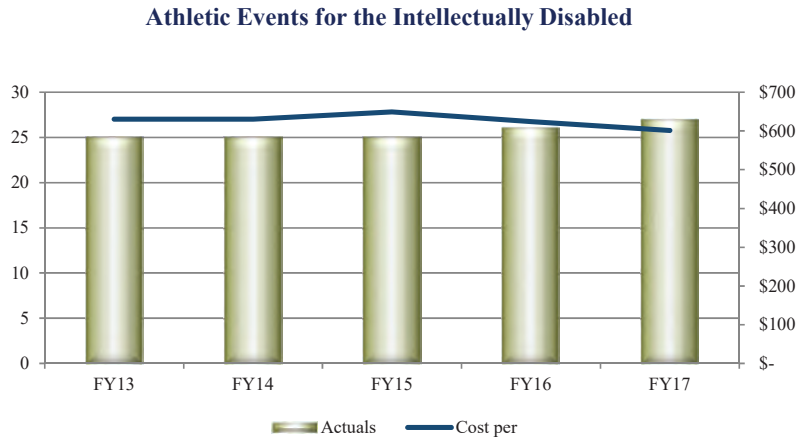


Special Olympics

Special Olympics serves more than 200 athletes in PWC. Sports training programs are offered in athletics, aquatics, basketball, bocce, bowling, floor hockey, golf, powerlifting, skiing, soccer, tennis, and a program for children 2-7 years called the Young Athlete program through a network of volunteers. Athletes pay nothing to participate.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Parks & Recreation					
Recreation Services	**$16**	**$16**	**$16**	**$17**	**$17**
Athletic events for the intellectually disabled	25	26	27	27	26

Special Olympics - Parks & Recreation Measures Report Chart



StreetLight Community Outreach Ministries

StreetLight's supported housing program provides group homes for homeless adults with supported services including budgeting, substance abuse counseling, employment counseling, career development, and volunteer mentoring.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Social Services					
Homeless Emergency Shelter and Overnight Care	**$15**	**$15**	**$15**	**$45**	**$46**
Clients maintain safe, permanent housing	100%	91%	96%	90%	92%
Clients maintaining sobriety	89%	91%	92%	100%	92%

Transitional Housing BARN

Transitional Housing BARN provides families housing and access to supportive services to promote healing, growth, and self-sufficiency.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Social Services					
Rapid Re-Housing	**-**	**-**	**-**	**$29**	**$30**
Households obtain and remain in permanent self-sufficient housing	-	-	-	24	24

Volunteer Prince William (VPW)

VPW places and tracks court-ordered community service clients and provides written reports to Criminal Justice Services (OCJS) probation officers or directly to the adult and juvenile court systems. VPW also serves as the County's point of contact for agencies and community partners to connect volunteers with opportunities to serve throughout the County.

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Criminal Justice Services					
Local Criminal Justice Support	**$155**	**$155**	**$155**	**$158**	**$163**
OCJS and General District Court placements	571	634	610	800	800
Community volunteers for short term community projects	34,744	34,892	35,335	30,000	30,000
Community service hours performed	14,152	13,809	12,600	20,000	20,000

VPW - Criminal Justice Services Measures Report Charts

OCJS and General District Court Placements

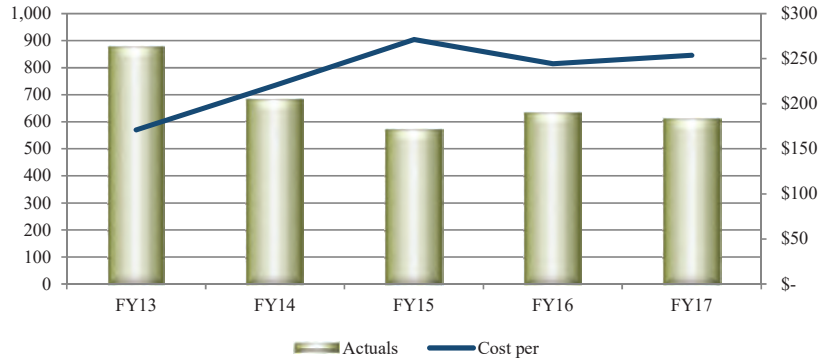


Chart *1 of 2*

VPW Community Volunteers for Short Term Community Projects

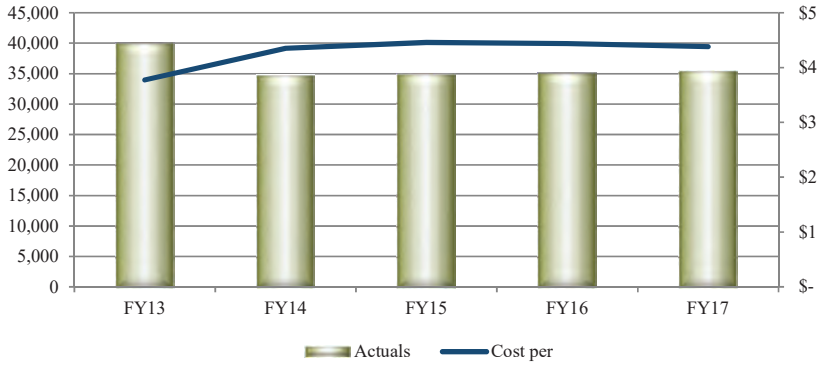


Chart *2 of 2*

Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Fire & Rescue					
Community Safety	**$17**	**$17**	**$17**	**$17**	**$18**
Volunteer recruitment	2,268	1,584	1,989	1,500	1,500
Volunteer Outreach and Training	250,508	278,878	436,628	50,000	300,000

VPW - Fire & Rescue Measures Report Charts

Volunteer Recruitment

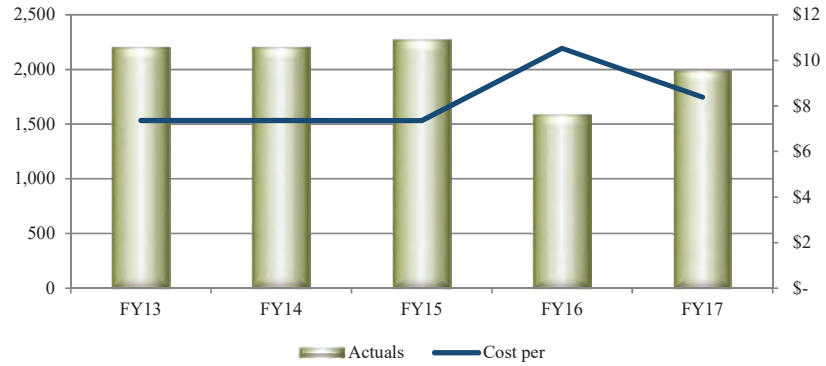


Chart *1 of 2*

Volunteer Outreach and Training

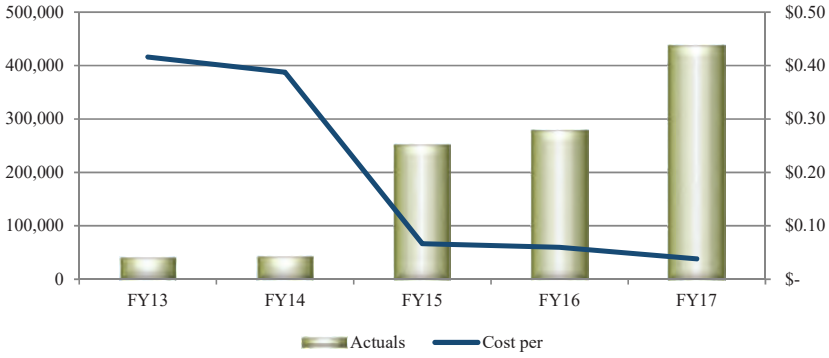


Chart *2 of 2*

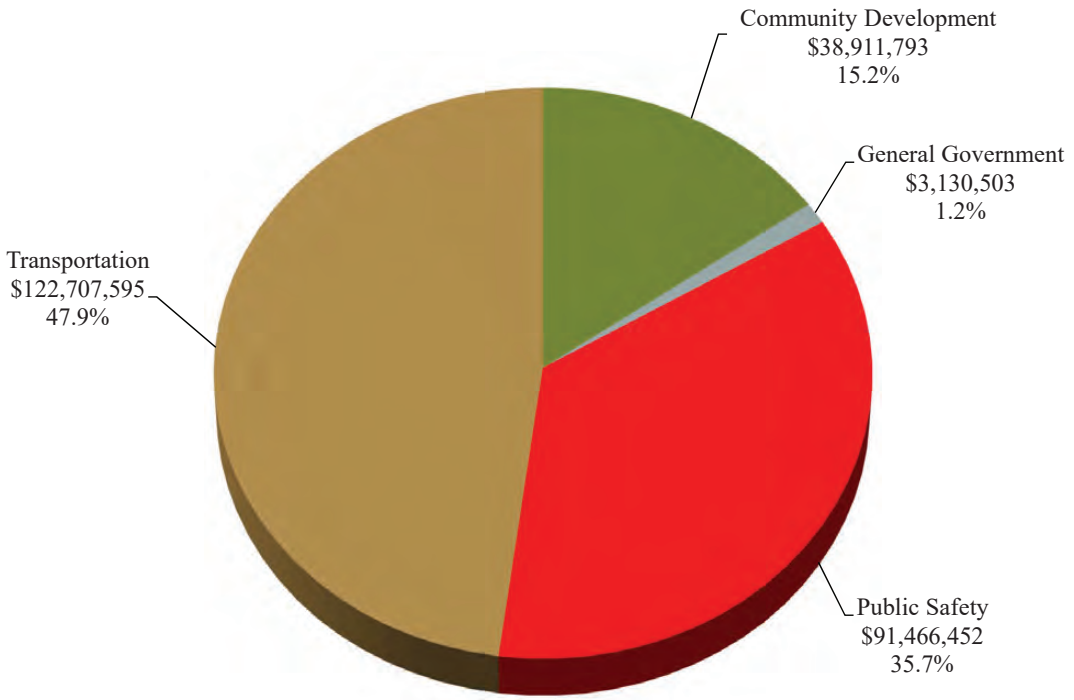
Debt Service

Expenditure and Revenue Summary

Expenditure by Program	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted	% Change Budget FY18/ Budget FY19
Debt Service	$53,588,665	$50,039,963	$56,748,277	$56,131,838	$54,152,176	(3.53%)
Total Expenditures	**$53,588,665**	**$50,039,963**	**$56,748,277**	**$56,131,838**	**$54,152,176**	**(3.53%)**
Expenditure by Classification						
Contractual Services	$0	$0	$9,513	$20,000	$20,000	0.00%
Debt Maintenance	$41,163,661	$38,471,077	$44,921,472	$40,882,403	$40,969,455	0.21%
Payments to Other Local Agencies	$441,565	$391,569	$383,547	$372,152	$358,832	(3.58%)
Transfers Out	$11,983,438	$11,177,317	$11,433,746	$14,857,283	$12,803,890	(13.82%)
Total Expenditures	**$53,588,665**	**$50,039,963**	**$56,748,277**	**$56,131,838**	**$54,152,176**	**(3.53%)**
Funding Sources						
Revenue from Federal Government	$1,540,345	$1,545,210	$1,546,989	$1,521,408	$1,473,740	(3.13%)
Use of Money & Property	$734,332	$680,963	$619,073	$677,375	$41,000	(93.95%)
Miscellaneous Revenue	$0	$66,443	$103,727	$9,820	$646,195	6,480.40%
Non-Revenue Receipts	$386,381	$55,301	$0	$0	$0	0.00%
Transfers In	$10,625,513	$11,189,333	$16,260,529	$14,529,141	$12,451,610	(14.30%)
Total Designated Funding Sources	**$13,286,571**	**$13,537,250**	**$18,530,318**	**$16,737,744**	**$14,612,545**	**(12.70%)**
Net General Tax Support	**$40,302,094**	**$36,502,713**	**$38,217,958**	**$39,394,094**	**$39,539,631**	**0.37%**
Net General Tax Support	**75.21%**	**72.95%**	**67.35%**	**70.18%**	**73.02%**	

FY19-24 County Debt Service (Existing and New) by Project Category

(Does Not Include Schools Debt Service)



$256.2 Million

County Debt Service Expenditures (Existing and New)

(Does Not Include Schools Debt Service)

Debt Management in Prince William County (PWC)

The County's debt service budget includes principal and interest payments on outstanding debt funded from multiple sources, including the general fund, fire levy, stormwater management fee, and other funding sources. Debt service payments of the school system and self-supporting revenue bonds are included in the respective budgets of the school system and the various enterprises.

Most debt service obligations for the County are structured with level principal payments, thereby reducing the debt service payments annually.

Bond Rating

PWC has been awarded AAA ratings from each of the three major credit rating agencies (Moody's, Fitch, and Standard & Poor's). PWC is one of only 46 counties in the entire nation that has received this achievement; and including states and cities, PWC is one of only 91 jurisdictions nationwide with this prestigious designation.

The AAA bond rating serves as a statement of a locality's economic, financial, and managerial condition, and represents 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 Service

Debt Management Policy Statement

Proper debt management provides a locality and its citizens with fiscal advantages. The state does not impose a debt limitation on the County. However, it is essential to limit the debt of the County to a level that will not infringe on the County's ability to fund ongoing annual operating expenses. For this reason, a debt policy is included in the County's Principles of Sound Financial Management and has been adopted by the Board of County Supervisors (BOCS) to provide policy guidance to staff and ensure that no undue burden is placed on the County and its taxpayers. Specific language in the administrative policy provides the framework to limit the use of debt in PWC:

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

General Overview

A. New Debt Service in Fiscal Year 2019

1. **County Projects** - A total of $209,358 in debt service is projected to be paid for the Adult Detention Center (ADC) Expansion capital project in FY19.
2. **School Projects** - A total of $9.7 million in new debt service will be paid for School capital projects in FY19.

B. Projects Planned for Debt Financing in FY19

1. **County Projects** - A total of $50.0 million in additional debt issuances are planned for County projects in FY19, including the second of two debt issuances for the ADC Phase 2 expansion ($20.8 million), the construction of Fire & Rescue Station 22 ($15.1 million), and the Animal Shelter expansion ($14.1 million). Debt service for the fire station will be supported by the fire levy and the general fund will support the jail and animal shelter expansions.
2. **School Projects** - According to the Schools capital plan, it is anticipated $150.6 million will be issued to finance school project expenditures during FY19. 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** - The construction of Fire & Rescue Station 27 ($14.0 million) and Public Safety Training Center Expansion (amount TBD, planned annual debt service payment is $3.0 million) debt issuances are planned for FY22. The Juvenile Detention Center (amount TBD, planned annual debt service payment is $3.0 million) debt issuance is planned for FY23. Debt service for the fire station will be supported by the fire levy and the general fund will support the others.
2. **School Projects** - A total of $570.7 million in additional debt issuances are planned between FY20-24 to finance new schools, school additions, and site acquisition funding, along with $84.2 million in other facility renewal and repair projects.

D. Existing Debt - The total FY19 debt service on financing issued prior to FY18, including the PWC Schools CIP, is $137.5 million. The County's portion of existing debt service is $42.0 million. The Schools' portion of existing debt service is $95.5 million.

1. **Retired County Debt** - In FY18, debt service for the American Type Culture Collection (ATCC) will be fully retired. In addition, $30.0 million of principal for County projects will be repaid in FY19.
2. **Retired School Debt** - In FY18, debt service for Kingsbrooke and Queen Chapel elementary schools will be fully retired. In addition, $63.0 million of principal for School projects will be repaid in FY19.

E. Additional Debt Service Funding Sources

1. **Recordation Tax Revenue** - Recordation tax revenue is generated when deeds are recorded in the County. The total estimated recordation tax revenue in FY19 is $8.0 million; BOCS policy designates 74% ($5.9 million) to support transportation. Some of that designated revenue helps support the debt service on transportation bond projects. The amount of recordation tax supporting transportation debt service in FY19 is $4.7 million. Debt service on the following projects is supported by recordation tax until the debt is retired.

Recordation Tax Revenue		
Project	**FY19 Debt Service**	**Retire Date**
Linton Hall Rd	$863K	2030
Minnieville Rd (Old Bridge to Caton Hill)	$1.4M	2030
PW Parkway Intersection Improv @ Minnieville Rd	$123K	2029
PW Parkway Intersection Improv @ Old Bridge Rd	$141K	2029
Rollins Ford Rd *	$639K	2034
Route 1 (Neabsco Mills to Featherstone Rd) *	$900K	2029
Spriggs Rd Phase I	$636K	2029

* Recordation tax partially supports the total debt service for this project.

Although there is no unallocated recordation tax revenue in FY19, future unallocated recordation tax revenue will accumulate in a fund balance and will be used for BOCS approved transportation-related cash-to-capital expenses. The projected recordation tax fund balance at the end of FY18 is $5.0 million. That amount can support transportation cash-to-capital as projects are identified.

2. **Build America Bonds (BAB) Federal Reimbursement** - The BAB program was included in the American Recovery and Reinvestment Act (ARRA) of 2009, created to stimulate the national economy out of economic recession. The BAB program was intended to help state and local agencies regain access to bond markets after the financial collapse made it difficult to borrow and construct infrastructure improvements. It allowed municipalities to issue taxable bonds with the federal government subsidizing 35% of the interest payments. However, the federal reimbursement amount is lower than originally anticipated after a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 6.6%.

   During CY2010, the County issued debt through the BAB program to construct roads and schools (as part of the Virginia Public School Authority). In FY19, the County will be reimbursed $993,409 by the federal government in the County's debt service budget. Of this amount, $163,682 will be retained to help pay County government debt service and $829,727 will be transferred to the County's School division, which is responsible for the annual debt service payments.

3. **Qualified School Construction Bonds (QSCB) Federal Reimbursement** - Similar to the aforementioned BAB program, the QSCB program was also created by ARRA. The program provides tax credits, in lieu of interest, to lenders who issue bonds to eligible school districts. The federal government planned to provide 100% of the interest payments through a reimbursement to the locality. Therefore, the locality would have only been responsible for repayment of the bond principal. However, the federal reimbursement amount is lower than originally anticipated after a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 6.6%. QSCB bond proceeds may be used to finance new school construction or rehabilitate and repair public school facilities.

   The County issued debt as part of the QSCB program during CY2010. In FY19, the County will be reimbursed $480,331 by the federal government in the County's debt service budget. The reimbursement will be transferred to the County's School division, which is responsible for the annual debt service payments.

FY2019 to FY2024 Debt Service

The tables on the next four pages include funding source projections and debt service payments for the County and the Schools debt service through FY24.

	FY19	FY20	FY21	FY22	FY23	FY24
Funding Sources						
School Funding Sources						
VPSA 2010B Build America Bonds Federal Reimb	$829,727	$773,444	$715,182	$654,941	$654,941	$654,941
School 2010 Qualified School Constr Bonds Fed Reimb	$480,331	$480,331	$480,331	$480,331	$480,331	$480,331
Subtotal School Funding Sources	**$1,310,058**	**$1,253,775**	**$1,195,513**	**$1,135,272**	**$1,135,272**	**$1,135,272**
County Funding Sources						
PWC GO Bond Series 2010B Build America Bonds Fed Reimb	$163,682	$163,682	$163,682	$163,682	$163,682	$163,682
Transfer in from Stormwater Management Fund	$106,605	$103,515	$100,425	$97,335	$94,245	$91,155
Transfer in from Fire Levy	$1,845,005	$1,783,094	$1,720,626	$1,670,013	$1,615,883	$1,241,985
Interest Earned and Other Revenue	$687,195	$50,820	$50,820	$50,820	$50,820	$50,820
Subtotal County Funding Sources	**$2,802,487**	**$2,101,111**	**$2,035,553**	**$1,981,850**	**$1,924,630**	**$1,547,642**
New Debt Service						
County New CIP Debt Service						
Adult Detention Center Phase II	$209,358	$2,493,297	$2,471,904	$2,425,104	$1,835,600	$1,788,800
Animal Shelter Replacement and Renovation	$0	$1,341,830	$1,310,050	$1,278,270	$1,246,489	$1,214,709
Fire and Rescue Station 22 (Fire Levy)	$0	$1,432,636	$1,398,705	$1,364,774	$1,330,843	$1,296,912
Fire and Rescue Station 27 (Fire Levy)	$0	$0	$0	$0	$1,400,000	$1,365,000
Juvenile Detention Center Expansion	$0	$0	$0	$0	$3,000,000	$3,000,000
Public Safety Training Center Expansion	$0	$0	$0	$3,000,000	$3,000,000	$3,000,000
Subtotal County New CIP Debt Service	**$209,358**	**$5,267,763**	**$5,180,659**	**$8,068,148**	**$11,812,932**	**$11,665,421**
Total Debt Service						
Total General Debt						
Total County Existing Debt	$41,992,760	$37,192,736	$39,124,387	$33,616,872	$32,514,021	$29,571,284
Total Schools Existing Debt	$95,513,647	$91,743,557	$87,357,907	$82,144,475	$76,382,252	$70,880,522
Total County New CIP Debt (FY18-23 debt issuance impact)	$209,358	$5,267,763	$5,180,659	$8,068,148	$11,812,932	$11,665,421
Total Schools New CIP Debt (FY18-23 debt issuance impact)	$9,730,387	$20,801,897	$30,775,302	$36,655,262	$52,561,184	$68,152,292
Grand Total All Debt Service	**$147,446,152**	**$155,005,953**	**$162,438,255**	**$160,484,757**	**$173,270,389**	**$180,269,520**
Debt Program Admin Expenses						
Other Debt Service Cost	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000
Investment Fees on Unspent Bond Proceeds	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Subtotal Administrative Expenses	**$140,000**	**$140,000**	**$140,000**	**$140,000**	**$140,000**	**$140,000**

Existing Debt Service

	FY19	FY20	FY21	FY22	FY23	FY24
Existing Debt Service						
Existing Debt Service on County Projects						
2012B Refunding - Park Projects	$52,324	$98,946	$0	$0	$0	$0
BMX Track	$625	$625	$15,468	$0	$0	$0
Delaney Land Parcel Acquisition	$453,206	$435,788	$418,250	$400,540	$383,344	$367,104
Development Services Building	$2,007,191	$1,930,048	$1,852,375	$1,773,940	$1,697,781	$1,625,856
Fuller Heights Park Phase I	$302,845	$293,855	$284,865	$275,264	$266,305	$257,346
Haymarket Gainesville Community Library	$906,143	$879,878	$853,613	$827,348	$801,083	$774,818
Hellwig Park Sports Complex	$385,649	$229,650	$265,099	$256,061	$251,336	$290,660
Montclair Comm Library	$1,172,655	$1,138,665	$1,104,675	$1,070,685	$1,036,695	$1,002,705
Occoquan River Mill Park.	$106,605	$103,515	$100,425	$97,335	$94,245	$91,155
Parks - General's Ridge Golf Course	$240,308	$241,276	$243,162	$240,738	$241,372	$241,505
Parks - Forest Greens Golf Course	$437,584	$439,345	$442,779	$438,365	$439,521	$439,763
Parks - Splashdown Waterpark	$315,939	$317,211	$319,690	$316,503	$317,338	$317,513
Prince William Golf Irrigation & Stormwater Improvements	$42,666	$41,026	$39,375	$37,708	$36,089	$34,560
Silver Lake Dam Renovation (Stormwater Mgmt Fee)	$106,605	$103,515	$100,425	$97,335	$94,245	$91,155
Sports Fields Improvements	$374,875	$372,157	$331,650	$311,139	$278,588	$226,623
Sudley Park Land Acquisition	$39,876	$40,726	$36,608	$28,597	$22,122	$10,880
Valley View Park	$54,365	$55,447	$135,997	$36,396	$28,156	$13,848
Veteran Park	$84,964	$86,788	$63,987	$61,354	$47,463	$23,343
WaterWorks Water Park Children's Pool Renovation	$53,303	$51,758	$50,213	$48,668	$47,123	$45,578
Facilities General	$637,600	$633,900	$639,450	$0	$0	$0
Owens Building	$609,306	$28,384	$581,864	$0	$0	$0
Adult Detention Ctr	$2,314,587	$2,228,588	$2,142,000	$2,054,562	$1,969,661	$1,889,480
Central District Police Station	$2,016,500	$1,969,700	$1,922,900	$1,887,800	$1,841,000	$1,782,500
Judicial Center	$2,183,579	$101,719	$2,085,234	$0	$0	$0
Juvenile Detention Center Phase II	$700,841	$32,648	$669,277	$0	$0	$0
Western District Police Station	$1,508,505	$1,506,573	$1,509,508	$1,510,154	$1,512,613	$0
2012B Refunding - Road Projects	$244,695	$400,831	$0	$0	$0	$0
Rt 234 Bypass	$20,161	$20,594	$15,183	$14,559	$11,262	$5,539
Benita Fitzgerald Drive	$174,797	$234,689	$258,466	$249,499	$240,506	$267,286
Heathcote Boulevard	$256,328	$344,222	$379,171	$366,018	$352,854	$392,214
Innovation Loop Road	$37,442	$38,246	$28,198	$27,037	$20,916	$10,287
Minnieville Road (existing)	$201,610	$205,938	$151,833	$145,586	$112,623	$55,391
Minnieville Road (Cardinal to Spriggs)	$640,860	$620,329	$693,203	$669,285	$648,869	$730,451
PW Parkway Extention to Rt 1	$615,325	$641,976	$493,771	$473,854	$377,938	$221,556
Prince William Parkway	$319,664	$329,345	$278,451	$236,144	$185,086	$98,585
PW Parkway (Old Bridge to Minnieville)	$692,933	$672,848	$652,763	$632,678	$612,593	$592,508
Rt 1 Intersection	$179,887	$189,125	$147,620	$141,706	$114,171	$70,422
Rt 1 Joplin to Bradys Hill	$3,564,986	$2,928,211	$3,023,410	$2,911,853	$2,832,209	$2,937,047
Rt 15 James Madison Highway	$2,454,330	$2,190,363	$2,189,521	$2,112,341	$2,037,758	$2,052,013
Spriggs Road Phase II	$1,902,695	$1,930,843	$1,636,453	$1,550,856	$1,861,277	$1,533,669
Sudley Manor Drive	$1,468,930	$1,407,298	$1,361,499	$1,311,803	$1,194,881	$1,152,609
University Boulevard (Hornbaker to Sudley Manor)	$1,134,814	$1,105,924	$1,103,716	$1,044,912	$1,017,940	$987,165
Antioch Volunteer Fire Station	$351,649	$338,837	$322,002	$310,296	$297,740	$286,715
Birchdale Volunteer Fire Station	$334,047	$318,110	$302,713	$292,445	$281,426	$271,720
Linton Hall (Nokesville) Fire Station	$384,267	$368,946	$353,624	$338,303	$322,982	$307,661
River Oaks Volunteer Fire Station	$331,111	$319,068	$307,849	$296,630	$284,586	$269,114
Spicer Fire Station	$125,198	$120,329	$115,785	$111,241	$111,244	$106,775
Yorkshire Fire Station	$318,733	$317,805	$318,653	$321,098	$317,905	$0
Linton Hall Road	$863,165	$828,785	$794,963	$762,564	$733,986	$707,765
Minnieville Road (Old Bridge to Caton Hill)	$1,384,483	$1,295,038	$1,352,505	$1,304,849	$1,238,119	$1,306,423
PW Parkway Intersection Improvements at Minnieville	$122,739	$151,783	$152,097	$146,623	$135,770	$136,867
PW Parkway Intersection Improvements at Old Bridge	$141,286	$174,681	$174,996	$168,697	$156,191	$157,404
Ridgefield Road	$188,780	$192,706	$283,490	$132,067	$102,165	$50,248
Rt 1 Neabsco (Dale) to Featherstone	$3,662,692	$3,301,673	$3,308,203	$3,200,305	$3,103,925	$3,120,428
Rollins Ford Road	$1,430,702	$1,388,678	$1,346,654	$1,303,035	$1,261,093	$1,219,151
Spriggs Road Phase I	$636,356	$748,648	$755,163	$674,614	$605,360	$559,634
Wellington Road	$340,620	$353,467	$269,027	$258,122	$204,362	$115,201
Police Driver Training Track	$358,832	$351,675	$344,518	$337,361	$330,204	$323,047
Subtotal County Existing Debt Service	**$41,992,760**	**$37,192,736**	**$39,124,387**	**$33,616,872**	**$32,514,021**	**$29,571,284**

Existing Debt Service (Continued)

	FY19	FY20	FY21	FY22	FY23	FY24
Existing Debt Service on School Projects						
Antietam Addition	$49,820	$48,422	$47,025	$45,627	$44,229	$42,831
Antietam Renewal	$396,318	$385,213	$374,108	$362,824	$351,728	$340,633
Architectural & Engineering Services	$413,917	$400,399	$386,902	$344,289	$332,511	$320,775
Ashland ES	$641,283	$613,531	$585,779	$558,027	$0	$0
Ashland ES Addition	$251,249	$242,448	$234,510	$226,571	$217,770	$209,248
Ashton ES	$710,113	$680,926	$652,450	$623,973	$596,892	$571,207
Battlefield High School (Ninth High School)	$2,547,089	$2,441,360	$2,336,704	$2,232,048	$1,908,147	$862,571
Bel Air ES Addition	$220,967	$213,227	$206,245	$199,263	$191,523	$184,028
Belmont ES Addition	$686,941	$667,650	$648,358	$628,769	$609,493	$590,217
Benton MS	$906,086	$388,184	$372,778	$357,371	$41,535	$41,535
Blackburn Traditional School	$710,113	$680,926	$652,450	$623,973	$596,892	$571,207
Braemar ES	$620,377	$589,902	$559,428	$0	$0	$0
Braemar MS	$882,499	$844,309	$806,118	$767,928	$0	$0
Brightwood ES	$1,433,210	$1,383,005	$1,337,721	$1,292,438	$1,242,232	$1,193,622
Bristow Run ES Addition	$112,435	$107,813	$103,305	$98,796	$94,508	$90,441
Bus Parking Lot at Garfield HS	$63,514	$61,570	$59,626	$57,640	$56,246	$54,791
Catharpin MS	$1,089,424	$1,039,034	$988,644	$465,108	$0	$0
Dale City ES Addition	$45,532	$43,296	$41,059	$0	$0	$0
Dominion ES	$677,962	$649,840	$621,718	$593,596	$565,474	$0
Devlin (named Chris Yung) ES	$2,162,940	$2,096,778	$2,030,615	$1,964,453	$1,898,290	$1,832,127
Dumfries ES Renewal	$256,024	$247,489	$238,954	$230,419	$221,884	$213,349
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	$628,120	$610,938	$589,262	$568,385	$411,544	$397,137
Ferlazzo ES	$2,180,067	$2,115,990	$2,051,914	$1,987,837	$1,923,760	$1,859,683
Four Year Trail (named Mary Williams) ES	$863,971	$828,460	$793,814	$759,167	$726,219	$694,969
Freedom High School (Tenth High School)	$2,825,690	$2,708,510	$2,592,682	$2,476,854	$2,142,327	$1,086,675
General Non-specific School Projects	$7,500,580	$7,232,850	$6,965,120	$6,681,815	$6,398,510	$6,115,205
General School Renovations	$1,191,961	$1,149,385	$1,108,574	$1,069,269	$1,029,404	$989,810
Godwin MS Addition	$109,126	$104,442	$120,488	$94,199	$0	$0
Graham Park MS Addition	$45,532	$43,296	$41,059	$0	$0	$0
Graham Park MS Renewal	$4,890	$4,890	$120,982	$0	$0	$0
Haymarket ES	$1,850,665	$1,788,970	$1,727,275	$1,665,580	$1,603,885	$1,542,190
Henderson ES	$738,542	$717,804	$697,067	$676,009	$655,288	$634,567
Kettle Run ES	$1,413,239	$1,374,872	$1,335,439	$1,294,773	$1,254,532	$1,214,064
Kettle Run HS, Phase I	$208,192	$200,899	$194,321	$187,743	$180,450	$173,388
Kettle Run HS, Phase II	$467,449	$451,870	$436,291	$420,713	$405,134	$389,555
Kettle Run HS, Phase III	$2,643,050	$2,565,313	$2,487,576	$2,401,297	$2,315,018	$2,228,738
Kettle Run HS, Phase VI	$2,995,657	$2,916,575	$2,834,744	$2,750,166	$2,660,624	$2,571,119
Kilby ES Renewal	$177,268	$177,065	$164,821	$157,659	$0	$0
Kilby ES Replacement	$2,415,094	$2,346,771	$2,278,449	$2,209,245	$2,140,968	$2,072,691
Lake Ridge ES Addition	$49,820	$48,422	$47,025	$45,627	$44,229	$42,831
Lake Ridge MS Addition	$945,895	$919,361	$892,826	$866,255	$839,722	$813,189
Lake Ridge MS Renewal	$613,078	$595,917	$599,486	$560,540	$543,388	$526,235
Leesylvania ES Addition	$41,517	$40,352	$39,187	$38,022	$36,858	$35,693
Linton Hall ES - Piney Branch	$1,615,014	$1,571,055	$1,525,903	$1,479,348	$1,433,577	$1,387,522
Loch Lomond ES Addition	$350,147	$336,923	$323,700	$310,463	$50,781	$50,350
Lynn MS Renewal	$5,937	$5,937	$146,907	$0	$0	$0
Maintenance Facility East - Joplin	$791,731	$768,460	$745,190	$721,919	$698,649	$675,378
Marumsco ES Addition	$289,039	$279,406	$269,773	$260,140	$250,507	$240,875
McAuliffe ES Renewal	$396,318	$385,213	$374,108	$362,824	$351,728	$340,633
Mill Park ES	$1,433,210	$1,383,005	$1,337,721	$1,292,438	$1,242,232	$1,193,622
Montclair ES Addition	$173,178	$167,111	$161,639	$156,168	$150,101	$144,228
Mountain View ES Addition	$70,744	$67,809	$64,875	$61,940	$59,006	$0
Mullen ES Addition	$336,379	$323,681	$310,982	$298,271	$49,364	$48,933
Mullen ES Renewal	$396,318	$385,213	$374,108	$362,824	$351,728	$340,633
Neabsco ES Addition	$626,463	$608,866	$591,269	$573,402	$555,819	$538,236
New Dominion Alternative Ctr	$164,939	$160,313	$155,686	$151,049	$146,423	$141,797
Nokesville K-8	$1,515,751	$1,461,448	$1,407,144	$1,352,841	$717,856	$693,331
Occoquan ES Addition	$70,744	$67,809	$64,875	$61,940	$59,006	$0
Pace East School Replacement	$2,701,080	$2,625,103	$2,549,125	$2,472,967	$2,396,998	$2,321,029
Pace West School Replacement	$505,677	$490,202	$474,727	$458,915	$447,816	$436,234
Parkside MS Renewal	$744,525	$719,908	$935,768	$660,544	$615,108	$591,558

Existing Debt Service (Continued)

