



# FY2021 BUDGET

Prince William County, Virginia

*Prince William County*  
**BOARD OF COUNTY SUPERVISORS**

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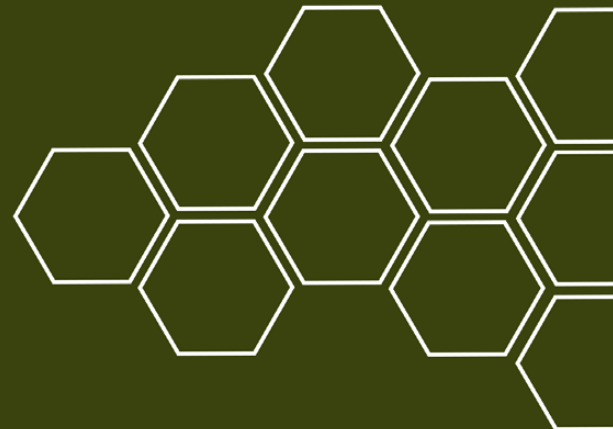
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*County Executive*

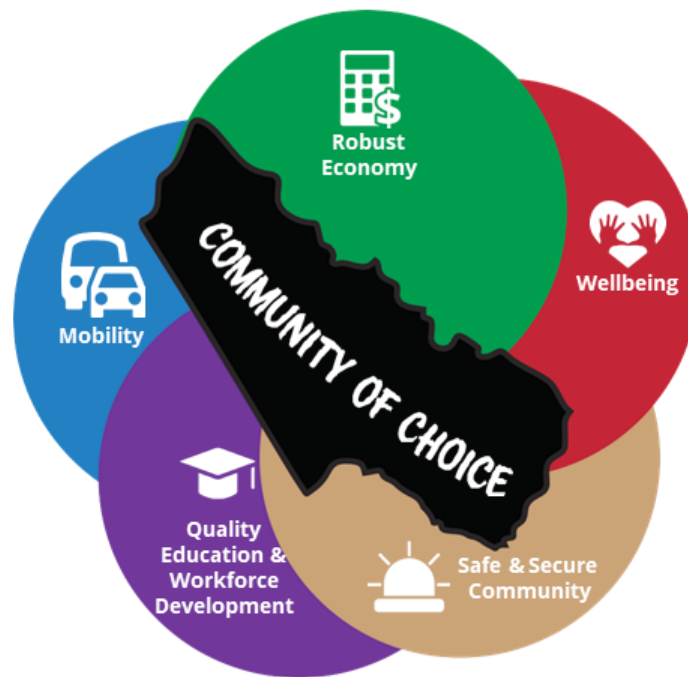


**FY2021 BUDGET**  
PRINCE WILLIAM COUNTY, VIRGINIA





PRINCE WILLIAM COUNTY IS A  
**COMMUNITY OF CHOICE** WITH A STRONG, DIVERSE  
ECONOMIC BASE, WHERE **INDIVIDUALS AND FAMILIES**  
CHOOSE TO LIVE AND **BUSINESSES** CHOOSE TO LOCATE



Information about the FY2021 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, 2019**

*Christopher P. Morrell*

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, 2019. 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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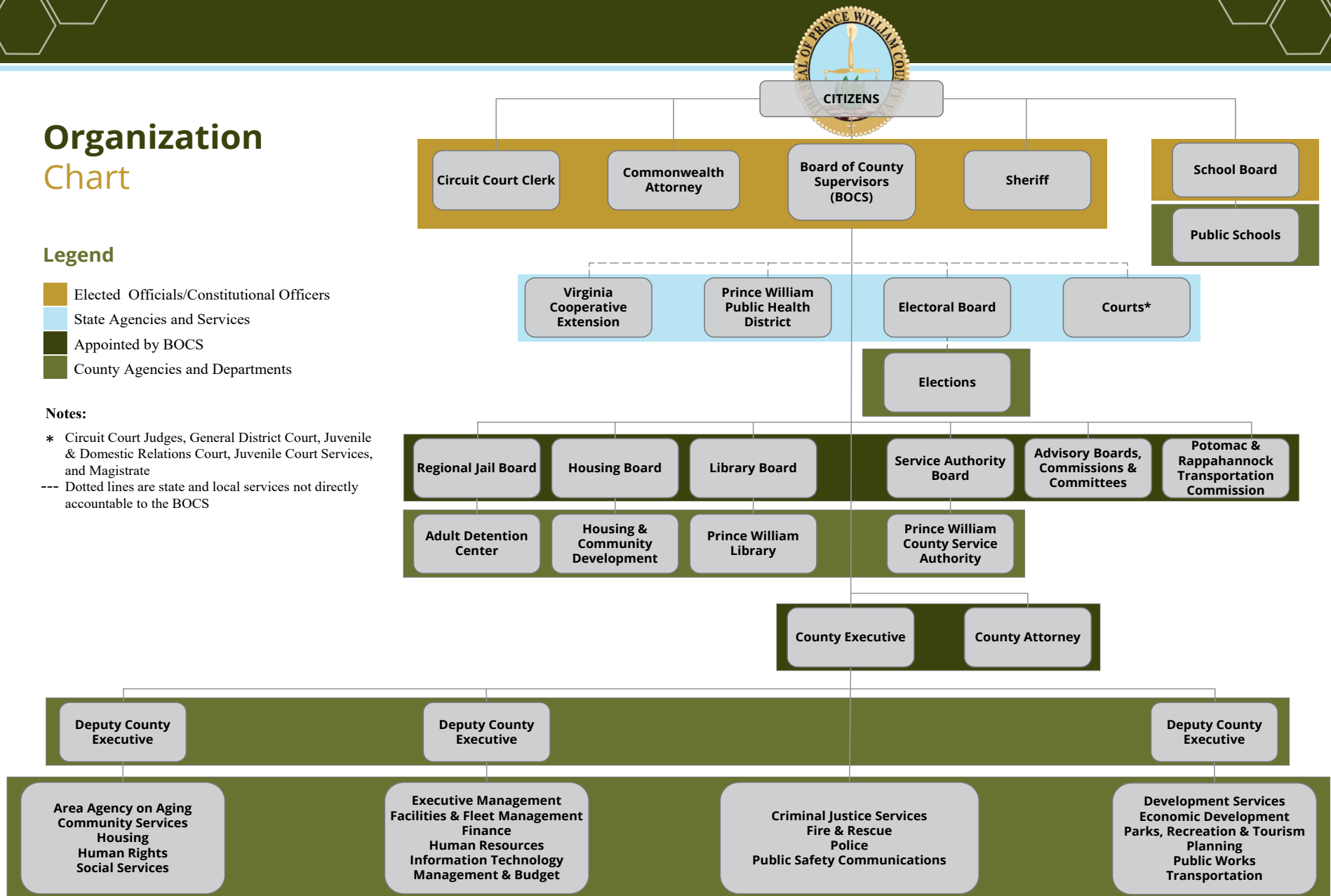
# Organization Chart

## 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



**Chair At-Large**

*Ann B. Wheeler*



**Brentsville District**

*Jeanine M. Lawson*



**Coles District**

*Yesli Vega*



**Gainesville District**

*Pete K. Candland*



**Neabsco District**

*Victor S. Angry*  
*Vice Chair*



**Occoquan District**

*Kenny A. Boddie*



**Potomac District**

*Andrea O. Bailey*

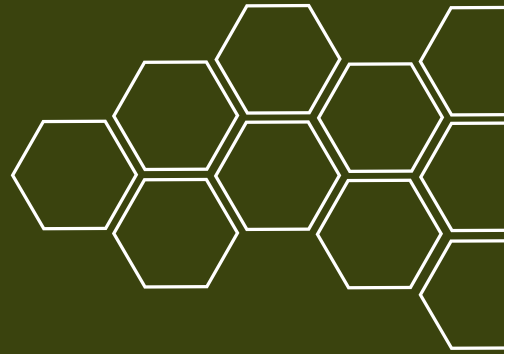


**Woodbridge District**

*Margaret A. Franklin*

## FY2021 BUDGET

PRINCE WILLIAM COUNTY, VIRGINIA



Prince William County Citizens:

On behalf of the Prince William Board of County Supervisors, I am pleased to present the Prince William County FY2021 Budget, including the 2021-2026 Capital Improvement Program (CIP). This year's budget was developed through a collaborative discussion between the community, county staff, and the Board of County Supervisors.

The coronavirus pandemic has had a profound impact on the community's health and safety as well as uncertain financial and economic security. The budget addresses the community impacts of the pandemic through improved services and supports to Prince William County citizens and businesses. The County remains strong and the Board of County Supervisors will continue seeking new ways to provide excellent services to all residents during these unprecedented times as well as during the ensuing recovery.

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 following five strategic goal areas:

**Wellbeing** – The County budget supports expanded services for vulnerable families and individuals. FY2021 Budget initiatives supporting the Wellbeing strategic goal include:

- Following a successful pilot program, the adopted budget includes Community Services and Police Department staffing for a mental health co-responder program. The program helps deescalate situations and provides more immediate interventions with clients experiencing mental health crisis thus reducing hospitalizations and incarceration.
- Funding is included in the adopted budget for expanded homeless support services in addition to a child and adult protective services after-hours team.
- Local funding is included in the Community Services budget to address several Wellbeing strategic goals including expanded access for opiate abuse treatment services as well as address growing waitlists for intellectual disability, early childhood intervention, and youth substance abuse and mental health services.
- Additional staffing is provided in the Department of Social Services to address increasing workloads and determine initial eligibility and ongoing renewals for benefits to help County residents meet basic needs.
- \$3.8 million in local funding is included in the adopted budget for increased special education private day school placements mandated by the Children's Services Act.
- A Child Advocacy Center is created in the adopted budget to establish a child-focused, facility-based program whereby representatives from multiple agencies can meet and discuss investigations, treatment, intervention, and prosecution of child abuse cases without exacerbating trauma for abused children.
- Vital community partner organizations are sustained with a 7.9% operating increase in FY21.

# Transmittal Letter

**Robust Economy** – The County seeks opportunities to foster a diverse, local economy through quality jobs and economic opportunity as businesses recover from the coronavirus pandemic.

- The adopted budget provides funding to market Prince William County as a premier business location by increasing the County's brand awareness through digital and social media platforms.
- The budget provides vital resources necessary to assist small businesses and understand their needs during economic recovery from the pandemic.
- The adopted CIP includes a number of roadway and interchange projects to relieve congestion and improve access to commercial areas.

**Mobility** – Transportation remains a top priority for County residents and businesses alike as more than 73% of voters approved the mobility bond referendum in November 2019. The current mobility program exceeds \$1 billion of capital investment as a multi-modal transportation network is critical to economic success and improving quality of life for County residents.

- All approved mobility referendum projects (Devlin Road widening, Minnieville Road/Prince William Parkway interchange, Old Bridge Road/Route 123 intersection, Route 28 corridor and Summit School Road/Telegraph Road improvements) have sufficient funding to complete design during the next 18-30 months. In addition, funding is provided for the Van Buren Road Extension environmental study.
- All motor vehicle fuel tax revenues are dedicated to Potomac and Rappahannock Transportation Commission (PRTC) commuter and local bus service.
- Virginia Railway Express commuter rail operations are supported with a portion of the County's Northern Virginia Transportation Authority (NVTA) 30% local revenue.
- The Transportation Roadway Improvement Program, provides local funding to leverage state and federal funding for sidewalks, trails, and safety improvements throughout the County.
- Major projects such as Route 1, Route 28, Balls Ford Road interchange and widening, Prince William Parkway interchanges at Brentsville Road and University Boulevard, and Neabsco Mills Road (including a new commuter parking garage) utilize a combination of federal, state, local, and NVTA funding.

**Safe & Secure Community** – The Board's ongoing commitment to keeping the community safe and secure is improved in the FY2021 Budget.

- The FY2021 Budget provides additional staffing for Criminal Justice Services to address growing pretrial supervision caseloads as an alternative to jail incarceration.
- A Lethality Assessment Program is funded in partnership with a community partner (ACTS) to provide a standardized, evidence-based lethality assessment instrument to identify victims of domestic violence at highest risk of being seriously injured or killed and immediately connect them to local domestic violence programs.
- Funding is provided for the Project Lifesaver Program in the Sheriff's Office serving clients with autism, dementia, down syndrome, and traumatic brain injuries by decreasing search times for lost individuals and saving lives.
- Prince William County will have a new Public Defender's Office and the FY2021 Budget includes a 15% local salary supplement to recruit and retain Public Defender staff.
- Current capital improvements include the construction of a new animal shelter and Fire & Rescue Groveton Station (Station 22), funding to design future expansion improvements at the Public Safety Training Center, and master planning for future capital improvements at the Judicial Center.

**Quality Education and Workforce Development** – The Board supports K-12 education with the revenue sharing agreement which provides 57.23% of general revenue to the Prince William County School Board.

- In spite of the economic recession resulting from the coronavirus pandemic, the Schools' share of general revenue increases \$18.1 million or 3.0% in FY21.

# Transmittal Letter

- In addition to the revenue sharing agreement, funding for the class size reduction grant is maintained as well as continued funding for enhanced school security. Debt service funding to support expanded student capacity at the 13th high school is also maintained in the FY2021 Budget.
- County support for the Northern Virginia Community College is maintained in the FY2021 Budget.

**2021-2025 Strategic Plan** - Development has begun on the 2021-2024 Strategic Plan which reflects the community's vision, values and desired outcomes. The Strategic Plan development process will include multiple opportunities in calendar year 2020 for the community to provide input and feedback on goals and priorities. Adoption of the new Strategic Plan is scheduled for February 2021 and will guide community service delivery and budget planning decisions for FY22 through FY25.

Thank you for choosing to live in Prince William County. Our community's diversity offers strength and resiliency during these difficult times. Together, we will emerge from the pandemic stronger and unified towards making Prince William County the best. Our best days are yet to come. Please feel free to contact my office at 703-792-4640 or [awheeler@pwcgov.org](mailto:awheeler@pwcgov.org) if I can be of any assistance to you.

Sincerely,



Ann B. Wheeler  
Chair, Board of County Supervisors



# Budget Highlights

## FY2021 Budget Highlights

The FY2021 Budget, including the [FY2021-2026 Capital Improvement Program \(CIP\)](#) implements policy guidance found in the [Strategic Plan](#), the County/School revenue agreement and the [Principles of Sound Financial Management](#). The \$1.29 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 FY2021 Budget is based on a \$1.125 real estate tax rate, generating general revenues of \$1,100,483,000. Additional agency revenues of \$177,764,026 and County resources of \$5,287,154 bring the FY2021 Budget funding total to \$1,285,534,180. The County's FY2021-2026 CIP is funded through multiple sources, including the Northern Virginia Transportation Authority, state and federal, debt, general fund cash to capital, solid waste fees, proffers, capital reserve, fire levy, and several local tax and fee sources.

### Adopted FY2021 Average Residential Tax Bill – \$4,355

By Dollar Amount with Functional Area



\*Includes Facilities & Fleet Management previously in Community Development as part of Public Works.  
Totals may not add due to rounding.