	FY19	FY20	FY21	FY22	FY23	FY24
Parkway East ES	$166,067	$161,408	$156,749	$152,090	$147,431	$142,771
Pattie ES Addition & Renovation	$861,208	$836,030	$810,852	$785,642	$685,518	$664,186
Penn ES Addition	$323,991	$311,623	$299,255	$286,887	$33,343	$33,343
Potomac High School Addition	$1,020,112	$984,821	$949,531	$913,919	$482,443	$471,398
Potomac Middle School Addition	$432,849	$416,326	$399,802	$383,278	$44,546	$44,546
Potomac Shores ES, Phase I	$2,328,107	$2,262,656	$2,197,206	$2,130,770	$2,065,370	$1,999,970
Potomac Shores MS - Architectural & Engineering	$403,891	$392,568	$381,245	$369,814	$358,497	$347,179
Potomac View ES Addition	$233,900	$226,105	$218,310	$210,514	$202,719	$194,924
Rippon MS Addition	$562,925	$546,379	$529,834	$513,288	$496,743	$480,197
Rippon MS Renewal	$873	$873	$21,604	$0	$0	$0
River Oaks ES Addition	$412,291	$398,465	$384,640	$370,814	$344,497	$331,312
River Oaks ES Renewal	$498,201	$484,224	$470,246	$456,269	$442,292	$428,314
Rockledge ES Addition	$375,083	$362,583	$350,082	$337,582	$325,081	$312,581
Saunders MS Renewal	$706,213	$686,442	$687,401	$645,804	$626,044	$606,284
School Administration Building	$1,928,330	$1,858,446	$1,788,562	$1,722,959	$1,660,783	$1,597,750
School Site Acquisitions	$1,896,661	$1,837,440	$1,778,218	$1,720,627	$1,664,340	$1,607,727
School Site Acquisitions - Elementary Schools VPSA16	$158,527	$154,085	$149,643	$145,129	$140,691	$136,253
School GO 2012B Refunding	$1,768,196	$1,479,137	$0	$0	$0	$0
School GO 2016A Refunding	$2,547,000	$2,547,000	$2,547,000	$2,547,000	$5,676,750	$5,253,000
Signal Hill ES	$641,633	$610,544	$0	$0	$0	$0
Silver Lake MS 1 and Regan MS	$1,907,326	$1,853,755	$1,799,137	$1,742,961	$1,692,033	$1,640,387
Sinclair ES Addition	$358,753	$345,200	$331,648	$318,083	$51,667	$51,235
Southbridge ES	$569,153	$541,195	$513,236	$0	$0	$0
Springwood ES Addition	$49,820	$48,422	$47,025	$45,627	$44,229	$42,831
Stonewall MS Addition	$83,034	$80,704	$78,374	$76,045	$73,715	$71,386
Stonewall MS Renewal	$251,196	$221,070	$242,438	$232,785	$0	$0
Sudley ES Addition	$367,358	$353,477	$339,596	$325,703	$52,552	$52,121
Swans Creek ES Addition	$300,246	$291,057	$281,869	$272,481	$265,891	$259,014
Thirteenth High School - Architectural & Engineering	$158,549	$154,107	$149,664	$145,150	$140,711	$136,272
Thirteenth High School - Site Acquisition	$1,070,058	$1,040,075	$1,010,092	$979,624	$949,666	$919,708
Thirteenth High School - Building, Phase I	$249,101	$242,112	$235,123	$228,135	$221,146	$214,157
Transportation Center, Mid County	$284,045	$272,370	$260,980	$249,589	$238,757	$228,483
Transportation Center, West	$132,375	$126,646	$120,918	$115,189	$0	$0
Transportation Center, Western Bus Facility	$124,550	$121,056	$117,562	$114,067	$110,573	$107,079
Triangle ES Replacement Phase I	$558,761	$540,139	$521,517	$502,896	$484,274	$465,652
Triangle ES Replacement Phase II	$1,301,801	$1,263,512	$1,225,224	$1,182,728	$1,140,233	$1,097,737
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase I	$166,944	$160,571	$154,198	$147,825	$17,181	$17,181
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase II	$534,997	$517,162	$499,327	$481,492	$463,657	$445,822
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase III	$3,780,420	$3,664,780	$3,549,140	$3,433,500	$3,317,860	$3,202,220
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase IV	$3,956,644	$3,840,350	$3,724,056	$3,607,762	$3,491,468	$3,375,174
Tyler ES	$88,949	$85,726	$82,502	$79,476	$76,608	$73,700
Wentworth Green MS	$904,752	$871,963	$839,174	$808,394	$779,222	$749,647
Woodbridge MS Renewal	$873	$873	$21,604	$0	$0	$0
Vaughn ES Addition	$438,526	$423,192	$407,858	$353,702	$340,605	$327,508
Westridge ES Addition	$260,132	$252,171	$244,210	$236,076	$230,367	$224,409
Westridge ES Renewal	$404,455	$393,122	$381,789	$370,276	$358,952	$347,628
West Gate ES Addition	$193,530	$186,285	$179,040	$171,782	$34,663	$34,232
Yorkshire ES Replacement Phase I	$1,692,554	$1,635,298	$1,579,752	$1,524,206	$1,466,951	$1,410,249
Subtotal School Existing Debt Service	**$95,513,647**	**$91,743,557**	**$87,357,907**	**$82,144,475**	**$76,382,252**	**$70,880,522**
Total Existing Debt Service	**$137,506,407**	**$128,936,293**	**$126,482,294**	**$115,761,347**	**$108,896,273**	**$100,451,807**

FY2019-2024

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program

Total Projected Expenditures by Functional Area							
	FY19	FY20	FY21	FY22	FY23	FY24	FY19-24
Community Development	$20,103,441	$12,334,392	$12,200,000	$12,513,400	$6,325,800	$9,890,000	$73,367,033
Education	$167,405,000	$35,856,100	$272,932,300	$94,769,000	$160,716,000	$354,740,000	$1,086,418,400
Human Services	$100,000	$0	$0	$0	$3,000,000	$3,000,000	$6,100,000
Public Safety	$43,990,528	$38,920,244	$4,060,338	$775,000	$7,650,000	$5,300,000	$100,696,110
Technology Improvement	$15,496,206	$14,314,000	$12,136,680	$4,540,000	$970,000	$248,000	$47,704,886
Transportation	$140,677,367	$112,760,081	$107,497,883	$40,558,000	$5,129,000	$205,000	$406,827,331
Total	**$387,772,542**	**$214,184,817**	**$408,827,201**	**$153,155,400**	**$183,790,800**	**$373,383,000**	**$1,721,113,760**

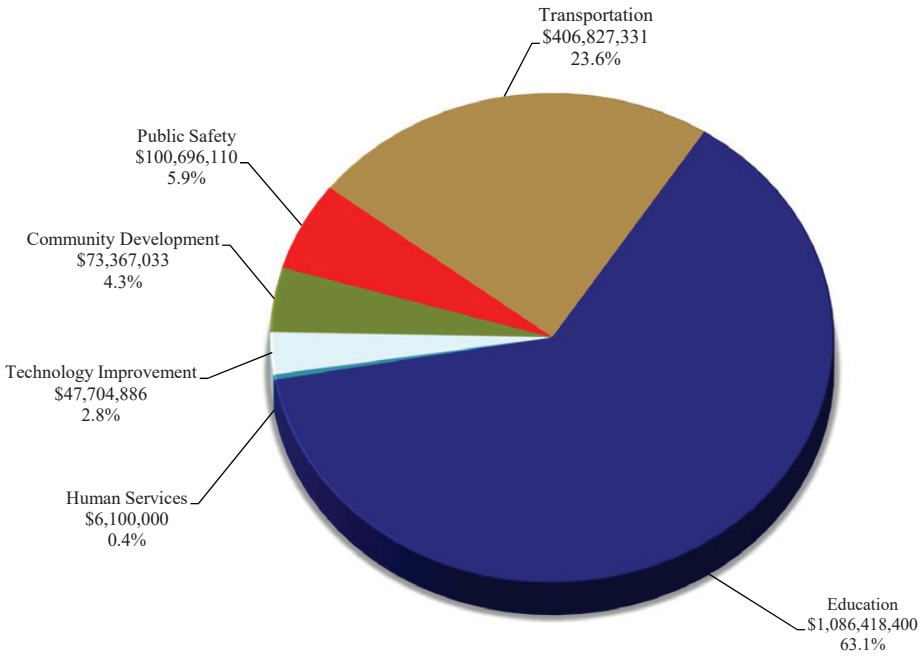
CIP Web Mapping Application

For the FY2019-2024 Capital Improvement Program (CIP) development process, the County has created a CIP mapping application accessible to desktop and mobile devices. Please click the image above to access the mapping tool.

The application allows the community to visualize exactly where CIP projects - such as roads, parks, and facilities - are located and planned in the County. The application also provides the project cost and other information about each project. Moving from static pictures in a print and digital document to a mapping environment simplifies and enhances the distribution of information to the community.

County Projected Expenditures by Category (FY2019-2024)

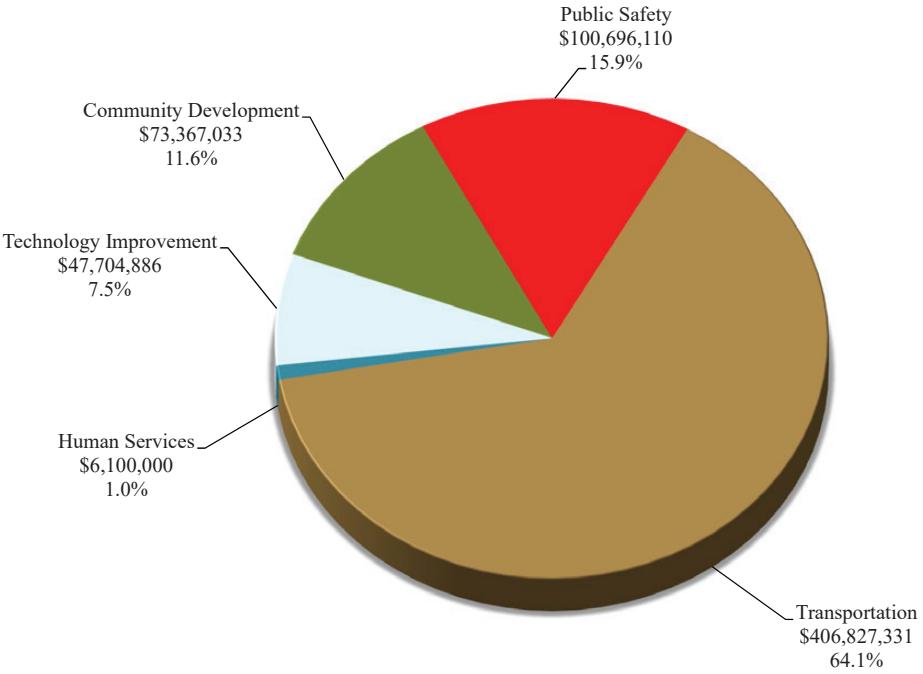
Includes Schools



$1,721,113,760

County Projected Expenditures by Category (FY2019-2024)

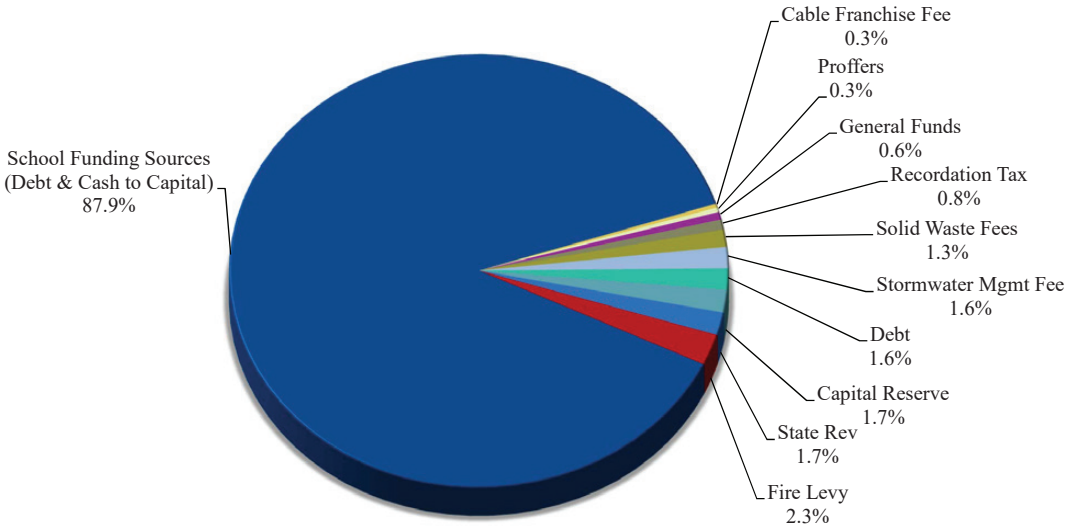
Excludes Schools



$634,695,360

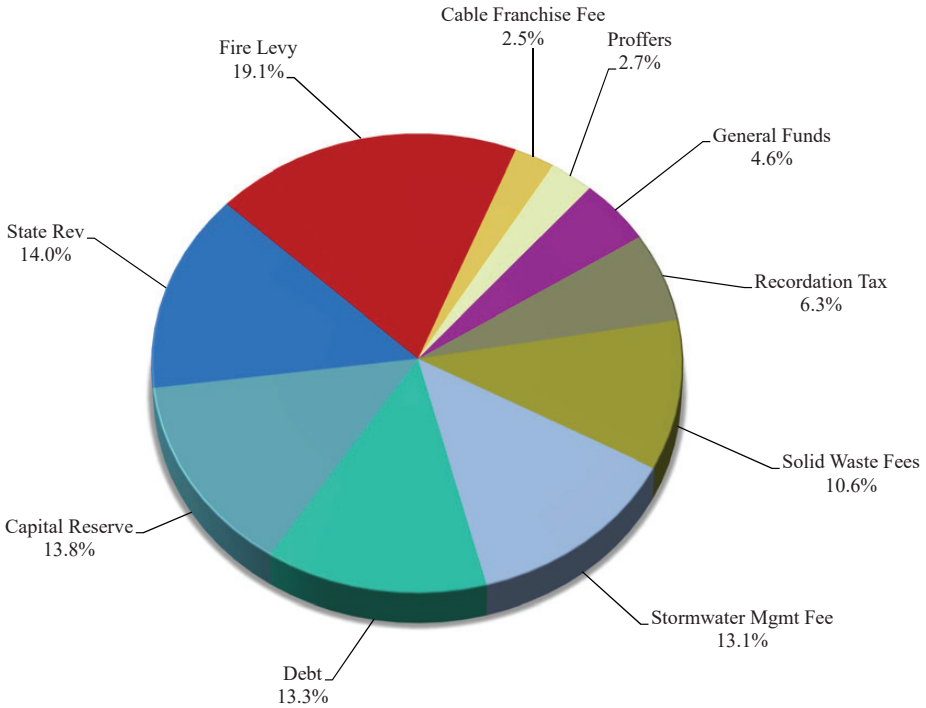
County Funding Source (FY2019-2024)

Includes Schools



County Funding Sources (FY2019-2024)

Excludes Schools



Capital Improvement Program

Capital Improvement in Prince William County (PWC)

The PWC financial and program planning ordinance requires that the County Executive prepare a capital plan annually. The development of the CIP is guided by the Board of County Supervisors' (BOCS) adopted Strategic Plan, Comprehensive Plan, and Principles of Sound Financial Management (PSFM). Together these policy documents require that the CIP:

- Incorporate the goals and strategies of the Strategic Plan;
- Demonstrate an identifiable revenue source for each project;
- Meet the debt financing policies in the PSFM; and
- Integrate County government projects with school projects into one affordable plan.

The capital planning process begins each summer when agencies are asked to update current capital projects and identify capital project needs. Agency submissions are collaboratively evaluated by staff from Finance, Public Works, Information Technology, Transportation, Planning, Management & Budget, and Executive Management. Funding requests are prioritized using criteria that include the relationship to the community's goals as expressed through the County's Strategic Plan and Comprehensive Plans, completion of projects already underway and mandated improvements to County infrastructure, and then balanced against available funds. Once evaluated, the recommendations are reviewed, modified, and sanctioned by the County Executive.

The CIP is then presented to the BOCS for consideration. During the spring, work sessions and public hearings are held with the Planning Commission and the BOCS as part of the annual budget process. In late April, the BOCS considers and adopts a capital budget for the upcoming fiscal year and a capital plan for six fiscal years.

Annual Capital Project Review

In order to provide the BOCS and the County Executive with regular status reports, capital project updates are reported through:

- Public Works Project Reports,
- Transportation Reports,
- Technology Reports;
- Parks & Recreation Reports, and
- Economic Development Reports.

Reports highlight active projects, major milestones, anticipated completion dates and a narrative explaining the current project status.

In the spring, prior to the start of year-end activity, the Finance Department conducts a review of the capital fund activity. Relevant findings are forwarded to each project manager for feedback. This financial review is an internal control best practice and provides the foresight necessary for the planning process in the subsequent fiscal year.

The Capital Budget

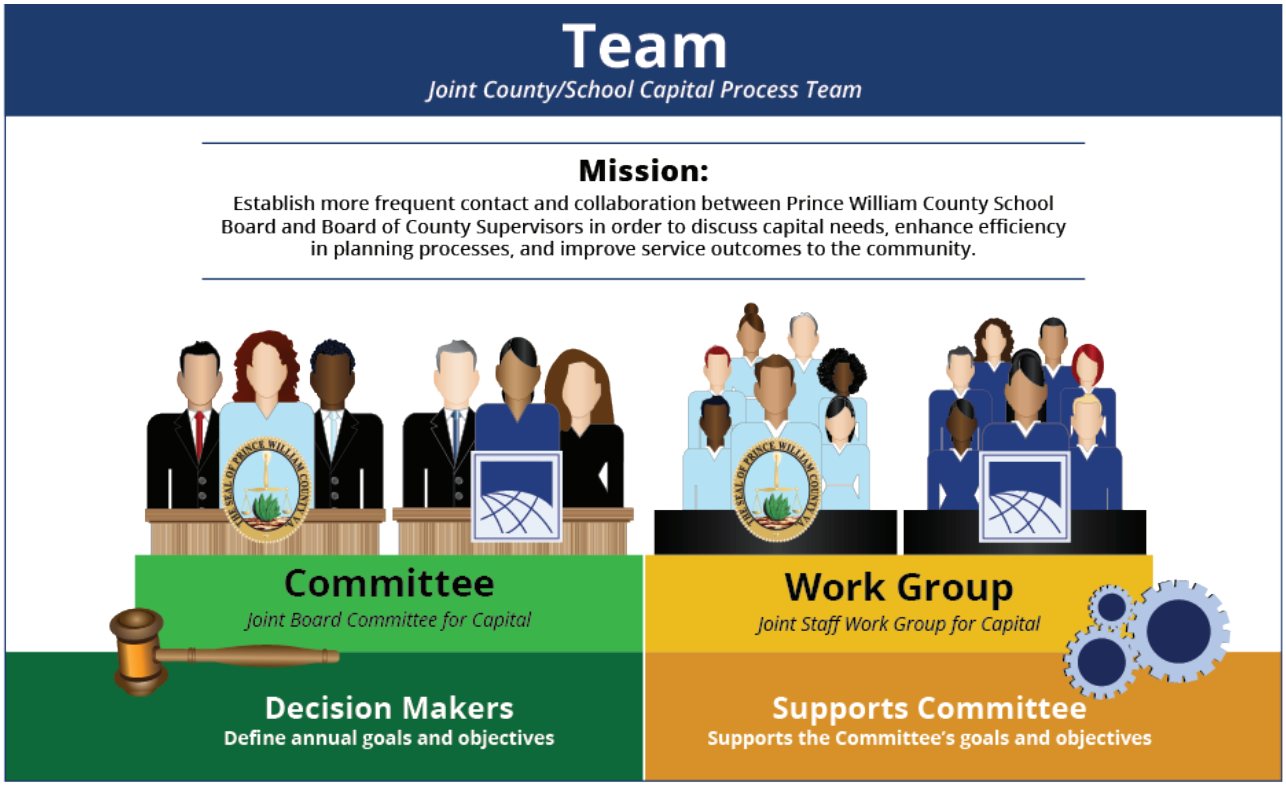
The capital budget is appropriated on an annual basis and is included in the adopted budget. The FY19 capital projected expenditures for the County government are $220.4 million. Funding sources for County projects include the general fund, debt, state/federal, fire levy, stormwater management fees, proffers, capital reserve, recordation tax revenue designated for transportation, internal service fund balance, solid waste fees, and development fees.

Joint County/Schools Capital Process Team

In spring 2017, the Joint County/Schools Capital Process Team (Team) was established. The Team includes two different groups, the Joint Board Committee for Capital (Committee) and the Joint Staff Work Group for Capital (Work Group). The Committee constitutes the decision making body and the Work Group is responsible for supporting the Committee's goals and objectives.

The mission and purpose is to establish more frequent contact and collaboration between the PWC School Board and Prince William BOCS in order to discuss capital needs, enhance efficiency in planning processes, and improve service outcomes to the community.

Additional information and documents related to the work of the team can be found online at www.pwcgov.org/jointcip.



Use of the Capital Reserve

The CIP includes the use of $29.6 million from the general capital reserve. The projected remaining fund balance after these designations is $6.9 million.

Uses of Capital Reserve	
Project	**FY19 Amount**
Parks & Recreation Capital Project Improvements	$8,000,000
Technology Infrastructure	$8,000,000
Building & Facility Capital Program	$6,000,000
Human Capital Management	$6,000,000
911 Call Center Redundancy	$1,020,000
PWC Website Redevelopment	$600,000
Total	**$29,620,000**

A. **Parks & Recreation Capital Improvement Projects** - The CIP includes $8.0 million from the capital reserve to support Parks & Recreation site improvements at Catharpin Park ($4.3 million), Rollins Ford Park ($2.7 million), Locust Shade Park ($0.6 million), and covered storage at multiple locations ($0.4 million).

B. **Technology Infrastructure** - The CIP includes $8.0 million from the capital reserve to support future technology infrastructure needs. Additional information is detailed on the Technology Infrastructure project page in this document.

C. **Building & Facility Capital Program** - The capital maintenance program receives an additional $6.0 million from the capital reserve. Additional information is detailed on the Building & Facility Capital Program project pages in this document.

D. **Human Capital Management (HCM)** - The system replacement project receives $6.0 million from the capital reserve. The County has defined system requirements and a request for proposal will be developed in FY19. Additional information on the system requirements process is detailed on the HCM project page in this document.

E. **911 Call Center Redundancy** - This project will support increased redundancy and efficiency for public safety communication activities. The total amount designated from the capital reserve is $1.0 million. Additional information is detailed on the 911 Call Center Redundancy project page in this document.

F. **PWC Website Redevelopment** - This project will be supported by $600,000 from the capital reserve. Additional information can be found later in this document.

Community Development - Summary

Projects included within the Community Development section impact Parks & Recreation, Solid Waste, Storm Water Management, and Historic Preservation. The following projects have dedicated project pages:

- Building & Facility Capital Maintenance
- Catharpin Park Phase 2
- Harbor Drive Park
- Locust Shade Park Grounds Maintenance Shop
- Locust Shade Park Water Line Replacement
- Long Park Auxiliary Building & Sewer - Front
- Potomac Heritage National Scenic Trail
- Rollins Ford Park Phase 2
- Trail Development
- Eco Park Complex
- Landfill Caps
- Landfill Liners
- County Watersheds

Other Community Development capital initiatives are described below:

A. **Covered Storage at Parks Grounds Maintenance Facilities** - This project includes $450,000 to support the construction of covered storage at various parks throughout the County. The covered storage will ensure that maintenance equipment and supplies are properly secured, thereby mitigating environmental impacts.

B. **Park Land Acquisition** - This project includes $762,136 supported by developer contributions (proffers) for future land purchase. There are no specific land purchases pending. Parks and Recreation staff have identified this finding for a shift to support the improvements at Rollins Ford Park and will be requesting a BOCS action to transfer the funds. If the funds transfer is approved, the Park Land Acquisition project will be closed.

C. **Cloverdale Park Parking Expansion** - This project includes $200,000 to support the expansion of the parking lot at Cloverdale Park in the Neabsco Magisterial District.

D. **Historic Preservation Capital Improvements** - The CIP includes a number of existing projects that improve County owned historic buildings and sites:

- **Safety and Maintenance Improvements** - This existing project funds safety and maintenance improvements at various historic sites, including Brentsville Courthouse and Jail, Rippon Lodge, Bristoe Station Battlefield Park, Ben Lomond House, Barnes House, Bushy House, Lucasville School, and Williams Ordinary. The funding was provided by the Historic Preservation Capital Reserve. The total budget for this project is $273,762.
- **Library Historic Homes** - This existing project supports improvements to the Barnes and Bushy historic homes located at the Haymarket-Gainesville Community and Montclair Community Libraries. The total budget for the project is $110,000.
- **Brentsville Jail Renovation** - This existing project renovates the jail building. The total budget is $130,511.

E. **Prince William Museum at Rippon Lodge** - In BOCS Resolution 13-496, approved on August 6, 2013, funding was designated for the development of preliminary design and construction documents for a museum focused on the history of PWC. The museum is proposed to be located at the Rippon Lodge historic site in Woodbridge. The current available balance in the project is $117,142. The Prince William Historic Preservation Foundation has begun fundraising for the museum. In addition, proffer funding is being identified to supplement the prior-approved funding to complete the preliminary design documents.

Human Services - Summary

Projects included within Human Services include a solutions study and improvements to the Juvenile Detention Center. Both Human Services initiatives are described below:

A. **Human Services 'No Wrong Door' Solutions Study** - The CIP includes an existing project to develop solutions to better integrate and coordinate service delivery for human services clients regardless of their entry point. The total budget for this project is $400,000. Many individual clients seek services from multiple human services agencies making integration across those agencies important for successful outcomes. This solutions study will attempt to identify improvements, operational efficiencies, and reduce complexity to improve client care and delivery of client services. The contract- award occurred in January 2018 and the study is scheduled to be completed and presented to the BOCS in fall 2018.

B. **Juvenile Detention Center Improvements** - The CIP includes future funding to support the renovation of the existing, or construction of a new Juvenile Detention Center. The existing facility was originally constructed in 1978 (24 beds) with two renovations in 1997 (16 beds, classrooms, etc.) and 2000 (32 beds). Evolving state and federal requirements and best practices have necessitated review of the existing facility and assessment of current and future needs. The Department of Social Services initiated a community needs assessment and site study in order to potentially access up to 50% reimbursement from the Commonwealth. The assessment is complete, but specific action steps have not been developed. Additional planning, design, and needs assessment to generate specific recommendations with actions steps will occur prior to any renovation or construction. The Five-Year Plan includes $3.0 million annually beginning in FY23 from the general fund to support debt service financing of chosen action steps. There is no budget and appropriation to this project in the FY2019 Budget.

Public Safety - Summary

Projects included within the Public Safety section impact Fire & Rescue, Judicial Administration, and Police. The following projects have dedicated project pages:

- Coles Fire & Rescue Station Reconstruction
- Nokesville Fire & Rescue Station Reconstruction
- Station 22 Fire & Rescue Station
- Station 27 Fire & Rescue Station
- Adult Detention Center Expansion - Phase II
- Courthouse Security System Replacement
- 911 Call Center Redundancy
- Animal Shelter Expansion & Renovation
- Police Body-Worn Cameras

- Public Safety Training Center (PSTC) Master Plan
- Physical Security Enhancements @ County Facilities

Other Public Safety capital initiatives are described below:

A. **Public Safety 800 MHz Radio Replacement** - The CIP includes a total of $1,071,551 to replace public safety 800 MHz radios. The Adult Detention Center ($60,982), Fire & Rescue ($560,583), Police ($394,029), Public Safety Communications ($3,174), and the Sheriff's department ($52,783) all contribute toward replacement. The total amount is a $74,335 increase over the prior year.

B. **Bennett School/Judicial Center Feasibility Study** - This existing project is developing options for the Bennett School to relieve Judicial Center overcrowding. The historic Bennett School building is located adjacent to the County's Judicial Center within the Courthouse Complex. The total budget for the project is $400,000. The planning study began in January 2018 (FY18) with options scheduled to be completed in summer 2018 (FY19).

Technology Improvement - Summary

Projects included within the Technology Improvement section include technology infrastructure and system upgrade projects. The following projects have dedicated project pages:

- 800 MHz Radio Communications System
- Adult Detention Center Information Management System
- Cable Equipment
- Computer-Aided Dispatch System
- Disaster Recovery/Business Continuity
- HRIS Electronic Document Management System (EDMS)
- Human Capital Management (HCM) Replacement
- I-NET
- Land Use Information System
- Public Safety Records Management System/Emergency Medical Services (EMS) System
- Qmatic Replacement
- Sheriff Information Management System
- Department of Social Services EDMS System
- Technology Infrastructure

Other Technology Improvement capital initiatives are described below:

A. **Web Site Redevelopment** - The CIP includes $600,000 from the general capital reserve to redesign the web site experience and build services portals with the goal of improving the customer experience when interacting with the County online. More than ever, residents expect immediate and interactive access to information anytime, anywhere, and on any device. In addition, the project would shift to an open source platform and managed cloud services. The ongoing operating costs are estimated at $216,000 annually. Those costs include a web developer position (to be hired in FY19) in the Office of Executive Management, Communications program ($115,000), cloud hosting, and annual development costs ($101,000). The annual development costs will ensure that added enhancements and service portals keep up with changing technology and customer expectations.

Transportation

Projects included within the Transportation section include roadway and pedestrian improvements. The following projects have dedicated project pages:

- Balls Ford Road Interchange
- Balls Ford Road Widening
- Fuller Road/Fuller Heights Road Improvements
- Minnieville Road (Spriggs Road to Route 234)
- Neabsco Mills Commuter Parking Lot
- Neabsco Mills Road (Route 1 to Dale Boulevard)
- Route 1 Improvements (Featherstone Road to Marys Way)
- Route 28 Phase 2 (Infantry Lane to Fitzwater Drive)
- Route 28 Phase 3 (Pennsylvania Avenue to Linton Hall Road)
- Transportation and Roadway Improvement Program (TRIP)
- Vint Hill Road (Schaeffer Lane to Sudley Manor Drive)

Other Transportation capital initiatives are described below:

A. Northern Virginia Transportation Authority (NVTA) Funding for Transportation - The CIP includes resources as a result of House Bill 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 PWC.

Transportation funding benefiting PWC will be split into two categories.

- First, projects with regional congestion relief benefits will be funded by 70% of the NVTA funds.
- Second, the remaining 30% of NVTA funds will be transferred directly to the County for urban or secondary road construction, capital improvements that reduce congestion, projects included in the regional TransAction 2040 plan or its future updates, and/or for public transportation purposes. This funding may be used at the County's discretion.

The following table shows active projects utilizing, or projected to use, the two types of NVTA funding:

NVTA Funding Applied to Active Transportation Capital Projects

Name of Project	NVTA 70%	NVTA 30%	Total
Minnieville Road (Spriggs Road to Route 234)	$0	$19,950,000	$19,950,000
Neabsco Mills Road (Route 1 to Dale)	$0	$6,000,000	$6,000,000
Route 1 (Featherstone Road to Marys Way)	$63,400,000	$0	$63,400,000
Route 28 Godwin Drive Extenstion Study	$2,500,000	$0	$2,500,000
Route 28 Phase 2 (Infantry Lane to Fitzwater Drive)	$28,000,000	$1,500,000	$29,500,000
Route 28 Phase 3 (Pennsylvannia Avenue to Linton Hall)	$26,700,000	0	$26,700,000
Telegraph Road & Horner Road Traffic Signal	$0	$650,000	$650,000
Total	**$120,600,000**	**$28,100,000**	**$148,700,000**

Since FY17, the total NVTA 30% funding is split and provides support to both Virginia Railway Express (VRE) and County-managed road construction projects. Additional information about the NVTA 30% funding allocated to VRE can be found in the Community Development, Transit section of the budget document.

The specific amounts planned for transfer to VRE included within the six-year CIP include:

NVTA 30% Transfer to VRE	
Fiscal Year	**Amount**
2019	$6,183,745
2020	$6,183,745
2021	$6,369,257
2022	$6,369,257
2023	$6,560,335
2024	$6,560,335
Total	**$38,226,674**

The portion of NVTA allocation dedicated to roads will fund improvements that increase County and regional connectivity throughout the transportation network and help alleviate congestion. The County began receiving funding allocations in FY14. Future road construction funding will be allocated to BOCS approved local road priorities eligible for NVTA local (30%) funding, including:

- Neabsco Mills Road Widening (Route 1 to Dale Boulevard) - *current project in CIP*
- University Boulevard (Sudley Manor Drive to Devlin Road)
- Telegraph/Summit School Road (Minnieville Road to existing)
- Van Buren Road (Route 234 to Cardinal Drive)
- Balls Ford Road (Ashton Avenue to Groveton Road) - *current project in CIP*
- Wellington Road (Devlin Road to Route 234 Bypass)

Future NVTA 30% revenues designated for road construction will be allocated as projects are identified.

B. Satisfying the Commercial & Industrial Tax Requirement of NVTA - Legislation approving the NVTA funding mechanism requires that jurisdictions implement a commercial and industrial tax or designate an equivalent amount for transportation purposes. The tax or the equivalent must be deposited in a separate, distinct fund. The County has chosen to designate an equivalent, using transportation debt service. The budget equivalent amount in FY19 is $10.5 million.

C. Route 1/Route 123 Underground Utilities - In BOCS Resolution 13-706, approved December 3, 2013, the BOCS approved the use of $12.1 million from the capital reserve and recordation tax revenue fund balance to support the undergrounding of utilities in conjunction with the Virginia Department of Transportation's (VDOT) roadway improvement project at the Route 1/Route 123 intersection in Woodbridge. The funds are provided to VDOT on a reimbursement basis. As of May 2018, $10.7 million has been provided.

D. Recordation Tax Revenue Growth - The BOCS has designated future growth of recordation tax revenue, generated when deeds are recorded, to support transportation projects. In addition, the projected FY18 recordation tax fund balance is $5.0 million and is available for transportation projects. A portion of the fund balance will be used in FY19 to support mobility debt service and TRIP contributions. Remaining fund balance is available to be allocated through the CIP in the future.

E. Transportation Roadway Improvement Program (TRIP) Contribution - TRIP consists of capital funding in each of the seven magisterial districts for the construction of small-scale capital improvements to Prince William County's local roadways and other transportation facilities. The CIP responds to a BOCS directive to recommend a funding source for future TRIP contributions as part of the FY19 budget process. Each district will receive $225,000 in FY19. The funding source is recordation tax revenue designated for transportation. Detail on the additional funding and existing projects can be found on the TRIP project page.

F. Small-Scale Transportation Projects - The CIP includes a number of small scale safety improvements to County roadway, trail, sidewalk, and other transportation facilities, including:

- **Beverly Mill Restoration** - This project is a pass-through contribution to support the restoration work at Beverley Mill (or Chapman's Mill). The total budget for this project is $213,000. Note, this project is not a transportation facility, but the funds are disbursed by VDOT are managed by County Transportation staff and therefore reported in this section.
- **Blackburn Road Parking/Commuter Lot** - This project will design and construct a paved parking area to accommodate approximately 100 vehicles at Rippon Landing Park. The total budget is $1.1 million.
- **Dumfries Road Shared Use Path North** - This project will provide a pedestrian path along Dumfries Road (Route 234) in the Potomac Magisterial District. The total budget for this project is $2.9 million.
- **Route 28: Godwin Drive Extended Study** - This project is studying options related to extension of Godwin Drive. The total budget is $2.5 million.
- **Southampton Pedestrian Improvement** - This project will provide pedestrian path access along Southampton Street in Woodbridge. The total budget is $530,000.

G. 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. Funds are reimbursed for previously constructed projects as well as continued progress on current and future road projects.

On June 20, 2017, the BOCS adopted VDOT's FY2018-2023 Six-Year Secondary Road Plan (BOCS Resolution 17-272). The total FY18-23 allocation is $864,374. There are several potential roadway improvement projects that may utilize the funding. The following table details the estimated secondary road plan funding in the State's plan:

Six-Year Secondary Road Plan							
Name of Project	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**TOTAL**
Six-Year Secondary Road Plan	$124,801	$143,563	$137,976	$193,729	$112,220	$152,085	$864,374

Projected funding is estimated. Future allocations are contingent upon State funding.

Significant Operating Impacts

Several capital projects have significant general fund financial impacts in future years of the Five-Year Plan. The following table illustrates both program and facility operating costs (including debt service) along with new personnel (measured in full-time equivalents) resulting from project implementation.