## New Community Investments

The FY2021 Budget, including the FY2021-2026 CIP 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 filing system replacement
- Development Services code academy
- Economic Development marketing strategy implementation
- Economic Development lead generation consultant contracts
- Economic Development Assistant Director of Policy, Intelligence, and Operations
- Economic Development Senior Communications Specialist
- Economic Development Digital Strategy/Social Media Specialist

# Budget Highlights

- Parks, Recreation & Tourism increase in food commodities for sale
- Planning Metropolitan Washington Council of Governments membership increase
- Public Works increase funding transfer to Virginia Cooperative Extension for environmental and natural resources program
- Public Works support for landfill liner phase III cell A capital project
- Public Works replace Solid Waste equipment and vehicles
- Public Works truck replacement

## General Government:

- Elections 2020 presidential election
- Elections No excuse absentee/early voting
- Elections Assistant Registrars
- Facilities & Fleet Management lease escalation
- Facilities & Fleet Management contractual increases
- Facilities & Fleet Management increase Fleet internal service fund budget to cover additional truck purchase
- Human Resources Senior Human Resources Analyst
- Information Technology Countywide technology infrastructure
- Information Technology Human Capital Management operating costs

## Human Services:

- Area Agency on Aging increase for Birmingham Green
- Community Services increase funding for Administrative Services, Early Intervention, Emergency Services, Intellectual Disabilities, Peer Outreach, and Youth Substance Abuse & Mental Health Services
- Housing & Community Development Administrative Specialist
- Public Health salary supplement for state nursing staff
- Social Services increase funding for mandatory private day school placements
- Social Services increase funding for Homeless Prevention Contractual Support
- Social Services increase funding for Benefits, Employment & Child Care Division Staffing Plan
- Social Services funding for Protective Services After-Hours team
- Social Services funding for Child Advocacy Center
- Virginia Cooperative Extension two part-time 4-H educators
- Virginia Cooperative Extension environmental educator

## Public Safety:

- Adult Detention Center phase II expansion full-year operating costs
- Adult Detention Center eliminate inmates housed at other local and regional jails (farmouts)
- Circuit Court Clerk presidential election ballot destruction
- Fire & Rescue system cadet program
- Fire & Rescue EMS billing and revenue increase
- Fire & Rescue use of fire levy fund balance initiatives for apparatus replacement and station improvements
- General District Court funding for salary supplement for Public Defender's office
- Juvenile Court Service Unit contractual funds increase for restorative justice

# Budget Highlights

- Police funding for Co-Responder Unit with Community Services Emergency Services
- Sheriff funding for Project Lifesaver position

## 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 service
- Northern Virginia Community College interjurisdictional increase

## Compensation:

- Classification & Compensation Phase 2 for general employees
- Virginia Retirement System mandated employer contribution rate increase
- Health, Group Life and Retiree Health 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%, (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:

- Dove's Landing
- Devlin Road Widening - Mobility & Parks Bond Referendum (MPBR)
- Minnieville Road/Prince William Parkway Interchange - MPBR
- Old Bridge Road/Gordon Boulevard Intersection - MPBR
- Route 28 Bypass/Widening - MPBR
- Summit School Road Extension - MPBR
- Howison Park Improvements - MPBR
- New Neabsco Park Development - MPBR
- Fuller Heights Park Expansion - MPBR
- Hellwig Park Artificial Turf Fields - MPBR
- Countywide Trail, Open Space and Accessibility Projects - MPBR
- Fire & Rescue Station #28
- Countywide Space
- Van Buren Road Environmental Study

## Community Partners

The FY2021 Budget includes a 7.9% increase in operating support to existing community partners, totaling \$245,957. 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 Initiatives

FY2021 Budget Initiatives List						
			Type of Investment			Impact of Investment
Functional Area	Agency	Description	Must Do	Five-Year Plan	Critical Need	Addresses Strategic Priority
Compensation	All Agencies	Virginia Retirement System Increase		✓		
	All Agencies	Health, Group Life and Retire Health Increase		✓		
	All Agencies	Classification and Compensation Study Implementation	✓			
Community Development	Development Services	Replace Lektriever Filing System	✓			
	Development Services	Code Academy	✓			
	Economic Development	Marketing Strategy Implementation			✓	✓
	Economic Development	Lead Generation Consultant Contracts			✓	✓
	Economic Development	Assistant Director of Policy, Intelligence, and Operations (1.00 FTE)			✓	✓
	Economic Development	Senior Communications Specialists (1.00 FTE)			✓	✓
	Economic Development	Digital Strategy/Social Media Specialist (1.00 FTE)			✓	✓
	Parks, Recreation & Tourism	5% Increase in Food Commodities for Sale Cost	✓			
	Planning	Metropolitan Washington Council of Governments (COG) Membership Dues Increase	✓			
	Public Works	Replace Litter Crew Truck			✓	
	Public Works	Increase Capital Projects Transfer for Landfill Liner-Phase III Cell A	✓			
	Public Works	Replace Equipment and Vehicles - Solid Waste	✓			
	Public Works	Increase Transfer to Virginia Cooperative Extension for Environmental and Natural Resources Program			✓	
General Government	Elections	Presidential 2020 - Adequate staffing, adequate precinct equipment and supplies, voter information and Early Voting implementation for Presidential 2020		✓		
	Elections	Two Assistant Registrar (2.00 FTE)		✓		
	Elections	No Excuse Absentee/early voting	✓			
	Facilities & Fleet Management	Consolidated Contractual Increase	✓			
	Facilities & Fleet Management	Lease Budget Increase		✓		
	Facilities & Fleet Management	Increase Fleet ISF Budget to Cover Additional Truck Purchase	✓			
	Human Resources	Senior Analyst - Benefits & Retirement Management (1.00 FTE)			✓	

# Budget Initiatives

FY2021 Budget Initiatives List						
			Type of Investment			Impact of Investment
Functional Area	Agency	Description	Must Do	Five-Year Plan	Critical Need	Addresses Strategic Priority
General Government (continued)	Information Technology	Countywide Technology Infrastructure Upgrade - Operating		✓		
	Information Technology	Transfer of ISF Fund Balance to Technology Infrastructure Capital Project	✓			
	Information Technology	CIP - HCM Replacement - Operating		✓		
Human Services	Area Agency on Aging	Birmingham Green Inter-Jurisdictional Agreement		✓		
	Community Services	Funding for Therapist III for New High School (1.00 FTE)	✓		✓	✓
	Community Services	Funding for Intellectual Disabilities program (7.00 FTE)			✓	✓
	Community Services	Funding for Early Intervention program (5.00 FTE)			✓	✓
	Community Services	Funding for Peer Outreach/State Opioid Response program (7.00 FTE)			✓	✓
	Community Services	Funding for Emergency Services Co-Responder program (4.00 FTE)			✓	✓
	Community Services	Funding for Youth Substance Abuse & Mental Health Services program (3.00 FTE)			✓	✓
	Community Services	Contractual Increase of Credible software	✓			
	Housing	Administrative Specialist (1.00 FTE)				✓
	Public Health	Salary Supplement for Public Health nurses			✓	
	Social Services	CSA Contract Increase for Private Day School Placements	✓	✓		✓
	Social Services	Convert part-time position to full-time (0.47 FTE)		✓		✓
	Social Services	Homeless Prevention Contractual Support	✓			✓
	Social Services	Benefits, Employment & Child Care Staffing Plan (6.00 FTE)			✓	✓
	Social Services	Protective Services After-Hours Team (6.00 FTE)			✓	✓
	Social Services	Child Advocacy Center			✓	✓
	Virginia Cooperative Extension	Part time 4-H positions shift (1.6 FTE)			✓	
	Virginia Cooperative Extension	Environmental Education position shift (1.00 FTE)			✓	
Public Safety	Adult Detention Center	Phase II Expansion Operating costs		✓		
	Adult Detention Center	Reduction in Farm-out funding	✓	✓		

# Budget Initiatives

FY2021 Budget Initiatives List						
			Type of Investment			Impact of Investment
Functional Area	Agency	Description	Must Do	Five-Year Plan	Critical Need	Addresses Strategic Priority
Public Safety (continued)	Adult Detention Center	Reduction in Work Release Lease and Staffing costs	✓			
	Circuit Court Clerk	Presidential Election Ballot Destruction	✓			
	Fire & Rescue	Evergreen - Tanker Replacement K515			✓	✓
	Fire & Rescue	Coles - Rescue Replacement R506			✓	✓
	Fire & Rescue	Systemwide Capital - F&R Medic 517 Replacement			✓	✓
	Fire & Rescue	Systemwide Capital - F&R Medic 512 Replacement			✓	✓
	Fire & Rescue	Systemwide Capital - F&R Medic 524B Replacement			✓	✓
	Fire & Rescue	Coles - Engine Replacement E560B			✓	✓
	Fire & Rescue	State Fire Programs - Engine 519 Replacement			✓	✓
	Fire & Rescue	Dale City - Ambulance Replacement			✓	✓
	Fire & Rescue	OWL - Air Duct Cleaning			✓	
	Fire & Rescue	OWL - Fire Hose Standardization			✓	✓
	Fire & Rescue	OWL - Public Restroom Renovation			✓	✓
	Fire & Rescue	OWL - Replace Diesel Fuel Tank			✓	✓
	Fire & Rescue	OWL - Replace Generator			✓	✓
	Fire & Rescue	Stonewall Jackson - Locker Room Renovation			✓	✓
	Fire & Rescue	Stonewall Jackson - Concrete Pad Replacement			✓	✓
	Fire & Rescue	Gainesville - Ramp and Bay Floor Maintenance			✓	
	Fire & Rescue	Coles - Battery Powered Vehicle Extrication Equipment			✓	
	Fire & Rescue	Evergreen - Ramp Repair	✓			✓
	Fire & Rescue	River Oaks - Parking Lot Paving			✓	
	Fire & Rescue	Antioch - Kitchen Repairs			✓	
	Fire & Rescue	Antioch - Marquee Signage			✓	

# Budget Initiatives

FY2021 Budget Initiatives List						
			Type of Investment			Impact of Investment
Functional Area	Agency	Description	Must Do	Five-Year Plan	Critical Need	Addresses Strategic Priority
Public Safety (continued)	Fire & Rescue	Dumfries-Triangle - Heavy Maintenance Vehicle Replacement	✓			✓
	Fire & Rescue	FRS Cadet Program - Budget Shift and Revenue & Expenditure Increase		✓		
	Fire & Rescue	EMS Billing Fee Increase	✓			
	General District Court	Salary Supplement for new Public Defenders Office			✓	
	Juvenile Court Services Unit	Dispute Resolution Services Contractual Increase	✓			✓
	Police	Co-Responder Unit with Community Services Emergency Services			✓	✓
	Sheriff	Project Lifesaver			✓	
Non-Departmental	Multiple Agencies	Community Partner 7.9% Increase		✓		
	Non-Departmental	Northern Virginia Community College Adjustment	✓			
	Non-Departmental	Contingency increase for COVID-19 pandemic response/recovery			✓	
	Non-Departmental	CIP Proffers - Transfer to Capital Projects for Stormwater			✓	
	Schools	Increase transfer to Schools	✓	✓		



# Budget Development Process

## State Budget Requirements

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

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

## Components of the PWC Budget

The PWC budget has two major components – the capital budget and the operating budget. The capital budget includes all projected expenditures for improvements and/or additions to the County's capital inventory, such as roads, facilities, and parkland. There is a strong link between the capital and operating budgets. Recurring costs associated with the construction of capital projects (utilities, maintenance, staffing, debt service on debt financed projects) must be included in the County's operating budget.

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

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

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

# Budget Development Process

## Policies & Practices for Budget Preparation

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

### Adopted Policies

#### Principles of Sound Financial Management (PSFM)

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

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

#### Five-Year Plan

One of the financial principles is especially relevant to budget preparation, the requirement to prepare a balanced Five-Year Plan for the general fund. As required by the PSFM, the County must prepare not only a balanced annual budget, but also a balanced Five-Year Plan. The primary benefit of this requirement is that the community cannot fund a new initiative (staffing, facilities, program, or compensation adjustments) if it is not affordable throughout all five years of the budget plan. Adopting a Five-Year Plan provides a longer-term picture of the County's financial future and provides a longer planning window for both the County and the Schools. This process also facilitates community conversations about what services and programs are desired, as well as what the community is willing to fund. This planning process led to the creation of a revenue stabilization fund 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 school division in Virginia, with a projected enrollment of 92,048 students, almost 100 schools, and over 11,500 total full-time equivalent employees. The voters in PWC chose, via referendum in 1995, to move from an appointed to an elected School Board. There are eight members of the School Board, one elected from each of the seven magisterial districts and a chairman elected at-large; each member serves a four-year term. The operations of the School Board are independent of the BOCS and County administration, as prescribed by Virginia law.

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.

# Budget Development Process

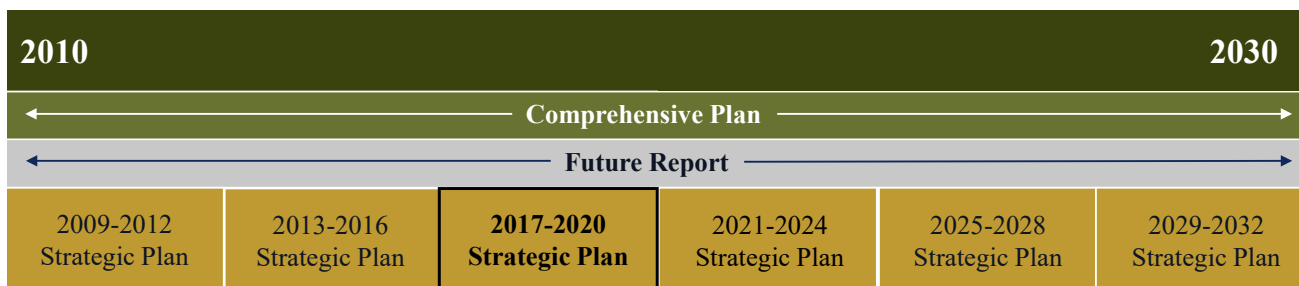
The BOCS and the School Board have been partners in protecting the fiscal health of the County, as evidenced by the revenue sharing agreement in place since 1988. The original agreement allocated 56.75% of the County's general revenues to the Schools and 43.25% to the County government. This agreement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

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

## Strategic Plan

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

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



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

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

# Budget Development Process

The adopted strategic goal areas are Robust Economy, Mobility, Wellbeing, Safe & Secure Community, and Quality Education & Workforce Development. The goal statements associated with each of these areas are as follows:

**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%

# Budget Development Process

## **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

## **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

**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

# Budget Development Process

**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**

- Establish a countywide faith-based community coalition to meet identified needs for human services

**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 rate**

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



# Budget Development Process

## **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

The 2021-2024 Strategic Plan, will be developed with community, staff, and BOCS input throughout calendar year 2020 and adopted in early calendar year 2021.