Significant Operating Impacts							
Adult Detention Center Expansion	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**TOTAL**
New Personnel (FTEs)	**45.00**	**27.00**	**0.00**	**0.00**	**0.00**	**0.00**	**72.00**
Program & Facility Operating	$5,047,377	$8,910,372	$9,442,779	$9,396,127	$8,806,623	$8,760,258	$50,363,536
Total Operating Costs	**$5,047,377**	**$8,910,372**	**$9,442,779**	**$9,396,127**	**$8,806,623**	**$8,760,258**	**$50,363,536**
Animal Shelter Expansion	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**TOTAL**
New Personnel (FTEs)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Program & Facility Operating	$0	$2,041,830	$2,124,390	$2,023,780	$1,991,999	$1,960,219	$10,142,218
Total Operating Costs	**$0**	**$2,041,830**	**$2,124,390**	**$2,023,780**	**$1,991,999**	**$1,960,219**	**$10,142,218**
Fire & Rescue Station #22	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**TOTAL**
New Personnel (FTEs)	**0.00**	**0.00**	**14.00**	**0.00**	**0.00**	**0.00**	**14.00**
Program & Facility Operating	$0	$1,432,636	$3,348,215	$3,007,459	$2,973,528	$2,939,597	$13,701,435
Total Operating Costs	**$0**	**$1,432,636**	**$3,348,215**	**$3,007,459**	**$2,973,528**	**$2,939,597**	**$13,701,435**
Fire & Rescue Station #27	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**TOTAL**
New Personnel (FTEs)	**0.00**	**0.00**	**0.00**	**10.00**	**14.00**	**0.00**	**24.00**
Program & Facility Operating	$0	$0	$0	$1,644,643	$4,743,517	$4,743,517	$11,131,677
Total Operating Costs	**$0**	**$0**	**$0**	**$1,644,643**	**$4,743,517**	**$4,743,517**	**$11,131,677**

Completed Capital Improvement Projects

The following projects included in the FY2018-2023 CIP are scheduled to be completed (or substantially complete) in FY18.

Community Development

Ali Krieger Sports Complex at Potomac Shores - This project constructed two soccer fields with artificial turf lights, a concession building with comfort facilities, and a children's playground. Completion occurred in June 2018 (FY18).

WaterWorks Children's Pool Replacement - This project replaces the children's pool areas and other improvements to the aquatic facility. Completion is scheduled to occur in summer 2018 (FY18).

Public Safety

Charlie T. Deane (Central District) Police Station - This project constructs a new mid-County station located on Davis Ford Road. The project was completed in spring 2018.

Fire & Rescue Station #26 - This project constructed a new mid-County station located on Davis Ford Road. The station was completed in October 2017.

Gainesville Fire & Rescue Station Renovation - This project renovates and constructs additional space in the existing station located on John Marshall Highway. The project is scheduled to be completed in summer 2018.

General District Courtroom #6 - This project constructs a sixth courtroom for the General District Court on the second floor of the Judicial Center complex in Manassas. Completion occurred in January 2018.

Technology Improvement

Financial Information Management System/Ascend - This project replaced the County's financial information management system. The project is scheduled to be completed in summer 2018.

Microwave Radio Transmitters on Central Rings - This project replaced radio transmitters that support voice and data communication links for public safety personnel. The project is scheduled to be completed in summer 2018.

Transportation

Dumfries Road (Route 234) Shared Use Path South (Four Seasons Drive to Talon Drive) - This project added a pedestrian and bicycle path adjacent to Route 234 between Four Seasons Drive to Talon Drive. The path was completed in January 2018.

Dumfries Road Left Turn on Hoadly Road - This project will add an additional left turn lane from Dumfries Road (Route 234) to Hoadly Road. The improvement is scheduled to be completed in June 2018.

FY2019-2024 CIP Functional Area Summary

The following tables show projected FY19-24 capital expenditures by functional area for the County government totaling $634.7 million. The Schools projected capital expenditures total $1.09 billion. The combined projected capital expenditures total $1.72 billion.

FY19-FY24 Projected Expenditures							
Community Development							
	FY19	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY19-24**
Parks & Recreation							
Broad Run Trail	$0	$399,459	$0	$0	$0	$0	$399,459
Catharpin Park Phase 2	$563,043	$1,300,000	$2,000,000	$1,000,000	$0	$0	$4,863,043
Catharpin Trail	$0	$29,538	$0	$0	$0	$0	$29,538
Covered Storage at Maintenance Facilities	$300,000	$150,000	$0	$0	$0	$0	$450,000
Cloverdale Park Parking Expansion	$200,000	$0	$0	$0	$0	$0	$200,000
Harbor Drive Park	$525,000	$175,000	$0	$0	$0	$0	$700,000
Lake Ridge Trail	$843,031	$0	$0	$0	$0	$0	$843,031
Locust Shade Pk Maint Bldg	$805,000	$270,000	$0	$0	$0	$0	$1,075,000
Locust Shade Pk Waterline	$589,432	$1,350,000	$0	$0	$0	$0	$1,939,432
Long Park Auxillary Bldg	$150,000	$400,000	$100,000	$0	$0	$0	$650,000
PHNST-Featherstone	$604,012	$0	$0	$0	$0	$0	$604,012
PHNST-Neabsco Crk Bwalk	$273,067	$0	$0	$0	$0	$0	$273,067
PHNST-Occoquan	$258,651	$845,817	$0	$0	$0	$0	$1,104,468
Rollins Ford Park	$2,000,000	$4,218,578	$1,000,000	$0	$0	$0	$7,218,578
Subtotal	**$7,111,236**	**$9,138,392**	**$3,100,000**	**$1,000,000**	**$0**	**$0**	**$20,349,628**
Solid Waste							
Eco Park - Planning	$317,032	$0	$0	$0	$0	$0	$317,032
Ldfill Caps-Seq 4	$2,000,000	$0	$0	$0	$0	$0	$2,000,000
Ldfill Caps-Seq 5	$0	$0	$0	$4,640,000	$0	$0	$4,640,000
Ldfill Liner-Ph 3, Cell A	$1,600,000	$0	$4,470,000	$0	$0	$0	$6,070,000
Ldfill Liner-Ph 3, Cell B	$0	$0	$80,000	$0	$0	$2,590,000	$2,670,000
Subtotal	**$3,917,032**	**$0**	**$4,550,000**	**$4,640,000**	**$0**	**$2,590,000**	**$15,697,032**
Watershed Management							
B. Run Str Restr/Retrofit	$250,000	$500,000	$0	$500,000	$250,000	$1,500,000	$3,000,000
Broad Run SWM Retrofit	$0	$0	$0	$0	$150,000	$150,000	$300,000
Cow Branch Phase 4	$312,000	$1,560,000	$300,000	$0	$800,000	$0	$2,972,000
Reach 5 Str Restr/489	$0	$136,000	$0	$723,400	$1,825,800	$0	$2,685,200
Marumsco Ck SWM Retrofit	$0	$0	$0	$0	$0	$150,000	$150,000
Powell's SS-725 Restr Ph1	$1,200,000	$0	$3,000,000	$2,650,000	$300,000	$2,500,000	$9,650,000
SWM Facility 377-WQR	$300,000	$0	$0	$0	$0	$0	$300,000
SWM Facility 858-WQR	$300,000	$0	$250,000	$0	$0	$0	$550,000
Subtotal	**$2,362,000**	**$2,196,000**	**$3,550,000**	**$3,873,400**	**$3,325,800**	**$4,300,000**	**$19,607,200**
Historic Preservation							
HP Maint & Safety	$63,173	$0	$0	$0	$0	$0	$63,173
Subtotal	**$63,173**	**$0**	**$0**	**$0**	**$0**	**$0**	**$63,173**
Building & Facility Capital Program							
Facility Maintenance Projects	$6,650,000	$1,000,000	$1,000,000	$3,000,000	$3,000,000	$3,000,000	$17,650,000
Subtotal	**$6,650,000**	**$1,000,000**	**$1,000,000**	**$3,000,000**	**$3,000,000**	**$3,000,000**	**$17,650,000**
Community Development Grand Total	**$20,103,441**	**$12,334,392**	**$12,200,000**	**$12,513,400**	**$6,325,800**	**$9,890,000**	**$73,367,033**

Human Services							
	FY19	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY19-24**
Human Services							
HS 'No Wrong Door' Study	$100,000	$0	$0	$0	$0	$0	$100,000
Juvenile Detention Center Improvements	$0	$0	$0	$0	$3,000,000	$3,000,000	$6,000,000
Human Services Grand Total	**$100,000**	**$0**	**$0**	**$0**	**$3,000,000**	**$3,000,000**	**$6,100,000**

FY2019-2024 CIP Functional Area Summary (Continued)

FY19-FY24 Projected Expenditures							
Public Safety							
	FY19	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY19-24**
Fire & Rescue							
Coles F&R Station Reconstruction	$3,925,026	$0	$0	$0	$0	$0	$3,925,026
Nokesville F&R Station Reconstruction	$6,678,388	$1,638,000	$0	$0	$0	$0	$8,316,388
Station 22 (West End)	$3,910,000	$8,215,100	$0	$0	$0	$0	$12,125,100
Station 27 (East End)	$0	$0	$275,000	$775,000	$7,650,000	$5,300,000	$14,000,000
Subtotal	**$14,513,414**	**$9,853,100**	**$275,000**	**$775,000**	**$7,650,000**	**$5,300,000**	**$38,366,514**
Judicial Administration							
ADC Expansion Phase 2	$21,113,748	$18,635,479	$0	$0	$0	$0	$39,749,227
Bennett Sch/Jud Ctr Study	$300,378	$0	$0	$0	$0	$0	$300,378
Courthouse Security Sys	$2,534,482	$1,921,000	$0	$0	$0	$0	$4,455,482
Subtotal	**$23,948,608**	**$20,556,479**	**$0**	**$0**	**$0**	**$0**	**$44,505,087**
Police							
911 Call Center Redundancy	$510,000	$510,000	$0	$0	$0	$0	$1,020,000
Animal Shelter Expansion	$3,340,000	$6,968,665	$3,458,338	$0	$0	$0	$13,767,003
Body Cameras	$675,506	$0	$0	$0	$0	$0	$675,506
PSTC Mstr Plan & P1	$300,000	$50,000	$0	$0	$0	$0	$350,000
Security at Cty Facilities	$703,000	$982,000	$327,000	$0	$0	$0	$2,012,000
Subtotal	**$5,528,506**	**$8,510,665**	**$3,785,338**	**$0**	**$0**	**$0**	**$17,824,509**
Public Safety Grand Total	**$43,990,528**	**$38,920,244**	**$4,060,338**	**$775,000**	**$7,650,000**	**$5,300,000**	**$100,696,110**

Technology Improvement							
	FY19	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY19-24**
Technology Improvements							
800 MHz - TIP	$2,375,936	$0	$0	$0	$0	$0	$2,375,936
BCDR - Infrastruc - TIP	$465,000	$0	$0	$0	$0	$0	$465,000
Cable Equipment	$110,000	$590,000	$100,000	$90,000	$320,000	$248,000	$1,458,000
CAD - TIP	$352,127	$0	$0	$0	$0	$0	$352,127
DSS EDMS - TIP	$445,950	$0	$0	$0	$0	$0	$445,950
EnerGov Phases 1&2- TIP	$845,361	$0	$0	$0	$0	$0	$845,361
Energov Phase 3 - TIP	$183,000	$0	$0	$0	$0	$0	$183,000
HR EDMS - TIP	$282,000	$0	$0	$0	$0	$0	$282,000
HRMS Replacement - TIP	$2,208,070	$6,724,000	$4,000,000	$0	$0	$0	$12,932,070
INET (Cable) - TIP	$0	$0	$0	$0	$650,000	$0	$650,000
Jail Mgmt Sys Med - TIP	$65,416	$0	$0	$0	$0	$0	$65,416
Jail Mgmt Sys Ops - TIP	$26,211	$0	$0	$0	$0	$0	$26,211
PS RM/EMSS - TIP	$1,915,044	$0	$0	$0	$0	$0	$1,915,044
PWC Web Site Replacement	$413,320	$0	$186,680	$0	$0	$0	$600,000
Qmatic Repl - TIP	$148,054	$0	$0	$0	$0	$0	$148,054
Sheriff Info Sys - TIP	$60,717	$0	$0	$0	$0	$0	$60,717
Technology Infrastructure - TIP	$5,600,000	$7,000,000	$7,850,000	$4,450,000	$0	$0	$24,900,000
Technology Improvement Grand Total	**$15,496,206**	**$14,314,000**	**$12,136,680**	**$4,540,000**	**$970,000**	**$248,000**	**$47,704,886**

FY2019-2024 CIP Functional Area Summary (Continued)

FY19-FY24 Projected Expenditures							
Transportation							
	FY19	FY20	FY21	FY22	FY23	FY24	FY19-24
Transportation							
Balls Ford Road Interchange	$43,402,000	$44,324,000	$42,504,000	$9,101,000	$2,418,000	$205,000	$141,954,000
Balls Ford Road Widening	$27,408,000	$18,213,300	$15,484,000	$3,872,000	$0	$0	$64,977,300
Beverley Mill Restoration	$48,251	$0	$0	$0	$0	$0	$48,251
Blackburn Rd Improv	$340,000	$0	$0	$0	$0	$0	$340,000
Catharpin Road Street Lights	$0	$0	$0	$0	$0	$0	$0
Dumfries Rd Path - N	$1,000,000	$0	$0	$0	$0	$0	$1,000,000
Discovery Boulevard Extension	$3,800,000	$0	$0	$0	$0	$0	$3,800,000
Enterprise Lane Swlk	$0	$0	$0	$0	$0	$0	$0
Fuller-Fuller Heights	$0	$0	$0	$0	$0	$0	$0
Minnieville: Spriggs-234	$7,835,363	$0	$0	$0	$0	$0	$7,835,363
Neabsco Mills Rd Commuter Lot	$584,000	$3,615,000	$19,585,000	$12,585,000	$0	$0	$36,369,000
Neabsco Mills Rd Widening	$2,811,000	$2,590,000	$8,000,000	$11,000,000	$2,711,000	$0	$27,112,000
Old Bridge Rd Swlk	$150,000	$0	$0	$0	$0	$0	$150,000
Rt 1: Ftherstone-Marys	$29,000,000	$27,880,114	$13,306,883	$4,000,000	$0	$0	$74,186,997
Rt 28: Godwin Dr Ext Sty	$794,533	$0	$0	$0	$0	$0	$794,533
Rt 28: Phase 2	$14,000,296	$2,698,667	$0	$0	$0	$0	$16,698,963
Rt 28: Phase 3	$4,994,229	$11,856,000	$8,618,000	$0	$0	$0	$25,468,229
Smoketwn/Opitz Ped Improv	$200,000	$0	$0	$0	$0	$0	$200,000
Southhampton Ped Improv	$200,000	$0	$0	$0	$0	$0	$200,000
Vint Hill Rd Improv	$4,109,695	$1,583,000	$0	$0	$0	$0	$5,692,695
Transportation Grand Total	**$140,677,367**	**$112,760,081**	**$107,497,883**	**$40,558,000**	**$5,129,000**	**$205,000**	**$406,827,331**

FY19-FY24 Projected Expenditures							
Education							
	FY19	FY20	FY21	FY22	FY23	FY24	FY19-24
Education							
PW Parkway Elementary School	$32,685,000	$0	$0	$0	$0	$0	$32,685,000
Antietam Elementary School Addition (13 rooms)	$10,384,000	$0	$0	$0	$0	$0	$10,384,000
Lake Ridge Elementary School Addition (13 rooms)	$10,884,000	$0	$0	$0	$0	$0	$10,884,000
Springwoods Elementary School Addition (13 rooms)	$11,884,000	$0	$0	$0	$0	$0	$11,884,000
Leesylvania Elementary School Addition (4 rooms)	$6,900,000	$0	$0	$0	$0	$0	$6,900,000
Minnieville Elementary School Addition (10 rooms)	$12,043,000	$0	$0	$0	$0	$0	$12,043,000
Stonewall Middle School Addition (17 rooms)	$17,130,000	$0	$0	$0	$0	$0	$17,130,000
Special Needs Transportation Center @ New Dominion	$2,000,000	$0	$0	$0	$0	$0	$2,000,000
Western Transportation Facility	$12,500,000	$0	$0	$0	$0	$0	$12,500,000
Site Acquisition Funds - 15th High School	$15,000,000	$0	$0	$0	$0	$0	$15,000,000
Leesylvania Elementary School - Renewal (Funding Phase 1)	$7,685,000	$0	$0	$0	$0	$0	$7,685,000
Marshall Elementary School - Renewal (Funding Phase 1a)	$5,811,000	$0	$0	$0	$0	$0	$5,811,000
Montclair Elementary School - Renewal (Funding Phase 1a)	$3,866,000	$0	$0	$0	$0	$0	$3,866,000
Old Bridge Elementary School - Renewal (Funding Phase 1a)	$1,866,000	$0	$0	$0	$0	$0	$1,866,000
Beville Middle School - Renewal (Funding Phase 1a)	$0	$6,901,400	$0	$0	$0	$0	$6,901,400
Mountain View Elementary - Renewal (Funding Phase 1a)	$0	$3,450,700	$0	$0	$0	$0	$3,450,700
Middle School at Potomac Shores	$0	$0	$64,119,000	$0	$0	$0	$64,119,000
13th High School (Hunter) (2,557 capacity)	$0	$0	$127,400,000	$0	$0	$0	$127,400,000
Renewal of Various Schools (Bond-Funded portion)	$0	$0	$27,658,300	$0	$0	$0	$27,658,300
Elementary School (Stonewall Area)[1]	$0	$0	$0	$37,156,000	$0	$0	$37,156,000
Elementary School (Occoquan/Woodbridge Area)[1]	$0	$0	$0	$0	$39,018,000	$0	$39,018,000
Elementary School (Cherry Hill Area)[1]	$0	$0	$0	$0	$39,018,000	$0	$39,018,000
Renewal of Various Schools (Bond-Funded portion)	$0	$0	$0	$0	$21,207,000	$0	$21,207,000
Elementary School (Yorkshire Area)[1]	$0	$0	$0	$0	$0	$40,973,000	$40,973,000
Middle School (West - Linton Hall Area)	$0	$0	$0	$0	$0	$74,238,000	$74,238,000
14th High School (Mid-County)[1] (2,557 capacity)	$0	$0	$0	$0	$0	$148,826,000	$148,826,000
Renewal of Various Schools (Bond-Funded portion)	$0	$0	$0	$0	$0	$25,000,000	$25,000,000
Additional Renewals & Repairs[2]	$16,767,000	$25,504,000	$53,755,000	$57,613,000	$61,473,000	$65,703,000	$280,815,000
Education Grand Total	**$167,405,000**	**$35,856,100**	**$272,932,300**	**$94,769,000**	**$160,716,000**	**$354,740,000**	**$1,086,418,400**

Note: The education projects are based on the Prince William County Schools approved FY 2019-2028 Capital Improvements Program available at www.pwcs.edu.

(1) Sites needed by proffer or purchase, current CIP includes limited land acquisition funds.

(2) Primarily funded on cash basis, with a portion or renewals and repairs covered with bond funding.

Proffer Integration

PWC integrates developer contributions, or proffers, into the CIP. Proffers are contributions of land, capital improvements, and funding (monetary proffers) from developers to address the demand for community services created by new development. Including identified monetary proffers as funding sources for CIP projects reduces general tax support and makes projects more affordable for the community. The CIP includes $4,099,390 in monetary proffers for projects in the FY19 Budget.

	Prior Years Proffers	FY19 Proffers Identified	Total Proffer Funding
Park & Recreation			
Broad Run Trail	$484,782	$0	$484,782
Lake Ridge Trail	$555,506	$0	$555,506
Neabsco Trail	$55,558	$0	$55,558
PHNST-Featherstone	$175,000	$0	$175,000
PHNST-Future Segments	$485,817	$0	$485,817
PHNST-Heritage Harbor	$85,000	$0	$85,000
PHNST-Neabsco Crk Bwalk	$2,984,854	$0	$2,984,854
PHNST-Occoquan	$232,700	$0	$232,700
PShores Sp Complex Improv	$650,000	$0	$650,000
Rollins Ford Park	$0	$2,183,319	$2,183,319
Subtotal	**$5,709,217**	**$2,183,319**	**$7,892,536**
County Watershed			
County Watershed Improvements	$0	$41,574	$41,574
Subtotal	**$0**	**$41,574**	**$41,574**
Fire and Rescue			
Coles F&R Station	$1,223,549	$355,398	$1,578,947
Nokesville F&R Station	$2,463,163	$0	$2,463,163
Fire & Rescue Station 22	$0	$353,095	$353,095
Subtotal	**$3,686,712**	**$708,493**	**$4,395,205**
Transportation			
Balls Ford Widening Project	$57,000	$0	$57,000
Blackburn Rd Improv	$1,100,000	$0	$1,100,000
Dumfries Rd Path - N	$2,000,000	$0	$2,000,000
Fuller-Fuller Heights	$767,683	$0	$767,683
Minnieville: Spriggs-234	$3,724,852	$0	$3,724,852
Rt 28: Phase 2	$1,201,733	$0	$1,201,733
Southhampton Ped Improv	$530,000	$0	$530,000
Vint Hill Rd Improv	$11,034,469	$1,166,004	$12,200,473
Subtotal	**$20,415,737**	**$1,166,004**	**$21,581,741**
Grand Total	**$29,811,666**	**$4,099,390**	**$33,911,056**

Operating Impacts

The development and implementation of capital projects in PWC may be accompanied by significant on-going operating costs. Operating impacts include new costs that result from the construction of new capital assets and can include program, facility, personnel, and associated debt service costs. Operating funds are programmed into the Five-Year Plan and are budgeted when the project is completed and the improvement becomes a usable asset. Transportation maintenance costs are the responsibility of VDOT upon acceptance into the state system. As illustrated in the following table, the FY19-24 operating impact of the CIP is $152.2 million.

Operating Impacts

Project	FY19 Facility and Program Operating	FY20 Facility and Program Operating	FY21 Facility and Program Operating	FY22 Facility and Program Operating	FY23 Facility and Program Operating	FY24 Facility and Program Operating	Total
800 MHz - TIP	$1,155,000	$1,238,000	$1,264,000	$1,290,000	$1,316,000	$1,144,000	$7,407,000
ADC Expansion Phase 2	$5,047,377	$8,910,372	$9,442,779	$9,396,127	$8,806,623	$8,760,258	$50,363,536
Animal Shelter Expansion	$0	$2,041,830	$2,124,390	$2,023,780	$1,991,999	$1,960,219	$10,142,218
BCDR - Infrastruc - TIP	$8,578	$8,578	$8,578	$8,578	$8,578	$8,578	$51,468
CAD - TIP	$1,365,000	$1,419,000	$1,476,000	$1,531,000	$1,588,000	$1,647,000	$9,026,000
DSS EDMS - TIP	$82,000	$84,000	$86,000	$89,000	$93,000	$94,000	$528,000
EnerGov Phase 1&2 - TIP	$231,410	$241,325	$251,736	$264,322	$277,538	$291,415	$1,557,746
Energov Phase 3 - TIP	$38,000	$39,900	$39,845	$43,837	$45,879	$47,973	$255,434
F&R Station 22 (West End)	$0	$1,432,636	$3,348,215	$3,007,459	$2,973,528	$2,939,597	$13,701,435
F&R Station 27 (East End)	$0	$0	$0	$1,644,643	$4,743,517	$4,743,517	$11,131,677
HR EDMS - TIP	$15,000	$16,000	$16,000	$17,000	$18,000	$19,000	$101,000
HCM Replacement - TIP	$0	$0	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$6,000,000
Jail Mgmt Sys Med - TIP	$61,568	$64,031	$66,592	$69,256	$72,026	$74,907	$408,380
Jail Mgmt Sys Ops - TIP	$13,008	$13,008	$13,008	$13,008	$13,008	$13,008	$78,048
Juvenile Detention Center Expansion	$0	$0	$0	$0	$3,000,000	$3,000,000	$6,000,000
PHNST-Neabsco Crk Bwalk	$184,222	$109,222	$109,222	$109,222	$109,222	$109,222	$730,332
Police Body Cameras	$170,702	$846,208	$846,208	$846,208	$846,208	$846,208	$4,401,742
PS RM/EMSS - TIP	$1,365,056	$1,419,077	$1,476,214	$1,531,213	$1,588,300	$1,647,557	$9,027,417
PSTC Mstr Plan & P1	$0	$0	$0	$3,000,000	$3,500,000	$3,500,000	$10,000,000
PWC Web Site Redevelopment	$114,697	$132,975	$216,295	$216,295	$216,295	$216,295	$1,112,852
Sheriff Info Sys - TIP	$20,249	$21,261	$22,325	$23,441	$24,613	$25,843	$137,732
Technology Infrastructure	$0	$0	$1,000,000	$3,000,000	$3,000,000	$3,000,000	$10,000,000
Total	**$9,871,867**	**$18,037,423**	**$23,307,407**	**$29,624,389**	**$35,732,334**	**$35,588,597**	**$152,162,017**

Operating Impacts - Debt Service

Debt service costs are a component of capital project operating costs. Financing capital projects through debt requires on-going debt service payments throughout the life of the six-year CIP. The following table breaks out debt service costs as a component of operating impacts for capital projects. The FY19-24 debt service impact of the CIP is $42.2 million.

Debt Service Impacts

	FY19 Debt Service	FY20 Debt Service	FY21 Debt Service	FY22 Debt Service	FY23 Debt Service	FY24 Debt Service	Total
ADC Expansion Phase 2	$209,358	$2,493,297	$2,471,904	$2,425,104	$1,835,600	$1,788,800	$11,224,063
Animal Shelter Expansion	$0	$1,341,830	$1,310,050	$1,278,270	$1,246,489	$1,214,709	$6,391,348
Fire & Rescue Station 22 (Fire Levy)	$0	$1,432,636	$1,398,705	$1,364,774	$1,330,843	$1,296,912	$6,823,870
Fire & Rescue Station 27 (Fire Levy)	$0	$0	$0	$0	$1,400,000	$1,365,000	$2,765,000
Juvenile Detention Center Expansion	$0	$0	$0	$0	$3,000,000	$3,000,000	$6,000,000
PSTC Expansion	$0	$0	$0	$3,000,000	$3,000,000	$3,000,000	$9,000,000
Total	**$209,358**	**$5,267,763**	**$5,180,659**	**$8,068,148**	**$11,812,932**	**$11,665,421**	**$42,204,281**

Infrastructure and Facilities Plan

Comprehensive Plan Unfunded Projects

The following facilities are identified in the County's Comprehensive Plan but are not currently funded in the six-year CIP. Other unfunded capital needs are listed in the Budget Development section of this document.

Unfunded Needs in the Comprehensive Plan		
Section/Facility/Location	**Number**	
Fire and Rescue		
■ Area One - Brentsville/Gainesville Districts	2	Stations
■ Area Two - Brentsville/Gainesville Districts	1	Station
■ Area Three - Brentsville/Potomac Districts	2	Stations
■ Area Four - Brentsville/Coles/Neabsco/Occoquan Districts	4	Stations
Total	**9**	**Stations**
Libraries		
■ Library Facility - Braemar	1	Library
■ Library Facility - Southbridge	1	Library
Total	**2**	**Libraries**
Parks/Open Spaces		
■ Neighborhood Park	288	Acres
■ Community Park	1,299	Acres
■ Regional Park	1,199	Acres
■ Linear/Resource Based Park	1,538	Acres
Total	**4,324**	**Acres**
Telecommunication Monopole or Tower Sites		
■ Bull Run Mountain	2	Facilities
■ Cherry Hill	1	Facility
■ Green Valley Water Tank Vicinity	1	Facility
■ H.L. Mooney Plant	1	Facility
■ Locust Shade Park	1	Facility
■ Oakmont	1	Facility
■ Old Antioch School Site	1	Facility
■ Sudley North	1	Facility
Total	**9**	**Facilities**

Notes:

1. Unfunded Fire & Rescue needs may be mitigated depending on the location of Station 27 added in the FY2018-2023 CIP.

Transportation Unfunded Projects

The following roadways are identified in the County's Comprehensive Plan as existing or projected needs but are not currently funded in the six-year CIP.

FACILITY	TERMINI
Aden Rd	Rt-28 to Rt-234
Artemus Rd	Rt-15 to Rt-234 Bypass (North)
Bristow Rd	Rt-28 to Rt-234
Catharpin Rd	Rt-234 to Heathcote Dr
Catharpin Rd	Heathcote Dr to Rt-55
Cherry Hill Spine Rd	Congressional Way to end
Cockpit Point Connector Rd	Congressional Way to Cockpit Point Rd
Coverstone Dr	Ashton Ave to Rt-234 Business
Dale Blvd	Benita Fitzgerald Blvd to I-95
Devlin Rd	Linton Hall Rd to Wellington Rd
Farm Creek Rd	Featherstone Rd to Rippon Blvd
Fauquier Dr	Fauquier Co to Rt-28
Featherstone Rd	Rt-1 to Farm Creek Rd
Fitzwater Dr	Rt-28 to Aden Rd
Fleetwood Dr	Fauquier Co to Aden Rd
Gideon Dr	Dale Blvd to Smoketown Rd
Groveton Rd	Pageland La to Balls Ford Rd
Gum Springs Rd	Loudoun Co to Rt-234
Haymarket Bypass	Rt-15 to Rt-29
Haymarket Dr	Thoroughfare Rd to Old Carolina Rd
Hornbaker Rd	Wellington Rd to Shallow Creek
Horner Rd	Prince William Pkwy to Rt-123
I-66	Rt-15 to Rt-29
I-95	Fairfax Co to Rt-234
I-95	Rt-234 to Stafford Co
Longview Dr/Montgomery Ave	Prince William Pkwy to Opitz Blvd
Lucasville Rd	Manassas to Bristow Rd
McGraws Corner Dr	Somerset Crossing Dr to Rt-55
Neabsco Rd	Rt-1 to end
Old Carolina Rd	Rt-15 to Heathcote Blvd
Old Carolina Rd	Heathcote Blvd to Rt-29
Old Centreville Rd	Fairfax Co to Rt-28
Opitz Blvd	Gideon Dr to Rt-1

FACILITY	TERMINI
Pageland La	Rt-234 to Groveton Rd
Potomac Pkwy	Rt-1 to Cherry Hill Spine Rd
Powells Creek Blvd	Rt-1 to River Ridge Blvd
Prince William Pkwy	Hoadly Rd to Caton Hill Rd
Rippon Blvd	Rt-1 to Farm Creek Rd
Rixlew La	Wellington Rd to Rt-234 Business
Rollins Ford Rd	Rt-215 to University Blvd
Rt-1 (Jefferson Davis Hwy)	Brady's Hill to Dale Bld
Rt-1 (Jefferson Davis Hwy)	Featherstone Rd to Rt 123
Rt-15 (James Madison Hwy)	Loudoun Co to Rt 234
Rt-15 (James Madison Hwy)	Rt 29 to I-66
Rt-215 (Vint Hill Rd)	Fauquier Co to Rt-28
Rt-234 (Prince William Pkwy)	Rt-28 to Rt-234 (Dumfries Rd)
Rt-234 (Prince William Pkwy)	Rt-28 to I-66
Rt-28 (Nokesville Rd)	Fitzwater Dr to Fauquier County
Rt-29 (Lee Hwy)	Fauquier Co to Virginia Oaks Dr
Rt-29 (Lee Hwy)	Heathcote Dr to Rt 234 Bypass
Signal Hill Rd	Liberia Ave to Signal View Dr
Smoketown Rd	Minnieville Rd to Gideon Dr
Smoketown Rd	Griffith Ave to Old Bridge Rd
Summit School Rd	Minnieville Rd to Telegraph Rd
Telegraph Rd	Summit School Rd to Caton Hill Rd
Telegraph Rd	Caton Hill Rd to Prince William Pkwy
Telegraph Rd	Minnieville Rd to Summit School Rd
Van Buren Rd (North)	Cardinal Dr to Rt-234
Van Buren Rd (South)	Rt-234 to Mine Rd
Waterfall Rd	Mill Creek Rd to Rt-15
Waterway Dr	Rt-234 to Cardinal Dr
Wayside Dr	Rt-1 to Congressional Way
Wellington Rd	Rt-29 to Godwin Dr
Williamson Blvd	Rt-234 Business to Portsmouth Rd
Yates Ford Rd	Davis Ford Rd to Fairfax Co

Notes:

1. This list only includes major roadways. Lesser roadways, minor collectors, and local streets are addressed through the County's Design and Construction Standards Manual (DCSM).
2. This list is sorted alphabetically. For a list sorted by functional road classification (including Interstate, Parkway, Principal Arterial, Minor Arterial, or Major Collector), please see the Thoroughfare Plan Map in the County's Comprehensive Plan.

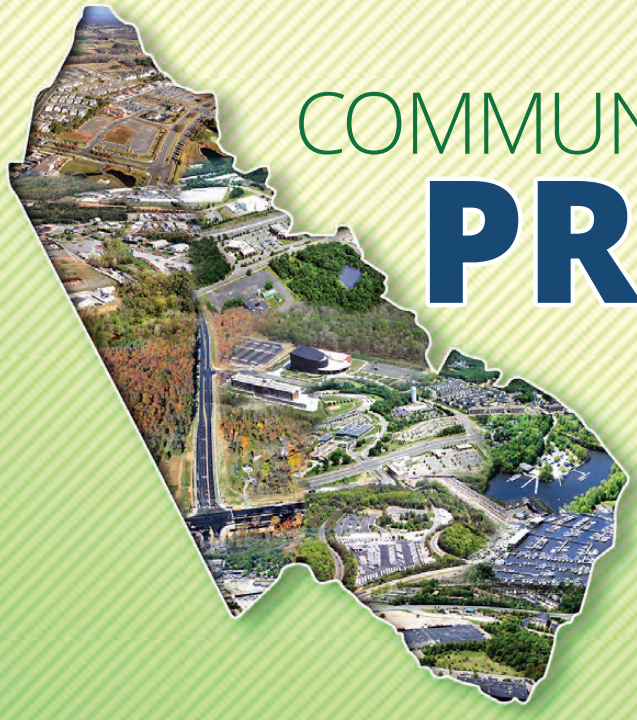
Parks & Recreation Unfunded Needs

The following Parks & Recreation projects have been identified as priority projects with each project is classified based on an investment strategy of Tier 1-4.

The tiers are defined as follows:

- **Tier 1: High Risk** - If unaddressed, will result in further environmental and/or safety risk exposure
- **Tier 2: Underfunded** - Projects partially complete, but lacking funds to deliver to 100% level
- **Tier 3: Unfunded** - Projects that have been identified, but received no funding to-date

Unfunded Needs - Parks & Recreation				
Tier #	**Tier Title**	**Project Name**	**Project Amount**	**Funded in FY19**
Tier 1	**High Risk**			
		Catharpin Park, Phase 2	$4,300,000	Yes
		Covered Storage	$450,000	Yes
		Fuller Heights stormwater management	$1,380,000	Yes
		Locust Shade grounds maintenance shop	$550,000	Yes
		Locust Shade waterline replacment	$1,350,000	Yes
		Rollins Ford Park	$2,700,000	Yes
	High Risk Total		**$10,730,000**	
Tier 2	**Underfunded**			
		Broad Run Greenway	$2,730,000	
		Neabsco Greenway	$780,000	
		Occoquan Greenway	$3,200,000	
	Underfunded Total		**$6,710,000**	
Tier 3	**Unfunded**			
		Catharpin Park, Phase 1 comfort stations	$650,000	
		Chinn field lights	$1,000,000	
		Cloverdale parking expansion	$200,000	Yes
		Fairmont Park Renovation	$3,500,000	
		KP Gunner Dog Park renovations	$500,000	
		Lake Ridge Park pavilion	$150,000	
		Long Park - Intersection improvements	$1,000,000	
		Long Park - Misc field improvements/lights	$1,480,000	
		Long Park - Sewer line extension	$830,000	
		Long Park - Soccer and baseball comfort stations	$1,300,000	Partial
		Mayhew Park restroom	$450,000	
		Nokesville Park field irrigation/lighting	$1,120,000	
		Pat White Center at Ben Lomond (ADA renovations)	$1,000,000	
		SBDCRC field lights and restroom	$900,000	
		Tyler ES field lights	$270,000	
		Valley View fields lights and pavilions	$3,150,000	
		Valley View Grounds Maintenance Shop	$5,500,000	
	Unfunded Total		**$23,000,000**	
Tier 4	**New Development**			
		Chinn Center expansion	$8,000,000	
		Davis Ford Park	$0	
		Everest Peak Lane Park	$0	
		Harbor Drive Park	$700,000	Yes
		Splashdown expansion	$16,000,000	
	New Development Total		**$24,700,000**	
	Grand Total		**$65,140,000**	



COMMUNITY DEVELOPMENT
PROJECTS

Building & Facility Capital Program

Total Project Cost - $27.0M

Project Description

The CIP provides funding from the General Capital Reserve and Five-Year Plan for building and facility maintenance needs. The Building & Facility Capital Program addresses large-scale component replacement or repairs that cannot be accomplished with existing resources. The program invests in existing capital assets to extend the life of facilities and better serve the community.

The current maintenance budget provides some preventative and minor repairs; however, a lack of resources imposes a backlog of deferred replacement projects. This lack of resources forces a reactive management strategy that can increase safety risk, makes planning difficult, can result in higher levels of damage to facilities, result in higher repair costs, increase environmental risk, and risks greater facility downtime.

The County manages 180 buildings and park sites with a replacement value of almost $600 million. Many of the facilities are 20+ years old and all of the facilities require maintenance. Public Works and Parks & Recreation are the County's primary facility owners. Maintenance ensures that County amenities are in good condition for community use and enhances the facilities useful lives to maximize taxpayer investment.

Industry best practices allot 2-3% of replacement value for component (cyclic) system replacement. This translates to approximately $8.8 million to $13.3 million per year in addition to the existing budget, which includes $2.1 million annually to address cyclic facility maintenance needs. Each year agencies must make choices and sometimes delay required facility maintenance due to funding.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	**Parks & Open Space**	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

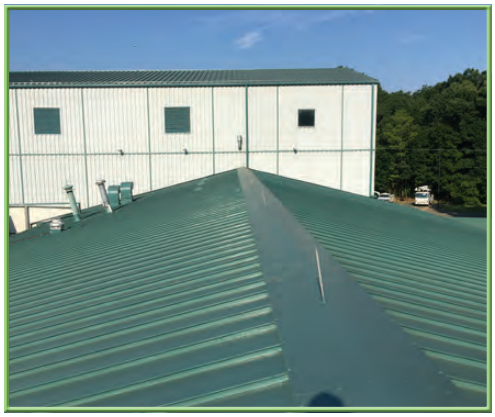
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	13,000	-	-	2,000	1,000	1,000	3,000	3,000	3,000	13,000	-
Capital Reserve	14,000	-	8,000	6,000	-	-	-	-	-	6,000	-
Total Revenue	**$27,000**	**-**	**$8,000**	**$8,000**	**$1,000**	**$1,000**	**$3,000**	**$3,000**	**$3,000**	**$19,000**	**-**
Cost Categories (Expenditures)											
Construction	27,000	-	8,000	8,000	1,000	1,000	3,000	3,000	3,000	19,000	-
Total Expenditure	**$27,000**	**-**	**$8,000**	**$8,000**	**$1,000**	**$1,000**	**$3,000**	**$3,000**	**$3,000**	**$19,000**	**-**

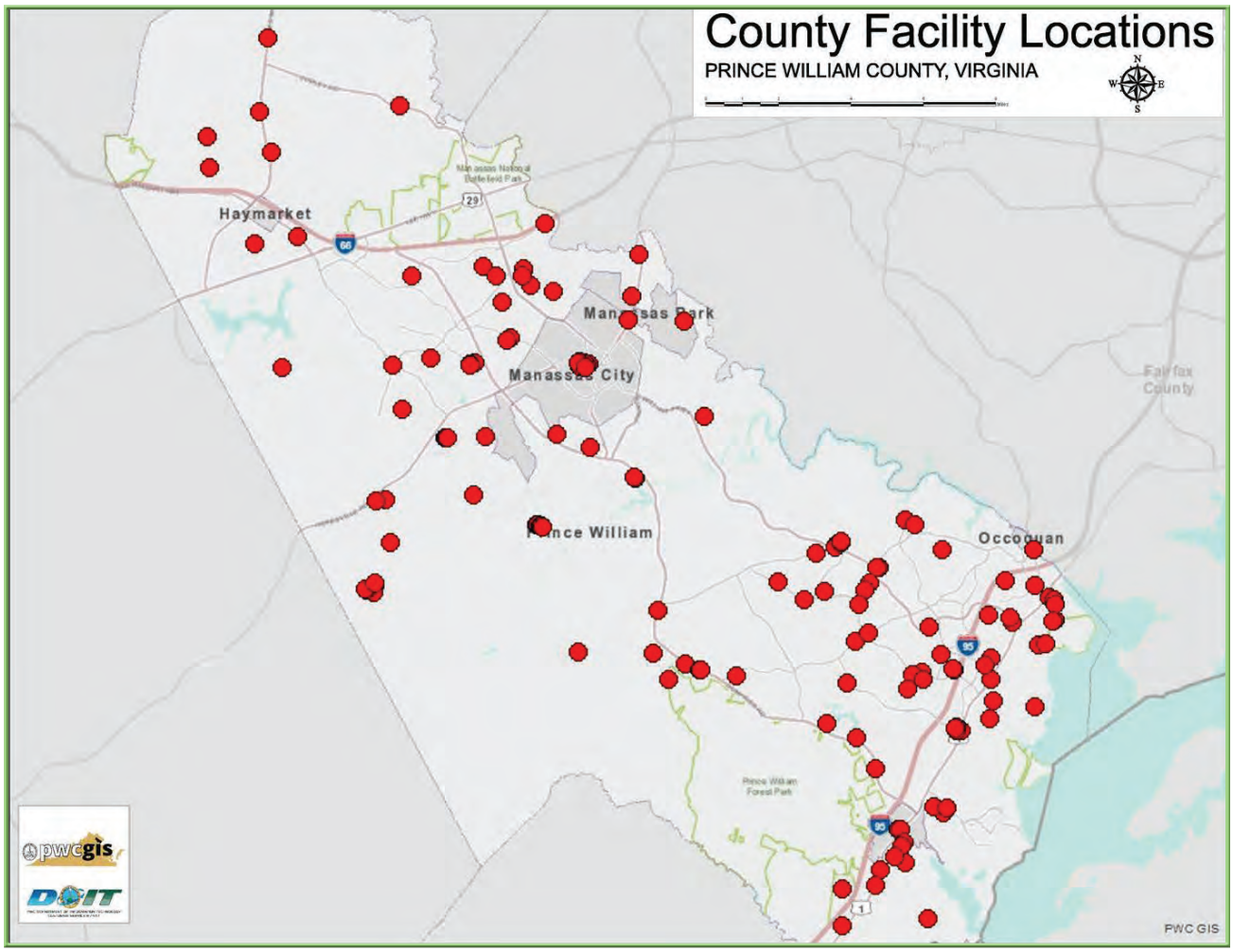
Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Building & Facility Capital Program



Building & Facility Capital Program



The County's PSFM supports investing in maintenance of facilities in Policy 4.06 stating, "The County will invest in ongoing, cyclical maintenance of existing capital asset with the goal of extending the life of facilities and assets."

The types of large-scale facility maintenance projects include:

- Replace heating, A/C, and water pump equipment.
- Resurface parking lots and sidewalks.
- Maintain buildings and structures (e.g., roofing, exterior, backup generators, security features).
- Maintain hardscaping (e.g., correcting erosion issues).
- Replace field lights and maintain and improve existing field surfaces.
- Replace playground equipment and recreational amenities.
- Resurface pools and replace filtration systems.
- Address ADA compliance.

Service Impact

- **Improved maintenance** - Projects will complete deferred maintenance on large-scale components with the goal of extending the life of County facilities and assets.

Funding Sources

- **Capital reserve use in FY18** - $8.0M
- **Capital reserve use in FY19** - $6.0M
- **General Fund in FY19** - $2.0M
- **General Fund in FY20-24** - $11.0M

Project Milestones

- **Design and project identification** began in July 2017 (FY18).
- **Project activity** began in September 2017 (FY18).
- **Project completion** is ongoing and planned to occur throughout FY18-FY20.

Catharpin Park – Phase 2

Total Project Cost - $4.9M

Project Description

Build six rectangular grass fields that are irrigated and lighted. An auxiliary building will also be designed and constructed that will house restrooms, concessions, and storage. A well will be developed to provide potable water and supply water to the auxiliary building. The auxiliary building will utilize a pump and haul system as opposed to a sewer line or septic system.

Service Impact

- **Improve Sport Field Availability** - Construction of the sports fields will help meet sports field demand on the west end of the County. The additional fields will reduce congestion at Long Park and lead to more soccer tournaments by having permanent restrooms near the fields.

Funding Sources

- **Capital reserve** - $4.3M
- **Developer contributions (proffers)** - $500K
- **General fund** - $112K

Project Milestones

- **Design** began in FY17 and is scheduled to be completed by March 2019 (FY19).
- **Construction** is anticipated to begin April 2019 (FY19) for completion in August 2020 (FY21).
- **Occupancy** is scheduled for September 2020 (FY21).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	**Parks & Open Space**	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	112	102	10	-	-	-	-	-	-	-	-
Capital Reserve	4,300	-	-	4,300	-	-	-	-	-	4,300	-
Proffers	500	-	500	-	-	-	-	-	-	-	-
Total Revenue	**$4,912**	**$102**	**$510**	**$4,300**	**-**	**-**	**-**	**-**	**-**	**$4,300**	**-**

Cost Categories (Expenditures)											
Design/Planning	102	22	16	63	-	-	-	-	-	63	-
Construction	4,800	0	-	500	1,300	2,000	1,000	-	-	4,800	-
Project Management	11	11	-	-	-	-	-	-	-	-	-
Total Expenditure	**$4,912**	**$33**	**$16**	**$563**	**$1,300**	**$2,000**	**$1,000**	**-**	**-**	**$4,863**	**-**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Harbor Drive Park

Total Project Estimate - $1.2M (Current appropriation - $700K)

Project Description

Harbor Drive Park will be a 2.3 acre neighborhood park located at 13030 Harbor Drive in Lake Ridge.

The total estimate to complete the project is currently $1.2M. Additional funding beyond the current $700K will need to be identified to complete all phases. The additional $500K to meet the current project estimate may be available through a grant from a private entity. The project cost will be re-estimated during the design phase.

Service Impact

- **Increase open space and passive recreation opportunities** - This park will feature amenities for active and passive recreation as well as a community garden space.

Funding Sources

- **General fund** - $700K
- **Additional funding sources TBD** - $500K (According to current project estimate)
- **Annual maintenance costs** will be provided by the general fund. In addition, it is expected community volunteers will provide clean up and maintenance, potentially reducing the need for tax support.

Note: Project cost will be re-estimated during the design phase of 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		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Design** is scheduled to begin in March 2019 (FY19).
- **Construction** schedule is subject to design schedule.
- **Occupancy** schedule is subject to construction schedule.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	700	-	-	700	-	-	-	-	-	700	-
Revenue Source TBD	500	-	-	-	-	-	-	-	-	-	500
Total Revenue	**$1,200**	**-**	**-**	**$700**	**-**	**-**	**-**	**-**	**-**	**$700**	**$500**
Cost Categories (Expenditures)											
Design/Planning	125	-	-	-	-	-	-	-	-	-	125
Construction	1,075	-	-	-	-	-	-	-	-	-	1,075
Total Expenditure	**$1,200**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$1,200**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Locust Shade Park Grounds Maintenance Shop

Total Project Cost - $1.3M

Project Description

Design and construct a 3,000 square foot maintenance shop to house 18-20 Parks & Recreation grounds maintenance staff. The facility will also include one bay for Parks & Recreation Fleet personnel to work on equipment. Currently, grounds maintenance staff uses a 20' x 19' building that also houses their equipment. The project includes lean-to shelters to cover equipment while outside.

Service Impact

- **Improved efficiency and reduced dispatch time** - Dispatching maintenance crews will be more efficient due to a more functional location on the eastern end of the County. Equipment life span will be enhanced in an enclosed, secure facility.

Funding Sources

- **General fund** - $750K
- **Capital Reserve** - $550K

Project Milestones

- **Design** was completed in October 2017 (FY18).
- **Construction** is scheduled to begin fall 2018 (FY19) to be completed in fall 2019 (FY20).
- **Occupancy** is scheduled for fall 2019 (FY20).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	**Parks & Open Space**	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	750	750	-	-	-	-	-	-	-	-	-
Capital Reserve	550	-	-	550	-	-	-	-	-	550	-
Total Revenue	**$1,300**	**$750**	**-**	**$550**	**-**	**-**	**-**	**-**	**-**	**$550**	**-**
Cost Categories (Expenditures)											
Design/Planning	225	54	170	-	-	-	-	-	-	-	-
Construction	1,075	-	-	805	270	-	-	-	-	1,075	-
Total Expenditure	**$1,300**	**$54**	**$170**	**$805**	**$270**	**-**	**-**	**-**	**-**	**$1,075**	**-**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Locust Shade Park Water Line Replacement

Total Project Cost - $2.4M

Project Description

There is a critical need to install a new water main line at Locust Shade Park. The existing water line is under Route 1 and is more than 40 years old. The water line has broken four times since 2007 and the repair costs have exceeded $150,000. Water line breaks have caused damage to Route 1, shutting down lanes of traffic, and is a safety concern for drivers. In late September 2014, there was a break in the main which required a 40-foot section of Route 1 to be milled and re-paved.

Additionally, the existing water line does not provide the quantity or pressure needed for the existing facilities at Locust Shade Park and Forest Greens Golf Course. When there is a large event, such as a Scout camp at the Park, the water line cannot provide enough water or water pressure to operate the restrooms. There is no alternative water source for the park.

Service Impact

- **Improved water availability** – Replacing the water line will enhance public water availability to existing structures and customers within the park.
- **Reduced maintenance and impact on Route 1** – Replacing the water line will eliminate the occurrence of water line breaks under Route 1 and impacts on traffic flow on the roadway during line breaks.

Funding Sources

- **General fund** - $1.0M
- **Building and Facilities Capital Program** - $1.4M

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	**Parks & Open Space**	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

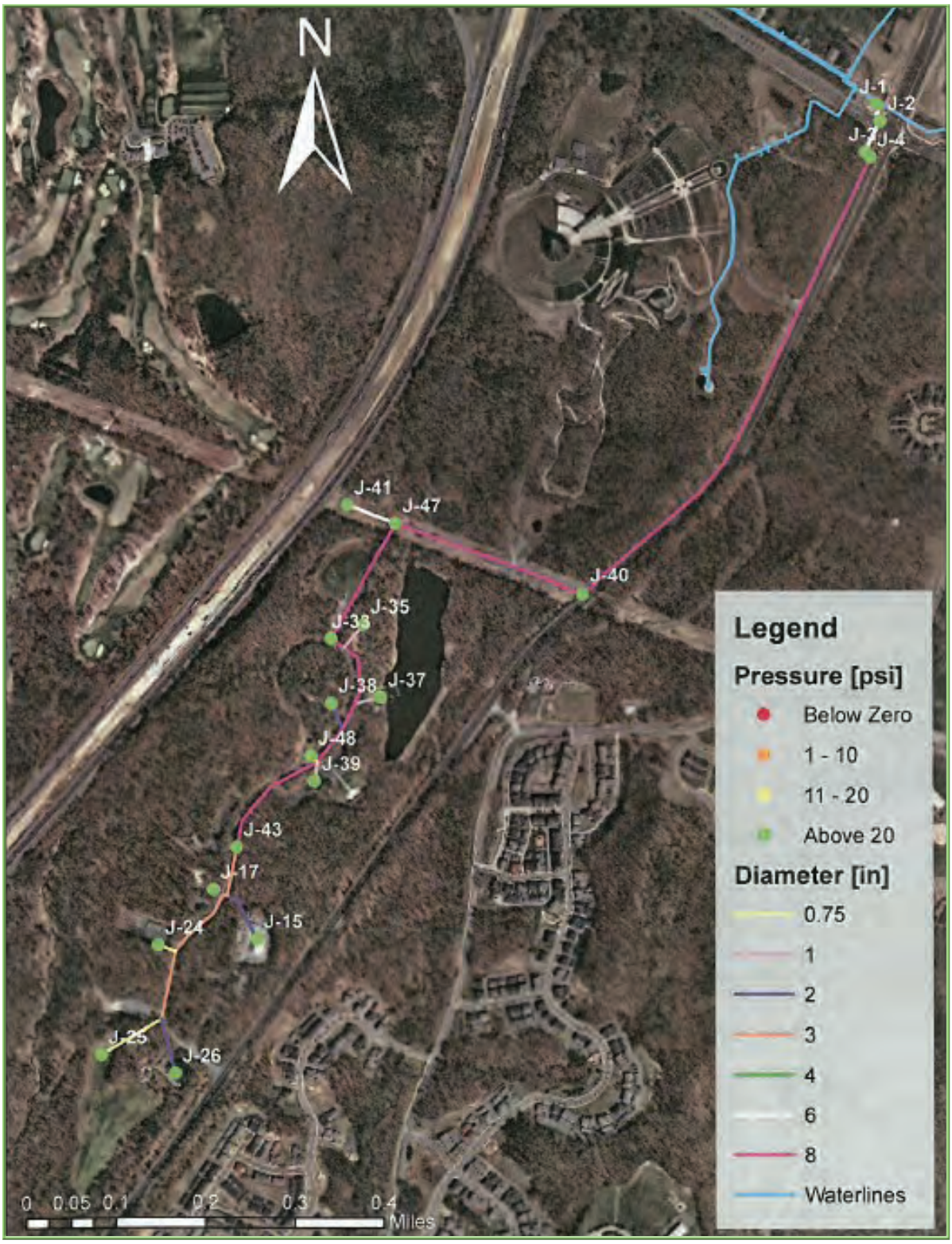
Project Milestones

- **Design** was completed in September 2017 (FY18).
- **Construction** is scheduled to begin in FY19.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Capital Reserve	1,350	-	-	1,350	-	-	-	-	-	1,350	-
Total Revenue	**$2,350**	**$1,000**	**-**	**$1,350**	**-**	**-**	**-**	**-**	**-**	**$1,350**	**-**
Cost Categories (Expenditures)											
Design/Planning	411	186	224	-	-	-	-	-	-	-	-
Construction	1,939	-	-	589	1,350	-	-	-	-	1,939	-
Total Expenditure	**$2,350**	**$186**	**$224**	**$589**	**$1,350**	**-**	**-**	**-**	**-**	**$1,939**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)				-	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Locust Shade Park Water Line Replacement



Option 2, Extended Meter Diameter [in]: 4 Irrigation: On

Long Park Auxiliary Bldg/Sewer Connection (Front)

Total Project Cost - $650K

Project Description

Design and construct an auxiliary building in the front of Long Park where the soccer fields are located that will house restrooms, concessions, and office space. The project will also include a sewer line connection from the road to the facility.

Service Impact

- **Increase Active Recreation Opportunities** - This project will increase sports participation visits and customer satisfaction ratings in the County. It will also lead to more soccer tournaments by having permanent restrooms near the artificial turf fields.

Funding Sources

- **General fund** - $650K

Project Milestones

- **Design** is scheduled to begin in July 2018 (FY19) to be completed in March 2019 (FY19).
- **Construction** is scheduled to begin April 2019 (FY19) and to be completed July 2019 (FY20).
- **Occupancy** is scheduled for August 2019 (FY20)

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	**Parks & Open Space**	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	650	-	-	650	-	-	-	-	-	650	-
Total Revenue	**$650**	**-**	**-**	**$650**	**-**	**-**	**-**	**-**	**-**	**$650**	**-**

Cost Categories (Expenditures)											
Design/Planning	50	-	-	50	-	-	-	-	-	50	-
Construction	600	-	-	100	500	-	-	-	-	600	-
Total Expenditure	**$650**	**-**	**-**	**$150**	**$500**	**-**	**-**	**-**	**-**	**$650**	**-**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Potomac Heritage National Scenic Trail

Current Project Cost - $6.8M

Project Description

This project constructs trail segments of the Potomac Heritage National Scenic Trail (PHNST). The PHNST is designed to be a multi-use trail through the County and is part of the national trail that links the Potomac and upper Ohio River basins. The total cost of completing all segments will be developed as the final alignment of the trail is determined.

Service Impact

- **Increase open space and passive recreation opportunities** - Provides dedicated trail segments for walking, jogging, and biking and makes progress toward the goals of the Parks, Open Space and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **General fund** - $2.3M
- **Developer contributions (proffers)** - $3.9M
- **Federal funds** - $568K
- **Other funding sources** - $15K

Note: Final construction of all planned trail segments will not occur until additional funding is available.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	**Parks & Open Space**	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	2,289	2,289	-	-	-	-	-	-	-	-	-
Capital Reserve	15	15	-	-	-	-	-	-	-	-	-
Federal Rev	568	568	-	-	-	-	-	-	-	-	-
Proffers	3,963	3,118	846	-	-	-	-	-	-	-	-
Total Revenue	**$6,836**	**$5,990**	**$846**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	26	7	19	-	-	-	-	-	-	-	-
Construction	6,506	213	4,311	1,136	846	-	-	-	-	1,982	-
Right of Way/Land	24	-	24	-	-	-	-	-	-	-	-
Project Management	22	22	-	-	-	-	-	-	-	-	-
Conversion	259	259	-	-	-	-	-	-	-	-	-
Total Expenditure	**$6,836**	**$500**	**$4,354**	**$1,136**	**$846**	**-**	**-**	**-**	**-**	**$1,982**	**-**

Operating Impacts							
Operating Expenses	184	109	109	109	109	109	730
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**$184**	**$109**	**$109**	**$109**	**$109**	**$109**	**$730**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Potomac Heritage National Scenic Trail

Potomac Heritage National Scenic Trail - Neabsco Creek Crossing

➢ **Annual operating costs for trail maintenance** will be funded by the general fund. In addition, community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing the need for tax support.

Project Milestones

➢ **The trail segment crossing Neabsco Creek** is a 3,163 foot long boardwalk and observation deck that started construction in December 2017 (FY18) and will be completed by December 2018 (FY19). The boardwalk will connect Rippon Landing Park and the Julie Metz Wetland.

➢ **Other trail segments** within the project include:

- **Featherstone Refuge** - US Fish & Wildlife approved the plan in May 2017 (FY17). The BOCS approved the Right of Way agreement in July 2017 (FY18). Parks is working with VDOT to administer the Federal Lands Access Program (FLAP) grant. Additional geotechnical work is required to ready the project for bidding and will be done over the winter of 2018. Completion of bridges and boardwalk expected by winter of 2018 (FY19).
- **Heritage Harbor** - Design is complete and the required VDOT permit has been received. This segment incorporates a road crossing at Featherstone Road and connects with the Featherstone Refuge segment. Additional funding in the form of proffers will be provided in FY19, allowing work to be completed summer of 2018 (FY19).
- **Occoquan Refuge** - US Fish & Wildlife approved the plan in May 2017 (FY17). The BOCS approved the Right of Way agreement in July 2017 (FY18). Trail work began fall 2017 (FY18). Parks is acquiring quotes for trail materials, site work, and installing one bridge crossing. Construction to be completed by summer 2018 (FY19).

➢ **Future trail segments** extending the trail network from Woodbridge through the Potomac Magisterial District and to the Stafford County line are in planning stages. The PHNST route through Occoquan and into the Woodbridge District is in planning stages in collaboration with the Town of Occoquan.

Rollins Ford Park – Phase 2

Total Project Cost - $7.3M

Project Description

This will be a 69-acre park, which will include two rectangular fields, parking, playgrounds, pavilions, basketball court, dog park, restroom/concession auxiliary building, walking trails, and wildflower meadows.

Service Impact

- **Increase Active Recreation Opportunities** - This project will increase sports participation visits and customer satisfaction ratings in the County. Specifically, the park improvements will reduce congestion at Long Park due to the additional field capacity in the western end of the County.

Funding Sources

- **Capital Reserve** - $2.7M
- **Developer contributions (proffers)** - $2.2M
- **General fund** - $600K
- **General fund (easement)** - $1.8M

Project Milestones

- **Design** is scheduled to begin in July 2018 (FY19) to be completed March 2019 (FY19).
- **Construction** is scheduled to begin in July 2019 (FY20) to be completed July 2020 (FY21).
- **Occupancy** is scheduled for August 2020 (FY21)

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	**Parks & Open Space**	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	593	593	-	-	-	-	-	-	-	-	-
Capital Reserve	2,700	-	-	2,700	-	-	-	-	-	2,700	-
Proffers	2,183	-	-	2,183	-	-	-	-	-	2,183	-
Other Revenue	1,800	1,800	-	-	-	-	-	-	-	-	-
Total Revenue	**$7,276**	**$2,393**	**-**	**$4,883**	**-**	**-**	**-**	**-**	**-**	**$4,883**	**-**
Cost Categories (Expenditures)											
Design/Planning	1,009	9	-	1,000	-	-	-	-	-	1,000	-
Construction	6,268	29	20	1,000	4,219	1,000	-	-	-	6,219	-
Total Expenditure	**$7,276**	**$38**	**$20**	**$2,000**	**$4,219**	**$1,000**	**-**	**-**	**-**	**$7,219**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Trail Development

Total Project Cost - $1.9M

Project Description

This project adds trails and connectors to the Broad Run Greenway, Catharpin Greenway, Neabsco Greenway, and Occoquan Greenway corridors.

Service Impact

- **Increase open space and passive recreation opportunities** - The trails will be used by hikers, non-motorized bikers, and equestrians, providing an alternative transportation route between parks and school sites. Completed segments make progress toward goals in the Parks, Open Space, and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **Developer contributions (proffers)** - $1.0M
- **General fund** - $848K
- **Capital reserve** - $21K

  Note: Final construction of all planned trail segments will not occur until additional funding is available.

- **Annual operating costs** are not anticipated at this time, but any future maintenance costs as segments are completed will be provided by the general fund. In addition, community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing the need for tax support.

Project Milestones

- **Broad Run Greenway** - The trail connects communities from Route 28 to Rollins Ford Road. Segments will be constructed as funding and easements become available.
- **Catharpin Greenway** - The trail connects communities from Silver Lake Park to Long Park to the Manassas Battlefield. Segments will be constructed as funding and easements are available.
- **Neabsco Greenway** - The trail connects communities from Andrew Leitch Park to the Sharron Baucom Dale City Recreation Center. Segments will be completed as funding and easements are available.
- **Occoquan Greenway** - The trail connects communities from the McCoart Complex to the Town of Occoquan. Segments three and four are in the design stage for the bridge crossings. A draft trail layout is complete pending easement availability. Other segments will be constructed as funding and easements are available.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	**Parks & Open Space**	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	848	848	-	-	-	-	-	-	-	-	-
Capital Reserve	21	21	-	-	-	-	-	-	-	-	-
Proffers	1,040	1,040	-	-	-	-	-	-	-	-	-
Total Revenue	**$1,909**	**$1,909**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	46	5	41	-	-	-	-	-	-	-	-
Construction	1,443	159	12	843	429	-	-	-	-	1,272	-
Conversion	420	420	-	-	-	-	-	-	-	-	-
Total Expenditure	**$1,909**	**$583**	**$54**	**$843**	**$429**	**-**	**-**	**-**	**-**	**$1,272**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Broad Run Greenway

Occoquan Greenway

Eco Park Complex

Total Project Cost - $1.5M

Project Description

The Eco Park Complex focuses on transforming the landfill property into a community resource. The complex includes three major components: *Environment - Energy - Education*. The project expands the development of public-private partnerships to increase private development and investment in renewable energy projects to increase sustainability. Potential projects include expansion of the landfill gas to energy facility, development of a waste conversion demonstration project(s), and development of solar and wind power.

The education component of the project includes development of an Eco-Center "Living Building" education facility (which will include County landfill offices), including trails and exhibits within the buffer area of the landfill. Public-private partnerships will be solicited for funding as the educational component develops. Partnerships with PWC Schools, George Mason University, Virginia Tech, and private companies are being explored to develop the educational facility.

Service Impact

- **Increase revenue** - This project will generate revenue through investment in alternative energy solutions (including landfill gas, wind, and solar).
- **Decrease fuel dependence and emissions** - The project will decrease fossil fuel dependence and greenhouse gas emissions at the landfill.
- **Education** - The development of the landfill buffer trails and education facility will provide educational resources and opportunities for local schools and universities.
- **Increase landfill life** - The waste conversion project will divert waste from the landfill and increase the overall life of the landfill.

Funding Sources

- **Solid waste fee revenue** - $1.5M
- **Private funds for renewable energy/ waste conversion/education** - $20M+

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Design** of renewable energy projects (wind, solar and waste conversion technologies) began in FY15 and development continued into FY18.
- **Continued development** of landfill trails with concept plans for an education facility in FY18. Implementation of waste conversion, solar and wind projects, and the education facility will continue in FY19-24.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Solid Waste Fees	1,200	611	-	-	-	-	-	-	-	-	589
Other Revenue	300	300	-	-	-	-	-	-	-	-	-
Total Revenue	**$1,500**	**$911**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$589**
Cost Categories (Expenditures)											
Design/Planning	179	18	86	75	-	-	-	-	-	75	-
Construction	1,269	267	50	363	-	-	-	-	-	363	589
Right of Way/Land	52	52	-	-	-	-	-	-	-	-	-
Total Expenditure	**$1,500**	**$336**	**$137**	**$439**	**-**	**-**	**-**	**-**	**-**	**$439**	**$589**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Landfill Caps

Total Project Cost - $8.3M

Project Description

The project funds the mandated closure of filled cells located at the PWC Sanitary Landfill. Filled cells are areas of the landfill that have reached capacity.

Service Impact

- **Protection of Public Health** - The closure of filled cells will reduce rainwater infiltration, thereby protecting public health, groundwater quality, and the environment.
- **Compliance with Virginia solid waste management regulations** - Regulations mandate that cells must be capped once they are completely filled.

Funding Sources

- **Solid waste fee revenue/Closure Fund** - $8.3M

Project Milestones

- **Design and construction for phase II (sequence 4)** will begin in FY18 and be completed in FY19.
- **Design and construction for phase II (sequence 5)** will begin in FY22 and be completed in FY23.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Solid Waste Fees	8,278	233	3,405	-	-	-	4,640	-	-	4,640	-
Total Revenue	**$8,278**	**$233**	**$3,405**	**-**	**-**	**-**	**$4,640**	**-**	**-**	**$4,640**	**-**
Cost Categories (Expenditures)											
Design/Planning	346	-	46	-	-	-	300	-	-	300	-
Construction	7,402	8	1,584	2,000	-	-	3,810	-	-	5,810	-
Project Management	530	-	-	-	-	-	530	-	-	530	-
Total Expenditure	**$8,278**	**$8**	**$1,630**	**$2,000**	**-**	**-**	**$4,640**	**-**	**-**	**$6,640**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Landfill Liners

Total Project Cost - $16.5M

Project Description

Installation of mandated landfill liners is required to complete the liner systems at the PWC Sanitary Landfill.

Service Impact

- **Protection of Public Health** - The landfill liners will protect public health and the environment by reducing groundwater contamination.
- **Compliance with Virginia Solid Waste Management Regulations** - The regulations mandate that liners be installed in all new landfill cells.
- **Capacity of phase II and III cells** - The life of the Phase II and III cells are estimated to last until 2030.

Funding Sources

- **Solid waste fee revenue** - $16.5M

Project Milestones

- **Design and construction for phase II, part D** was completed in FY18.
- **Relocation of the mulch facility** will begin in FY19 and be completed in FY19 to prepare for the construction of the Phase III lined cells.
- **Design and construction of phase III, part A** will begin in FY21 and be completed in FY22.
- **Design and construction of phase III, part B** will begin in FY24 and be completed in FY25.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Solid Waste Fees	16,487	5,277	-	1,600	-	4,550	-	-	5,060	11,210	-
Total Revenue	**$16,487**	**$5,277**	**-**	**$1,600**	**-**	**$4,550**	**-**	**-**	**$5,060**	**$11,210**	**-**
Cost Categories (Expenditures)											
Design/Planning	1,395	615	-	140	-	300	-	-	340	780	-
Construction	13,578	4,218	-	1,460	-	3,730	-	-	2,000	7,190	2,170
Project Management	1,515	384	62	-	-	520	-	-	250	770	300
Total Expenditure	**$16,487**	**$5,216**	**$62**	**$1,600**	**-**	**$4,550**	**-**	**-**	**$2,590**	**$8,740**	**$2,470**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

County Watersheds

Total Project Cost - $25.1M

Project Description

These funds are for watershed capital projects throughout the PWC. Projects can include stream restoration, best management practices (BMP), stormwater management facility retrofits, culvert modifications, channel improvements, and drainage improvements within county-wide watersheds to reduce flooding and erosion problems and/or improve water quality. The County watersheds included in this project are:

- Broad Run Watershed
- Bull Run Watershed
- Cedar Run Watershed
- Marumsco Creek Watershed
- Neabsco Creek Watershed
- Occoquan River Watershed
- Powells Creek Watershed
- Quantico Creek Watershed

Service Impact

- **Protect water quality** - These projects will protect local water quality and the Chesapeake Bay.
- **Control flooding and reduce erosion** - These projects will help control flooding and reduce erosion and siltation problems countywide.
- **Comply with state and federal mandates** - All of the projects help comply with federal and state mandates, associated with the Clean Water Act, including the Chesapeake Bay Total Maximum Daily Load (TMDL) and the County's MS4 permit by providing water quality and quantity improvements, reduction of non-point source pollution and the enhancement of stream/riparian habitat.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- **Stormwater management (SWM) fee** - $24.3M
- **State/federal and other sources** - $665K
- **Proffers (developer contributions)** - $42K
- **Annual maintenance costs** are supported by the County's Storm Water Management (SWM) fee in the Public Works operating budget.