## **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



# Budget Development Process

Use, Libraries, Parks/Open Space/Trails, Police, Potable Water, Sanitary Sewer, Schools, Telecommunications, and Transportation. Each element states the community's goal for that specific area and the recommended action strategies to achieve that goal. Major implementation tools for the Comprehensive Plan are the annual capital budget and the six-year CIP.

## Capital Improvement Program (CIP)

Each year in conjunction with the budget, the BOCS adopts a six-year [CIP](#). The CIP identifies those capital improvements and construction projects that should be funded over the next six-year period to maintain or enhance County assets and service delivery. All funding sources are identified, and the resources necessary are accounted for in the capital projects fund.

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

## County Practices

In addition to the adopted policies identified above, the County uses several practices to limit unnecessary growth in agency budgets. Some are undertaken by OMB once the prior year's budget is adopted, and others are collaborative practices between OMB and County agencies. In order to build the FY2021 Budget, a series of adjustments are made to the FY2020 Budget to build a "base" for FY2021 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 FY2021 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.

### Agency Revenue Analysis

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

# Budget Development Process

## **Replacement of Lost Revenue**

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

## **Off-Cycle Budget Changes**

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

## **Collaboration between Agencies within and across Functional Areas**

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

## **Efficiencies**

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

## **Add Operating Costs Associated with Capital Projects**

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

# FY2021 Budget Development Process Calendar

2019							2020					
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
CITIZEN ENGAGEMENT	Direct contact with BOCS members and public comments at BOCS meeting											
								Proposed FY2021 CIP Presentation Feb 11th	Attend/View Budget Work Sessions	Attend/View • Public Hearing • Markup • Budget Adoption		
								Proposed FY2021 Budget Presentation Feb 18th				
								Attend Community Budget Meeting Feb 22nd				
								Participate on BOCS Budget Committees				
BOCS ACTIONS	Submit comments/questions to website											
	Receive citizen comments											
	Strategic Goal Work Sessions											
								Receive Proposed FY2021 CIP Presentation Feb 11th	Receive Budget Work Sessions	• Receive Schools Budget • Receive Budget Recap • Hold Public Hearings • Hold budget markup session • Adopt tax rates and FY2021 Budget		
								Receive Proposed FY2021 Budget Presentation Feb 18 <sup>th</sup>	COVID-19 Financial Impact - FY2021 Budget Update Mar 31 <sup>st</sup>			
COUNTY/DEPT/AGENCIES	Post FY2020 Budget online		Report/prepare: • Agency historical variance report	Report/prepare: • Prior year's performance • Strategic Plan Updates	• Prioritize needs • Identify efficiencies/savings • Compensation modeling • Update Five-Year Plan	Provide revenue forecast	• Present Proposed FY2021 Budget and CIP to BOCS • Meet with BOCS Budget Committees • Respond to budget questions					
						Enter proposed budget into financial system to balance						
				Finalize FY20 "Scrub" in financial reporting system		Address strategic/critical needs in light of budget guidance			Advertise tax rate and public hearing date	Rebalance budget in financial system & prepare budget adoption resolutions		
				Agency budget review					Budget Work Sessions	Present budget recap to BOCS		
			Identify operating and capital needs						COVID-19 Financial Impact - FY2021 Budget Update Mar 31 <sup>st</sup>		Finalize FY2021 Budget document	

# Budget Development Process

## FY2021 Budget Development

### Scrubbing FY2020 Adopted to Create a Starting Point

OMB, in cooperation with all County agencies, applies the BOCS policies and County practices to the FY2020 Budget to create a starting point for FY2021 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 CXO, who makes the final decisions regarding the proposed annual budget and the Five-Year Plan.

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

### Revenue Forecast

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

### Additions and Reductions

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

### Amending the Budget

The County budget can be amended through increases or decreases in agency appropriations or through transfers within or between agencies. 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.

# Budget Development Process

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

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

## Basis of Budgeting

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

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

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

## 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 the fire levy and Emergency Medical Service (EMS) fee, stormwater management fees, transportation service districts, and development fees.
- **Capital Projects Fund** – The capital projects fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types as discussed on the following page). The capital projects fund accounts for all current construction projects including improvements to and the construction of schools, roads, and various other projects.

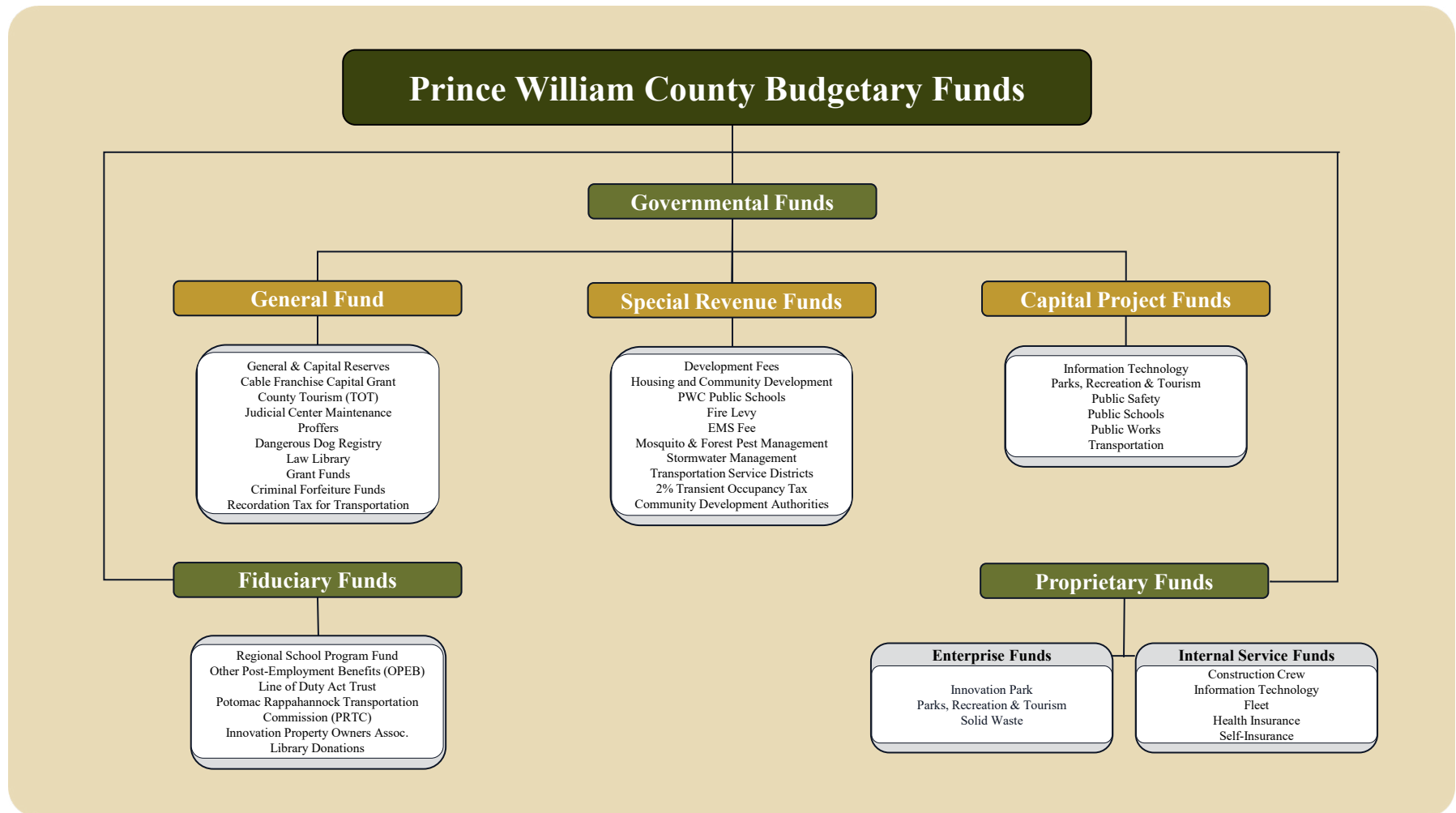
# Budget Development Process

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

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

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

# Budget Development Process





# Budget Development Process

## Operational Fund: Government Fund Types

### General Fund

#### General Government

Board of County Supervisors  
County Attorney  
Elections  
Executive Management  
Facilities & Fleet Management  
Finance  
Human Resources  
Human Rights  
Management & Budget

#### Public Safety

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

#### Community Development

Transfer to Development Services  
Economic Development  
Library  
Parks, Recreation & Tourism  
Planning  
Public Works  
Transportation

#### Human Services

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

#### Non-Departmental

Non-Departmental  
Contingency

#### Debt Services/CIP

Transfer to Capital Improvement Program  
Debt Service

#### Schools

School Transfer

# Budget Development Process

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

# Budget Development Process

## Outcome Budgeting

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

## Defining Short-Term Initiatives

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

## 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 2018, the survey showed that 94.6% of County residents were satisfied or very satisfied with the quality of life in PWC. Also, in 2018, 91% of County residents were satisfied or very satisfied with the value for their tax dollar. The next community survey was scheduled for the summer of 2020. However, due to impacts of the COVID-19 pandemic, the survey will be postponed.

# *Budget Development Process*



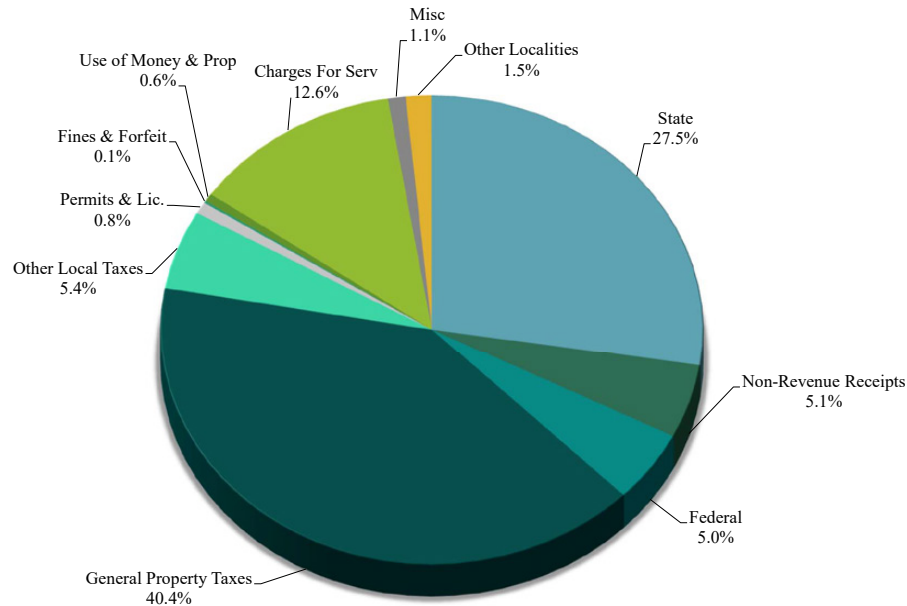
# Budget Summary

## Revenue vs. Expenditure Comparison

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

### FY2021 Total County Revenue Source

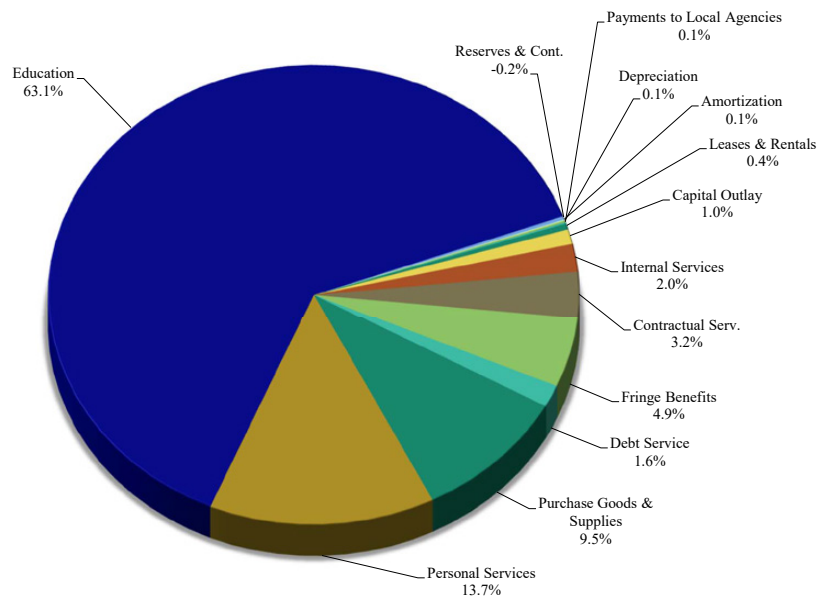
(Note: Excludes Operating Transfers In)



**\$2,489,067,893**

### FY2021 Total County Budget By Category of Expenditure

(Note: Excludes Operating Transfers Out)



**\$2,597,898,915**

# Budget Summary

Combined Statement of Projected Revenues and Budgeted Expenditures for FY2021 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.	Education	Enterprise Fund	Internal Service Fund		
<b>Net Positions:</b>									
Invested in Capital Assets, net of related debt	\$0	\$0	\$0	\$0	\$8,694,000	\$39,852,000	\$4,792,000	\$0	\$53,338,000
Restricted	\$0	\$0	\$0	\$0	\$0	\$0	\$2,887,000	\$135,320,000	\$138,207,000
Unrestricted	\$0	\$0	\$0	\$0	\$9,000	\$18,187,167	\$79,071,553	\$0	\$97,249,720
<b>Projected Fund Balance:</b>									
Non-spendable	\$396,000	\$311,000	\$13,000	\$0	\$5,721,000	\$0	\$0	\$0	\$6,441,000
Restricted	\$9,524,000	\$0	\$63,815,309	\$0	\$101,666,000	\$0	\$0	\$0	\$175,005,309
Committed	\$88,951,000	\$98,439,721	\$0	\$0	\$3,633,000	\$0	\$0	\$0	\$191,023,721
Assigned	\$9,025,000	\$0	\$0	\$0	\$122,441,000	\$0	\$0	\$0	\$131,466,000
Unassigned	\$87,427,091	\$0	\$0	\$625,525	\$86,279,047	\$0	\$0	\$0	\$174,331,663
<b>Total Fund Balances</b>	<b>\$195,323,091</b>	<b>\$98,750,721</b>	<b>\$63,828,309</b>	<b>\$625,525</b>	<b>\$328,425,047</b>	<b>\$58,039,167</b>	<b>\$86,750,553</b>	<b>\$135,320,000</b>	<b>\$967,062,413</b>
<b>Projected Revenues</b>									
General Property Taxes	\$947,255,886	\$0	\$57,156,345	\$0	\$0	\$0	\$0	\$0	\$1,004,412,231
Other Local Taxes	\$134,109,000	\$0	\$1,400,000	\$0	\$0	\$0	\$0	\$0	\$135,509,000
Permits & Fees	\$1,929,001	\$0	\$18,298,235	\$0	\$0	\$8,000	\$0	\$0	\$20,235,236
Fines & Forfeitures	\$3,420,771	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,420,771
Use of Money & Property	\$8,923,520	\$0	\$574,024	\$0	\$2,443,438	\$1,337,500	\$845,826	\$0	\$14,124,308
Charges for Services	\$14,503,369	\$0	\$23,156,128	\$485,762	\$138,233,173	\$24,014,814	\$112,599,789	\$0	\$312,993,034
Revenue from Federal Government	\$21,004,971	\$0	\$34,954,940	\$292,500	\$67,164,921	\$0	\$0	\$0	\$123,417,332
Revenue from Commonwealth	\$87,806,395	\$0	\$9,500	\$12,624,747	\$582,955,818	\$40,000	\$0	\$0	\$683,436,460
Revenue from Other Localities	\$7,130,689	\$0	\$0	\$4,951,163	\$26,020,907	\$0	\$0	\$0	\$38,102,759
Miscellaneous Revenue	\$2,255,940	\$0	\$413,027	\$62,020	\$18,907,346	\$240,000	\$4,414,000	\$0	\$26,292,333
Non-Revenue Receipts	\$320,000	\$3,000,000	\$0	\$0	\$123,304,428	\$0	\$0	\$500,000	\$127,124,428
<b>Total Revenues</b>	<b>\$1,228,659,542</b>	<b>\$3,000,000</b>	<b>\$135,962,199</b>	<b>\$18,416,192</b>	<b>\$959,030,031</b>	<b>\$25,640,314</b>	<b>\$117,859,615</b>	<b>\$500,000</b>	<b>\$2,489,067,893</b>
<b>Budgeted Expenditures</b>									
Salaries and Benefits	\$393,862,490	\$0	\$27,858,431	\$40,449,714	\$0	\$7,385,190	\$18,286,305	\$0	\$487,842,129
Contractual Services	\$36,437,722	\$58,180	\$13,300,093	\$2,570,764	\$0	\$6,956,385	\$25,139,074	\$0	\$84,462,217
Internal Services	\$42,082,798	\$0	\$5,460,975	\$1,745,796	\$0	\$1,417,247	\$194,504	\$0	\$50,901,320
Purchase of Goods & Services	\$81,402,479	\$22,701,777	\$50,262,477	\$6,469,509	\$1,537,006,090	\$3,527,563	\$83,699,076	\$500,000	\$1,785,568,971
Capital Outlay	\$6,414,350	\$3,900,000	\$7,956,281	\$105,000	\$0	\$6,695,034	\$2,053,052	\$0	\$27,123,718
Leases & Rentals	\$9,916,485	\$0	\$329,221	\$114,544	\$0	\$68,292	\$369,397	\$0	\$10,797,939
Reserves & Contingencies	(\$7,448,809)	\$0	\$1,140,119	\$0	\$0	\$0	\$0	\$0	(\$6,308,690)
Amortization	\$0	\$0	\$0	\$0	\$0	\$2,085,793	\$0	\$0	\$2,085,793
Debt Maintenance	\$39,360,601	\$0	\$360,585	\$0	\$109,437,539	\$753,555	\$0	\$0	\$149,912,280
Depreciation	\$0	\$0	\$0	\$0	\$0	\$2,158,713	\$0	\$0	\$2,158,713
Payments to Other Local Agencies	\$350,026	\$0	\$3,004,500	\$0	\$0	\$0	\$0	\$0	\$3,354,526
<b>Total Expenditures</b>	<b>\$602,378,141</b>	<b>\$26,659,957</b>	<b>\$109,672,682</b>	<b>\$51,455,327</b>	<b>\$1,646,443,629</b>	<b>\$31,047,771</b>	<b>\$129,741,408</b>	<b>\$500,000</b>	<b>\$2,597,898,915</b>
<b>Excess (Deficiency) Of Revenues Over Expenditures</b>	<b>\$626,281,401</b>	<b>(\$23,659,957)</b>	<b>\$26,289,518</b>	<b>(\$33,039,135)</b>	<b>(\$687,413,598)</b>	<b>(\$5,407,457)</b>	<b>(\$11,881,793)</b>	<b>\$0</b>	<b>(\$108,831,022)</b>
<b>Other Financing Sources Uses</b>									
Transfers In	\$54,874,638	\$17,729,180	\$7,073,147	\$33,776,413	\$674,442,563	\$8,452,139	\$499,271	\$0	\$796,847,350
Transfers Out	(\$682,870,559)	(\$11,847,959)	(\$40,100,721)	(\$1,958,850)	(\$45,132,662)	(\$9,036,600)	(\$5,900,000)	\$0	(\$796,847,350)
<b>Total Other Financing Sources (Uses)</b>	<b>(\$627,995,921)</b>	<b>\$5,881,221</b>	<b>(\$33,027,574)</b>	<b>\$31,817,563</b>	<b>\$629,309,901</b>	<b>(\$584,461)</b>	<b>(\$5,400,729)</b>	<b>\$0</b>	<b>\$0</b>
<b>Excess (Deficiency) of Revenues Over Expenditures &amp; Other Sources (Uses)</b>	<b>(\$1,714,520)</b>	<b>(\$17,778,736)</b>	<b>(\$6,738,056)</b>	<b>(\$1,221,572)</b>	<b>(\$58,103,697)</b>	<b>(\$5,991,918)</b>	<b>(\$17,282,522)</b>	<b>\$0</b>	<b>(\$108,831,022)</b>
<b>Projected Total Fund Balance, Ending</b>	<b>\$193,608,571</b>	<b>\$80,971,985</b>	<b>\$57,090,253</b>	<b>(\$596,047)</b>	<b>\$270,321,350</b>	<b>\$52,047,249</b>	<b>\$69,468,031</b>	<b>\$135,320,000</b>	<b>\$858,231,391</b>
<b>Projected % Change in Fund Balance</b>	<b>(0.88%)</b>	<b>(18.00%)</b>	<b>(10.56%)</b>	<b>(195.29%)</b>	<b>(17.69%)</b>	<b>(10.32%)</b>	<b>(19.92%)</b>	<b>0.00%</b>	<b>(11.25%)</b>

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:**

- The Capital Projects Fund is projected to decrease 18.0% due to use of NVTVA 30% to support initial design of several transportation projects approved by bond referendum and support to VRE.
- The Special Revenue Fund is projected to decrease 10.6% due to the Fire Levy which is budgeted to use \$4.8 million of fund balance for replacement and purchase of apparatus and equipment as well as station improvements.
- The Adult Detention Center component unit is projected to decrease fund balance 195.3% due to activity in the ADC capital fund; a planned \$21 million Fall, 2020 bond sale will reimburse prior expenses and replenish the fund balance.
- The Education component unit is projected to decrease fund balance 17.7% due to the Schools' increased expenditures within their Construction Fund. The FY21 Construction Fund budget is \$175.4 million and represents a 101% increase over the budget in FY22. A large portion of the increased cost in FY21 in the fund is due to the final construction and occupancy costs associated with the County's 13th high school.
- The Enterprise Fund is projected to decrease 10.3% due to the Solid Waste Enterprise Fund which is budgeted to use \$4.6 million of fund balance for capital expenses such as landfill cell liners and caps.
- The Internal Service Fund is projected to decrease 19.9% because the Medical Self-Insurance Internal Service Fund is budgeted to use \$11.7 million of fund balance only in the event of maximum financial exposure of medical and dental claims. In addition, the Information Technology Internal Service Fund is budgeted to transfer \$3.9 million of fund balance to the Information Technology modernization capital project to support technology infrastructure improvements.



# Budget Summary

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

	FY19 Actual	FY20 Budget	FY21 Budget	%Change
<b>Fund Balance/Net Position, Beginning</b>				
Invested in Capital Assets	\$52,170,822	\$53,338,000	\$53,338,000	0.00%
Restricted	\$138,023,000	\$138,207,000	\$138,207,000	0.00%
Unrestricted	\$86,400,399	\$118,762,000	\$97,249,720	(18.11%)
<b>Fund Balances</b>				
Non-spendable	\$3,936,999	\$6,441,000	\$6,441,000	0.00%
Restricted	\$311,486,226	\$184,765,000	\$175,005,309	(5.28%)
Committed	\$92,735,023	\$197,395,000	\$191,023,721	(3.23%)
Assigned	\$154,461,334	\$132,161,000	\$131,466,000	(0.53%)
Unassigned	\$174,595,015	\$142,187,000	\$174,331,663	22.61%
<b>Total Fund Balances</b>	<b>\$1,013,808,818</b>	<b>\$973,256,000</b>	<b>\$967,062,413</b>	<b>(0.64%)</b>
<b>Revenues</b>				
General Property Taxes	\$863,327,250	\$960,452,681	\$1,004,412,231	4.58%
Other Local Taxes	\$147,952,756	\$139,301,500	\$135,509,000	(2.72%)
Permits & Fees	\$20,169,968	\$19,282,281	\$20,235,236	4.94%
Fines & Forfeitures	\$3,469,945	\$3,120,771	\$3,420,771	9.61%
Use of Money & Property	\$73,795,880	\$20,738,058	\$14,124,308	(31.89%)
Charges for Services	\$273,831,001	\$306,621,003	\$312,993,034	2.08%
Revenue from Federal Government	\$56,761,673	\$122,200,619	\$123,417,332	1.00%
Revenue from Commonwealth	\$156,170,833	647,777,556	683,436,460	5.50%
Revenue from Other Localities	\$62,420,788	\$60,856,749	\$38,102,759	(37.39%)
Miscellaneous Revenue	\$677,028,346	\$14,206,038	\$26,292,333	85.08%
Non-Revenue Receipts	\$20,858,508	\$120,091,492	\$127,124,428	5.86%
<b>Total Revenues</b>	<b>\$2,355,786,948</b>	<b>\$2,414,648,748</b>	<b>\$2,489,067,893</b>	<b>3.08%</b>
<b>Expenditures</b>				
Salaries and Benefits	\$440,521,987	\$463,441,195	\$487,842,129	5.27%
Contractual Services	\$142,694,013	\$84,006,941	\$84,462,217	0.54%
Internal Services	\$49,986,448	\$48,405,714	\$50,901,320	5.16%
Purchase of Goods & Services	\$1,472,972,830	\$1,645,196,725	\$1,785,568,971	8.53%
Capital Outlay	\$71,704,044	\$24,767,152	\$27,123,718	9.51%
Leases & Rentals	\$10,149,490	\$10,053,802	\$10,797,939	7.40%
Reserves & Contingencies	(\$8,527,994)	(\$6,586,798)	(\$6,308,690)	(4.22%)
Amortization	\$2,616,090	\$2,085,793	\$2,085,793	0.00%
Debt Maintenance	\$38,883,076	\$143,984,916	\$149,912,280	4.12%
Depreciation	(\$17,718,053)	\$2,158,713	\$2,158,713	0.00%
Payments to Other Local Agencies	\$4,256,852	\$3,328,183	\$3,354,526	0.79%
<b>Total Expenditures</b>	<b>\$2,207,538,783</b>	<b>\$2,420,842,336</b>	<b>\$2,597,898,915</b>	<b>7.31%</b>
<b>Excess (Deficiency) Of Revenues Over Expenditures</b>	<b>\$148,248,165</b>	<b>(\$6,193,588)</b>	<b>(\$108,831,022)</b>	<b>1657.16%</b>
<b>Other Financing Sources Uses</b>				
Transfers In	\$716,553,462	\$776,968,458	\$796,847,350	2.56%
Transfers Out	(\$716,553,462)	(\$776,968,458)	(\$796,847,350)	2.56%
<b>Total Other Financing Sources (Uses)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Excess (Deficiency) of Revenues Over Expenditures &amp; Other Sources (Uses)</b>	<b>\$148,248,165</b>	<b>(\$6,193,588)</b>	<b>(\$108,831,022)</b>	<b>1657.16%</b>
<b>Total Fund Balance, Ending</b>	<b>\$1,162,056,983</b>	<b>\$967,062,413</b>	<b>\$858,231,391</b>	<b>(11.25%)</b>

Note: Fund Balance for FY20 and FY21 is Projected.

Totals may not add due to rounding.

# Budget Summary

## 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 COVID-19 pandemic introduced significant uncertainty in short-term and long-term planning projections throughout the FY21 budget development process. Due to the rapidly changing economic impacts of the pandemic, the FY21-25 Five Year Plan was deferred from the FY21 fiscal planning process. The Five-Year Plan will be evaluated during summer 2020 as additional economic data is received and projections can be made regarding duration of the pandemic.

## FY2021 Adopted Revenue & Expenditure Assumptions

The assumptions used to develop the FY21 budget 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 forecast based on historical trends, current economic conditions, and assumptions about future trends. These projections are refined throughout the fall and winter and finalized and 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 local economic conditions are factored into 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 budget:

- Fiscal Year 2021 (Tax Year 2020) real estate tax rate of \$1.125; no change from FY20 rate.
- Average residential tax bills will increase approximately 3.9% in FY21.
- 'Average' commercial tax bills will increase approximately 5.3% in FY21.
- County/Schools general revenue agreement is maintained whereby the Schools receive 57.23% of general revenue and the County government receives 42.77%.

### 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. For summary information on new expenditures sorted by functional area see the Budget Highlights section in the Introduction and for detailed information see individual agency pages.

# Budget Summary

The following expenditure assumptions are included in the adopted budget:

## Employee Compensation

- Virginia Retirement System (VRS) contribution rates will increase to 13.86% in FY21.
- Group Life insurance increases 0.03% in FY21.
- Health insurance increases 2.3% in FY21.
- Retiree health credit increases 5.0% in FY21.

## Reserves

- Unassigned fund balance is maintained at 7.50% of general fund revenue.
- Revenue stabilization fund reserve is maintained at 2.0%.