Project Milestones

Design and construction for watershed improvement projects occur on a phased basis as specific projects are identified in watershed studies. Planned and ongoing projects include the following:

- **Broad Run Watershed**
  - Broad Run SWM Retrofits
- **Bull Run Watershed**
  - Bull Run Stream Restorations/SWM Retrofits

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Stormwater Mgmt Fee	24,349	-	4,742	2,362	2,196	3,550	3,873	3,326	4,300	19,607	-
State Rev	665	-	665	-	-	-	-	-	-	-	-
Proffers	42	-	-	42	-	-	-	-	-	42	-
Total Revenue	**$25,055**	**-**	**$5,407**	**$2,404**	**$2,196**	**$3,550**	**$3,873**	**$3,326**	**$4,300**	**$19,649**	**-**
Cost Categories (Expenditures)											
Construction	25,055	-	4,470	2,362	2,196	3,550	3,873	3,326	4,300	19,607	978
Total Expenditure	**$25,055**	**-**	**$4,470**	**$2,362**	**$2,196**	**$3,550**	**$3,873**	**$3,326**	**$4,300**	**$19,607**	**$978**

Operating Impacts

Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

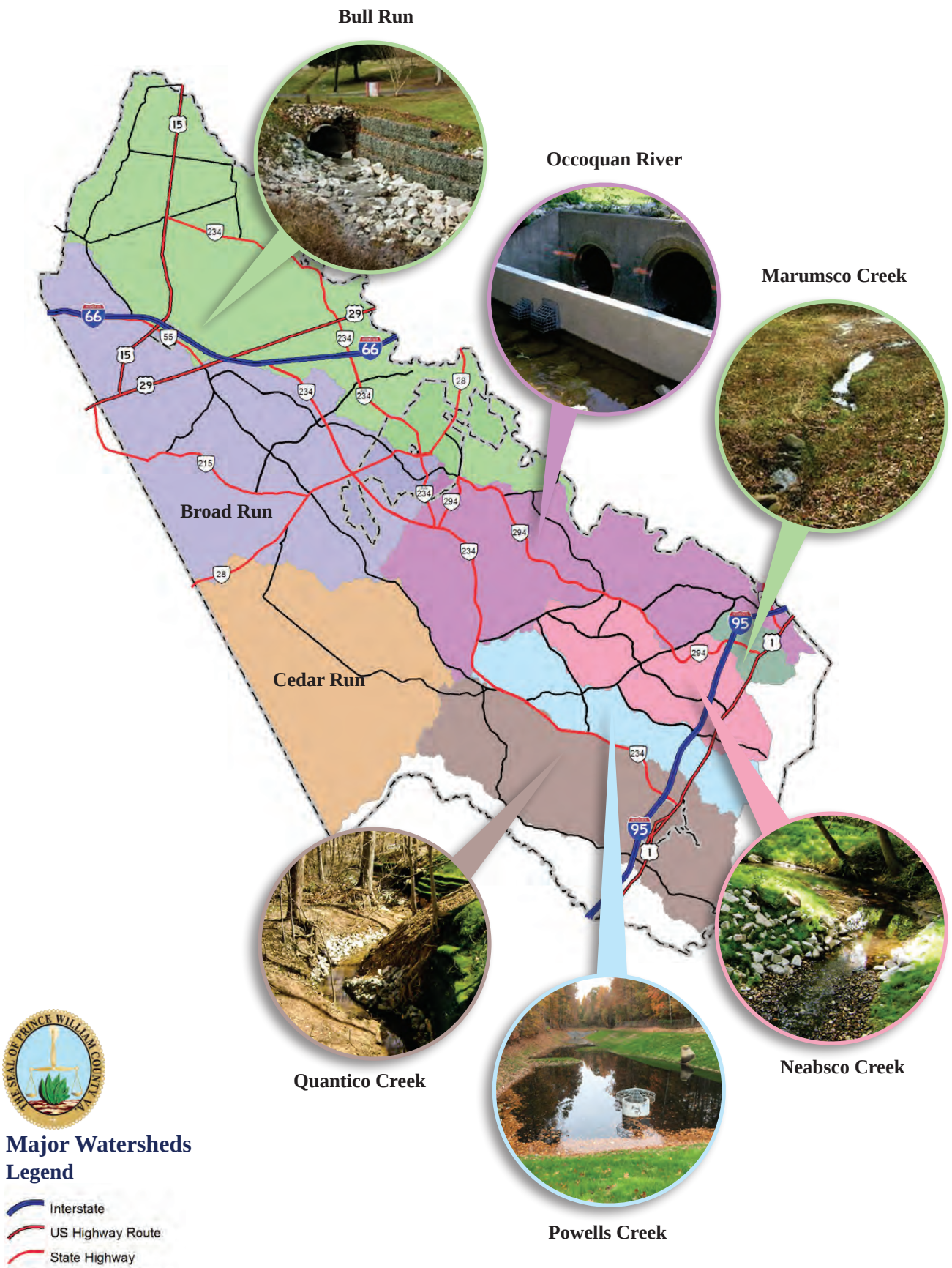
Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

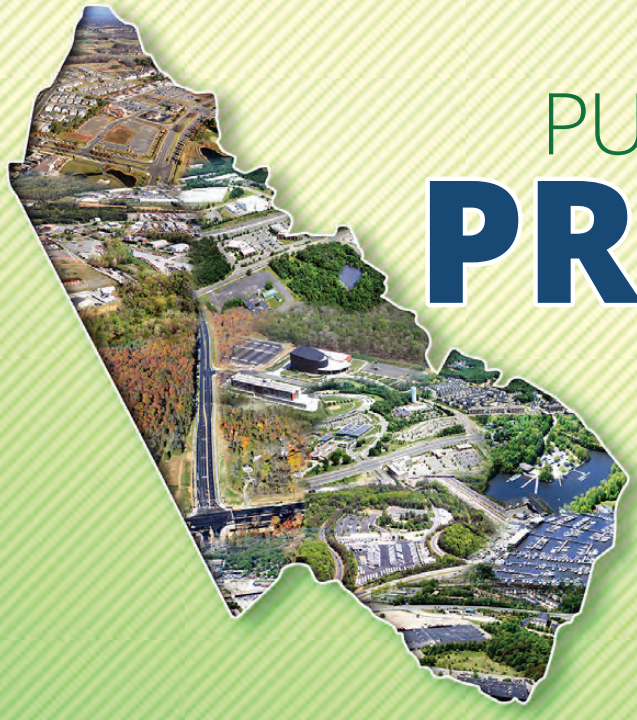
County Watersheds

Powells Creek Watershed Water Quality Retrofit

- **Marumsco Creek Watershed**
  - Marumsco Creek SWM Retrofits
- **Neabsco Creek Watershed**
  - Cow Branch Phase 4
- **Occoquan River Watershed**
  - No projects identified at this time
- **Powells Creek Watershed**
  - Powells SS-725 Stream Restoration - Phase 1
- **Quantico Creek Watershed**
  - Dewey's Creek Reach 2 Stream Restoration
  - SWM Facility 377 - Water Quality Retrofit
  - SWM Facility 424 - Water Quality Retrofit

County Watersheds





PUBLIC SAFETY
PROJECTS

Coles Fire & Rescue Station Reconstruction

Total Project Cost - $10.9M

Project Description

The station was built in 1979 and is located at 13712 Dumfries Road in Manassas. This project will replace the current station based on recommendations identified in the Fire & Rescue Facilities Assessment dated January 2010.

The new station will be constructed at the same address and will be approximately 21,500 square feet with expanded office space, sleeping quarters, more suitable apparatus areas, and hazmat storage.

Service Impact

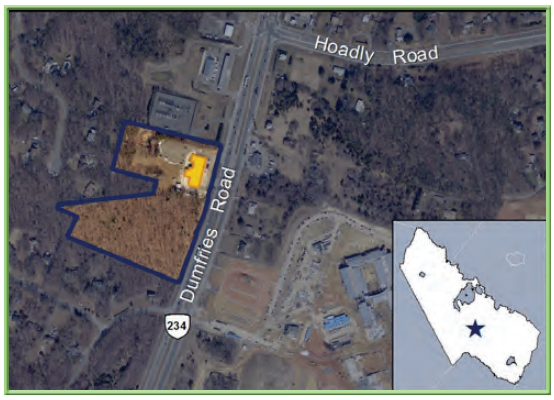
- **Safety** - The reconstructed station will provide a safer environment for career and volunteer staff members.

Funding Sources

- **Fire levy funds** - $9.2M
- **Developer contributions (proffers)** - $1.6M
- **Service Authority water connection credit** - $114K
- **Facility operating costs** are funded by the fire levy. There are no new operating costs due to the reconstruction.

Project Milestones

- **Design** began in August 2013 (FY14).
- **Reconstruction** began in August 2017 (FY18) and is scheduled to be completed in January 2019 (FY19).
- **Occupancy** is planned for February 2019 (FY19).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Fire Levy	9,211	9,712	(461)	(40)	-	-	-	-	-	(40)	-
Proffers	1,596	780	461	355	-	-	-	-	-	355	-
Service Authority Reimbursement	114	114	-	-	-	-	-	-	-	-	-
Total Revenue	**$10,921**	**$10,606**	**-**	**$315**	**-**	**-**	**-**	**-**	**-**	**$315**	**-**
Cost Categories (Expenditures)											
Design/Planning	1,056	974	82	-	-	-	-	-	-	-	-
Construction	8,673	44	5,130	3,500	-	-	-	-	-	3,500	-
Occupancy	451	-	226	225	-	-	-	-	-	225	-
Telecommunication	253	-	253	-	-	-	-	-	-	-	-
Project Management	488	48	240	200	-	-	-	-	-	200	-
Total Expenditure	**$10,921**	**$1,066**	**$5,930**	**$3,925**	**-**	**-**	**-**	**-**	**-**	**$3,925**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)				-	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Nokesville Fire & Rescue Station Reconstruction

Total Project Cost - $10.7M

Project Description

This project will replace the current station as recommended in the 2010 Fire & Rescue Facilities Assessment. The new station will be constructed at the same location as the current station. The new station will have expanded office space, sleeping quarters, community room, and more suitable apparatus areas.

Service Impact

- **Safety** - The reconstructed station will provide a safer environment for career and volunteer staff members.
- **Volunteer recruitment and retention** - The renovation is not expected to impact station response times, it is anticipated that renovated living and working space will improve volunteer firefighter recruitment and retention.

Funding Sources

- **Fire levy funds** - $7.5M
- **Developer contributions (proffers)** - $2.5M
- **Capital Reserve** - $600K
- **Service Authority Reimbursement (Credit)** - $114K
- **Facility and program operating costs** are funded by the fire levy; there are no new costs due to the reconstruction.

Project Milestones

- **Design** began in December 2013 (FY14) and was completed in November 2017 (FY18).
- **Reconstruction** is scheduled to begin May 2018 (FY18) and will be completed in August 2019 (FY20).
- **Occupancy** is scheduled for September 2019 (FY20).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Capital Reserve	600	600	-	-	-	-	-	-	-	-	-
Fire Levy	7,549	7,852	(303)	-	-	-	-	-	-	-	-
Proffers	1,860	1,556	303	-	-	-	-	-	-	-	-
Service Authority Reimbursement	114	114	-	-	-	-	-	-	-	-	-
Total Revenue	**$10,123**	**$10,123**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Pre-Planning	101	101	-	-	-	-	-	-	-	-	-
Design/Planning	1,192	982	110	90	10	-	-	-	-	100	-
Construction	8,456	-	1,000	6,015	1,441	-	-	-	-	7,456	-
Occupancy	275	-	-	100	175	-	-	-	-	275	-
Telecommunication	283	-	-	283	-	-	-	-	-	283	-
Project Management	419	27	190	190	12	-	-	-	-	202	-
Total Expenditure	**$10,726**	**$1,110**	**$1,300**	**$6,678**	**$1,638**	**-**	**-**	**-**	**-**	**$8,316**	**-**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Station 22 (West End) Fire & Rescue

Total Project Cost - $16.4M

Project Description

Station 22 is a Fire & Rescue station that will be located at 11600 Balls Ford Road in the west end of the county and is planned to be approximately 21,000 square feet. The station will house a pumper, rescue unit, collapse unit, and an Advanced Life Support (ALS) ambulance. Career staffing will be provided for a 24-hour pumper unit, 24-hour rescue unit, and a 24-hour medic unit. The building will include sleeping quarters, a kitchen and dayroom, physical fitness room, training room, storage for heavy tactical rescue equipment, and offices. The station will include three to four apparatus bays, an area for personal protective equipment, and an exterior training tower.

Service Impact

- **Response Time Improvements** - The station's first due area will experience response time improvements. System-wide response time improvements are also projected to improve, which will help ease the burden on existing stations.

Funding Sources

- **Debt financing** (supported by the Fire Levy) - $15.1M
- **Fire levy funds** - $922K
- **Developer contributions (proffers)** - $353K
- **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		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Project Milestones

- **Land Acquisition** was completed in July 2017 (FY18).
- **Design** began in November 2017 (FY18) and will be completed in December 2018 (FY19).
- **Construction** is scheduled to begin in June 2019 (FY19) and will be completed in September 2020 (FY21).
- **Occupancy** is scheduled for November 2020 (FY21).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Fire Levy	922	1,275	-	(353)	-	-	-	-	-	(353)	-
Debt	15,080	-	-	15,080	-	-	-	-	-	15,080	-
Proffers	353	-	-	353	-	-	-	-	-	353	-
Total Revenue	**$16,355**	**$1,275**	**-**	**$15,080**	**-**	**-**	**-**	**-**	**-**	**$15,080**	**-**
Cost Categories (Expenditures)											
Pre-Planning	39	39	-	-	-	-	-	-	-	-	-
Design/Planning	800	-	250	450	100	-	-	-	-	550	-
Construction	10,165	-	15	2,635	7,515	-	-	-	-	10,150	-
Right of Way/Land	3,778	112	3,666	-	-	-	-	-	-	-	-
Occupancy	400	-	-	75	325	-	-	-	-	400	-
Telecommunication	400	-	-	400	-	-	-	-	-	400	-
Project Management	722	7	140	300	275	-	-	-	-	575	-
Other Project Costs	50	-	-	50	-	-	-	-	-	50	-
Total Expenditure	**$16,355**	**$158**	**$4,071**	**$3,910**	**$8,215**	**-**	**-**	**-**	**-**	**$12,125**	**-**

Operating Impacts							
Operating Expenses	-	-	1,950	1,643	1,643	1,643	6,878
Debt Service	-	1,433	1,399	1,365	1,331	1,297	6,824
Revenue	-	1,433	1,399	1,365	1,331	1,297	6,824
General Fund Requirement	**-**	**-**	**$1,950**	**$1,643**	**$1,643**	**$1,643**	**$6,878**
Additional Positions (FTEs)	0.00	0.00	14.00	0.00	0.00	0.00	14.00

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Station 27 (East End) Fire & Rescue

Total Project Cost - $14.0M

Project Description

Station 27 is a new Fire & Rescue station that will be located on the east end of the County in, or near, the Potomac Shores community, located on the Cherry Hill Peninsula. The station is planned to house a pumper and an ALS ambulance. Twenty-four hour career staffing will be provided for both units. The building will include sleeping quarters, a kitchen and dayroom, a physical fitness room, a training room, and offices. The station is currently planned to include two to three apparatus bays and an area for personal protective equipment.

Service Impact

- **Response Time Improvements** - The station's first due area will experience response time improvements. System-wide response time improvements are also projected to improve, which will help ease the burden on existing stations.

Funding Sources

- **Debt financing** (supported by the fire levy) - $14.0M
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund and the fire levy will fund a portion of volunteer hours.

Project Milestones

- **Land Acquisition** began in FY18 and is planned to be complete late summer 2018 (FY19). Note, land acquisition costs are not included in the total project cost, but will be included once the acquisition is complete.
- **Design** is scheduled to begin in July 2021 (FY22).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

- **Construction** is scheduled to begin in July 2022 (FY23) and be completed in December 2023 (FY24).
- **Occupancy** is scheduled for January 2024 (FY24).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Debt	14,000	-	-	-	-	-	14,000	-	-	14,000	-
Total Revenue	**$14,000**	**-**	**-**	**-**	**-**	**-**	**$14,000**	**-**	**-**	**$14,000**	**-**
Cost Categories (Expenditures)											
Pre-Planning	225	-	-	-	-	225	-	-	-	225	-
Design/Planning	800	-	-	-	-	-	600	150	50	800	-
Construction	11,400	-	-	-	-	-	-	6,400	5,000	11,400	-
Occupancy	400	-	-	-	-	-	-	400	-	400	-
Telecommunication	400	-	-	-	-	-	-	400	-	400	-
Project Management	775	-	-	-	-	50	175	300	250	775	-
Total Expenditure	**$14,000**	**-**	**-**	**-**	**-**	**$275**	**$775**	**$7,650**	**$5,300**	**$14,000**	**-**
Operating Impacts											
Operating Expenses				-	-	-	1,645	3,344	3,379	8,367	
Debt Service				-	-	-	-	1,400	1,365	2,765	
Revenue				-	-	-	-	1,400	1,365	2,765	
General Fund Requirement				**-**	**-**	**-**	**$1,645**	**$3,344**	**$3,379**	**$8,367**	
Additional FTE				-	-	-	10.00	14.00	-	24.00	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Adult Detention Center Phase 2

Total Project Cost - $46.9M

Project Description

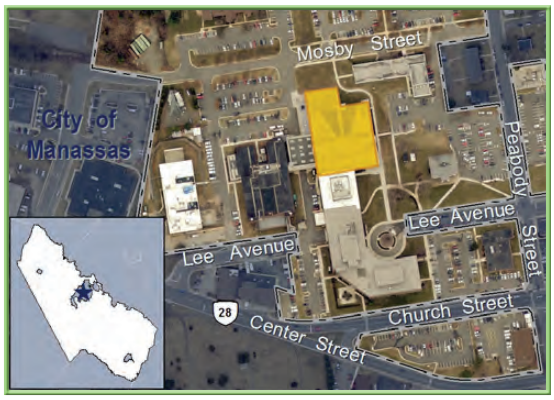
The project provides a second expansion adjacent to the existing ADC and will include repairs to the main jail and a parking lot expansion. The expansion will provide bed space to alleviate current overcrowding and future inmate population growth.

Service Impact

- **Inmate population** - This expansion provides future capacity for projected inmate population.
- **Bed Space** - The expansion will provide 204 additional general population beds in the Manassas Complex.
- **Support increase of Average Daily Population (ADP)** - The current ADP, as defined by the 2014 Community Based Corrections Planning study, exceeds the existing rated capacity of the facility by 219 jail beds. The additional bed space will address the current need. The closure of the Peumansend Creek Regional jail in 2017 eliminated 75 available beds, adding to the current situation.

Funding Sources

- **Debt financing** - $20.8M
- **State reimbursement** - $21.0M
- **Facilities capital reserve** - $5.1M
- **Facility operating costs** will be funded by the general fund and the cities of Manassas and Manassas Park. Facility personnel are included in the FTE count and operating costs below and include 82 security positions and 18 non-security positions. Staffing is being phased in over three years beginning in FY18. Twenty-eight positions were authorized in FY18.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Project Milestones

- **Planning and design** began in April 2015 (FY15) and was completed December 2016 (FY17).
- **Construction** began December 2017 (FY18) and will be completed February 2020 (FY20).
- **Occupancy** is scheduled for March 2020 (FY20).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Capital Reserve	5,071	5,071	-	-	-	-	-	-	-	-	-
Debt	20,802	-	21,032	20,802	-	(21,032)	-	-	-	230	-
State Rev	21,032	-	-	-	-	21,032	-	-	-	21,032	-
Total Revenue	**$46,906**	**$5,071**	**$21,032**	**$20,802**	**-**	**-**	**-**	**-**	**-**	**$20,802**	**-**
Cost Categories (Expenditures)											
Design/Planning	3,568	2,810	200	300	258	-	-	-	-	558	-
Construction	41,932	651	3,252	20,529	17,500	-	-	-	-	38,029	-
Occupancy	412	-	-	-	412	-	-	-	-	412	-
Telecommunication	406	-	-	100	306	-	-	-	-	406	-
Project Management	588	158	85	185	160	-	-	-	-	345	-
Total Expenditure	**$46,906**	**$3,620**	**$3,537**	**$21,114**	**$18,635**	**-**	**-**	**-**	**-**	**$39,749**	**-**

Operating Impacts							
Operating Expenses	4,838	6,417	6,971	6,971	6,971	6,971	39,139
Debt Service	209	2,493	2,472	2,425	1,836	1,789	11,224
Revenue	-	1,100	2,200	2,200	2,200	2,200	9,900
General Fund Requirement	**$5,047**	**$7,810**	**$7,243**	**$7,196**	**$6,607**	**$6,560**	**$40,464**
Additional Positions (FTEs)	45.00	27.00	-	-	-	-	72.00

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Adult Detention Center Phase 2

Courthouse Security System Replacement

Total Project Cost - $4.8M

Project Description

The project replaces the security system at the Judicial Center Courthouse complex, to include new cameras/surveillance equipment, digital video recorders capable of recording and maintaining video footage for 30 days, new wiring compatible with the new surveillance equipment, and call boxes with surveillance cameras.

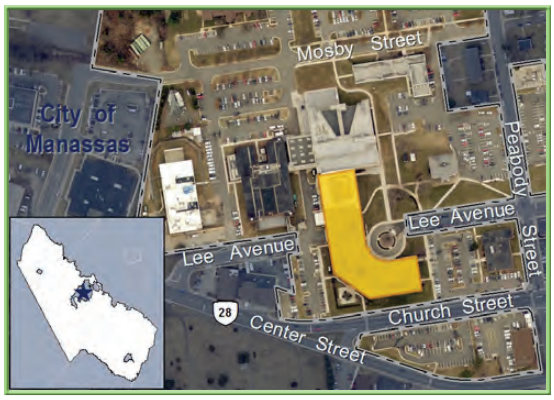
A needs assessment was completed in FY16 and will inform the design and implementation of the system. Additional maintenance funds will be needed to support the new system, which will be identified during planning and design.

Service Impact

- **Improved safety and security at the Judicial Center** - Replacing the system will improve safety and security for visitors and employees in the complex by ensuring that access to sensitive areas is appropriately restricted and surveillance of areas is maintained.
- **Software and hardware life cycle** - The life cycle of the existing software and hardware is at an end. System replacement is critical in order to support the security of the complex.

Funding Sources

- **General fund** - $4.8M
- **Facility operating costs** will be funded by the general fund.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Project Milestones

- **Planning and design** is scheduled to be completed spring 2018 (FY18) with contract award in fall 2018 (FY19).
- **Implementation** is scheduled to begin fall 2018 (FY19) with completion in winter 2020 (FY20).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	4,789	4,789	-	-	-	-	-	-	-	-	-
Total Revenue	**$4,789**	**$4,789**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	358	64	269	25	-	-	-	-	-	25	-
Construction	4,098	-	-	2,259	1,839	-	-	-	-	4,098	-
Project Management	332	-	-	250	82	-	-	-	-	332	-
Total Expenditure	**$4,789**	**$64**	**$269**	**$2,534**	**$1,921**	**-**	**-**	**-**	**-**	**$4,455**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

911 Call Center Redundancy

Total Project Cost - $1.0M

Project Description

Phase 1 of this project renovates the existing 911 call center backup and disaster recover location for the Office of Public Safety Communications. This will enable public safety communications to activate the County's backup and disaster recovery site quickly and facilitate operations for extended periods.

Phase 2 of this project renovates the existing primary 911 call center for the Office of Public Safety Communications. This will support current operations and the need for additional capacity to support future next generation 911 initiatives.

Service Impact

- **Public Safety Communications** - Modernizing the County's backup and primary public safety communications sites will promote a safe community by allowing rapid deployment of its backup system and decreasing emergency response times overall.

Funding Sources

- **Capital Reserve** - $1.0M

Project Milestones

- **Planning and design** is scheduled to begin in fall 2018 (FY19) with completion in FY20.
- **Construction** is scheduled to be completed in FY20.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Capital Reserve	1,020	-	-	1,020	-	-	-	-	-	1,020	-
Total Revenue	**$1,020**	**-**	**-**	**$1,020**	**-**	**-**	**-**	**-**	**-**	**$1,020**	**-**
Cost Categories (Expenditures)											
Design/Planning	100	-	-	100	-	-	-	-	-	100	-
Construction	920	-	-	410	510	-	-	-	-	920	-
Total Expenditure	**$1,020**	**-**	**-**	**$510**	**$510**	**-**	**-**	**-**	**-**	**$1,020**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Animal Shelter Expansion / Renovation

Total Project Budget - $15.1M

Project Description

The project constructs a new animal shelter at the existing shelter location at Independent Hill on Dumfries Road. The project will replace aging trailers where staff is housed, and several aging/deteriorating outbuildings used for storage.

Features of the new facility will include expanded animal adoption areas, quarantine and visitation areas, veterinarian support space, feed and equipment storage areas, exam and grooming rooms, stray animal kennels, and space to address surge capacity related to animal cruelty and hoarding cases. The design will be in full compliance with Association of Shelter Veterinarians facility standards.

Service Impact

- **Improve the Long-term Support and Operation** - Animal control services will improve as follows:
  - Enhanced public accessibility to the shelter.
  - Housing of stray and homeless pets to include feeding, care, and maintenance.
  - Quarantine of aggressive and potentially rabid animals and surrender of unwanted pets.
  - Public education on animal laws, animal care, and animal behavior.
  - Enforcement of state and local laws regarding domestic and agricultural animals.
  - Adoption and placement of pets in new homes.
  - Cremation of deceased animals.
  - Administration of vaccines to prevent the spread of contagious animal diseases.
  - Housing of stray livestock, birds, and reptiles.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Debt	14,125	-	-	14,125	-	-	-	-	-	14,125	-
Total Revenue	**$15,125**	**$1,000**	**-**	**$14,125**	**-**	**-**	**-**	**-**	**-**	**$14,125**	**-**
Cost Categories (Expenditures)											
Pre-Planning	328	313	15	-	-	-	-	-	-	-	-
Design/Planning	1,359	-	959	200	100	100	-	-	-	400	-
Construction	11,624	-	-	3,000	6,000	2,624	-	-	-	11,624	-
Occupancy	900	-	-	-	564	336	-	-	-	900	-
Telecommunication	313	-	-	-	100	213	-	-	-	313	-
Project Management	600	-	70	140	205	185	-	-	-	530	-
Total Expenditure	**$15,125**	**$313**	**$1,044**	**$3,340**	**$6,969**	**$3,458**	**-**	**-**	**-**	**$13,767**	**-**
Operating Impacts											
Operating Expenses			-	700	814	746	746	746	3,751		
Debt Service			-	1,342	1,310	1,278	1,246	1,215	6,391		
Revenue			-	-	-	-	-	-	-		
General Fund Requirement			**-**	**$2,042**	**$2,124**	**$2,024**	**$1,992**	**$1,960**	**$10,142**		
Additional Positions (FTEs)			-	-	-	-	-	-	-		

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Animal Shelter Expansion / Renovation

Current Prince William County Animal Shelter

Funding Sources

- **General fund** - $1.0M
- **Debt financing** - $14.1M
- **Debt service costs** will be funded by the general fund.
- **Facility operating costs** will be funded by the general fund.

Project Milestones

- **Planning and design option** chosen in September 2017 (FY18).
- **Final design** began in October 2017 (FY18) to be completed in summer 2018 (FY19).
- **Construction** is scheduled to begin in November 2018 (FY19) to be completed in September 2020 (FY21).
- **Occupancy** is scheduled for October 2020 (FY21).

Body Worn Cameras for Police Officers

Total Project Cost - $3.0M

Project Description

This project funds a pilot program, purchase of camera equipment, and licensing for the establishment of a body worn camera (BWC) program in the County's Police Department.

Several high profile incidents across the country have generated public discussion for greater transparency and accountability regarding police actions and behaviors. A national movement for agencies to adopt BWC technology has been underway over the past couple of years.

Many agencies at the regional, state, and national levels are in the process of studying, piloting, or implementing BWCs. Benefits of implementing BWCs include:

- Promote greater accountability, transparency, and public trust while protecting civil liberties.
- May result in reductions in citizen complaints, use of force incidents, civil litigation cases, and assaults on police officers.
- Videos used as a training tool to conduct post-incident review and make better-informed decisions.
- Provide improved documentation in reports and evidence collection.
- Assist in identifying and correcting internal agency issues (i.e. tactics, communication, customer service, officer safety, etc.).
- Discourage people from filing unfounded complaints against officers.

Service Impact

➢ **Enhance Public Trust and Accountability** - The project is intended to enhance public trust in the Police Department by documenting law enforcement encounters with the public. In addition, it is meant to promote accountability, transparency, and professionalism.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Funding Sources

➢ **General fund** - $3.0M

➢ **Program operating costs** will be funded by the general fund. Note, in FY19 the project will support some operating costs.

Project Milestones

➢ **Planning and design** began in summer 2015 (FY16).

➢ **Project implementation**, beginning with a pilot program, began in fall 2016 (FY17) and was completed in spring 2017 (FY17).

➢ **Full project implementation** with rollout of equipment and training of officers began in September 2017 (FY18) and will be completed in FY18.

➢ **Telecommunication (licensing) costs** for FY19 will be supported out of the project.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	3,000	3,000	-	-	-	-	-	-	-	-	-
Total Revenue	**$3,000**	**$3,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	157	126	31	-	-	-	-	-	-	-	-
Occupancy	1,264	469	795	-	-	-	-	-	-	-	-
Telecommunication	1,579	-	640	676	-	-	-	-	-	676	264
Total Expenditure	**$3,000**	**$595**	**$1,466**	**$676**	**-**	**-**	**-**	**-**	**-**	**$676**	**$264**
Operating Impacts											
Operating Expenses				171	846	846	846	846	846	4,402	
Debt Service				-	-	-	-	-	-	-	
Revenue				25	25	25	25	25	25	150	
General Fund Requirement				**$146**	**$821**	**$821**	**$821**	**$821**	**$821**	**$4,252**	
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Public Safety Training Center Master Plan

Total Project Cost of Master Plan - $400K

Total Project Cost of Expansion - TBD

Project Description

This project develops a master plan to identify improvements and additions to the Public Safety Training Center (PSTC). The training center supports the recruit training of police and fire and rescue personnel and ongoing training for active duty personnel.

Service Impact

- **Public Safety Training** - The Police and Fire & Rescue Department personnel, along with volunteers, will benefit from enhanced and updated facilities.

Funding Sources

- **Capital Reserve** - $400K
- **Debt service costs** associated with financing future facility improvements will be funded by the general fund.
- **Annual operating costs** will be supported by the general fund.

Project Milestones

- **Master planning** is scheduled to begin in spring 2018 (FY18) with completion in FY20.
- **Design** of specific improvements and project costs will begin after the completion of the master plan.
- **Construction** is scheduled to begin in FY21.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Capital Reserve	400	-	400	-	-	-	-	-	-	-	-
Total Revenue	**$400**	**-**	**$400**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Pre-Planning	400	-	50	300	50	-	-	-	-	350	-
Total Expenditure	**$400**	**-**	**$50**	**$300**	**$50**	**-**	**-**	**-**	**-**	**$350**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	500	500	1,000	
Debt Service				-	-	-	3,000	3,000	3,000	9,000	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**$3,000**	**$3,500**	**$3,500**	**$10,000**	
Additional Positions (FTEs)				0	0	0	0	0	0	0	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Security Improvements at County Facilities

Total Project Cost - $2.6M

Project Description

This project will primarily fund a security assessment and physical security enhancements at the McCoart Complex. In addition, funds will be used to assess security improvement needs at the Judicial Center and the Gar-field (Eastern District) Police Station.

Service Impact

- **Improved safety and security** - Physical security enhancements improve safety for visitors and employees in County facilities by ensuring that access to sensitive areas is appropriately restricted and managed.
- **Asset Protection** - Physical security enhancements protect County assets.

Funding Sources

- **General fund** - $553K
- **Capital Reserve** - $2.0M
- **Annual operating cost** impacts will be identified during the design phases. There are currently no operating impacts planned in the CIP.

Project Milestones

- **Security Assessment** was completed in FY18.
- **Design for McCoart Complex improvements** began in December 2017 (FY18) and are scheduled to be completed in summer 2018 (FY19).
- **Construction at McCoart Complex** is scheduled to begin summer 2018 (FY19).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

- **Judicial Center and Gar-Field assessment** began in December 2017 (FY18) and is scheduled to be completed June 2018 (FY18).
- **Projects at other sites** will be identified, designed, and constructed in the future. Specific timelines are to be determined.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	553	553	-	-	-	-	-	-	-	-	-
Capital Reserve	2,000	-	2,000	-	-	-	-	-	-	-	-
Total Revenue	**$2,553**	**$553**	**$2,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	344	169	175	-	-	-	-	-	-	-	-
Construction	2,209	-	197	703	982	327	-	-	-	2,012	-
Total Expenditure	**$2,553**	**$169**	**$372**	**$703**	**$982**	**$327**	**-**	**-**	**-**	**$2,012**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				0	0	0	0	0	0	0	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

TECHNOLOGY IMPROVEMENT
PROJECTS

800 MHz Radio Communications System

Total Project Cost - $22.2M

Project Description

The original 800 MHz Public Safety Radio Infrastructure Platform reached the end of contracted vendor service support and guaranteed replacement parts availability in 2013. This project includes the replacement and technology update to the County's 800 MHz System and a new microwave link at the Paul T. White (Western District) Police Station to support the new 800 MHz equipment.

Service Impact

- **Communications** - The 800 MHz system provides primary voice communications for all public safety agencies, to include, but not limited to, Public Safety Communications, County Police, Fire & Rescue, Sheriff, and the Adult Detention Center (ADC). 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 PWC Schools, the PWC Service Authority, and the County Department of Development Services and Department of Public Works as a primary means of communication between field personnel/resources and control centers/ headquarters. The 800 MHz system averages 9,000 individual communications daily.
- **Radios** - There are approximately 4,800 radios in use in the system, which includes 1,505 law enforcement, 1,786 fire & rescue and 1,462 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		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Funding Sources

- **Capital reserve** - $18.0M
- **Fire levy** - $4.0M
- **Technology Internal Service Fund (ISF) fund balance** - $245K
- **Annual operating costs** are funded by the general fund.

Project Milestones

- **System design, budgetary analysis, request for proposals (RFP), and vendor selection** completed in FY11.
- **Contract** was approved in FY12.
- **Acceptance testing and system cutover** was completed in FY14.
- **Radio site planning and design** for final radio site was initiated in FY17 and continued into FY18.
- **Easement for final radio site approved** in May 2018 (FY18).
- **Construction of final radio site and system implementation** for site is targeted for completion in FY19.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Capital Reserve	18,000	18,000	-	-	-	-	-	-	-	-	-
Fire Levy	4,000	4,000	-	-	-	-	-	-	-	-	-
Internal Service Fund Balance	245	245	-	-	-	-	-	-	-	-	-
Total Revenue	**$22,245**	**$22,245**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Pre-Planning.	16	16	-	-	-	-	-	-	-	-	-
Plan & Analysis.	3	3	-	-	-	-	-	-	-	-	-
Dev Deploy & Eval.	2,412	15	21	2,376	-	-	-	-	-	2,376	-
Conversion.	19,815	19,815	-	-	-	-	-	-	-	-	-
Total Expenditure	**$22,245**	**$19,848**	**$21**	**$2,376**	**-**	**-**	**-**	**-**	**-**	**$2,376**	**-**
Operating Impacts											
Operating Expenses				1,155	1,238	1,264	1,290	1,316	1,144	7,407	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**$1,155**	**$1,238**	**$1,264**	**$1,290**	**$1,316**	**$1,144**	**$7,407**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

ADC Information Management System

Total Project Cost - $638K

Project Description

The ADC Information Management System includes two components - (1) the management of booking and digital photos of inmates at intake and release, arrest charges and sentence information, and (2) a new medical records system. The information managed includes inmate transfers and cell assignment, inmate accounts, and work-release activity. The current system was installed in 2000, underwent upgrades in 2003, 2007, and 2013 and reached end of life support in 2017.

Service Impact

- **System maintenance** - The system will properly maintain the ADC information management system, aiding in inmate control and medical treatment, and fulfilling state reporting requirements.

Funding Sources

- **General fund** - $550K
- **ISF fund balance** - $88K
- **Annual operating costs** are funded by the general fund.

Project Milestones

- **Existing system upgrade** completed in FY14.
- **New system implementation and acceptance** for medical records and digital imaging is scheduled for FY19.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	550	550	-	-	-	-	-	-	-	-	-
Internal Service Fund Balance	88	88	-	-	-	-	-	-	-	-	-
Total Revenue	**$638**	**$638**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	476	3	381	92	-	-	-	-	-	92	-
Conversion.	162	162	-	-	-	-	-	-	-	-	-
Total Expenditure	**$638**	**$165**	**$381**	**$92**	**-**	**-**	**-**	**-**	**-**	**$92**	**-**
Operating Impacts											
Operating Expenses				75	77	80	82	85	88	486	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**$75**	**$77**	**$80**	**$82**	**$85**	**$88**	**$486**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Cable Equipment

Total Project Cost - $2.7M

Project Description

Capital improvements and purchases within this project are made possible by separate cable franchise agreements between the County and local cable television providers. The funding amount is one percent of gross revenues generated in PWC by cable operators. Use of this revenue stream is restricted to cable-related capital needs.