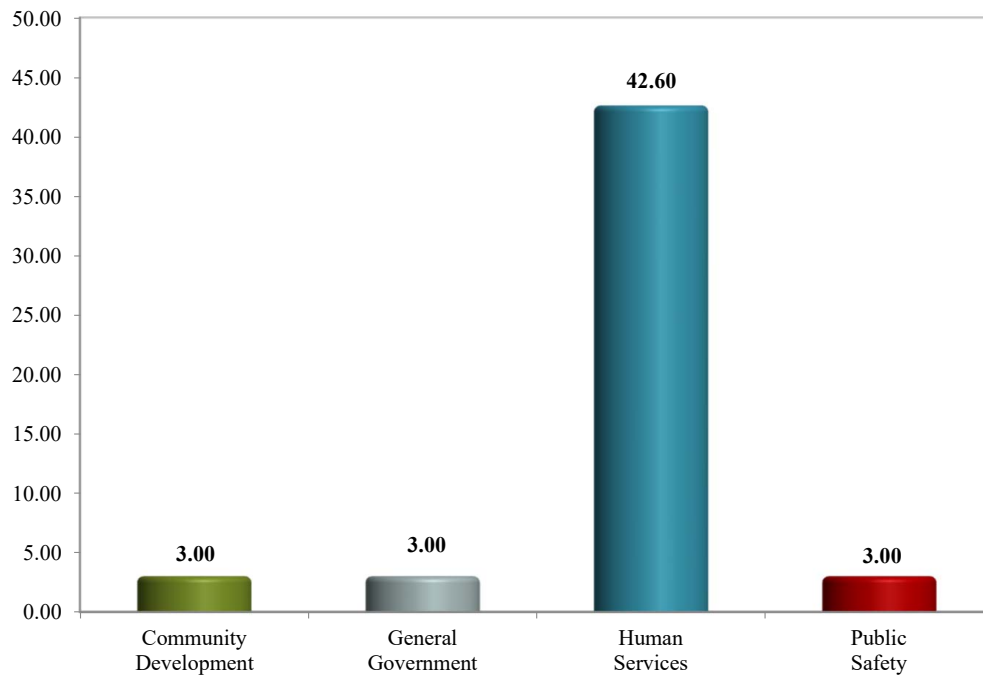
## Capital Improvement Program (CIP)

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

Project	Esitimated Cost (FY21-26)
Jail Expansion (Debt Service/Operating)	\$51,997,930
Building & Facility Capital Maintenance	\$20,000,000
F&R Station 27 (Debt Service/Operating)	\$18,267,365
Technology Infrastructure	\$13,000,000
PSTC (Debt Service/Operating)	\$13,500,000
Judicial Center	\$15,000,000
JDC Replacement (Debt Service/Operating)	\$12,000,000
F&R Station 22 (Debt Service/Operating)	\$9,105,138
Animal Shelter (Debt Service/Operating)	\$8,664,033
Countywide Space	\$10,000,000
Human Capital Management (HCM)	\$4,700,000
Potomac/Neabsco Mills Parking Garage	\$1,150,000
Proffer Transfer to Capital Projects	\$58,180

# Budget Summary

## FY2020 to FY2021 Full-Time Equivalent Position Change



### 51.60 FTE Net Position Increase

Note: Detail concerning the position change is located in the Position Summary of Full-Time Equivalent Positions and in the agency budget pages in this document. Off-cycle adjustments and the shift of 154.47 positions from Public Works to the newly created department named Facilities & Fleet Management are not included in the chart.

# Budget Summary

Position Summary of Full-Time Equivalent Positions (FTE)					
Department/Agency	FY19 Adopted Total Positions	FY20 Adopted Total Positions	FY20 Off-Cycle Position Adjustments	FY21 Adopted Position Adjustments	FY21 Adopted Total Positions
<b><u>Community Development:</u></b>					
Development Services	116.00	117.00	1.00	0.00	118.00
Economic Development	14.00	17.00	0.00	3.00	20.00
Library	208.16	208.14	0.00	0.00	208.14
Parks, Recreation & Tourism	423.82	441.12	0.00	0.00	441.12
Planning	30.00	31.00	0.00	0.00	31.00
Public Works	363.02	360.73	(0.26)	(154.47)	206.00
Transportation	44.80	47.80	0.00	0.00	47.80
<b>Subtotal</b>	<b>1,199.80</b>	<b>1,222.79</b>	<b>0.74</b>	<b>(151.47)</b>	<b>1,072.06</b>
<b><u>General Government:</u></b>					
Board of County Supervisors*	2.00	2.00	0.00	0.00	2.00
County Attorney	28.00	29.00	0.00	0.00	29.00
Elections	14.00	15.00	0.00	2.00	17.00
Executive Management	28.00	29.00	(3.00)	0.00	26.00
Facilities & Fleet Management**	0.00	0.00	0.00	154.47	154.47
Finance	162.00	170.00	2.00	0.00	172.00
Human Resources	26.50	29.50	1.00	1.00	31.50
Human Rights Office	7.00	6.25	0.75	0.00	7.00
Information Technology	94.88	105.88	(1.00)	0.00	104.88
Management & Budget	12.00	12.00	0.00	0.00	12.00
<b>Subtotal</b>	<b>374.38</b>	<b>398.63</b>	<b>(0.25)</b>	<b>157.47</b>	<b>555.85</b>
<b><u>Human Services:</u></b>					
Area Agency on Aging	31.28	33.75	0.25	0.00	34.00
Community Services	345.76	348.76	7.00	27.00	382.76
Housing & Community Development	24.00	24.00	0.00	1.00	25.00
Public Health	3.60	3.60	0.00	0.00	3.60
Social Services	359.76	390.76	(0.53)	12.00	402.23
Virginia Cooperative Extension Service	5.11	5.11	0.00	2.60	7.71
<b>Subtotal</b>	<b>769.51</b>	<b>805.98</b>	<b>6.72</b>	<b>42.60</b>	<b>855.30</b>
<b><u>Public Safety:</u></b>					
Adult Detention Center	422.40	450.40	(3.00)	(1.00)	446.40
Circuit Court Clerk	49.00	49.00	0.00	0.00	49.00
Circuit Court Judges	9.00	12.00	0.00	0.00	12.00
Commonwealth's Attorney	50.00	50.00	0.00	0.00	50.00
Criminal Justice Services	44.60	44.60	3.00	0.00	47.60
Fire & Rescue	751.70	759.70	1.00	0.00	760.70
General District Court	1.00	3.00	0.00	0.00	3.00
Juvenile & Domestic Relations District Court	0.00	2.00	0.00	0.00	2.00
Juvenile Court Services Unit	6.00	6.00	0.00	0.00	6.00
Police	886.00	901.00	(3.00)	3.00	901.00
Public Safety Communications	113.00	118.00	3.00	0.00	121.00
Sheriff	102.50	106.50	0.00	1.00	107.50
<b>Subtotal</b>	<b>2,435.20</b>	<b>2,502.20</b>	<b>1.00</b>	<b>3.00</b>	<b>2,506.20</b>
<b>Total FTE Positions</b>	<b>4,778.89</b>	<b>4,929.60</b>	<b>8.21</b>	<b>51.60</b>	<b>4,989.41</b>

\* FY19 & FY20 adopted does not include the Board Chair, seven supervisors, and three aides per Board member. All those positions serve at will.

\*\* Facilities & Fleet Management is a new department created from a shift of four programs from Public Works.

# Budget Summary

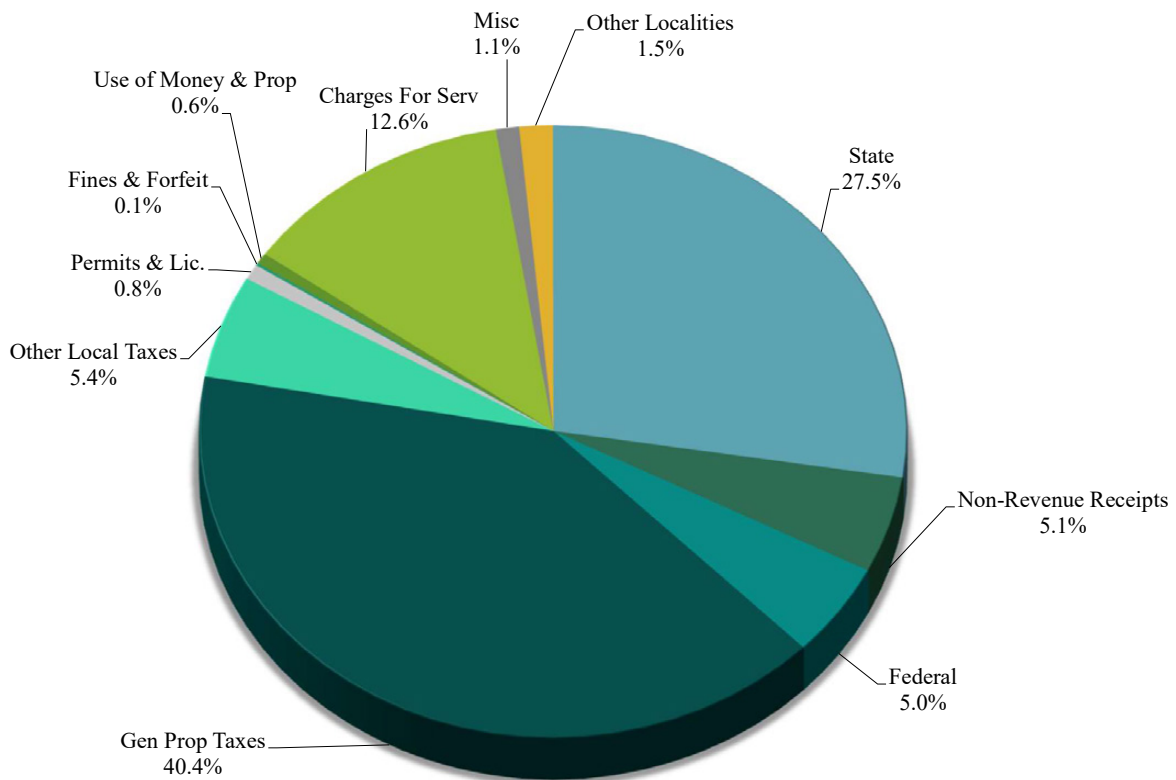
Summary of New Positions Established or Eliminated in FY21			
Department	Classification Title	Effective Date	Total FTE Added
Economic Development	Communications Analyst	7/1/2020	1.00
Economic Development	Senior Communications Specialist	7/1/2020	1.00
Economic Development	Director of Policy, Intelligence, and Operations	7/1/2020	1.00
<b>Economic Development</b>			<b>3.00</b>
Elections	Elections Assistant	7/1/2020	2.00
<b>Elections</b>			<b>2.00</b>
Human Resources	Senior Human Resources Analyst	7/1/2020	1.00
<b>Human Resources</b>			<b>1.00</b>
Housing & Community Development	Administrative Specialist	7/1/2020	1.00
<b>Housing &amp; Community Development</b>			<b>1.00</b>
Social Services	Human Services Associate	7/1/2020	1.00
Social Services	Human Services Caseworkers	7/1/2020	4.00
Social Services	Human Services Manager	7/1/2020	1.00
Social Services	Human Services Program Manager	7/1/2020	1.00
Social Services	Human Services Specialist	7/1/2020	2.00
Social Services	Senior Human Services Caseworker	7/1/2020	1.00
Social Services	Senior Human Services Specialist	7/1/2020	2.00
<b>Social Services</b>			<b>12.00</b>
Virginia Cooperative Extension	Education & Outreach Specialist	7/1/2020	2.60
<b>Virginia Cooperative Extension</b>			<b>2.60</b>
Community Services	Administrative Technician	7/1/2020	2.00
Community Services	Business Services Analyst	9/15/2020	1.00
Community Services	Clinical Services Caseworker	7/1/2020	5.00
Community Services	Clinical Services Caseworker	1/1/2021	2.00
Community Services	Clinical Services Caseworker Associate	9/15/2020	5.00
Community Services	Clinical Services Caseworker II	7/1/2020	5.00
Community Services	Human Services Specialist	7/1/2020	1.00
Community Services	Senior Clinical Services Caseworker	7/1/2020	3.00
Community Services	Senior Clinical Services Caseworker	9/15/2020	1.00
Community Services	Senior Clinical Services Caseworker	5/1/2021	1.00
Community Services	Senior Clinical Services Caseworker	1/1/2021	1.00
<b>Community Services</b>			<b>27.00</b>
Adult Detention Center	First Sergeant	7/1/2020	(1.00)
<b>Adult Detention Center</b>			<b>(1.00)</b>
Police	Police Officer	7/1/2020	3.00
<b>Police</b>			<b>3.00</b>
Sheriff	Sheriff's Deputy	7/1/2020	1.00
<b>Sheriff</b>			<b>1.00</b>
<b>Total New FTE Positions in FY21</b>			<b>51.60</b>

# Revenues

## All Funds Revenue Summary

### FY2021 Total County Revenue Sources

(Note: Excludes Operating Transfers In)



**\$2,489,067,893**

### Revenue Forecasting Methodology

Prince William County's (PWC) [Estimate of General Revenue, Adopted FY 2021](#) 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 REALTOR Association of Prince William. 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 (40.4%), revenue from the Commonwealth of Virginia (27.5%), and charges for services (12.6%) make up 80.5% of All Funds Revenue, excluding operating transfers in. The following highlights the components of each of the All Funds Revenue sources and the percent of All Funds Revenues; key assumptions behind the FY21 major general revenue totals are also included.

### ■ **General Property Taxes** – \$1.00 billion; 40.4% of All Funds Revenues

General Property Taxes include real estate taxes, public service real estate 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 CY19 and reflected in the January 1, 2020 reassessment, the existing residential real estate market realized average appreciation of 3.94%. The volume of new home starts is expected to remain at or near current levels.
- During CY19 and reflected in the January 1, 2020 reassessment, commercial properties appreciated at a rate of 5.26%. New commercial space totaling 1.8 million square feet was constructed during CY19 and was comprised primarily of industrial (72.6%), retail (4.1%), office (3.5%), hotel/motel (7.1%), and miscellaneous (12.6%).
- Public service taxes levied on properties assessed by the State Corporation Commission and the Virginia Department of Taxation are expected to increase 2.79% in FY21.
- Personal property tax projections assume a 1.0% increase in assessed value of vehicles with a 2.81% increase in billable units, and a 6.0% increase in business tangible property taxes in FY21, driven by increases in revenue generated by the tax on computer equipment and peripherals, specifically equipment located in data centers.
- **Revenue from the Commonwealth** – \$683.4 million; 27.5 % 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 \$583 million or 85% of total revenue from the Commonwealth of Virginia.
- **Charges for Services** – \$313.0 million; 12.6% of All Funds Revenues  
Charges for Services include court costs, Commonwealth Attorney fees, charges for correction and detention, libraries, parks, recreation, and tourism fees, school fees and charges, medical insurance, solid waste user fees, stormwater management fees, billings to County and outside agencies, and other items.
- **Other Local Taxes** – \$135.5 million; 5.4% of All Funds Revenues  
Other Local Taxes include short-term rental tax, local sales tax, consumer utility tax, bank stock taxes, Business Professional & Occupational License (BPOL) tax, motor vehicle licenses, taxes on recordation, hotel and motel tax, public utility gross receipts tax, and deed of conveyance tax.

### Key Assumptions:

- Due to the economic impact of the COVID-19 pandemic, local sales tax revenue is projected to decrease 4.5% in FY21.
- Consumer utility tax revenue is projected to increase less than 1% in FY21 driven by new housing and commercial development.