The cable franchise fee revenue is split between the County and PWC Schools, for broadcast capability of educational and information programming. This project reflects the expenditure plan for the County's portion of the cable franchise fee revenue.

Service Impact

- **The Government Access Channel -** The channel provides general government programs to cable subscribers in PWC. Information is broadcast in the form of original programs, public service announcements, Board of County Supervisors (BOCS) meetings (both live and rebroadcast), and other programming.
- **Online presence for the County** - An online presence is critical to sharing information about PWC government with residents. An essential component of that presence is video content.

Funding Sources

- **Cable franchise fee** - $2.7M

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	**Telecommunications**
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	**Schools**	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **PWC channel (play to air)** - Refresh of master control system to replace aging hardware completed in FY17.
- **Improvements to Chinn Studio** - Upgrade sound proofing, lighting set design and other items to create a more usable and efficient studio space completed in FY18.

Future Plans

To continue to work toward more effective and efficient programming and video production, the following projects are planned for the future:

- Purchase and install new broadcast equipment.
- Reconfigure control room.
- Upgrade equipment in BOCS Chambers.
- Purchase broadcast van with workstation.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Cable Franchise Fee	2,748	-	-	458	458	458	458	458	458	2,748	-
Total Revenue	**$2,748**	**-**	**-**	**$458**	**$458**	**$458**	**$458**	**$458**	**$458**	**$2,748**	**-**
Cost Categories (Expenditures)											
Occupancy	2,019	-	-	55	295	50	45	160	124	729	1,290
Total Expenditure	**$2,748**	**-**	**-**	**$110**	**$590**	**$100**	**$90**	**$320**	**$248**	**$1,458**	**$1,290**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Computer Aided Dispatch (CAD)

Total Project Cost - $6.5M

Project Description

CAD is hardware and software infrastructure that processes calls and dispatch of police officers, firefighters, and EMS. CAD interfaces with a wide range of technology systems, including police/fire/EMS records management systems, mobile data, Westnet, E-911, pagers, SafetyPAD, and 800 MHz. The previous CAD system was accepted in 1999 and exceeded industry standards for replacement. During FY17, the County processed over 418,090 calls for service, of which approximately 163,507 were answered via E-911.

Service Impact

- **Call Management** - The effective management of calls for public safety service to the community is dependent on the CAD system.
- **Response, reporting, and dispatching** - The CAD system is mission critical for public safety agencies in meeting emergency response, accurate reporting and dispatching, and ensuring the health and safety of the community.

Funding Sources

- **E-911 fund balance** - $6.1M
- **ISF fund balance** - $433K
- **Annual operating costs** are funded by the general fund.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	**Telecommunications**
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Project Milestones

- **Needs analysis and RFP development** completed in FY11.
- **Candidate systems live test, demonstrations, and site visits** with current customers of candidate systems in FY12.
- **Contractor negotiations and selection** occurred in FY13.
- **CAD test and go live** occurred in FY15.
- **Integration with other systems** completed in FY17.
- **Acceptance** scheduled to occur in FY19.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	6,100	6,100	-	-	-	-	-	-	-	-	-
Internal Service Fund Balance	433	433	-	-	-	-	-	-	-	-	-
Total Revenue	**$6,533**	**$6,533**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	1,789	281	1,155	352	-	-	-	-	-	352	-
Conversion.	4,744	4,744	-	-	-	-	-	-	-	-	-
Total Expenditure	**$6,533**	**$5,026**	**$1,155**	**$352**	**-**	**-**	**-**	**-**	**-**	**$352**	**-**

Operating Impacts	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24
Operating Expenses	1,365	1,419	1,476	1,531	1,588	1,647	9,026
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**$1,365**	**$1,419**	**$1,476**	**$1,531**	**$1,588**	**$1,647**	**$9,026**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Disaster Recovery/Business Continuity

Total Project Cost - $2.7M

Project Description

This project includes multiple sub-projects to ensure critical County systems and applications are redundant and reliable in the event of system failures. Additional facilities, generators, heating ventilation and air conditioning, fire suppression, battery plants, servers, data network components, and application developments are required for a comprehensive disaster recovery and business continuity development plan.

Service Impact

- **Recovery and continuity** - Disaster recovery and business continuity is critical to ensure essential public services such as County Police, Fire & Rescue, and EMS continue in the event of catastrophic system-wide failure.

Funding Sources

- **General fund** - $2.7M
- **Annual operating costs** are funded by the general fund.

Project Milestones

- **Individual projects** occurred in FY15 and FY16 to enhance sustainability, accessibility, reliability, and survivability of systems and infrastructure as identified by the Department of Information Technology and the Information Technology Steering Committee.
- **Implementation of the core infrastructure** (email, intranet, Internet redundancy, and active directory redundancy) was completed in FY16.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	**Telecommunications**
Environment	**Police**	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	**Wellbeing**	**Mobility**
Quality Education	**Safe & Secure Community**	

- **Implementation of the application infrastructure** and the population of the data center with systems and data were completed in FY17.
- **Increased storage and software needs**, including onsite private cloud are projected for completion in FY18 and FY19.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	2,730	2,730	-	-	-	-	-	-	-	-	-
Total Revenue	**$2,730**	**$2,730**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	1,004	413	127	465	-	-	-	-	-	465	-
Conversion.	1,725	1,725	-	-	-	-	-	-	-	-	-
Total Expenditure	**$2,730**	**$2,138**	**$127**	**$465**	**-**	**-**	**-**	**-**	**-**	**$465**	**-**
Operating Impacts											
Operating Expenses				9	9	9	9	9	9	51	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**$9**	**$9**	**$9**	**$9**	**$9**	**$9**	**$51**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Human Resources Electronic Document Mgmt System

Total Project Cost - $332K

Project Description

The existing Human Resource Information System (HRIS) Electronic Document Management System was designed in 2001 and no longer meets the business needs of the County. This project will redesign the electronic document management system used by Human Resources to allow for efficient retrieval of information and create the foundation for access to be role specific including department level access. This redesign will also allow for more intuitive document nomenclature, provide additional edit and maintenance functions, and standardize identification of folder and file properties across the system.

Service Impact

- **Workload efficiencies** - The enhanced system designed by this project will provide better management of personnel records, enhance efficiency in research and retrieval, and limit duplication of storage of personnel documentation within the departments.

Funding Sources

- **General fund** - $332K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **New system implementation and acceptance** began in FY18 and is anticipated to be completed in FY19.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	332	332	-	-	-	-	-	-	-	-	-
Total Revenue	**$332**	**$332**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	332	-	50	282	-	-	-	-	-	282	-
Total Expenditure	**$332**	**-**	**$50**	**$282**	**-**	**-**	**-**	**-**	**-**	**$282**	**-**
Operating Impacts											
Operating Expenses				15	16	16	17	18	19	101	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**$15**	**$16**	**$16**	**$17**	**$18**	**$19**	**$101**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Human Capital Management (HCM)

Total Project Cost - $13.0M

Project Description

This project defines requirements and options for the replacement of the existing Human Capital Management system. The system requirements process will include an assessment of whether to upgrade to a new version with the current vendor or select a new system.

Service Impact

- **Human Capital Management** - Modernization of the system will increase organizational adaptability and flexibility with the following key abilities: the cloud, mobile, social, analytics, and big data. This project will provide increased capabilities and compliance in all areas of human resources and payroll including talent management and succession planning, timekeeping, learning management, onboarding, employee and manager portal, benefit management, strategic and responsive reporting and business intelligence and facilitate targeted training. Statistics show that modern HCMP systems attract top talent and a modern workforce.

Funding Sources

- **General fund** - $1.0M
- **Capital Reserve** - $6.0M
- **Debt** - $6.0M

  Note: Financing options are being evaluated.

- **Annual operating costs** are a combination of debt service and maintenance to be funded by the general fund.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Consolidate system / technical requirements** completed in FY18.
- **Request for information** completed in FY18.
- **RFP** to be developed in FY19.
- **New system design and implementation** will follow after selection of a vendor. Implementation is planned to take 24 months.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Capital Reserve	6,000	-	-	6,000	-	-	-	-	-	6,000	-
Debt	6,000	-	-	6,000	-	-	-	-	-	6,000	-
Total Revenue	**$13,000**	**$1,000**	**-**	**$12,000**	**-**	**-**	**-**	**-**	**-**	**$12,000**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	13,000	26	42	2,208	6,724	4,000	-	-	-	12,932	-
Total Expenditure	**$13,000**	**$26**	**$42**	**$2,208**	**$6,724**	**$4,000**	**-**	**-**	**-**	**$12,932**	**-**
Operating Impacts											
Operating Expenses				-	-	1,500	1,500	1,500	1,500	6,000	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**$1,500**	**$1,500**	**$1,500**	**$1,500**	**$6,000**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

I-NET

Total Project Cost - $3.2M

Project Description

Phase 1 of this project replaced the end-of-life core network equipment with newer, more efficient optical network equipment that reduced power consumption, cooling, and annual maintenance costs by approximately $75,000. The Phase 1 upgrade increased the network bandwidth capacity in anticipation of future network growth and to support the disaster recovery project requirements. Phase 2 is the installation of new routers to support the requirements for increased capacity between data centers.

Cable franchise fees 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 project will add capacity for two County government data center facilities. This dedicated capacity supports the requirements for replication, backup CAD and Public Safety Communications Center, Internet services, remote access, plus other critical services. The technology provides resiliency for the core network equipment with automatic failover. Other features include reduced management overhead and simplified modifications and additions.

Funding Sources

- **General fund** - $1.0M
- **Capital reserve** - $930K
- **Cable franchise fee** - $1.2M

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	**Telecommunications**
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	**Wellbeing**	**Mobility**
Quality Education	**Safe & Secure Community**	

Project Milestones

- **Evaluated solutions** with vendors in FY12.
- **Installed system upgrade** in FY12 (Phase 1).
- **Installed additional network equipment** to add capacity between primary and secondary data centers (Phase 2) in FY15 and FY16, with recurring replacements every seven years.
- **Replace existing network equipment** planned to be completed in FY18 and FY23, with recurring replacements every seven years.
- **Replace optical equipment** in FY27.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	1,045	1,045	-	-	-	-	-	-	-	-	-
Capital Reserve	930	930	-	-	-	-	-	-	-	-	-
Cable Franchise Fee	1,225	-	175	175	175	175	175	175	175	1,050	-
Total Revenue	**3,200**	**1,975**	**175**	**175**	**175**	**175**	**175**	**175**	**175**	**1,050**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	1,736	-	312	-	-	-	-	650	-	650	774
Conversion.	1,464	1,464	-	-	-	-	-	-	-	-	-
Total Expenditure	**3,200**	**1,464**	**312**	**-**	**-**	**-**	**-**	**650**	**-**	**650**	**774**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Land Use Information System (Energov)

Total Project Costs - $4.5M

Project Description

The Land Use Information System manages land and building development and code enforcement information. The system manages and tracks plan review, permits, inspections, violations, and other applications approvals and fee collection. It is used by 300+ users across all development agencies. The system also supports mobile devices, interactive voice response, online scheduling, and customer e-services.

The project for replacing the system is divided into three phases. Phase 1 replaced online services related to land development (such as e-permits, e-inspections, e-plan status) and the automated phone scheduling system. Phase 1 also included the implementation of a customer portal. Phase 2 incorporates electronic plan review capabilities. Phase 2 incorporates additional enhancements to improve utility of the system. Phase 3 incorporates enhancements to the system.

Service Impact

- **Partnerships** - Facilitate partnerships between staff and customers.
- **Integration** - Spatially integrate Geographic Information Systems (GIS).
- **Automation** - Streamline business processes through automated workflows.
- **Efficiencies** - Achieve efficiencies through paperless/ electronic processes.
- **Access** - Expand citizen access and project oriented tracking.

Funding Sources

- **ISF fund balance** - $4.0M
- **Development fees** - $500K

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Annual operating costs** for Phases 1 and 2 will be funded by the general fund, and for Phase 3, by development fees.

Project Milestones

- **Vendor selection** and contract completed in FY12.
- **System assessment** completed in FY13.
- **System configuration and user acceptance testing** for Phase 1 was completed in FY15.
- **Production deployment** of Phase 1 was completed November 2014 (FY15).
- **Electronic plan review capabilities (Phase 2)** scheduled for completion in FY18.
- **Enhancements** to inspections, contact management, proffers, customer portal, code enforcement, and overall utility (Phase 3) scheduled for FY18.
- **Batch permitting and enhancements** to system setup, GIS viewer, object management, eReview, attached documentation, custom fields, fees, user roles, and customer portal (Phase 3) scheduled for FY19.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	4,000	4,000	-	-	-	-	-	-	-	-	-
Development Fee	500	400	100	-	-	-	-	-	-	-	-
Total Revenue	**$4,500**	**$4,400**	**$100**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	1,749	379	342	1,028	-	-	-	-	-	1,028	-
Conversion.	2,751	2,751	-	-	-	-	-	-	-	-	-
Total Expenditure	**$4,500**	**$3,130**	**$342**	**$1,028**	**-**	**-**	**-**	**-**	**-**	**$1,028**	**-**
Operating Impacts											
Operating Expenses				269	281	292	308	323	339	1,813	
Debt Service				-	-	-	-	-	-	-	
Revenue				18	19	20	21	22	23	122	
General Fund Requirement				**$251**	**$262**	**$272**	**$287**	**$302**	**$316**	**$1,691**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Qmatic Replacement

Total Project Cost - $200K

Project Description

The Qmatic system is the queuing system used by all development services customer service counters, including Development Services, GIS, and Public Works Environmental Services. The system routes customers through a series of customer service counters based on the business they are doing with the County. The system includes servers, software on all counter and early assistance workstations, self-serve customer kiosks, the equipment, and software to run video monitors throughout the Development Services building, digital signs for each counter, and the audio announcement system to alert customers.

The current system was installed in 2006 and upgraded in 2012. The current version of Qmatic (Ensemble) has been discontinued by the vendor and will not be upgraded to support any browser beyond Internet Explorer 11 (IE11). Microsoft is ending support for the IE11 browser by January 2020, which means Qmatic Ensemble will no longer be viable. In order to move to a different Qmatic suite of software, all customized routing and functions for PWC would have to be repeated, essentially replacing the current software. In addition, the equipment is ten years old and will need to be replaced.

Service Impact

- **Streamline routing** of customers for various services.
- **Ensure customers receive all necessary services** in the order required by the development process.
- **Accountability for all agencies** on providing quick and efficient customer service.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	Safe & Secure Community	

- **Improve services** by creating/adjusting queues and staffing levels based on system statistics.
- **Allow customers to relax/work in the lobby or other locations of the building** while waiting instead of standing in line.

Funding Sources

- **Development fees** - $200K
- **Annual operating costs** will be funded by development fees.

Project Milestones

- **Design, production, implementation, and acceptance** will occur in FY19.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Development Fee	200	-	200	-	-	-	-	-	-	-	-
Total Revenue	**200**	**-**	**200**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Project Mgmt.	10	-	-	10	-	-	-	-	-	10	-
Requirements.	10	-	-	10	-	-	-	-	-	10	-
Plan & Analysis.	23	-	-	23	-	-	-	-	-	23	-
Dev Deploy & Eval.	157	-	9	148	-	-	-	-	-	148	-
Total Expenditure	**200**	**-**	**9**	**191**	**-**	**-**	**-**	**-**	**-**	**191**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Public Safety Records / EMS System

Total Project Cost - $10.7M

Project Description

This project replaces critical systems that facilitate record keeping, data collection, data processing, and reporting to satisfy local, state, and federal requirements. Records Management includes fire, EMS, and police incident-reporting, including summons, police incident history, property tracking, resource reporting, and statistical analysis for decision-making. Mobile Data provides immediate and uninterrupted access to CAD, Records Management, and links to outside resources such as the Virginia Criminal Information Network field emergency service providers through a secure network. The EMS reporting system is designed for patient care reporting as required by the Virginia State Office of EMS and is an integral part of the EMS billing platform.

The existing systems exceed industry standards for replacement. The replacement cycle for this hardware and software meets industry standards if completed on schedule.

Service Impact

- **Safety** - Improved citizen and provider safety due to more rapid availability of information, including floor plans, GIS data, hazardous materials information, and situational awareness information.
- **Accuracy and Timeliness** - More accurate and timely reporting is critical in meeting local, state, and federal reporting requirements.

Funding Sources

- **General fund** - $10.3M
- **ISF fund balance** - $408K
- **Annual operating costs** are funded by the general fund.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Project Milestones

- **Needs analysis and RFP development** completed in FY11.
- **Candidate systems live test, demonstrations, and site visits** with current customers of candidate systems conducted in FY12.
- **Contractor negotiation and selection** completed in FY13.
- **Records management system test and system acceptance** in FY18.
- **Post system acceptance enhancement tests and acceptance** in FY19.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	10,264	10,264	-	-	-	-	-	-	-	-	-
Internal Service Fund Balance	408	408	-	-	-	-	-	-	-	-	-
Total Revenue	**$10,672**	**$10,672**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	3,502	544	1,044	1,915	-	-	-	-	-	1,915	-
Conversion.	7,170	7,170	-	-	-	-	-	-	-	-	-
Total Expenditure	**$10,672**	**$7,713**	**$1,044**	**$1,915**	**-**	**-**	**-**	**-**	**-**	**$1,915**	**-**

Operating Impacts	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24
Operating Expenses	1,365	1,419	1,476	1,531	1,588	1,648	9,027
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**$1,365**	**$1,419**	**$1,476**	**$1,531**	**$1,588**	**$1,648**	**$9,027**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Sheriff Information Management System

Total Project Cost - $200K

Project Description

The Sheriff's Office maintains a web-based system that logs, tracks, and maintains records for service of civil and criminal process. The application was custom developed for the Sheriff's Office. Process service calculations are submitted to the state for funding.

Service Impact

- **Process service** - Accurate and timely service of court processes is critical to effective state court operation.

Funding Sources

- **ISF fund balance** - $200K
- **Annual operating costs** are funded by the general fund.

Project Milestones

- **Established requirements** in FY12.
- **Contract executed** in FY14.
- **Selected modules implemented** in FY15.
- **Complete implementation, test, and accept additional modules** in FY19.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Internal Service Fund Balance	200	200	-	-	-	-	-	-	-	-	-
Total Revenue	**$200**	**$200**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	61	-	-	61	-	-	-	-	-	61	-
Conversion.	139	139	-	-	-	-	-	-	-	-	-
Total Expenditure	**$200**	**$139**	**-**	**$61**	**-**	**-**	**-**	**-**	**-**	**$61**	**-**
Operating Impacts											
Operating Expenses				20	21	22	23	25	26	138	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**$20**	**$21**	**$22**	**$23**	**$25**	**$26**	**$138**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Social Services Electronic Document Management

Total Project Cost - $556K

Project Description

The Department of Social Services needs an electronic document management system that can store client documents in a manageable, retrievable, and searchable format. The project includes licenses, a new server for file storage, an automated scanning server, and set up and customization of the system to meet business needs.

Service Impact

- **Efficiencies** - Reduce and eliminate paper storage, improve efficiency, and reduce errors.

Funding Sources

- **General fund** - $400K
- **ISF fund balance** - $156K
- **Annual operating costs** are funded by the general fund.

Project Milestones

- **Established requirements** in FY15.
- **Development on build of system** began in FY17.
- **Implement, test, and accept system** in FY19.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	**Wellbeing**	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	400	400	-	-	-	-	-	-	-	-	-
Internal Service Fund Balance	156	156	-	-	-	-	-	-	-	-	-
Total Revenue	**$556**	**$556**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	556	-	110	446	-	-	-	-	-	446	-
Total Expenditure	**$556**	**-**	**$110**	**$446**	**-**	**-**	**-**	**-**	**-**	**$446**	**-**
Operating Impacts											
Operating Expenses				82	84	86	89	93	94	528	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**$82**	**$84**	**$86**	**$89**	**$93**	**$94**	**$528**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Technology Infrastructure

Total Project Estimate - $24.9M (Current Appropriation - $8.0M)

Project Description

The County is currently operating with a technology infrastructure that serves over 5,000 employees across 35 agencies located in approximately 70 buildings within Prince William County. Legacy infrastructure can inhibit service delivery and compromise the security of government services and data. This project will support and update the modernization of County technology infrastructure.

The improvements will prepare the network to support newer technologies, such as cloud and mobile connectivity. Improvements will focus on the modernization of four key areas of the network infrastructure: Internet Core, Security Infrastructure, Data Center Infrastructure, and Enterprise Network, which includes the Local Area Network (LAN) and Wide Area Network (WAN).

The total estimate to complete all improvements in the four key areas is $24.9 million. Additional funding beyond the current $8.0M appropriation will need to be identified to complete all phases.

Service Impact

- **Deliver nimble, agile government services** - Accurate and timely delivery of government services will increase efficiency and enhance customer service.
- **Enhanced security** - The County's network infrastructure and data will be more secure. The project will build Internet and security layers at main and co-location facilities.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	**Telecommunications**
Environment	**Police**	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	**Wellbeing**	**Mobility**
Quality Education	**Safe & Secure Community**	

Funding Sources

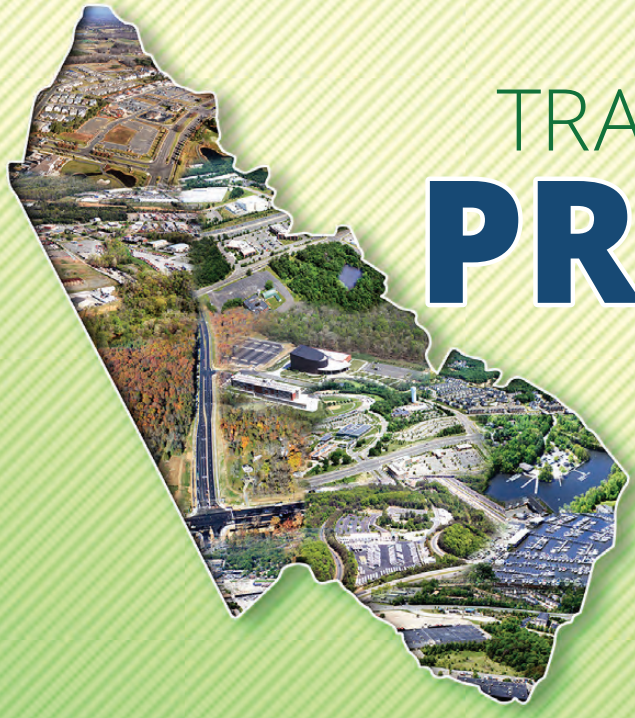
- **Capital reserve** - $8.0M
- **Additional funding sources TBD** - $16.9M
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Internal needs analysis and RFP development** to be completed in FY19.
- **Contractor negotiation and selection** to be completed in FY19.
- **Internet core modernization** of two locations to be completed in FY20.
- **Data center infrastructure modernization** of two locations to be completed in FY20.
- **Security infrastructure modernization** of two locations to be completed in FY20.
- **Enterprise network (LAN/WAN) modernization** of 70 buildings to be completed in FY22.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Capital Reserve	8,000	-	-	8,000	-	-	-	-	-	8,000	-
Revenue Source TBD	16,900	-	-	-	8,000	8,900	-	-	-	16,900	-
Total Revenue	**$24,900**	**-**	**-**	**$8,000**	**$8,000**	**$8,900**	**-**	**-**	**-**	**$24,900**	**-**
Cost Categories (Expenditures)											
Dev Deploy & Eval.	24,900	-	-	5,600	7,000	7,850	4,450	-	-	24,900	-
Total Expenditure	**$24,900**	**-**	**-**	**$5,600**	**$7,000**	**$7,850**	**$4,450**	**-**	**-**	**$24,900**	**-**
Operating Impacts											
Operating Expenses				-	-	1,000	3,000	3,000	3,000	10,000	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**$1,000**	**$3,000**	**$3,000**	**$3,000**	**$10,000**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.



TRANSPORTATION
PROJECTS

Balls Ford Road Interchange

Total Project Cost - $142.9M

Project Description

This project includes the construction of a new diverging diamond interchange at Route 234 Bypass (Prince William Parkway) and relocated Route 621 (Balls Ford Road). The project includes a grade-separated overpass crossing of relocated Balls Ford Road over Line B of the Norfolk Southern Railroad. In addition, the project will relocate Balls Ford Road as a new four-lane facility with a raised median between Devlin Road and Doane Drive. The project will also provide a 10-ft shared use path along relocated Balls Ford Road.

Service Impact

- **Relieve congestion and improve safety** - Construction of this diamond interchange will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.
- **Enhance pedestrian safety** - The shared use path along relocated Balls Ford Road will provide enhanced safety and connectivity for pedestrians.

Funding Sources

- **State funding** - $142.9M

Project Milestones

- **Design** is anticipated to begin in May 2018 (FY18) for completion in August 2019 (FY20).
- **Right-of-way acquisition** is anticipated to begin in October 2018 (FY19) for completion in August 2021 (FY22).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

- **Construction and utility relocation** are anticipated to begin in May 2018 (FY18) for completion in July 2024 (FY25).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
State Rev	142,864	-	142,864	-	-	-	-	-	-	-	-
Total Revenue	**$142,864**	**-**	**$142,864**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	13,650	-	910	10,920	1,820	-	-	-	-	12,740	-
Construction	116,919	-	-	30,064	40,086	40,086	6,683	-	-	116,919	-
Right of Way/Land	12,295	-	-	2,418	2,418	2,418	2,418	2,418	205	12,295	-
Total Expenditure	**$142,864**	**-**	**$910**	**$43,402**	**$44,324**	**$42,504**	**$9,101**	**$2,418**	**$205**	**$141,954**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Balls Ford Road Widening

Total Project Cost - $66.3M

Project Description

This project involves widening Balls Ford Road from two to four lanes, from Groveton Road to Route 234 Business for a distance of 1.95 miles. This section of Balls Ford is parallel to I-66 and is located 0.2 miles south of I-66. The project includes a 10-ft. shared use trail and a 5-ft. sidewalk on the entire length of the facility. This road provides access to the proposed Balls Ford Road/Century Park Drive Park and Ride Lot and new Express Lane ramps to/from Eastbound I-66. The improvement extends to the proposed interchange project at Route 234 (Prince William Parkway) and Balls Ford Road to enhance accessibility to I-66 at the western end of Balls Ford Road.

Service Impact

- **Relieve congestion and improve safety** - Widening Balls Ford Road will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.
- **Enhance pedestrian safety** - The shared use path and sidewalk will provide enhanced safety and connectivity for pedestrians.
- **Connectivity** - This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County by providing access to I-66.

Funding Sources

- **State funding** - $66.2M
- **Developer contributions (proffers)** - $57K

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

Project Milestones

- **Design** is anticipated to begin in May 2018 (FY18) for completion in August 2019 (FY20).
- **Right-of-way acquisition** is anticipated to begin in October 2018 (FY19) for completion in August 2019 (FY20).
- **Construction and utility relocation** are anticipated to begin in May 2018 (FY18) for completion in December 2021 (FY22).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
State Rev	66,244	-	66,244	-	-	-	-	-	-	-	-
Proffers	57	-	57	-	-	-	-	-	-	-	-
Total Revenue	**$66,301**	**-**	**$66,301**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	5,065	-	34	4,052	979	-	-	-	-	5,031	-
Construction	51,614	-	1,290	15,484	15,484	15,484	3,872	-	-	50,324	-
Right of Way/Land	9,622	-	-	7,872	1,750	-	-	-	-	9,622	-
Total Expenditure	**$66,301**	**-**	**$1,324**	**$27,408**	**$18,213**	**$15,484**	**$3,872**	**-**	**-**	**$64,977**	**-**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Discovery Boulevard Extension

Total Project Cost - $4.4M

Project Description

This project will design and construct the extension of Discovery Boulevard approximately 1,600 feet from the existing terminus to Hornbaker Road. The project will also include a five-foot wide sidewalk on the north side that will connect Discovery Boulevard to Hornbaker Road. In addition, the project will include the necessary roadwork on nearby Innovation Park roads to bring them up to Virginia Department of Transportation standards for acceptance into the state-maintained secondary road system.

Service Impact

- **Connectivity** - This project will increase connectivity within Innovation Park.
- **Enhance pedestrian safety** - The sidewalk will provide enhanced safety and connectivity for pedestrians.

Funding Sources

- **Innovation @ Prince William enterprise fund** - $4.4M

Project Milestones

- **Design** began in June 2017 (FY17) and was completed May 2018 (FY18).
- **Construction** will begin in August 2018 (FY19) for completion in December 2018 (FY19).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Other Revenue	4,350	350	4,000	-	-	-	-	-	-	-	-
Total Revenue	**$4,350**	**$350**	**$4,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	550	18	532	-	-	-	-	-	-	-	-
Construction	3,800	-	-	3,800	-	-	-	-	-	3,800	-
Total Expenditure	**$4,350**	**$18**	**$532**	**$3,800**	**-**	**-**	**-**	**-**	**-**	**$3,800**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Fuller/Fuller Heights Road Improvements

Total Project Cost - $4.4M

Project Description

This project will construct a mini-roundabout at the intersection of Fuller Heights Road and Old Triangle Road to relieve congestion and improve safety. A future fourth leg from the roundabout will be designed but not constructed. This leg will connect to the future improvements to Fuller Road by the Marine Corps that are part of the Marine Corps Base project to install stop bars on the pavement east and west of the intersection of Fuller Heights and Fuller Roads to prevent the intersection from being blocked. The County will construct a dedicated left turn lane on Joplin Road for eastbound traffic heading north on Route 1.

The previously completed environmental and traffic report will be updated with addendums rather than recreating documents. The roundabout is within the 100-year floodplain limits for Little Creek.

Service Impact

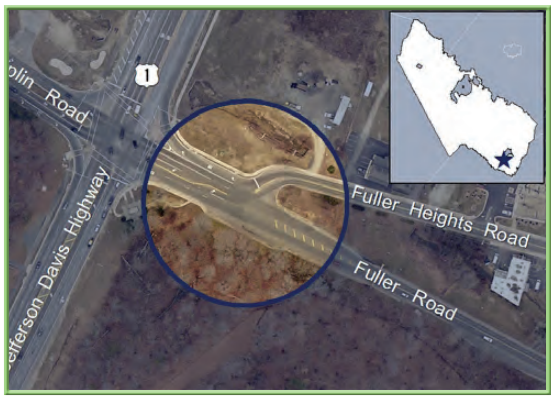
- **Relieve congestion and improve safety** - Construction of this roadway will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

Funding Sources

- **Public lands federal funding** - $3.7M
- **Developer contributions (proffers)** - $768K

Project Milestones

- **Design** was completed in FY12. The planning level cost estimate will be updated to determine the funding amount needed for the project.
- **Right-of-way and utility relocation** costs need to be added to the cost estimate and will move forward after the cost update.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

- **Construction** is on hold pending final coordination between the military base, Town of Quantico, and County. A timeline for the roundabout and dedicated left turn lane on Joplin Road is being developed.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Federal Rev	3,659	3,659	-	-	-	-	-	-	-	-	-
Proffers	768	768	-	-	-	-	-	-	-	-	-
Total Revenue	**$4,426**	**$4,426**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	684	634	-	-	-	-	-	-	-	-	50
Construction	3,257	-	-	-	-	-	-	-	-	-	3,257
Right of Way/Land	137	-	-	-	-	-	-	-	-	-	137
Project Management	348	348	-	-	-	-	-	-	-	-	-
Total Expenditure	**$4,426**	**$982**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$3,444**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Minnieville Road (Spriggs to Route 234)

Total Project Cost - $44.2M

Project Description

This project widens, realigns, and improves Minnieville Road from an existing two-lane roadway to a four-lane divided roadway with a raised median from Spriggs Road to Route 234 (Dumfries Road).

Service Impact

- **Connectivity** - Complete the four-lane widening of Minnieville Road from its northern terminus with Old Bridge Road to its southern terminus at Route 234 (Dumfries Road).

Funding Sources

- **Developer contributions (proffers)** - $3.7M
- **Prince William Service Authority Reimbursement** - $1.2M
- **Revenue sharing funds from the Commonwealth of Virginia** - $18.2M
- **Northern Virginia Transportation Authority (NVTA) 30% funding** - $20.0M
- **General fund support** - $1.1M

Project Milestones

- **Design** was completed in December 2016 (FY17).
- **Right-of-way acquisition** began in FY16 and is planned for completion in FY19.
- **Construction** began in fall 2016 (FY17) and is planned for completion in December 2018 (FY19).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
General Funds	1,110	1,110	-	-	-	-	-	-	-	-	-
NVTA 30%	19,950	19,950	-	-	-	-	-	-	-	-	-
State Rev	18,212	13,248	4,964	-	-	-	-	-	-	-	-
Proffers	3,725	3,725	-	-	-	-	-	-	-	-	-
Service Authority Reimbursement	1,182	1,182	-	-	-	-	-	-	-	-	-
Total Revenue	**$44,179**	**$39,215**	**$4,964**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	3,109	2,872	238	-	-	-	-	-	-	-	-
Construction	39,818	8,474	23,509	7,835	-	-	-	-	-	7,835	-
Right of Way/Land	1,252	1,247	4	-	-	-	-	-	-	-	-
Total Expenditure	**$44,179**	**$12,593**	**$23,751**	**$7,835**	**-**	**-**	**-**	**-**	**-**	**$7,835**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Neabsco Mills Commuter Parking Garage

Total Project Cost - $37.4M

Project Description

The Neabsco Mills Commuter Garage (formerly referred to as the Potomac Town Center Commuter Parking Garage) is a planned 1,414-space garage within the vicinity of the Neabsco Mills Road widening project. The construction of the garage will serve as a park and ride lot for commuters, relieving the capacity needs at the Route 1 and Route 234 park and ride lots.

Service Impact

- **Connectivity and citizen satisfaction** - This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County by providing additional commuter parking options for 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 Neabsco Mills area.

Funding Source

- **General fund (Woodbridge TRIP)** - $140K
- **State funding allocated in the VDOT Six-Year Improvement Program** - $900K
- **Federal funding** - $36.4M

Project Milestones

- **Concept design and transportation impact analysis** of a proposed garage was completed in spring 2017 (FY17).
- **Location study** is scheduled to begin March/April 2018 (FY18) and end in July 2018 (FY19).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	Safe & Secure Community	

- **Preliminary engineering** is scheduled to begin in September/October 2018 (FY19) and end April 2020 (FY20).
- **Construction** is scheduled to begin in May 2020 (FY20) with projected completion in spring 2022 (FY22).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Capital Reserve	140	140	-	-	-	-	-	-	-	-	-
State Rev	900	-	900	-	-	-	-	-	-	-	-
Federal Rev	36,385	-	36,385	-	-	-	-	-	-	-	-
Total Revenue	**$37,425**	**$140**	**$37,285**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	2,140	56	1,000	584	500	-	-	-	-	1,084	-
Construction	35,285	-	-	-	3,115	19,585	12,585	-	-	35,285	-
Total Expenditure	**$37,425**	**$56**	**$1,000**	**$584**	**$3,615**	**$19,585**	**$12,585**	**-**	**-**	**$36,369**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Neabsco Mills Road (Route 1 to Dale Blvd)

Total Project Cost - $27.8M

Project Description

The project will design and construct roadway improvements to widen Neabsco Mills Road from two-lanes to four-lanes from Route 1 to Dale Boulevard. The design of the project will include intersection improvements, bicycle/pedestrian facilities, curb and gutter, and a raised median.

Service Impact

- **Relieve congestion and improve safety** - Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Sources

- **Regional Surface Transportation Program (RSTP)** - $12.0M
- **State funding** - $9.8M
- **NVTA 30% funding** - $6.0M

Project Milestones

- **Design** began in June 2017 (FY17) and is scheduled for completion October 2020 (FY21).
- **Right-of-way acquisition** is scheduled to begin in October 2019 (FY20).
- **Construction** is scheduled to begin in October 2020 (FY21) for completion in August 2022 (FY23).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
NVTA 30%	6,000	-	6,000	-	-	-	-	-	-	-	-
State Rev	9,775	1,615	8,160	-	-	-	-	-	-	-	-
Federal Rev	12,037	-	12,037	-	-	-	-	-	-	-	-
Total Revenue	**$27,812**	**$1,615**	**$26,197**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	1,801	39	661	661	440	-	-	-	-	1,101	-
Construction	21,711	-	-	-	-	8,000	11,000	2,711	-	21,711	-
Right of Way/Land	4,300	-	-	2,150	2,150	-	-	-	-	4,300	-
Total Expenditure	**$27,812**	**$39**	**$661**	**$2,811**	**$2,590**	**$8,000**	**$11,000**	**$2,711**	**-**	**$27,112**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Route 1 (Featherstone to Marys Way)

Total Project Cost - $95.8M

Project Description

The widening of Route 1 from Featherstone Road to Marys Way, spanning 1.3 miles, improves this section of roadway from a four-lane undivided highway to a six-lane divided highway. The project includes improvements at all intersections within the project limits including modification to signals, access management improvements, pedestrian improvements at signalized intersections, and a multi-use trail and sidewalk.

Service Impact

- **Relieve congestion and improve safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **NVTA 70% funding** - $63.4M
- **RSTP** - $21.5M
- **State funding** - $10.9M

Project Milestones

- **Design** began in February 2015 (FY15) and was completed in October 2017 (FY18).
- **Right-of-way acquisition** began in fall 2015 (FY16) and was completed in June 2018 (FY18).
- **Construction** began in April 2018 (FY18) for completion in December 2021 (FY22).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
NVTA 70%	63,400	63,400	-	-	-	-	-	-	-	-	-
State Rev	10,900	10,900	-	-	-	-	-	-	-	-	-
Federal Rev	21,540	21,540	-	-	-	-	-	-	-	-	-
Total Revenue	**$95,840**	**$95,840**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	5,292	2,786	2,506	-	-	-	-	-	-	-	-
Construction	50,548	303	9,000	15,000	13,880	8,365	4,000	-	-	41,245	-
Right of Way/Land	40,000	58	7,000	14,000	14,000	4,942	-	-	-	32,942	-
Total Expenditure	**$95,840**	**$3,147**	**$18,506**	**$29,000**	**$27,880**	**$13,307**	**$4,000**	**-**	**-**	**$74,187**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Route 28 Phase 2 (Infantry Ln to Fitzwater Dr)

Total Project Cost - $30.7M

Project Description

This project involves widening the currently undivided two-lane roadway section of Route 28 from Infantry Lane (north of realigned Vint Hill Road) to Fitzwater Drive to a four-lane divided roadway. Design and right-of-way costs for this roadway section were expensed with the first phase of this project (Route 28 Phase 1).

Service Impact

- **Relieve congestion and improve safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **NVTA 70% funding** - $28.0M
- **NVTA 30% funding** - $1.5M
- **Developer contributions (proffers)** - $1.2M

Project Milestones

- **Design** was completed in June 2015 (FY15).
- **Right-of-way acquisition and utility relocation** began in October 2015 (FY16).
- **Construction** began in July 2017 (FY18) with completion scheduled in October 2019 (FY20).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
NVTA 30%	1,500	-	1,500	-	-	-	-	-	-	-	-
NVTA 70%	28,000	28,000	-	-	-	-	-	-	-	-	-
Proffers	1,202	1,202	-	-	-	-	-	-	-	-	-
Total Revenue	**$30,702**	**$29,202**	**$1,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Construction	30,702	3	14,000	14,000	2,699	-	-	-	-	16,699	-
Total Expenditure	**$30,702**	**$3**	**$14,000**	**$14,000**	**$2,699**	**-**	**-**	**-**	**-**	**$16,699**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Route 28 Phase 3 (Pennsylvania Ave to Linton Hall)

Total Project Cost - $26.7M

Project Description

The project widens Route 28 from Pennsylvania Avenue to Linton Hall Road. The project spans approximately 1.5 miles, which will widen this section of Route 28 from a four-lane undivided highway to a six-lane divided highway to include a multi-use trail and sidewalk. The funding will cover all phases of the project, which includes the study phase, preliminary engineering, final design, right-of-way, and construction.

Service Impact

- **Relieve congestion and improve safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance connectivity** - This project will connect to the Route 28 project that involves the relocation of Route 215 (Vint Hill Road) and widening of Route 28 from Linton Hall Road to Fitzwater Drive.

Funding Sources

- **NVTA 70% funding** - $26.7M

Project Milestones

- **Design** began in November 2016 (FY17) and is scheduled to be completed by June 2019 (FY19).
- **Right-of-way acquisition** is scheduled to be completed by June 2019 (FY19).
- **Construction** is scheduled to begin in June 2019 (FY19) for completion in June 2021 (FY21).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
NVTA 70%	26,700	26,700	-	-	-	-	-	-	-	-	-
Total Revenue	**$26,700**	**$26,700**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Cost Categories (Expenditures)											
Design/Planning	1,300	32	1,200	68	-	-	-	-	-	68	-
Construction	23,150	-	-	2,676	11,856	8,618	-	-	-	23,150	-
Right of Way/Land	2,250	-	-	2,250	-	-	-	-	-	2,250	-
Total Expenditure	**$26,700**	**$32**	**$1,200**	**$4,994**	**$11,856**	**$8,618**	**-**	**-**	**-**	**$25,468**	**-**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Transportation & Roadway Improvement Program

Total Project Cost - $12.1M

Project Description

Transportation & Roadway Improvement Program (TRIP) consists of capital funding in each of the seven magisterial districts for the construction of small-scale capital improvements to Prince William County's local roadways and other transportation facilities.

TRIP contributions provide $225,000 per year to each magisterial district from recordation tax revenue designated for transportation.

District supervisors determine funding allocations for projects to enhance mobility throughout the County.

Service Impact

- **Traffic flow** - Projects provide improved and safer traffic flow throughout the County.
- **Relieve congestion and improve safety** - Project construction helps to improve safety in targeted areas within magisterial districts.
- **Enhance pedestrian safety** - Projects provide enhanced safety and connectivity for pedestrians within the County.

Funding Sources

- **Capital Reserve** - $546K
- **State funding** - $1.1M
- **Federal funding** - $1.0M
- **Recordation tax designated for transportation** - $9.5M

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

Project Milestones

- **Current TRIP funded projects include the following:**
  - **Opitz Boulevard Sidewalk (Potomac Center Boulevard to Potomac Library)** - Scheduled for completion January 2019 (FY19).
  - **Dumfries Road Sidewalk** - Scheduled for completion December 2018 (FY19).
  - **Catharpin Street Lights** - Street lights will be installed after completion of an adjacent trail, specific project timelines are being developed.
  - **Enterprise Lane Sidewalk** - Development of the project timeline has begun and will be finalized in FY19.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Capital Reserve	546	404	142	-	-	-	-	-	-	-	-
State Rev	1,078	1,078	-	-	-	-	-	-	-	-	-
Federal Rev	1,046	461	585	-	-	-	-	-	-	-	-
Recordation Tax	9,450	-	-	1,575	1,575	1,575	1,575	1,575	1,575	9,450	-
Total Revenue	**$12,121**	**$1,943**	**$727**	**$1,575**	**$1,575**	**$1,575**	**$1,575**	**$1,575**	**$1,575**	**$9,450**	**-**
Cost Categories (Expenditures)											
Design/Planning	943	166	777	-	-	-	-	-	-	-	-
Construction	10,880	-	838	592	-	-	-	-	-	592	9,450
Right of Way/Land	199	-	199	-	-	-	-	-	-	-	-
Conversion	99	99	-	-	-	-	-	-	-	-	-
Total Expenditure	**$12,121**	**$266**	**$1,813**	**$592**	**-**	**-**	**-**	**-**	**-**	**$592**	**$9,450**
Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Additional Positions (FTEs)				-	-	-	-	-	-	-	

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Vint Hill Road (Sudley Manor Dr to Garry Glen Dr)

Total Project Cost - $15.6M

Project Description

This project widens Vint Hill Road from Sudley Manor Drive to Garry Glen Drive (approximately 1.2 miles). This project will also include sidewalk improvements along Kettle Run Road from Vint Hill Road to Patriot High School.

Service Impact

- **Relieve congestion and improve safety** - Construction of this roadway will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

Funding Sources

- **Capital reserve (recordation tax revenue designated for transportation)** - $3.4M
- **Developer contributions (proffers)** - $12.2M

Project Milestones

- **Design** began in May 2017 (FY17) and was completed in May 2018 (FY18).
- **Right-of-way acquisition** began in August 2017 (FY18) for completion in FY20.
- **Construction** is scheduled to begin July 2018 (FY19) for completion September 2019 (FY20).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	**Transportation**
Fire & Rescue	Potable Water	
Land Use	Schools	

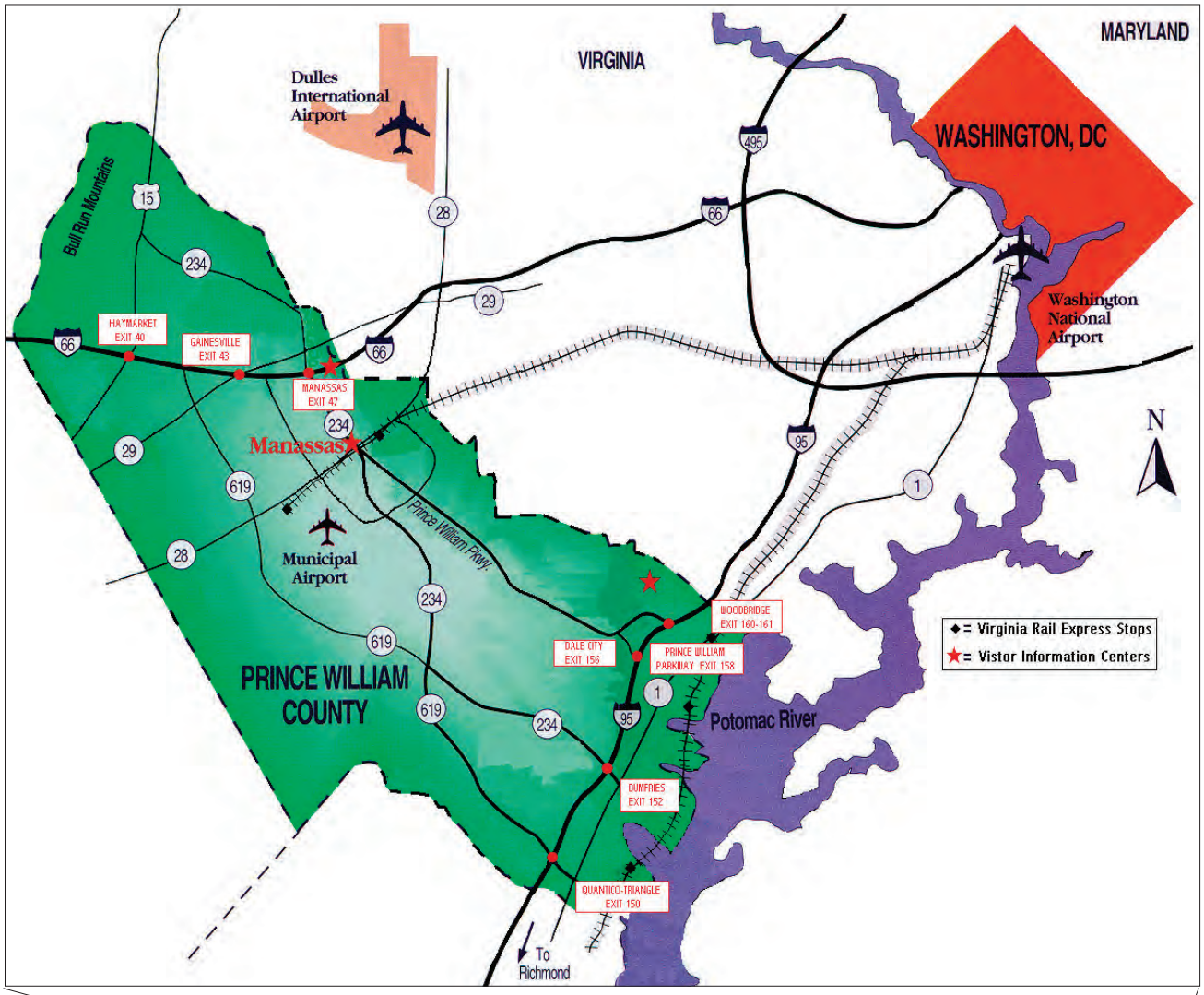
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	**Mobility**
Quality Education	**Safe & Secure Community**	

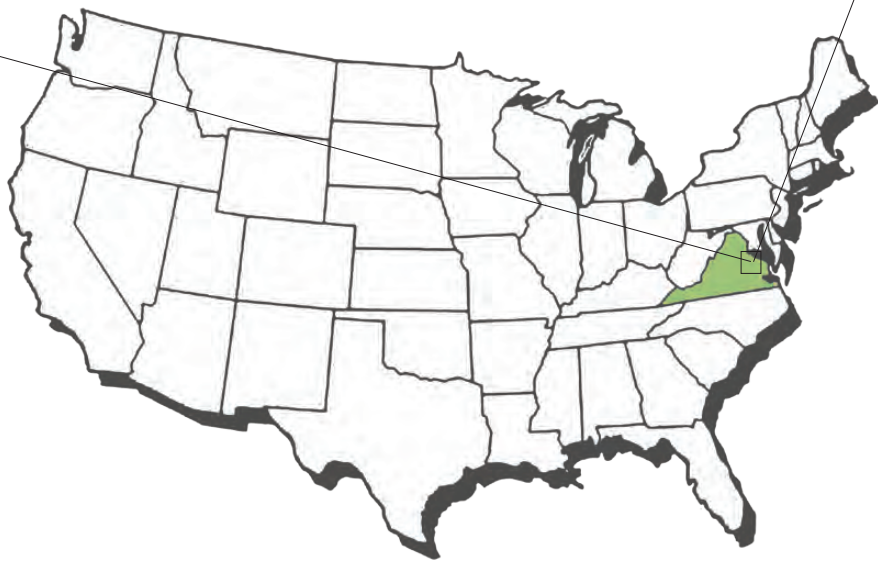
Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY19 - FY24	Future
Capital Reserve	3,400	3,400	-	-	-	-	-	-	-	-	-
Proffers	12,200	8,300	2,734	1,166	-	-	-	-	-	1,166	-
Total Revenue	**$15,600**	**$11,700**	**$2,734**	**$1,166**	**-**	**-**	**-**	**-**	**-**	**1,166**	**-**
Cost Categories (Expenditures)											
Design/Planning	1,420	1,041	379	-	-	-	-	-	-	-	-
Construction	11,591	208	7,274	3,110	1,000	-	-	-	-	4,110	-
Right of Way/Land	2,588	5	1,000	1,000	583	-	-	-	-	1,583	-
Total Expenditure	**$15,600**	**$1,254**	**$8,653**	**$4,110**	**$1,583**	**-**	**-**	**-**	**-**	**$5,693**	**-**

Operating Impacts							
Operating Expenses	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-
General Fund Requirement	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Additional Positions (FTEs)	-	-	-	-	-	-	-

Amounts expressed in thousands, excludes FTEs, therefore totals may not add due to rounding.

Map of Prince William County





- Suburb of Washington, D.C.
- Population approx. 462,000
- Eight-Member Elected Board of County Supervisors
- Appointed County Executive

History of Prince William County

Regional Perspective

Prince William County (PWC) is located in Northern Virginia, approximately 35 miles southwest of Washington, D.C. The County encompasses an area of 348 square miles, 18.8% 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 Regional Airport provide air transportation within easy access of PWC.

Local Government

PWC Government has exercised local governing powers granted by the Virginia General Assembly in 1730. Since 1972, PWC has had the County Executive form of government. Under this form of government, an eight member Board of County Supervisors (BOCS) has full power to determine the policies covering the financial and business affairs of the County government. The BOCS appoints a County Executive to act as the County government's chief administrative officer and to execute the BOCS policies. The BOCS 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 PWC 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 PWC, after the second son of England's King George II. At that time PWC 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 PWC 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.

History of Prince William County

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. PWC 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.

Before the War Between the States, the population of PWC 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-1800s. 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 Between the States. 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 in July 1861. First Manassas was the first major land battle of the 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. Late in the battle while attempting to rally his men, Confederate General Bee used General Thomas J. (Stonewall) Jackson's newly arrived brigade as an anchor in the Confederate line. Pointing to Jackson, Bee shouted, "There stands Jackson like a stone wall! Rally behind the Virginians!" earning Jackson his sobriquet.

Other lesser-known battles were also fought in the County; they include Cockpit Point and Chapman's Mill. 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 D.C.

The second major engagement between Union and Confederate forces in the County was Second Manassas in August 1862. In a prelude to the battle Confederate forces seized the Union supply depot at Manassas Junction destroying everything they could not carry with them. Two days later Union General Pope believing he had Stonewall Jackson's corps isolated attacked unaware that General Longstreet's Confederate corps was also on the field. Longstreet's 28,000 men counter-attacked in the largest simultaneous mass assault of the war driving the federals back to Bull Run. Only effective rear guard action prevented a replay of the First Manassas disaster.

The last battle fought in PWC 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 a 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 1900s. 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 will have an approximate population of 462,342 people in 2019 according to the PWC Department of Information Technology Demographer. The County boasts a median household income of $98,657 as indicated by the Census Bureau's 2015 American Community Survey (2015 ACS). It is also a "young" County with 30.6% of the population 19 years of age or under as of the 2015 ACS. PWC 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, PWC was and continues to be a dynamic community.

Statistical Information

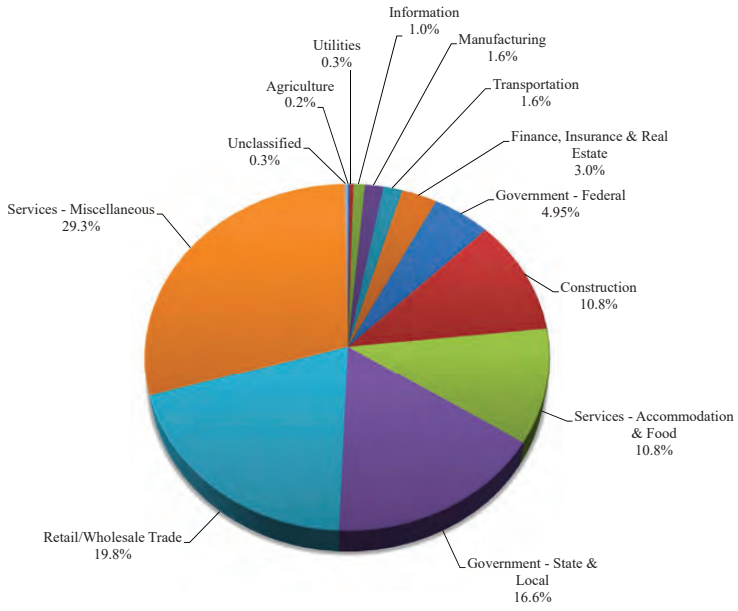
Employment

PWC March 2018 unemployment rate was 3.0%. The unemployment rate continues to remain below national and state averages. The average annual unemployment rate in Virginia, as of March, was 3.4%. In the United States, the April 2018 unemployment rate was 3.9%.

The services, government and retail sectors reflect the greatest sources of employment within PWC.

Source: Department of Information Technology, Geographic Information Systems, http://www.pwcgov.org/government/dept/doit/gis/pages/select-economic-stats.aspx . National rate data: https://data.bls.gov/timeseries/LNS14000000

Employment By Industry



Unemployment Rates

Year	Prince William County	Virginia	United States
2005	2.7%	3.6%	5.1%
2006	2.4%	3.1%	4.6%
2007	2.5%	3.0%	4.6%
2008	3.3%	3.9%	5.8%
2009	5.4%	6.7%	9.3%
2010	6.1%	7.1%	9.6%
2011	5.7%	6.6%	8.9%
2012	5.3%	6.0%	8.1%
2013	5.2%	5.7%	7.4%
2014	4.9%	5.2%	6.2%
2015	4.1%	4.4%	5.3%
2016	3.3%	3.8%	4.4%
2017	3.0%	3.4%	3.9%

Source: Prince William County, Virginia Select Economic Stats

Employment by Industry

Industries	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
Agriculture	0.17%	0.14%	0.13%	0.12%	0.13%	0.14%	0.12%	0.12%	0.12%	0.10%	0.10%
Construction	10.76%	10.56%	11.08%	10.59%	10.66%	10.23%	9.71%	9.81%	9.62%	11.40%	12.88%
Finance, Insurance & Real Estate	3.00%	3.03%	3.10%	2.98%	2.99%	3.03%	2.93%	3.00%	2.95%	2.98%	3.13%
Government - Federal	4.95%	5.01%	5.34%	5.73%	5.99%	21.62%	23.53%	23.71%	23.45%	21.35%	20.45%
Government - State & Local	16.55%	16.34%	16.92%	16.68%	15.69%	—	—	—	—	—	—
Information	0.96%	0.85%	1.18%	1.16%	1.17%	1.16%	1.10%	1.21%	1.28%	1.33%	1.45%
Manufacturing	1.57%	1.59%	1.53%	1.58%	1.64%	1.89%	1.94%	1.67%	1.68%	1.92%	2.05%
Retail/Wholesale Trade	19.81%	20.52%	21.64%	21.07%	20.68%	20.64%	21.23%	21.43%	21.70%	21.59%	20.78%
Services - Miscellaneous	29.26%	28.85%	25.89%	27.62%	27.83%	39.19%	37.19%	36.61%	36.81%	37.01%	36.83%
Services - Accommodation & Food	10.80%	10.92%	11.02%	10.53%	11.17%	—	—	—	—	—	—
Transportation	1.60%	1.65%	1.73%	1.65%	1.72%	1.77%	1.87%	2.06%	2.00%	1.81%	1.84%
Unclassified	0.27%	0.26%	0.15%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.11%
Utilities	0.31%	0.28%	0.29%	0.30%	0.32%	0.33%	0.36%	0.38%	0.40%	0.41%	0.37%
Total Employment	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**99.98%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**

Source (2017): Virginia Employment Commission, *Economic Information Services Division, Prince William County Community Profile. May 22, 2018.*

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 (expect Public Administration).

Note (2005): Educational Employment was undisclosed in the 2005 QCEW data resulting in no data for Government and Unclassified.

Principal Employers			
Rank	**Taxpayer**	**Ownership**	**Number of Employees**
1	Prince William County School Board	Local Government	1,000 and over
2	County of Prince William	Local Government	1,000 and over
3	U.S. Department of Defense	Federal 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 Corportation	Private	1,000 and over
7	Wegmans Store #07	Private	500 to 999
8	Northern Virginia Community College	State Government	500 to 999
9	Target Corporation	Private	500 to 999
10	Food Lion	Private	500 to 999

Source: Prince William County CAFR, 2017, p. 248.

Real Estate Tax Base

- Total real estate assessments - $61.1 billion in tax year 2018, an increase of 5.9% from the prior year
- New housing units constructed in 2017, 96% were assessed at over $300,000
- In 2017, the top ten principal real property tax payers constituted 4.61% of the total County taxable assessed value
- The FY19 real estate rate per $100 of assessed value real estate tax is $1.125; as adopted by the BOCS, the same rate as FY18
- Each penny on the rate generates approximately $5.929 million in real estate revenue in FY19

Source: Department of Finance, Real Estate Assessments and 2017 CAFR, pg.204.

2013-2017 Tax Year Comparisons					
	2013	**2014**	**2015**	**2016**	**2017**
	FY2014	**FY2015**	**FY2016**	**FY2017**	**FY2018**
Commercial Property as a % of Total Real Estate Tax Base	14.26%	13.58%	13.33%	13.28%	14.07%
Average Assessed Value of All Residential Property	$289,100	$312,100	$332,600	$340,200	$346,700
Tax Rate per $100 of assessed value	$1.181	$1.148	$1.122	$1.122	$1.125
Change in Residential Property Value	4.72%	7.62%	6.18%	1.79%	1.78%
Change in Commercial Property Value	4.45%	2.22%	4.74%	1.47%	7.93%
Tax Exempt Property as Percentage of Total Assessed Value	7.25%	6.83%	6.47%	6.49%	6.60%

Source: Prince William County Real Estate Assessments Office 2017 Annual Report

Top Ten Principal Real Property Taxpayers			
Rank	Taxpayer	Taxable Assessed Value	Percentage of Total County Taxable Assessed Value
1	VA Electric & Power Company	$869,115,000	1.56%
2	Mall at Potomac Mills, LLC	$521,645,000	0.94%
3	Northern Virginia Electric Co-op	$319,215,000	0.57%
4	Verizon South, Inc.	$165,520,000	0.30%
5	Porpoise Ventures, LLC	$130,210,000	0.23%
6	Washington Gas Light Company	$128,383,000	0.23%
7	JBG/Woodbridge Retail LLC	$120,675,000	0.22%
8	Rolling Brook Windsor LLC	$112,366,000	0.20%
9	Stellar Chatsworth LLC	$104,122,000	0.19%
10	Woodbridge Station Apartments LLC	$93,497,000	0.17%

Source: Prince William County CAFR, 2017, p. 238.

Housing Characteristics

- 153,187 housing units in PWC:
  - 84,129 (54.92%) are one unit, detached (single-family and mobile homes)
  - 38,006 (24.81%) are townhouses/attached
  - 31,052 (20.27%) are units in multi-family structures
- Median value of owner occupied housing units:
  - PWC, $345,900
  - Virginia, $248,400
  - United States, $184,700

Source: PWC Geographic Information Systems: http://www.pwcgov.org/government/dept/doit/gis/Pages/Quarterly-Estimates.aspx

US Census Bureau, https://www.census.gov/quickfacts/table/PST045216/51,51153,00

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

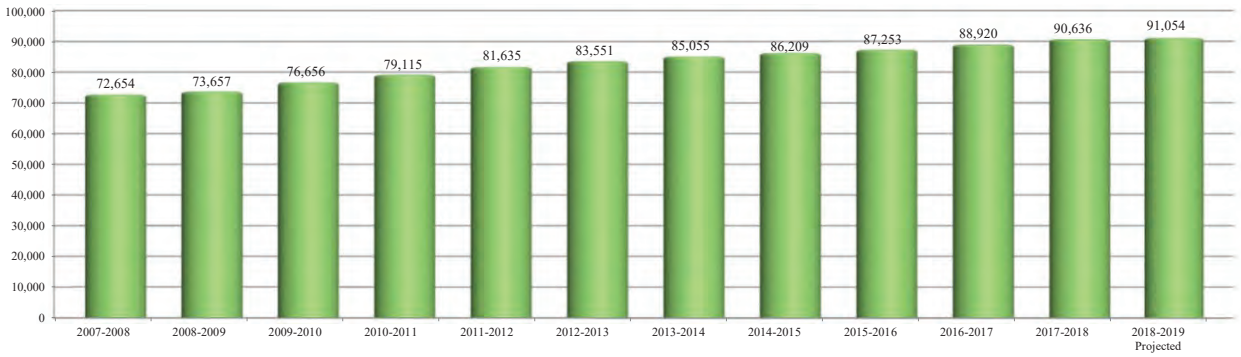
The County has experienced one of the most rapid population growths in the nation for the last quarter century.

- Demographic facts about the population in PWC:
  - o Population distribution, 49.8% male and 50.2% female
  - o 30.4% of population is 19 years of age or under
  - o 54.5% of population is Hispanic, Black or other race
- Education of County residents 25 years or older:
  - o 39.4% hold a Bachelor's degree or higher
  - o 21.3% have a high school diploma
- Students registered in Prince William County Schools (PWCS):
  - o 91,054 students are projected to be enrolled in the 2018-2019 school year

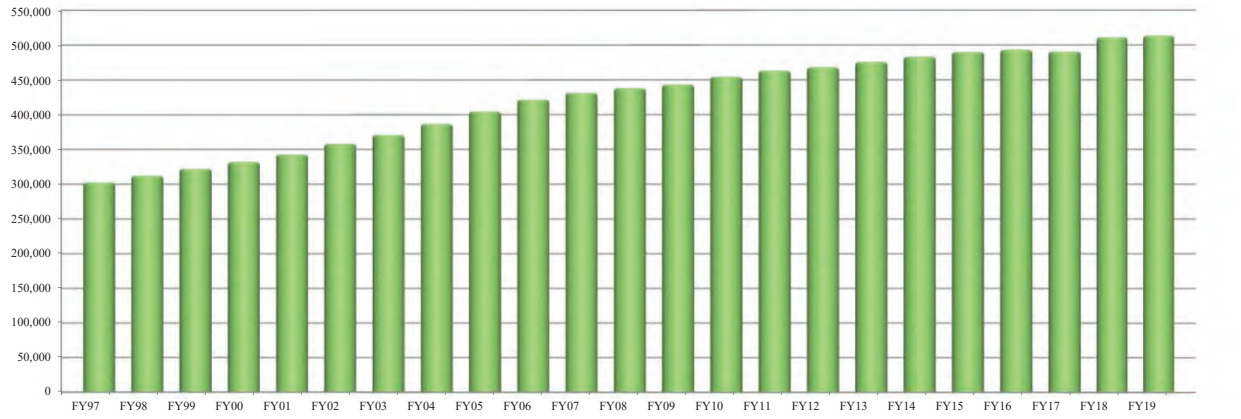
Sources: 2016 American Community Survey, US Census Bureau, 5-Year Estimate; PWCS, Executive Summary, page 23

https://www.pwcs.edu/UserFiles/Servers/Server_340140/File/Finance/Budget%20Updates/2019/FY%2019%20Proposed%20Executive%20Summary%201_28_201%20v10.pdf

Number of Registered Students by School Year



Annual Population of Prince William County



Population By Jurisdiction

		Prince William (including towns)	Manassas	Manassas Park	Total
1	Fiscal Year 1998	268,894	33,656	9,546	312,096
2	Fiscal Year 1999	277,359	34,577	10,002	321,938
3	Fiscal Year 2000[1,2]	285,871	35,388	10,472	331,731
4	Fiscal Year 2001	294,798	36,400	11,200	342,398
5	Fiscal Year 2002	309,351	36,600	11,900	357,851
6	Fiscal Year 2003	321,570	36,600	12,300	370,470
7	Fiscal Year 2004	336,820	37,000	12,700	386,520
8	Fiscal Year 2005	354,383	36,510	13,369	404,262
9	Fiscal Year 2006	371,178	36,228	13,845	421,251
10	Fiscal Year 2007	381,221	36,197	13,861	431,279
11	Fiscal Year 2008[3]	388,269	35,604	13,884	437,757
12	Fiscal Year 2009	392,900	36,213	14,026	443,139
13	Fiscal Year 2010[4]	402,002	37,821	14,273	454,096
14	Fiscal Year 2011[5]	409,345	39,060	14,540	462,945
15	Fiscal Year 2012[5]	413,396	39,902	14,838	*468,136*
16	Fiscal Year 2013[5]	418,395	*40,690*	*15,174*	*474,259*
17	*Fiscal Year 2014[5]*	*422,727*	*41,809*	*15,461*	*479,997*
18	*Fiscal Year 2015[6]*	*427,908*	*42,806*	*15,758*	*486,473*
19	*Fiscal Year 2016[6]*	*433,090*	*43,803*	*16,055*	*492,948*
20	*Fiscal Year 2017(7)*	*432,847*	*41,764*	*15,726*	*490,337*
21	*Fiscal Year 2018(8)*	*454,404*	*40,743*	*15,625*	*510,772*
22	*Fiscal Year 2019[8]*	*462,342*	*41,149*	*15,827*	*519,318*

Source PWC population figures:

[1] The FY2000 (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).

[3] FY2008: PWC population revised 2nd Quarter 2008 from 390,844 to 388,269 in PWC Demographic Fact Sheet.

[4] FY2010: U.S. Census Bureau, Census 2010 for population as of April 1, 2010.

[5] FY2011-14: 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] FY2015-16: Based on the average annual change during the previous four years (from 2010-2014).

[7] FY2017: PWC Finance Department , Demographic and Economic Newsletter, First Quarter 2016.

[8] FY2018: PWC Geographic Information System, Quarter 1 as of 3/31/17 http://www.pwcgov.org/government/dept/doit/gis/pages/quarterly-estimates.aspx

Source city population figures:

FY1993-FY1999: 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] FY2000 (July 1, 2000): Interpolated from the Census 2000 figure for April 1, 2000, and the Weldon Cooper Center figure for July 1, 2001.

FY2001-FY2009: Weldon Cooper Center for Public Service, University of Virginia, Final Population Estimates Tables 2009.

[4] FY2010: U.S. Census Bureau, Census 2010 for population as of April 1, 2010.

[5] FY2011-14: 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] FY2015-16: Based on the average annual change during the previous four years (from 2010-2014).

[7] FY 2017: For cities, U.S Census Bureau; http://www.census.gov/quickfacts/table/PST045215/51685,5148952,51683,00

[8] FY2018: For cities, 2011-2015 American Community Survey 5-Year estimates.

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 FY2001). City figures are as of July 1 (Example: July 1, 2001, population used for FY2001).

Median Income

The median household income in the County decreased slightly from FY18 to FY19 by $111.

- The County median household income has increased 49.6% from 2000 – 2016.
  - PWC, $98,546
  - Virginia, $66,149

Source: 2016 American Community Survey, US Census Bureau, 1-Year Estimate.

https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml

Median Household Income

Year	Housing Units	Growth Over Past Decade
1990	$49,370	—
2000	$65,960	33.6%
2016	$98,546	49.4%

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 expenditures 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

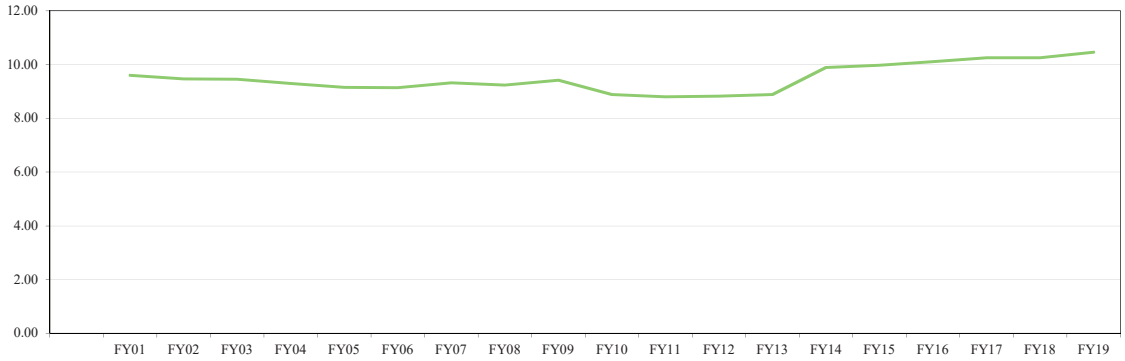
Fiscal Year	Ratio of Debt Service to Revenues [1]	Unassigned Fund Balances as a Percent of Revenue [2]	Actual Revenues as a Percent of Revenue Estimate [3]	Bond Rating (Fitch and S&P / Moody's) [4]
FY04	6.30%	7.00%	103.00%	AA+/Aa1
FY05	6.40%	7.30%	104.80%	AAA/Aa1
FY06	6.80%	7.50%	101.60%	AAA/Aa1
FY07	6.60%	7.50%	98.90%	AAA/Aa1
FY08	7.30%	7.50%	98.40%	AAA/Aa1
FY09	7.10%	7.50%	102.20%	AAA/Aa1
FY10	9.70%	7.50%	100.50%	AAA/Aaa
FY11	7.60%	7.50%	102.50%	AAA/Aaa
FY12	8.10%	7.50%	99.70%	AAA/Aaa
FY13	7.50%	7.50%	98.91%	AAA/Aaa
FY14	7.10%	7.50%	100.30%	AAA/Aaa
FY15	7.40%	7.50%	99.20%	AAA/Aaa
FY16	8.30%	7.50%	103.70%	AAA/Aaa
FY17	8.20%	7.50%	96.44%	AAA/Aaa

Source: Department of Finance, Fiscal Year 2017 CAFR **(1)** Table 14; **(2)** Exhibit 3 & 5; **(3)** Schedule 1; **(4)** Bond Ratings, page 33.