# Revenues

- BPOL tax revenue is projected to decrease 13% due to the impact of the COVID-19 pandemic on the local economy, specifically small businesses.
- Motor vehicle license fees, levied with the personal property tax, is forecast to increase 37% due to an increase in the motor vehicle license tax in FY21. The tax increases from \$24 to \$33 for automobiles and trucks and from \$12 to \$20 for motorcycles.
- Transient occupancy tax revenue is forecast to decline 33% compared to the FY20 adopted forecast as hotel occupancy rates have decreased to approximately 15% during the pandemic.
- **Revenue from the Federal Government** – \$123.4 million; 5.0% 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. Prince William County Schools account for \$67.2 million or 54.5% of revenue received from the federal government.
- **Non-Revenue Receipts** – \$127.1 million; 5.1% of All Funds Revenues  
Non-Revenue Receipts include proceeds from bond and debt sales, the sale of County property and assets, Sheriff fees for administration of warrants, and other financing sources.
- **Revenue from Other Localities** – \$38.1 million; 1.5% of All Funds Revenues  
Revenue from Other Localities includes revenue and reimbursements from the City of Manassas, City of Manassas Park, and PWC Schools.
- **Miscellaneous Revenue** – \$26.3 million; 1.1% of All Funds Revenues  
Miscellaneous Revenue includes recovered costs, expenditure reimbursements, gifts and donations from private and public sources, and undistributed and miscellaneous items.
- **Permits, Private Fees and Regulatory Licenses** – \$20.2 million; 0.8% of All Funds Revenues  
Permits, Private Fees and Regulatory Licenses include animal licenses, rezoning fees, site plan and subdivision review fees, building fees, site development fees, electrical, plumbing, and mechanical permit fees, fire suppression permits, cable franchise fees, and other permits and licenses.
- **Revenue from Use of Money and Property** – \$14.1 million; 0.6% of All Funds Revenues  
Revenue from Use of Money includes interest from both pooled investments and restricted investments, market value adjustments, interest on fines, gain/loss on investments, and interest paid to vendors and property taxpayers. Revenue from the Use of Property includes general property rental, sale of materials and supplies, recyclables, and recyclable bins.

## Key Assumptions:

- Investment income is expected to decrease almost 43% in FY21 due to significantly lower interest rates resulting from the economic recession caused by the pandemic. The current Federal Funds target rate is only 0.00%-0.25% compared to a range of 1.50%-1.75% at the end of CY19. All funds are invested in accordance with the *Code of Virginia* and the Board adopted Investment Policy with regard to legality, safety, liquidity, and yield. The projected average portfolio size in FY21 is \$1.2 billion.
- Interest on taxes is anticipated to increase 4.7% in FY21.
- **Fines and Forfeitures** – \$3.4 million; 0.1% of All Funds Revenues  
Fines and Forfeitures include court fines, parking fines, false alarm fines, and return check fees.

# Revenues

The following table, *All Funds Revenue Summary* for the FY2021 Budget, outlines the dollar amount of each revenue source by fund type:

Projected Revenues and Other Financing Sources For The FY2021 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		
<b><u>Projected Revenues</u></b>									
General Property Taxes	\$947,255,886	\$0	\$57,156,345	\$0	\$0	\$0	\$0	\$0	\$1,004,412,231
Other Local Taxes	\$134,109,000	\$0	\$1,400,000	\$0	\$0	\$0	\$0	\$0	\$135,509,000
Permits & Fees	\$1,929,001	\$0	\$18,298,235	\$0	\$0	8,000	\$0	\$0	\$20,235,236
Fines & Forfeitures	\$3,420,771	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,420,771
Use of Money & Property	\$8,923,520	\$0	\$574,024	\$0	\$2,443,438	1,337,500	\$845,826	\$0	\$14,124,308
Charges for Services	\$14,503,369	\$0	\$23,156,128	\$485,762	\$138,233,173	24,014,814	\$112,599,789	\$0	\$312,993,034
Revenue from Federal Government	\$21,004,971	\$0	\$34,954,940	\$292,500	\$67,164,921	\$0	\$0	\$0	\$123,417,332
Revenue from Commonwealth	\$87,806,395	\$0	\$9,500	\$12,624,747	\$582,955,818	40,000	\$0	\$0	\$683,436,460
Revenue from Other Localities	\$7,130,689	\$0	\$0	\$4,951,163	\$26,020,907	\$0	\$0	\$0	\$38,102,759
Miscellaneous Revenue	\$2,255,940	\$0	\$413,027	\$62,020	\$18,907,346	240,000	\$4,414,000	\$0	\$26,292,333
Non-Revenue Receipts	\$320,000	\$3,000,000	\$0	\$0	\$123,304,428	\$0	\$0	\$500,000	\$127,124,428
<b>Total Revenues</b>	<b>\$1,228,659,542</b>	<b>\$3,000,000</b>	<b>\$135,962,199</b>	<b>\$18,416,192</b>	<b>\$959,030,031</b>	<b>\$25,640,314</b>	<b>\$117,859,615</b>	<b>\$500,000</b>	<b>\$2,489,067,893</b>
<b><u>Other Financing Sources</u></b>									
Transfers In	\$54,874,638	\$17,729,180	\$7,073,147	\$33,776,413	\$674,442,563	\$8,452,139	\$499,271	\$0	\$796,847,351
<b>Total Other Financing Sources</b>	<b>\$54,874,638</b>	<b>\$17,729,180</b>	<b>\$7,073,147</b>	<b>\$33,776,413</b>	<b>\$674,442,563</b>	<b>\$8,452,139</b>	<b>\$499,271</b>	<b>\$0</b>	<b>\$796,847,351</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$1,283,534,180</b>	<b>\$20,729,180</b>	<b>\$143,035,346</b>	<b>\$52,192,605</b>	<b>\$1,633,472,594</b>	<b>\$34,092,453</b>	<b>\$118,358,886</b>	<b>\$500,000</b>	<b>\$3,285,915,244</b>

# Revenues

All Funds Revenue Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
<b>SECTION ONE:</b>							
<b>GENERAL FUND REVENUE SUMMARY</b>							
<b>Community Development</b>							
Economic Development	\$356,186	\$3,587,764	\$587,588	\$226,939	\$226,939	\$0	0.00%
Library	\$2,917,921	\$2,731,154	\$2,762,802	\$3,117,450	\$2,087,450	(\$1,030,000)	(33.04%)
Parks & Recreation	\$10,761,290	\$7,794,955	\$7,652,412	\$9,648,916	\$8,822,670	(\$826,246)	(8.56%)
Planning	\$40,958	\$50,252	\$8,337	\$500	\$500	\$0	0.00%
Public Works	\$3,830,754	\$3,757,485	\$3,284,733	\$2,178,494	\$1,129,453	(\$1,049,041)	(48.15%)
Transportation	\$140,800	\$241,637	\$228,129	\$272,959	\$272,959	\$0	0.00%
<b>Subtotal</b>	<b>\$18,047,909</b>	<b>\$18,163,248</b>	<b>\$14,524,001</b>	<b>\$15,445,258</b>	<b>\$12,539,971</b>	<b>(\$2,905,287)</b>	<b>(18.81%)</b>
<b>General Government</b>							
County Attorney	\$223,438	\$259,000	\$259,000	\$245,186	\$245,186	\$0	0.00%
Elections	\$255,157	\$100,507	\$88,118	\$257,178	\$92,202	(\$164,976)	(64.15%)
Finance	\$16,767,168	\$4,230,389	\$4,272,686	\$4,336,784	\$4,301,418	(\$35,366)	(0.82%)
Human Resources	\$0	\$0	\$25	\$0	\$0	\$0	-
Human Rights Office	\$45,600	\$115,799	\$68,155	\$71,019	\$47,650	(\$23,369)	(32.91%)
Information Technology	\$0	\$0	\$1,436,071	\$0	\$0	\$0	-
Management & Budget	\$0	\$31	\$0	\$0	\$0	\$0	-
Facilities & Fleet Management	\$0	\$0	\$0	\$0	\$1,353,741	\$1,353,741	-
<b>Subtotal</b>	<b>\$17,291,364</b>	<b>\$4,705,726</b>	<b>\$6,124,054</b>	<b>\$4,910,167</b>	<b>\$6,040,197</b>	<b>\$1,130,030</b>	<b>23.01%</b>
<b>Human Services</b>							
Area Agency on Aging	\$1,781,842	\$1,904,548	\$2,044,220	\$2,468,555	\$2,402,296	(\$66,259)	(2.68%)
Public Health	\$436,795	\$667,324	\$630,404	\$501,550	\$556,028	\$54,478	10.86%
Social Services	\$29,692,980	\$31,500,220	\$35,980,402	\$33,651,329	\$44,030,163	\$10,378,834	30.84%
Virginia Cooperative Extension	\$524,341	\$532,043	\$592,667	\$552,962	\$541,673	(\$11,289)	(2.04%)
Community Services	\$22,199,075	\$25,555,649	\$24,620,937	\$24,467,810	\$26,459,679	\$1,991,869	8.14%
<b>Subtotal</b>	<b>\$54,635,034</b>	<b>\$60,159,784</b>	<b>\$63,868,629</b>	<b>\$61,642,206</b>	<b>\$73,989,839</b>	<b>\$12,347,633</b>	<b>20.03%</b>
<b>Public Safety</b>							
Adult Detention Center	\$9,976	\$164,799	\$204,525	\$0	\$0	\$0	-
Circuit Court Clerk	\$3,660,733	\$3,559,013	\$3,702,040	\$3,640,034	\$3,791,427	\$151,393	4.16%
Commonwealth's Attorney	\$2,477,204	\$3,282,159	\$2,700,233	\$2,700,338	\$2,706,187	\$5,849	0.22%
Criminal Justice Services	\$1,501,355	\$1,314,875	\$1,385,951	\$1,380,933	\$1,380,933	\$0	0.00%
Fire & Rescue	\$18,936,558	\$25,994,251	\$28,579,385	\$30,411,658	\$30,926,397	\$514,739	1.69%
General District Court	\$2,158,916	\$2,314,559	\$2,603,276	\$2,392,930	\$2,392,930	\$0	0.00%
Juvenile & Domestic Relations Court	\$53,566	\$52,133	\$60,164	\$81,517	\$81,517	\$0	0.00%
Juvenile Court Services Unit	\$5,635	\$4,738	\$4,008	\$5,264	\$0	(\$5,264)	(100.00%)
Law Library	\$130,992	\$128,498	\$0	\$0	\$0	\$0	-
Police	\$11,957,246	\$12,246,460	\$12,991,015	\$12,139,025	\$12,439,025	\$300,000	2.47%
Public Safety Communications	\$2,596,977	\$2,588,871	\$2,960,040	\$3,390,525	\$3,725,646	\$335,121	9.88%
Sheriff	\$3,319,719	\$3,578,477	\$3,636,288	\$3,667,198	\$3,617,540	(\$49,658)	(1.35%)
<b>Subtotal</b>	<b>\$46,808,877</b>	<b>\$55,228,833</b>	<b>\$58,826,925</b>	<b>\$59,809,422</b>	<b>\$61,061,601</b>	<b>\$1,252,180</b>	<b>2.09%</b>
<b>Debt</b>							
Debt Service	\$18,530,318	\$14,126,074	\$25,474,476	\$14,496,981	\$14,033,285	(\$463,696)	(3.20%)
<b>Subtotal</b>	<b>\$18,530,318</b>	<b>\$14,126,074</b>	<b>\$25,474,476</b>	<b>\$14,496,981</b>	<b>\$14,033,285</b>	<b>(\$463,696)</b>	<b>(3.20%)</b>
<b>Non-Departmental</b>							
General Revenue	\$928,137,809	\$962,326,092	\$1,008,203,903	\$1,068,994,000	\$1,100,483,000	\$31,489,000	2.95%
Transfers In	\$0	\$8,590,942	\$4,325,737	\$5,020,235	\$5,287,154	\$266,919	5.32%
Unclassified Administrative	\$34,446,353	\$21,631,170	\$71,897,521	\$8,936,320	\$10,099,133	\$1,162,813	13.01%
<b>Subtotal</b>	<b>\$962,584,162</b>	<b>\$992,548,203</b>	<b>\$1,084,427,161</b>	<b>\$1,082,950,555</b>	<b>\$1,115,869,287</b>	<b>\$32,918,732</b>	<b>3.04%</b>
<b>Total General Fund Revenue</b>	<b>\$1,117,897,665</b>	<b>\$1,144,931,867</b>	<b>\$1,253,245,246</b>	<b>\$1,239,254,589</b>	<b>\$1,283,534,180</b>	<b>\$44,279,591</b>	<b>3.57%</b>

# Revenues

Revenue Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
<b>SECTION TWO:</b>							
<b>NON GENERAL FUND REVENUE SUMMARY</b>							
<b>Special Revenue Funds</b>							
Community Development Authority	\$2,592,701	\$2,850,429	\$2,915,581	\$2,971,000	\$3,012,000	\$41,000	1.38%
Development Services	\$23,580,430	\$22,725,379	\$23,898,190	\$23,243,481	\$24,867,403	\$1,623,922	6.99%
Emergency Medical Service Fee	\$4,908,922	\$5,787,492	\$5,837,203	\$5,582,183	\$5,762,183	\$180,000	3.22%
Housing & Community Development	\$32,452,862	\$36,034,607	\$31,080,098	\$43,164,642	\$43,297,181	\$132,539	0.31%
Fire & Rescue Levy	\$40,725,886	\$47,740,653	\$61,222,866	\$51,520,331	\$53,780,262	\$2,259,931	4.39%
Mosquito & Forest Pest Management	\$1,392,409	\$1,435,074	\$1,590,340	\$1,542,000	\$1,542,000	\$0	0.00%
Stormwater Management	\$8,422,714	\$8,258,186	\$8,726,312	\$8,146,018	\$8,400,000	\$253,982	3.12%
Add'l TOT 2% (formerly NVTAs Taxes)	\$0	\$0	\$1,721,611	\$1,400,000	\$1,400,000	\$0	0.00%
Animal Friendly License Plates	(\$228)	\$1,028	\$5,561	\$0	\$9,500	\$9,500	-
Transportation/Service Districts	\$652,241	\$701,011	\$829,012	\$864,817	\$964,817	\$100,000	11.56%
<b>Total Special Revenue Funds</b>	<b>\$114,734,893</b>	<b>\$125,583,957</b>	<b>\$145,133,079</b>	<b>\$138,434,472</b>	<b>\$143,035,346</b>	<b>\$4,600,874</b>	<b>3.32%</b>
<b>Capital Project Funds</b>							
Capital Project Funds	\$92,682,997	\$94,464,949	\$158,683,236	\$25,496,803	\$20,729,180	(\$4,767,623)	(18.70%)
<b>Total Capital Project Funds</b>	<b>\$92,682,997</b>	<b>\$94,464,949</b>	<b>\$158,683,236</b>	<b>\$25,496,803</b>	<b>\$20,729,180</b>	<b>(\$4,767,623)</b>	<b>(18.70%)</b>
<b>Enterprise Funds</b>							
Innovation Business Park	\$4,146,416	\$983,086	\$3,463,480	\$155,000	\$155,000	\$0	0.00%
Parks, Recreation & Tourism	\$13,634,423	\$6,367,671	\$8,646,702	\$6,985,269	\$6,527,334	(\$457,935)	(6.56%)
Solid Waste	\$21,470,353	\$22,129,353	\$34,194,593	\$19,925,452	\$27,410,119	\$7,484,667	37.56%
<b>Total Enterprise Funds</b>	<b>\$39,251,191</b>	<b>\$29,480,110</b>	<b>\$46,304,776</b>	<b>\$27,065,721</b>	<b>\$34,092,453</b>	<b>\$7,026,732</b>	<b>25.96%</b>
<b>Internal Service Funds</b>							
Information Technology	\$29,945,078	\$32,977,741	\$32,098,469	\$32,059,446	\$35,006,001	\$2,946,555	9.19%
Public Works Construction Crew	\$2,461,009	\$1,841,953	\$3,353,180	\$1,856,009	\$1,856,009	\$0	0.00%
Fleet Management	\$6,889,971	\$7,477,217	\$8,262,937	\$9,528,998	\$9,471,876	(\$57,122)	(0.60%)
Medical Insurance	\$56,421,830	\$60,398,391	\$65,664,369	\$66,779,000	\$72,025,000	\$5,246,000	7.86%
Other Self Insurance	\$60,207	\$300,891	\$17,338	\$0	\$0	\$0	-
Casualty Pool/Worker's Compensation	\$6,976,436	\$7,323,310	\$9,105,968	\$0	\$0	\$0	-
<b>Total Internal Service Funds</b>	<b>\$102,754,531</b>	<b>\$110,319,503</b>	<b>\$118,502,261</b>	<b>\$110,223,453</b>	<b>\$118,358,886</b>	<b>\$8,135,433</b>	<b>7.38%</b>
<b>Trust and Agency Funds</b>							
Commonwealth Credit	\$457,745	\$459,598	\$454,053	\$500,000	\$500,000	\$0	0.00%
NVTA - 2% Transient Occupancy Tax	\$1,576,183	\$1,608,416	\$534,926	\$0	\$0	\$0	-
Library Trust	\$98,991	\$210,248	\$141,633	\$0	\$0	\$0	-
Innovation Owners Association	\$79,481	\$83,412	\$101,602	\$0	\$0	\$0	-
Police Donations/Animal Friendly License Plates	\$14,795	\$15,131	\$23,701	\$9,500	\$0	(\$9,500)	(100.00%)
Historic Preservation Foundation	\$3,484	\$32,889	\$4,607	\$0	\$0	\$0	-
Other Post Employment Benefits (OPEB)	\$13,277,476	\$12,745,273	\$12,535,243	\$0	\$0	\$0	-
Police & Fire Supplemental Retirement	\$6,359,019	\$5,145,466	\$4,757,160	\$0	\$0	\$0	-
Length of Service Award Program (LOSAP)	\$1,247,424	\$1,261,583	\$1,432,219	\$0	\$0	\$0	-
<b>Total Trust &amp; Agency Funds</b>	<b>\$23,626,679</b>	<b>\$21,999,130</b>	<b>\$20,505,246</b>	<b>\$509,500</b>	<b>\$500,000</b>	<b>(\$9,500)</b>	<b>(1.86%)</b>
<b>Component Units</b>							
Adult Detention Center	\$48,295,490	\$44,862,458	\$68,993,886	\$59,508,371	\$52,192,605	(\$7,315,766)	(12.29%)
<b>Total Adult Detention Center Fund</b>	<b>\$48,295,490</b>	<b>\$44,862,458</b>	<b>\$68,993,886</b>	<b>\$59,508,371</b>	<b>\$52,192,605</b>	<b>(\$7,315,766)</b>	<b>(12.29%)</b>

# Revenues

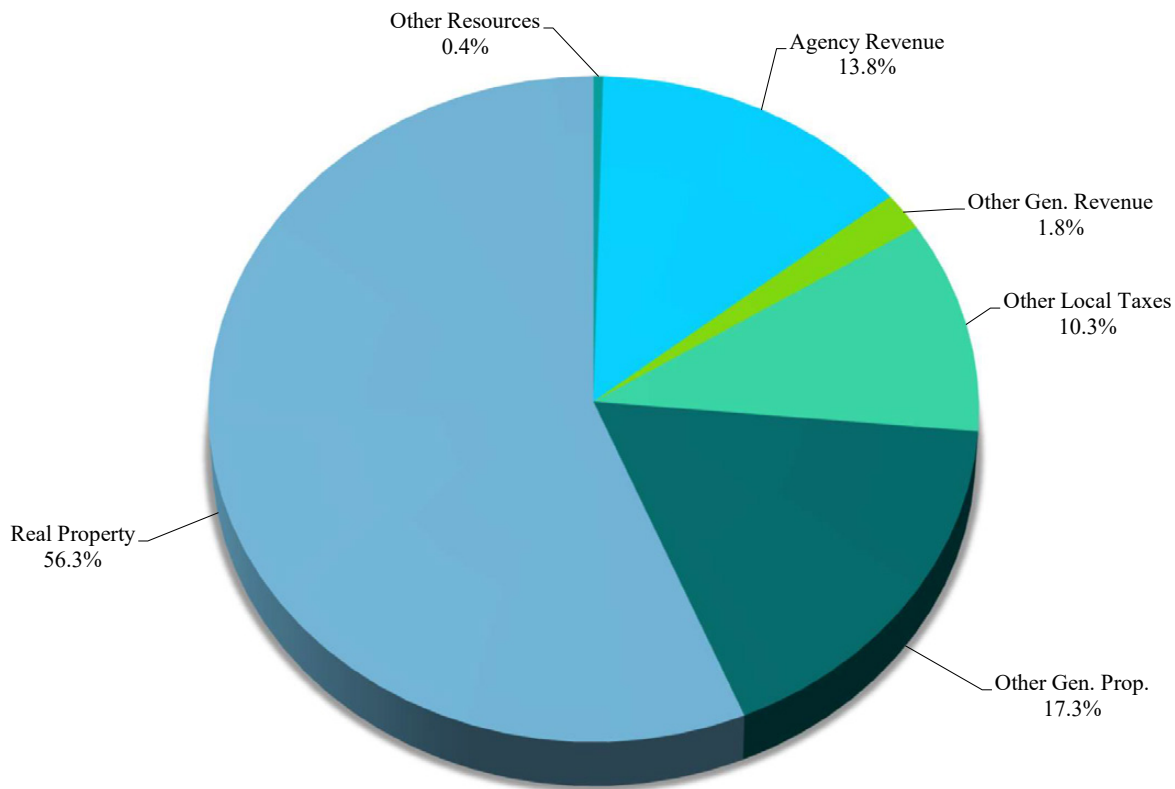
Revenue Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
<b>Schools</b>							
Operating Fund	\$1,007,026,840	\$1,040,591,221	\$1,073,182,282	\$1,110,323,265	\$1,149,871,987	\$39,548,722	3.56%
School Debt Service Fund	\$88,115,714	\$99,854,989	\$108,402,377	\$106,159,888	\$109,437,539	\$3,277,651	3.09%
Construction Fund	\$130,217,974	\$153,516,765	\$32,261,478	\$151,701,455	\$159,470,324	\$7,768,869	5.12%
Food Service Fund	\$43,098,378	\$47,652,288	\$47,818,515	\$51,595,000	\$50,000,000	(\$1,595,000)	(3.09%)
Warehouse Fund	(\$571)	\$11,693	(\$19,958)	\$5,000,000	\$5,000,000	\$0	0.00%
Facilities Use Fund	\$1,622,722	\$1,482,391	\$1,579,066	\$1,755,200	\$1,794,638	\$39,438	2.25%
Self Insurance Fund	\$5,968,161	\$4,775,854	\$5,196,775	\$4,790,715	\$4,847,885	\$57,170	1.19%
Health Insurance Fund	\$99,999,446	\$103,322,831	\$114,400,518	\$109,247,850	\$108,095,019	(\$1,152,831)	(1.06%)
Regional School Fund	\$6,689,854	\$5,100,485	\$3,730,813	\$46,813,026	\$26,046,907	(\$20,766,119)	(44.36%)
Governor's School at Innovation Park	\$1,237,994	\$1,345,257	\$1,214,484	\$1,237,476	\$1,034,975	(\$202,501)	(16.36%)
School Age Child Care (SACC) Program							
Fund	\$623,743	\$525,993	\$555,122	\$550,000	\$550,000	\$0	0.00%
Aquatic Center	(\$3,212)	(\$449)	\$870,148	\$1,314,906	\$1,455,279	\$140,373	10.68%
Imaging Center	\$0	\$0	\$0	\$635,516	\$668,041	\$32,525	5.12%
Student Activity Fund	\$0	\$0	\$0	\$0	\$15,200,000	\$15,200,000	-
<b>Total Schools</b>	<b>\$1,384,597,044</b>	<b>\$1,458,179,319</b>	<b>\$1,389,191,621</b>	<b>\$1,591,124,297</b>	<b>\$1,633,472,594</b>	<b>\$42,348,297</b>	<b>2.66%</b>
<b>Grand Total All Funds</b>	<b>\$2,926,323,815</b>	<b>\$2,907,198,085</b>	<b>\$3,240,243,849</b>	<b>\$3,191,617,206</b>	<b>\$3,285,915,244</b>	<b>\$94,298,038</b>	<b>2.95%</b>

# Revenues

## 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 FY21 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 (56.3%) comes from Real Property Taxes. This source contains revenues received from the County's real estate. The next largest sources are Other General Property (17.3%) and Agency Revenue (13.8%). 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 (10.3%) 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 97.7% of total funding sources in the general fund.

**FY2021 Funding Sources General Fund**



**\$1,283,534,180**



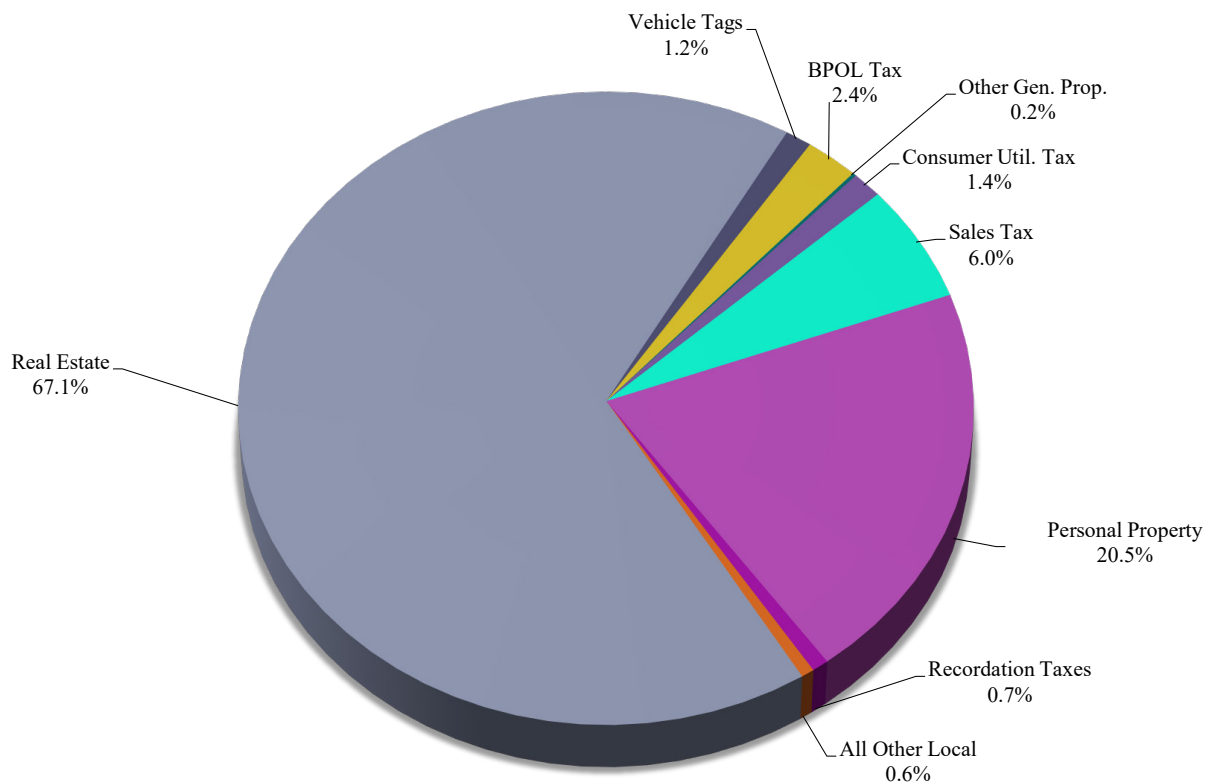
# Revenues

## General Fund Revenue Summary – Local Tax Sources

This pie chart provides detail regarding the County's FY21 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 (67.1%) 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 (20.5%) is Personal Property Taxes (\$3.70 per \$100 of assessed value) assessed on individual and business personal property. The next source (6.0%) is Sales Tax (a tax rate of 1.0%) levied on the retail sale or rent of most tangible property. These three tax sources taken together provide 93.6% of total local tax dollars coming into the County. The smaller sources of tax dollars include:

- BPOL tax (2.4%) levied on the gross receipts of County businesses;
- Consumer Utility Tax (1.4%) levied on the consumers of electric and natural gas;
- Vehicle Tags (1.2%) received from passenger cars and trucks parked or garaged in the County;
- Recordation Taxes (0.7%) 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 Bank Franchise Tax, Grantor's (Deeds) Tax, Daily Equipment Rental Tax, and Transient Occupancy Tax; and
- Other General Property (0.2%) is interest earned on all taxes.