General County Government Staffing

PWC has 10.46 employees per 1,000 residents for FY19, reflecting an increase of 0.20. The majority of the staffing increase is attributable to the addition of 90 public safety personnel and 22.66 community development positions.

Employees Per 1,000 Residents



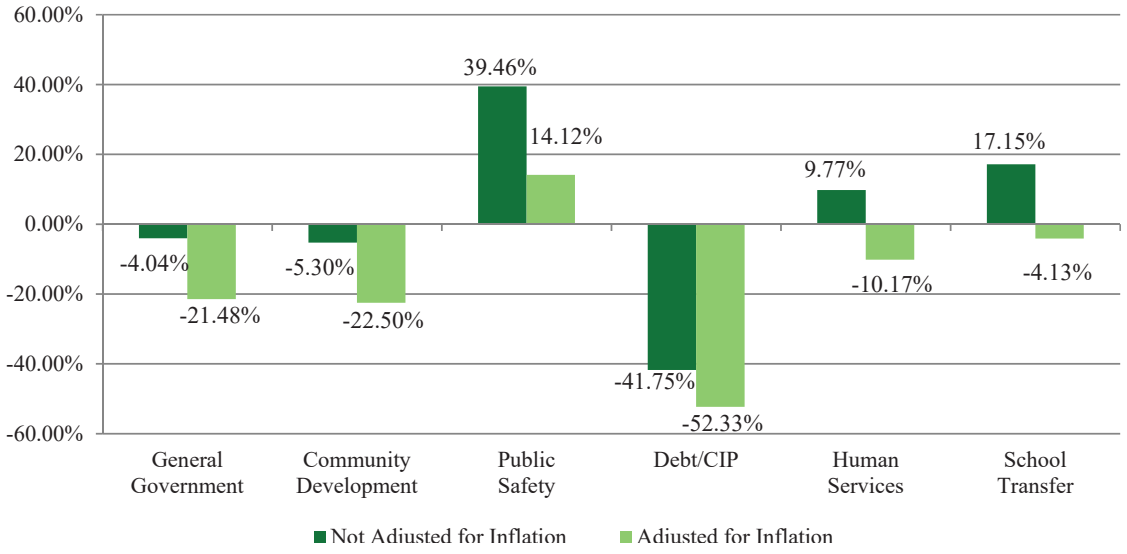
Local Government Staffing

Year	Staffing	Employees Per 1,000 Residents
FY01	2,829	9.60
FY02	2,929	9.47
FY03	3,043	9.46
FY04	3,131	9.30
FY05	3,242	9.15
FY06	3,393	9.14
FY07	3,552	9.32
FY08	3,586	9.24
FY09	3,701	9.42
FY10	3,570	8.88
FY11	3,601	8.80
FY12	3,645	8.82
FY13	3,714	8.88
FY14	4,172	9.89
FY15	4,272	9.97
FY16	4,378	10.11
FY17	4,503	10.26
FY18	4,665	10.26
FY19	4,808	10.46

Cost Per Capita

The following graph shows the percentage change in cost per capita of the general fund budget between the FY07 and FY19 budgets by County service area. The graph shows the percentage change for each service area not adjusted for inflation as well as adjusted for inflation.

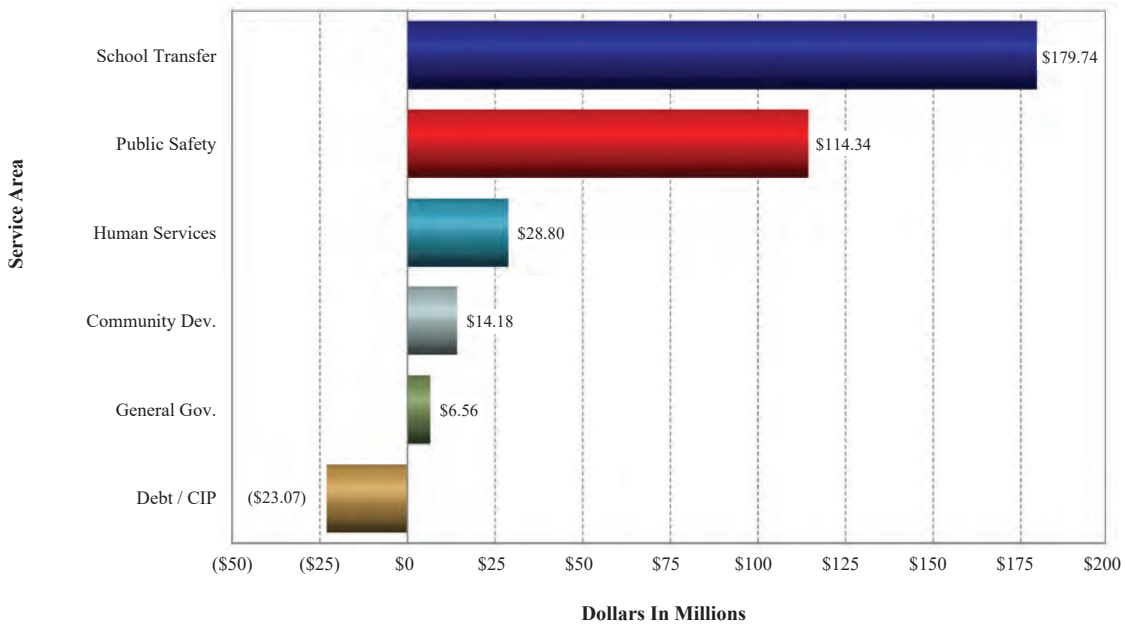
FY07 to FY19 Percent Change In General Fund Cost per Capita by Service Area



The following graph shows the budget change by County service area from FY07 through the FY19 adopted budget. These figures are not adjusted for inflation. The largest growth areas (School Transfer, Public Safety, and Human Services) correspond directly with the County's adopted strategic goals.

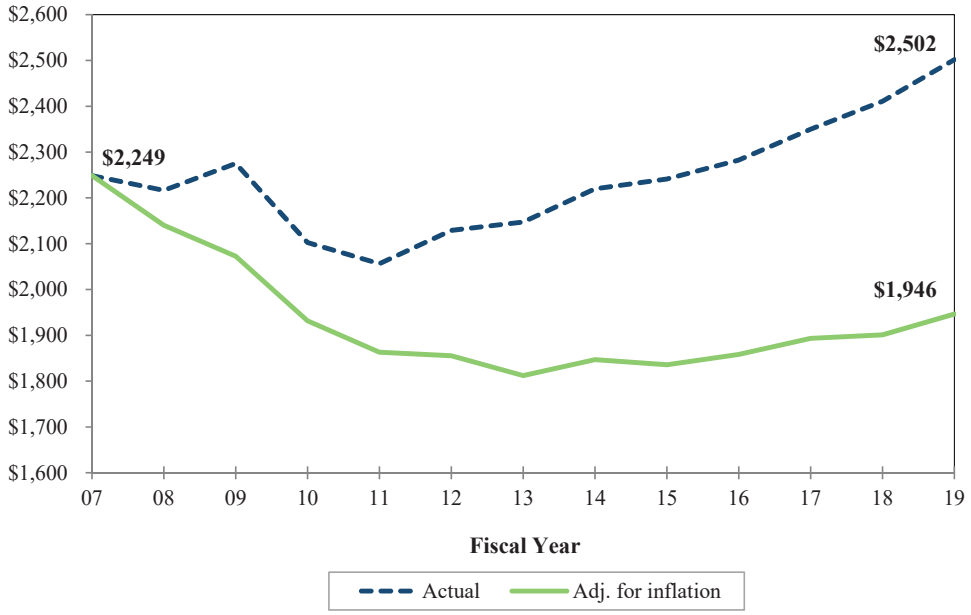
FY07 to FY19 Dollar Change In Cost Per Capita by Service Area

(Not Adjusted for Inflation)



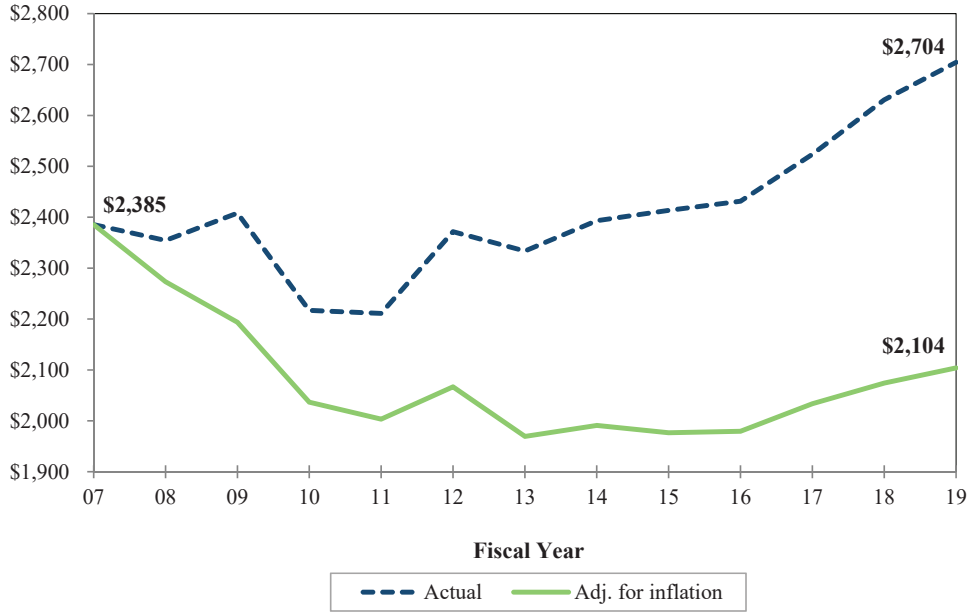
The following graph shows that the cost per capita of the general fund budget for FY19 when adjusted for inflation is 13.5% less than the cost per capita in FY07. This is an average decrease of 1.1% per year over the past twelve fiscal years. The population for FY19 is based on the average annual change over the previous four years of non-projected data.

Cost Per Capita of General Fund Budgets



The following graph shows the cost per capita of selected County budgets (general fund, fire levy, solid waste enterprise fund, stormwater special revenue fund, and mosquito and forest pest management special revenue fund) for FY19 when adjusted for inflation is 11.8% less than the cost per capita in FY07. This is an average decrease of 1.0% per year over the past twelve fiscal years.

Cost Per Capita of Selected County Budgets*



Glossary

Account: Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as line item.

Accrual Basis of Accounting: Under the accrual basis of accounting, revenues are recognized when service is delivered and expenses are recognized when the benefit is received. All County proprietary funds use the accrual basis of accounting.

Activity: A specific and distinguishable line of work performed within a program; the most basic component of service delivery for each County agency and its budget.

Adopted Budget: The initial budget for the fiscal year approved by the Board of County Supervisors as a result of the annual budget process. Adopted differs from appropriated in the budget document's financial summaries in that appropriated includes all budget revisions subsequent to the initial adopted budget such as off-cycle budget adjustments, budget transfers and prior year appropriations.

Agency: A separate organizational unit of County government established to deliver services to citizens.

Appropriation: An amount of money in the budget, authorized by the Board of County Supervisors, for expenditure by departments for specific purposes. For example, general fund appropriations are for operating and general purposes while Capital Improvement Project Fund appropriations are for major improvements such as roads and public facilities.

Ascend: Financial management system used by the County to manage financial activity and prepare the annual budget beginning in FY17.

Assess: To place a value on property for tax purposes.

Assessed Valuation: The value of property within the boundaries of Prince William County for purposes of taxation.

Assets: Resources owned or held by Prince William County that have monetary value.

Assigned Fund Balance: Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.

Audit: To examine (accounts, records, etc.) for purposes of verification, appropriateness, risk, and/or efficiency.

Auditor of Public Accounts: A State agency that oversees accounting, financial reporting, and audit requirements for units of local government in the State of Virginia.

BAC: 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 BAC, which consists of three regular voting members and five alternate members. The internal audit function reports to the BOCS, through the BAC.

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.

Glossary

Base Budget: The same level of agency funding as in the current year adopted budget with adjustments for: one-time costs; agency revenue reductions; current fiscal year merit pay roll-forward adjustments; current year personnel actions; FICA, VRS, and group life fringe benefit cost changes; full year funding for partial year funded positions approved for the current fiscal year; approved budget shifts; Board of County Supervisors actions approved during the current fiscal year; and any related outcome and service level target revisions.

Base Budget Review: A process that evaluates departmental base budgets in order to determine if an activity should continue to be funded at the current level.

Bond Rating: The rating of bonds is a statement of a locality's economic, financial, and managerial condition. It represents the business community's assessment of the investment quality of a local government. Highly rated bonds attract more competition in the marketplace, thereby lowering interest costs paid by the County government and its taxpayers.

Bonds: Instruments used to borrow money for the debt financing of long-term capital improvements.

BPOL Tax: Business Professional and Occupational License Tax - a tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County. The tax base includes all phases of the business, profession, trade, or occupation, whether conducted in the County or not.

Budget: An itemized allotment of revenues and expenditures for a specific time period, tied to specific activities.

Budget Amendment: Any change to the adopted budget that may occur throughout the course of the fiscal year as needed for County government operations.

Budget Authority: Ability to enter into transactions that will result in the receipt or disbursement of County funds.

Budgeted Agency Savings: A negative account line added to agency budgets due to expected operational savings during the fiscal year similar to budgeted salary lapse.

Budget Initiatives: Changes to the base budget recommended by the County Executive as part of the Proposed Budget. Supplemental budget increases and decreases approved by the Board of County Supervisors are shown as Budget Initiatives in the agency detail section of the (Adopted) Budget document.

Budgeted Salary Lapse: A budgeted reduction in estimated salary and fringe benefit expenditures due to estimated position vacancy savings anticipated for the fiscal year.

Budget Transfers: Budget transfers shift previously budgeted funds from one line item of expenditure to another. Transfers may occur throughout the course of the fiscal year as needed for County government operations.

CAFR: Comprehensive Annual Financial Report – Annual financial statements comprising the financial report of Prince William County and its component units required by the Code of Virginia in conformity with Generally Accepted Accounting Principals (GAAP).

Capital Expenditures: Expenditures incurred for the acquisition or construction of major capital assets (e.g. land, roads, buildings).

Glossary

Capital Projects Fund: This fund is used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types). The Capital Projects Fund accounts for construction projects including improvements to schools, roads, and various other projects.

COG: Council of Governments - A regional organization of units of local government in the Washington, D.C. metropolitan area.

Committed Fund Balance: Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.

Community Outcomes: Key outcomes with targets that demonstrate how the community or individual will benefit or change based on achieving the goal. Community outcomes are adopted by the Board of County Supervisors in the Strategic Plan, taken from the biennial community telephone survey results, or developed by agencies based on their mission and goals.

Community Partner: A nonprofit 501(c)(3) organization that provides specific services and has been in existence for at least three years, unless an ad hoc group is formed to address a specific issue and will disband at the end of the project (i.e. one-time funding); has an identifiable Executive Director; and has an identifiable Board of Directors. Community Partners receive County funding though the annual budget process.

Component Unit: An element of the Comprehensive Annual Financial Report (CAFR) that identifies affiliated organizations for which financial activity must be reported separately. For example, the Adult Detention Center and Schools are component units in the Prince William County CAFR.

Comprehensive Plan: State mandated plan that guides the coordinated, adjusted, and harmonious land development that best promotes the health, safety, and general welfare of County citizens. It contains long-range recommendations for land use, transportation systems, community services, historic resources, environmental resources, and other facilities, services, and resources.

Contingency: Contingency is an amount of funding maintained in the general fund to cover unanticipated expenditures and/or shortfalls in revenues collected. The Board of County Supervisors must authorize any use of the Contingency.

Co-op Budget: The State-administered budget for the Public Health District that is comprised of funding from the State, County, and cities of Manassas and Manassas Park, as well as fees for services, Federal funding, and private sector grants.

Cost Recovery: A cost recovery budget is charged back to user agencies. When a cost recovery budget is set up, a negative expenditure budget amount is established equal to the positive expenditure budget amount, resulting in a net expenditure budget of zero.

CSA: Comprehensive Services Act (for At-Risk Youth and Families) - the State law governing the funding and provision of services to youth and families who require foster care or special education services, or who are involved with the Juvenile and Domestic Relations Court.

CY: Calendar year (January 1 through December 31).

Debt: An obligation resulting from the borrowing of money.

Glossary

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.

EDMS: Electronic Document Management System

Effectiveness: A measurable relationship of resources required to achieve intended results.

Efficiency: A measurable relationship of resources required to goods and services produced, such as cost per unit of service.

EM: Electronic Monitoring - a system that uses technology and staff supervision to detain persons in their home in lieu of incarceration in a secure facility.

EMS: Emergency Medical Services.

Employee Benefits: Services and opportunities afforded employees because they work for Prince William County. These benefits include medical and dental insurance, health insurance credit program, flexible benefit account program, Virginia Retirement System, 401(a) money purchase plan, 457 deferred compensation plan, supplemental police and fire retirement plan, group life insurance, optional life insurance, long term care insurance, employee assistance program, holiday leave, sick and annual leave, well days, sick leave bank, other leave, credit union, direct deposit, employee advisory committee, and grievance procedure.

Encumbrances: Obligations incurred in the form of purchase orders, contracts, and similar items that will become payable when goods are delivered or services rendered.

Enterprise Funds: These funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the Board of County Supervisors is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the Board of County Supervisors has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The following are Enterprise Funds: Prince William County Parks and Recreation (which provides recreational services), the Prince William County Landfill (which provides solid waste disposal services), and Innovation Park which is County owned land being marketed for re-sale to targeted industries.

Exemption: A grant of immunity from a specific program, policy, or action.

Expenditure: An amount of money disbursed for the purchase of goods and services.

Glossary

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.

Five-Year Plan: The County's projected expenditures and revenues for the next five fiscal years beginning with the adopted budget fiscal year. The Board of County Supervisors adopts the Five-Year Plan each year in concert with the adopted budget. The first year of each Five-Year Plan is synonymous with the adopted budget.

FOIA: Freedom of Information Act - a State law.

FTE: Full-Time Equivalent positions.

Fund: A financial entity to account for money or other resources, such as taxes, charges and fees, established for conducting specified operations for attaining certain objectives, frequently under specific limitations.

Fund Balance: The difference between assets and liabilities in a governmental fund.

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance, and Unassigned Fund Balance.

Fund Balance Reserve: The sum total of reservations placed against a fund balance for encumbrances, future year designations and other purposes including grants and special projects, non-current receivables, inventory, and debt service reserves.

FY: Fiscal Year - The time frame to which the budget applies. Prince William County's fiscal year begins on July 1 and ends on June 30.

General Debt: Principal and interest payments on outstanding debt repaid from the general fund.

General Fund: Fund used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, licenses, permits, charges for services, and interest income. A significant part of the general fund's revenues is transferred to other funds to finance the operations of the County Public Schools and the Regional Adult Detention Center.

General Obligation Bond: A municipal bond secured by the taxing and borrowing power of the municipality issuing it.

Goal: General statements of public policy, purpose, and intent.

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.

Glossary

Grant: A payment by one entity to another entity, or a foundation to a non-profit organization intended to support a specified function such as health care, housing, street repair, or construction. Governmental units, foundations, nonprofit organizations, and individuals can all award grants and/or be awarded grants.

HIPAA: Health Insurance Portability and Accountability Act - a Federal law.

Host Agency: A department or agency that manages the relationship between a community organization and the County to include proposed donation levels and budget, performance measures, and financial reporting; also, a department that supports, through internal services, any of the business application activities in the Department of Information Technology.

HPC: Homeless Prevention Center - a County owned, contractor-operated, homeless shelter.

I-66: Interstate highway 66 - runs across the western end of the County.

I-95: Interstate highway 95 - runs across the eastern end of the County.

I-Net: Institutional Network - a state-of-the-art communications network for County government, police, fire, library, and school facilities.

ISF: Internal Service Funds - Funds used to account for goods or services provided by one department or agency to other departments or agencies of the County, or to other governments, on an allocated cost recovery basis. Internal Service Funds have been established for information technology, vehicle maintenance, road construction, and self-insurance.

Joint County/School Capital Process Team: Collaboration between Prince William County School Board and Prince William Board of County Supervisors to establish more frequent contact in order to discuss capital needs, enhance efficiency in planning processes, and improve service outcomes to the community. The joint process includes two different groups, the Joint Board Committee for Capital (Committee), made up of three elected members from each Board, and the Joint Staff Work Group for Capital (Work Group). The Committee constitutes the decision making body and the Work Group is responsible for supporting the Committee's goals and objectives.

LEOS: Law Enforcement Officers' Supplement - a supplementary retirement system.

Liabilities: Obligations incurred in past or current transactions requiring present or future settlement.

License and Permit Fees: Fees paid by citizens or businesses in exchange for legal permission to engage in specific activities. Examples include building permits and swimming pool licenses.

Line Item: Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as object level.

Local Match: County cash or in-kind resources required to be expended simultaneously with State, Federal, other locality, or private sector funding, usually according to a minimum percentage or ratio.

LODA: Line of Duty Act - The Virginia Retirement System Line of Duty Act is established by Section 9.1-400 of the Virginia Code. LODA provides benefits to public safety first responders and their survivors who lose their life or become disabled in the line of duty.

Mandate: A State or Federal action that places a requirement on local governments.

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.

MOU: Memorandum of Understanding - A written agreement between the County and a community partner specifying the amount and type of County donations provided and the services and outcomes accounted for by the community partner.

Municipal Separate Storm Sewer System (MS4) Permit: Discharges from municipal separate storm sewer systems are regulated under the Virginia Stormwater Management Act, the Virginia Stormwater Management Program (VSMP) Permit regulations, and the Clean Water Act as point source discharges. Stormwater discharges from Phase I (large and medium) municipal separate storm sewer systems are authorized under individual permits. Under these permits, the MS4 owner/operator must implement a collective series of programs to reduce the discharge of pollutants from the given storm sewer system to the maximum extent practicable in a manner that protects the water quality of nearby streams, rivers, wetlands and bays.

Non-departmental: Budgeted funds not directly associated with, or controlled by, a specific County department.

Non-spendable Fund Balance: Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

NVFS: Northern Virginia Family Service - a community-based non-profit human services agency.

NVRC: Northern Virginia Regional Commission (formerly Northern Virginia Planning District Commission) - a regional organization comprised of units of local government in the Northern Virginia area.

NVTA: Northern Virginia Transportation Authority - The Northern Virginia Transportation Authority is a regional governmental entity established to plan, prioritize, and fund regional transportation programs. The NVTA covers Arlington, Fairfax, Loudoun, and Prince William counties and the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park.

NVTC: Northern Virginia Transportation Commission - a multi-jurisdictional agency representing Arlington, Fairfax, and Loudoun Counties and the Cities of Alexandria, Fairfax, and Falls Church. NVTC provides a policy forum and allocates up to $200 million in state, regional, and federal transit assistance each year among its member jurisdictions. NVTC also appoints one principal and two alternate members to the Board of Directors of The Washington Metropolitan Area Transit Authority.

Obligation: A future expenditure requirement incurred by voluntary agreement or legal action.

Off-Cycle: A term that characterizes budget adjustments approved by the Board of County Supervisors outside of the annual budget process.

OmniLink: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniLink provides local bus service to the communities of Dale City, Dumfries (including Quantico), Manassas/Manassas Park, and Woodbridge/Lake Ridge.

Glossary

OmniRide: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide provides commuter bus service from eastern Prince William County and the Manassas area to points in Northern Virginia and the District of Columbia.

Ordinance: A law or regulation enacted by the Board of County Supervisors.

Outcome Trends: Multi-year trend information for community and program outcome measures.

Output: Unit of goods or services produced by an agency activity.

Performance Audit: An independent review of a program, activity, function, operation, management system, or procedure of a government to assess whether the government is achieving economy, efficiency, and effectiveness in the employment of available resources. The examination is objective and systematic, generally using structured and professionally adopted methodologies.

Performance Measures: Quantitative characterization of an agency's success in achieving their stated mission.

Performance: Computer software program previously used to prepare the annual budget and manage County government financial activity. This software was replaced by the Ascend financial management system in FY17.

Personal Property: An item of property other than real estate to include Personal effects, moveable property, goods, and chattel.

Policy: A definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.

Proffers: Contributions of land, capital improvements, and funding collected from developers to address the demand for community services created by new development.

Program: One or more related agency activities that work together for a particular purpose and function for which the County is responsible.

Program Outcomes: Key measures that demonstrate how the community or individual will benefit or change based on achieving the goal, but are more specific to each individual agency and program than community outcomes.

Property Tax Rate: The rate of taxes levied against real or personal property expressed as dollars per $100 of equalized assessed valuation of the property taxed.

Proprietary Fund Types: Proprietary Funds account for County activities that are similar to private sector businesses. These funds measure net income, financial position, and changes in financial position. Proprietary fund types include enterprise and internal service funds.

PRTC: Potomac and Rappahannock Transportation Commission - a multi-jurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties and the Cities of Manassas, Manassas Park, and Fredericksburg. PRTC provides commuter bus services (OmniRide) and local bus services in Prince William County and the Cities of Manassas and Manassas Park (OmniLink).

PSFM: Principles of Sound Financial Management - guidelines approved by the Board of County Supervisors to foster the County government's financial strength and stability and the achievement of the organization's financial goals.

Real Property: Land, buildings, and all other permanent improvements on the land.

Resolution: The official position or will of a legislative body.

Resources: The actual assets of a governmental unit, such as cash, taxes, receivables, land, buildings, estimated revenues applying to the current fiscal year, and bonds authorized and un-issued.

Resource Shift: The transfer of an expenditure budget from one purpose to another. A resource shift is a common and preferred technique for funding budget increases without the allocation of increased outside revenue or County tax support.

Restricted Fund Balance: Includes amounts that are restricted to specific purposes as follows:

a. Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or
b. Imposed by law through constitutional provisions or enabling legislation.

Retained Earnings: See Total Net Assets.

Revenue: Income generated by taxes, notes, bonds, investment income, land rental, user charges, and Federal and State grants.

Revenue Bonds: A bond issued by a municipality for a specific project that is supported by the revenue from that project.

Risk Management: The practice of identifying potential risks in advance, analyzing them, and taking precautionary steps to reduce and/or curb the risk, and in turn reduce the County's exposure to financial loss.

Seat Management: Personal computer support services including customer service assistance, desktop and laptop desk side services, software refreshment, and equipment disposal.

Self-Insurance Pool: A cash reserve used to provide stable and cost-effective loss funding on a self-insured basis rather than using a private insurance company.

Service Levels: Quantified measures of the goods and services (outputs) produced by agency activities, the relationship of resources required to outputs produced (efficiency) and the degree of excellence characterizing the outputs (service quality).

Service Quality: The measurable degree of excellence with which goods and services are produced or provided, including customer satisfaction.

SNAP: Supplemental Nutrition Assistance Program.

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

Statute: A law enacted by a legislative body.

Strategic Plan: A four-year plan adopted by the Board of County Supervisors which establishes a County government mission statement, a limited number of high priority strategic goals, and measurable community outcomes which indicate success in accomplishing these goals.

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 various programs and activities throughout County agencies. Project examples include, but are not limited to, upgrades to email, replacement of the financial reporting system (Performance to Ascend), 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: Funds used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. The County has established Agency and Expendable Trust Funds to account for library donations, special welfare, and certain other activities. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. Expendable Trust Funds are accounted for in essentially the same manner as Governmental Funds.

Unassigned Fund Balance: The total fund balance in the general fund in excess of nonspendable, restricted, committed, and assigned fund balance.

User Fees: User fees are charges for services, such as the use of public property and parking, paid by those actually benefiting from the service.

VDOT: Virginia Department of Transportation - a State agency.

VRE: Virginia Railway Express - a transportation partnership of the Northern Virginia and Potomac and Rappahannock Transportation Commissions, the Counties of Fairfax, Prince William, Stafford, Spotsylvania, and Arlington and the Cities of Manassas, Manassas Park, Fredericksburg, and Alexandria. VRE provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City, and downtown Washington D.C.

Watershed: A region or area bounded peripherally by water parting and draining ultimately to a particular watercourse or body of water.

WIC: Women, Infants, and Children - a Federal health and nutrition program.

Abbreviation

AAA: Triple A Bond rating, the highest possible rating

AALL: American Association of Law Libraries

ACTS: Action in the Community Through Service

ADC: Adult Detention Center

Admin: Administrative

ADP: Average Daily Population

AED: Automatic External Defibrillator

AFIS: Automated Fingerprint Identification System

ALS: Advanced Life Support

Approp: Appropriated

APS: Adult Protective Services

ARYFS: At-Risk Youth and Family Services

ATCC: American Type Culture Collection

B&A: Budget and Appropriate

B&G: Buildings and Grounds

B&GC: Boys & Girls Club

BAB: Build America Bonds

BAC: Board Audit Committee

BARN: Benedictine Aid and Relief to Neighbors

BECC: Benefits, Employment & Child Care

BEST Lawn: Building Environmentally Sustainable Turf Lawn

BLS: Basic Life Support

BMP: Best Management Practices

Board: Board of County Supervisors

BOCS: Board of County Supervisors

BOD: Ballot on Demand

BPOL Tax: Business Professional and Occupational License Tax

BWC: Body-Worn Camera

CAB: Citizen Advisory Board

CAC: Crisis Assessment Center

CAD: Computer Assisted Dispatch or Computer-Aided Design system (cannot be both simultaneously)

CAFR: Comprehensive Annual Financial Report

CALEA: Commission on Accreditation for Law Enforcement Agencies

CCJB: Community Criminal Justice Board

CDA: Community Development Authorities

CDBG: Community Development Block Grant

CFH: Catholics for Housing

CHDO: Community Housing Development Organization

CID: Communications & Infrastructure Division

CIP: Capital Improvement Program

CISD: Critical Incident Stress Debriefing

CIT: Crisis Intervention Training

CMAQ: Congestion Mitigation and Air Quality

COG: Council of Governments

COLA: Cost of Living Adjustment

CP&D: Community Preservation & Development

CPA: Comprehensive Plan Amendment

CPI: Consumer Price Index

Abbreviation

CPS: Child Protective Services

CSA: Comprehensive Services Act

CSB: Community Services Board

CMP: Cyclical Maintenance Plan

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

DCSM: Design and Construction Standards Manual

DDS: Department of Development Services

DEQ: Department of Environmental Quality

DFR: Department of Fire and Rescue

DMAS: Department of Medical Assistance Services

DMV: Department of Motor Vehicles

DoIT: Department of Information Technology

DOJ: Department of Justice

DORM: Drug Offender Rehabilitation Module

DOT: Department of Transportation

DPR: Department of Parks and Recreation

DSS: Department of Social Services

E-911: Emergency 911

EBDM: Evidence Based Decision Making

EBP: Evidenced Based Practices

EBT: Electronic Benefits Transfer

EDMS: Electronic Document Management System

EEOC: Equal Employment Opportunity Commission

EIAP: Early Intervention Alternative Program

EM: Electronic Monitoring

EMS: Emergency Medical Services

ENR: Environmental and Natural Resources

ERP: Enterprise Resource Program

ESI: Engineers and Surveyors Institute

ESG: Emergency Shelter Grant

ESOL: English for Speakers of Other Languages

FAMIS: Family Access to Medical Insurance Security

FAPT: Family Assessment and Planning Team

FCC: Federal Communications Commission

FCM: Facilities Construction Management

FirstNet: First Responder Network Authority

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

Abbreviation

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GPS: Global Positioning System

GRIT: Gang Response Intervention

GSHF: Good Shepherd Housing Foundation

HAP: Homeownership Assistance Program

HAZMAT: Hazardous Materials

H&CB: Home & Community Based

HCMP: Human Capital Management Payroll

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

HOC2: Home Occupation Certificate – Family Day Home (Child Care)

HOPWA: Housing Opportunities for Persons with AIDS

HOV: High Occupancy Vehicle

HPAC: Hylton Performing Arts Center

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

IPE: Intervention, Prevention and Education

IRM: Information Resource Management

ISF: Internal Service Fund

ISN: Information Systems Network

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

KPWB: Keep Prince William Beautiful

LAN: Local Area Network

LCI: Local Composite Index

Abbreviation

LEOS: Law Enforcement Officers' Supplement

LEPC: Local Emergency Planning Commission

LIS: Land Information System

LMS: Learning Management System

LNSS: Library Network Support Services

LODA: Line of Duty Act

LSNV: Legal Services of Northern Virginia

LVA-PW: Literacy Volunteers of America – Prince William, Inc.

MAT: Medication Assisted Treatment

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

MS4: Municipal Separate Storm Sewer System

NA: Not Available

NACO: National Association of Counties

NADA: National Automobile Dealers Association

NCIC: National Crime Information Center

NCR: National Capital Region

NFPA: National Fire Protection Association

NG911: Next Generation 911

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

OMB: Office of Management & Budget

OMD: Operation Medical Director

OPEB: Other Post-Employment Benefits

OSHA: Occupational Safety and Health Administration.

OT: Office of Tourism

OWL: Occoquan-Woodbridge-Lorton (Volunteer Fire Department)

PAF: Personnel Action Form

PATH: Projects for Assistance in Transitioning the Homeless

PCE: Property Code Enforcement

PCN: Position Control Number

PCP: Position Classification Plan

PHNST: Potomac Heritage National Scenic Trail

PMAH: Project Mend-A-House

PPTRA: Personal Property Tax Relief Act

Prop: Property

Abbreviation

PRTC: Potomac and Rappahannock Transportation Commission

PSA: Public Safety Training Academy

PSAP: Public Safety Answering Point

PSCC: Public Safety Communications Center

PSFM: Principles of Sound Financial Management

PSSF: Promoting Safe and Stable Families

PSTC: Public Safety Training Center

PWC: Prince William County

PWHD: Prince William Health District

PWSI: Prince William Soccer, Inc.

PWSIG: Prince William Self-Insurance Group

QC: Quality Control

QSCB: Qualified School Construction Bonds

REZ: A formal rezoning action pertaining to land use

RFP: Request for Proposal

RMS: Records Management System

SA: Substance Abuse

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

SWM: Storm Water Management

TANF: Temporary Assistance to Needy Families

TB: Tuberculosis

TBD: To Be Determined

TMDL: Total Maximum Daily Load

TIP: Technology Improvement Plan

TRIP: Transportation and Roadway Improvement Program

UOSA: Upper Occoquan Service Authority

USDA: United States Department of Agriculture

USPS: United States Postal Service

VaCMS: Virginia Case Management System

VACO: Virginia Association of Counties

VCE: Virginia Cooperative Extension

VCIN: Virginia Criminal Information Network

VDH: Virginia Department of Health

VDOT: Virginia Department of Transportation

VFD: Volunteer Fire Department

VIEW: Virginia Initiative for Employment not Welfare

VLEPSC: Virginia Law Enforcement Professional Standards Commission

VMT: Vehicle Miles Traveled

VPRAI: Virginia Pre-trial Risk Assessment Instrument

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

YAS: Young Adult Services

ZTA: Zoning Text Amendment

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OFFICE OF MANAGEMENT & BUDGET

1 County Complex Court, Prince William, VA 22192
www.pwcgov.org/budget