### Detail of FY2021 Local Tax Sources



**\$1,076,871,000**

# Revenues

General Fund Revenue & Resource Summary				
	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20/FY21 Adopted	% Change FY20/FY21 Adopted
<b>General Revenues</b>				
<b>All Real Estate Taxes</b>				
Real Estate Taxes - Current Year	\$699,347,000	\$737,693,000	\$38,346,000	5.48%
Real Estate Tax Relief	(\$12,029,000)	(\$23,000,000)	(\$10,971,000)	47.70%
Real Estate Tax Exonerations	(\$15,595,000)	(\$15,400,000)	\$195,000	(1.25%)
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	\$20,956,000	\$21,454,000	\$498,000	2.38%
Real Estate Penalties Current Year	\$1,608,000	\$1,696,000	\$88,000	5.47%
<b>Total All Real Estate Taxes</b>	<b>\$694,102,000</b>	<b>\$722,258,000</b>	<b>\$28,156,000</b>	<b>4.06%</b>
<b>All Personal Property Taxes</b>				
Personal Property Taxes Current Year	\$204,800,000	\$218,800,000	\$14,000,000	6.84%
Personal Property Taxes Prior Year	\$120,000	\$120,000	\$0	0.00%
Personal Property Tax Deferrals	(\$500,000)	(\$1,000,000)	(\$500,000)	100.00%
Personal Property Penalties Current Year	\$2,760,000	\$2,520,000	(\$240,000)	(8.70%)
<b>Total All Personal Property Taxes</b>	<b>\$207,180,000</b>	<b>\$220,440,000</b>	<b>\$13,260,000</b>	<b>6.40%</b>
<b>Interest on Taxes</b>				
Interest on all Taxes	\$1,665,000	\$1,744,000	\$79,000	4.74%
<b>Total Interest On Taxes</b>	<b>\$1,665,000</b>	<b>\$1,744,000</b>	<b>\$79,000</b>	<b>4.74%</b>
<b>Total General Property Taxes</b>	<b>\$902,947,000</b>	<b>\$944,442,000</b>	<b>\$41,495,000</b>	<b>4.60%</b>
<b>Other Local Taxes</b>				
Local Sales Tax	\$68,176,000	\$65,130,000	(\$3,046,000)	(4.47%)
Daily Equipment Rental Tax	\$509,000	\$519,000	\$10,000	1.96%
Consumers Utility Tax	\$14,590,000	\$14,700,000	\$110,000	0.75%
Bank Franchise Tax	\$1,500,000	\$2,300,000	\$800,000	53.33%
BPOL Tax	\$28,000,000	\$24,375,000	(\$3,625,000)	(12.95%)
Public Utility Gross Receipts Tax	\$1,414,000	\$1,515,000	\$101,000	7.14%
Motor Vehicle License	\$9,400,000	\$12,840,000	\$3,440,000	36.60%
Recordation Tax	\$7,900,000	\$7,800,000	(\$100,000)	(1.27%)
Deed of Conveyance Tax	\$2,225,000	\$2,130,000	(\$95,000)	(4.27%)
Transient Occupancy Tax	\$1,675,000	\$1,120,000	(\$555,000)	(33.13%)
<b>Total Other Local Taxes</b>	<b>\$135,389,000</b>	<b>\$132,429,000</b>	<b>(\$2,960,000)</b>	<b>(2.19%)</b>
<b>Total Local Tax Sources</b>	<b>\$1,038,336,000</b>	<b>\$1,076,871,000</b>	<b>\$38,535,000</b>	<b>3.71%</b>
<b>Additional Revenue Sources</b>				
Revenue from Money & Property	\$13,710,000	\$7,880,000	(\$5,830,000)	(42.52%)
Misc Revenue	\$5,000	\$5,000	\$0	0.00%
State Revenue	\$16,868,000	\$15,652,000	(\$1,216,000)	(7.21%)
Federal Revenue	\$75,000	\$75,000	\$0	0.00%
<b>Total Additional Revenue Sources</b>	<b>\$30,658,000</b>	<b>\$23,612,000</b>	<b>(\$7,046,000)</b>	<b>(22.98%)</b>
<b>Total General Revenue</b>	<b>\$1,068,994,000</b>	<b>\$1,100,483,000</b>	<b>\$31,489,000</b>	<b>2.95%</b>

# Revenues

General Fund Revenue & Resource Summary				
	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20/FY21 Adopted	% Change FY20/FY21 Adopted
<b><u>Agency Revenue</u></b>				
Economic Development	\$226,939	\$226,939	\$0	0.00%
Library	\$3,117,450	\$2,087,450	(\$1,030,000)	(33.04%)
Parks & Recreation	\$9,648,916	\$8,822,670	(\$826,246)	(8.56%)
Planning	\$500	\$500	\$0	0.00%
Public Works	\$2,178,494	\$1,129,453	(\$1,049,041)	(48.15%)
Transportation	\$272,959	\$272,959	\$0	0.00%
County Attorney	\$245,186	\$245,186	\$0	0.00%
Elections	\$257,178	\$92,202	(\$164,976)	(64.15%)
Finance	\$4,336,784	\$4,301,418	(\$35,366)	(0.82%)
Human Rights Office	\$71,019	\$47,650	(\$23,369)	(32.91%)
Facilities & Fleet Management	\$0	\$1,353,741	\$1,353,741	-
Area Agency on Aging	\$2,468,555	\$2,402,296	(\$66,259)	(2.68%)
Public Health	\$501,550	\$556,028	\$54,478	10.86%
Social Services	\$33,651,329	\$44,030,163	\$10,378,834	30.84%
Virginia Cooperative Extension	\$552,962	\$541,673	(\$11,289)	(2.04%)
Community Services	\$24,467,810	\$26,459,679	\$1,991,869	8.14%
Non-Departmental	\$8,936,320	\$10,099,133	\$1,162,813	13.01%
General Debt	\$14,496,981	\$14,033,285	(\$463,696)	(3.20%)
Circuit Court Clerk	\$3,640,034	\$3,791,427	\$151,393	4.16%
Commonwealth's Attorney	\$2,700,338	\$2,706,187	\$5,849	0.22%
Criminal Justice Services	\$1,380,933	\$1,380,933	\$0	0.00%
Fire & Rescue	\$30,411,658	\$30,926,397	\$514,739	1.69%
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	\$0	(\$5,264)	(100.00%)
Police	\$12,139,025	\$12,439,025	\$300,000	2.47%
Public Safety Communications	\$3,390,525	\$3,725,646	\$335,121	9.88%
Sheriff	\$3,667,198	\$3,617,540	(\$49,658)	(1.35%)
<b>Total Agency Revenue</b>	<b>\$165,240,354</b>	<b>\$177,764,026</b>	<b>\$12,523,672</b>	<b>7.58%</b>
<b>Total General Fund Revenue</b>	<b>\$1,234,234,354</b>	<b>\$1,278,247,026</b>	<b>\$44,012,672</b>	<b>3.57%</b>
<b><u>County Resources</u></b>				
<b><u>Budgeted County Resources</u></b>				
Indirect Cost Transfers:				
Transfer from FMO Development Services	\$106,474	\$229,935	\$123,461	115.95%
Transfer from Site Development Review & Inspection	\$692,245	\$703,665	\$11,420	1.65%
Transfer from Building Development	\$1,334,490	\$1,286,978	(\$47,512)	(3.56)
Transfer from Mosquito & Forest Pest	\$258,830	\$255,135	(\$3,695)	(1.43)
Transfer from Stormwater Management Fee	\$757,231	\$775,331	\$18,100	2.39%
Transfer from SW Operations	\$1,371,435	\$1,436,580	\$65,145	4.75%
Special Taxing District Debt Support	\$499,530	\$599,530	\$100,000	20.02%
<b>Total Budgeted County Resources</b>	<b>\$5,020,235</b>	<b>\$5,287,154</b>	<b>\$266,919</b>	<b>5.32%</b>
<b>Total Budgeted Revenue &amp; Resources</b>	<b>\$1,239,254,589</b>	<b>\$1,283,534,180</b>	<b>\$44,279,591</b>	<b>3.57%</b>

# Revenues

General Fund Revenue & Resource Summary				
	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20/FY21 Adopted	% Change FY20/FY21 Adopted
<b><u>Other County Resources</u></b>				
Recordation Tax Rev Committed for Transportation Projects	(\$5,860,000)	(\$5,790,000)	\$70,000	(1.19%)
Recordation Tax Rev Used for Transportation Debt				
Service/General Fund Support	\$6,015,477	\$5,765,246	(\$250,231)	(4.16%)
Transient Occupancy Tax Revenue Committed for Tourism	(\$2,543,120)	(\$1,710,620)	\$832,500	(32.74%)
Transient Occupancy Tax Used for Tourism	\$2,545,764	\$1,783,355	(\$762,409)	(29.95%)
Use of Fire Programs Fund for PSTC Instructor & Student Technology	\$75,000	\$0	(\$75,000)	(100.00%)
Use of Fire Programs Fund for Secondary Burn Facility	\$600,000	\$0	(\$600,000)	(100.00%)
Use of Fire Programs Fund for PSTC Training Engine Replacement	\$0	\$714,300	\$714,300	-
Use of Capital Reserve for COVID-19 Pandemic Contingency Response/Recovery	\$0	\$1,800,000	\$1,800,000	-
Add Funds to Cable Franchise Fee Fund	(\$633,210)	(\$554,085)	\$79,125	(12.50%)
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%
<b>Total Other County Resources</b>	<b>(\$92,089)</b>	<b>\$1,716,196</b>	<b>\$1,808,285</b>	<b>(1,963.63%)</b>
<b>Total County Resources</b>	<b>\$4,928,146</b>	<b>\$7,003,350</b>	<b>\$2,075,204</b>	<b>42.11%</b>
<b>Total Revenue &amp; Resources</b>	<b>\$1,239,162,500</b>	<b>\$1,285,250,376</b>	<b>\$46,087,876</b>	<b>3.72%</b>

Calculation of County & Schools General Revenue Split				
	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20/FY21 Adopted	% Change FY20/FY21 Adopted
<b><u>Revenue &amp; Resources County/School Split</u></b>				
Total General Revenues	\$1,068,994,000	\$1,100,483,000	\$31,489,000	2.95%
Less Recordation Tax Revenue	(\$7,900,000)	(\$7,800,000)	\$100,000	(1.27%)
<b>Total Split Between County &amp; Schools</b>	<b>\$1,061,094,000</b>	<b>\$1,092,683,000</b>	<b>\$31,589,000</b>	<b>2.98%</b>
<b>General Fund Total Transferred to Schools (57.23%)</b>	<b>\$607,264,096</b>	<b>\$625,342,481</b>	<b>\$18,078,385</b>	<b>2.98%</b>
<b>County Share of County/School Split (42.77%)</b>	<b>\$453,829,904</b>	<b>\$467,340,519</b>	<b>\$13,510,615</b>	<b>2.98%</b>
<b><u>Other County Resources (Not Split)</u></b>				
Agency Revenue	\$165,240,354	\$177,764,026	\$12,523,672	7.58%
Budgeted County Resources	\$5,020,235	\$5,287,154	\$266,919	5.32%
Other County Resources	(\$92,089)	\$1,716,196	\$1,808,285	(1,963.63%)
Recordation Tax Revenue	\$7,900,000	\$7,800,000	(\$100,000)	(1.27%)
<b>County Share of General Fund Total</b>	<b>\$631,898,404</b>	<b>\$659,907,895</b>	<b>\$28,009,491</b>	<b>4.43%</b>
<b>Total County and Transfer to Schools</b>	<b>\$1,239,162,500</b>	<b>\$1,285,250,376</b>	<b>\$46,087,876</b>	<b>3.72%</b>

# Expenditures

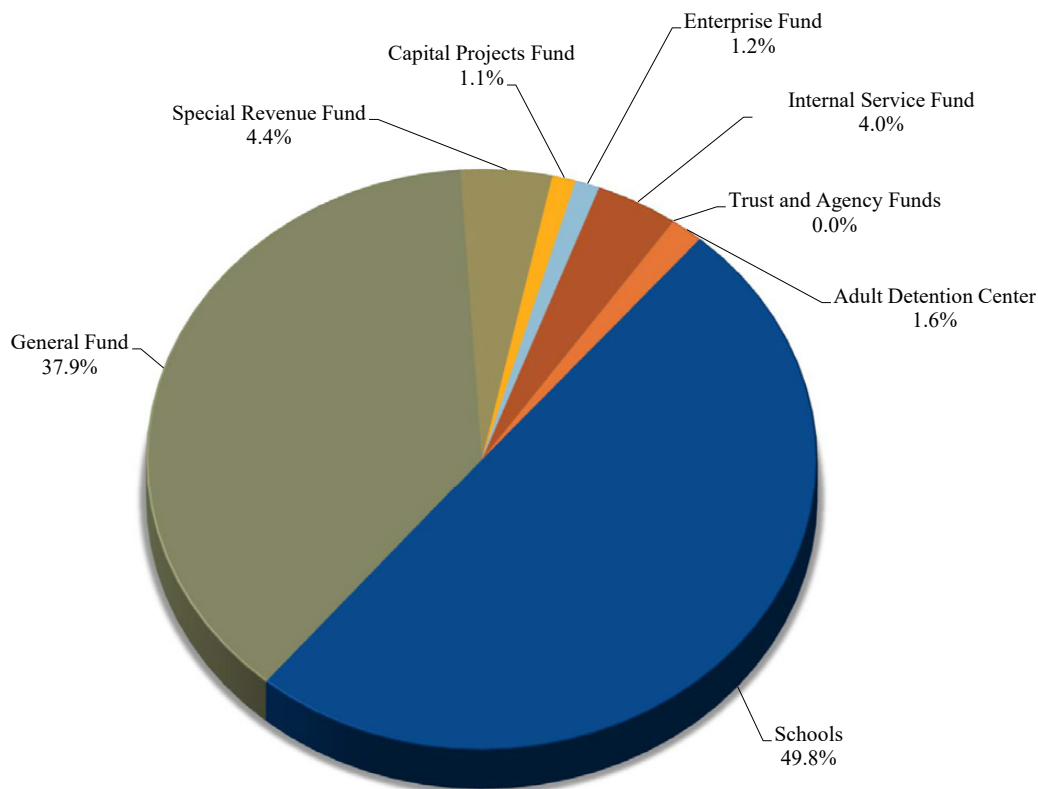
## County Budget by Fund Area

The total FY21 all funds budget is \$3.39 billion as shown below. This is an increase of 6.16% over the FY20 adopted total. Excluding the Schools, the total County government all funds FY21 budget increased \$57.4 million or 3.49% compared to the FY20 budget. The largest contributors are increases to the Schools operating and construction funds.

<b>All Funds Expenditure Summary</b> (Includes Operating Transfers Out)				
	<b>FY20 Adopted Budget</b>	<b>FY21 Adopted Budget</b>	<b>Dollar Change</b>	<b>Percent Change</b>
General Fund	\$1,239,162,500	\$1,285,248,700	\$46,086,200	3.72%
Special Revenue Fund	\$148,194,163	\$149,773,402	\$1,579,240	1.07%
Capital Projects Fund	\$31,868,082	\$38,507,916	\$6,639,834	20.84%
Enterprise Fund	\$28,292,554	\$40,084,371	\$11,791,817	41.68%
Internal Service Fund	\$130,508,899	\$135,641,408	\$5,132,509	3.93%
Trust and Agency Funds	\$509,500	\$500,000	(\$9,500)	(1.86%)
Adult Detention Center	\$67,205,846	\$53,414,177	(\$13,791,669)	(20.52%)
Schools	\$1,552,069,250	\$1,691,576,291	\$139,507,041	8.99%
<b>Total All Funds</b>	<b>\$3,197,810,793</b>	<b>\$3,394,746,265</b>	<b>\$196,935,472</b>	<b>6.16%</b>

## FY2021 Total County Budget by Fund Areas

(Includes Operating Transfers Out)



**\$3,394,746,265**

# Expenditures

Expenditure Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
<b>SECTION ONE:</b>							
<b><u>GENERAL FUND EXPENDITURE SUMMARY</u></b>							
<b><u>Community Development</u></b>							
Economic Development	\$3,458,318	\$3,028,562	\$2,871,584	\$3,274,708	\$4,040,707	\$765,999	23.39%
Library	\$16,329,666	\$17,045,820	\$17,060,524	\$17,682,718	\$19,261,485	\$1,578,767	8.93%
Parks, Recreation & Tourism	\$35,270,560	\$30,115,801	\$32,588,611	\$33,764,172	\$36,128,999	\$2,364,827	7.00%
Planning	\$3,691,773	\$3,902,451	\$3,939,705	\$3,990,302	\$4,039,680	\$49,378	1.24%
Public Works	\$33,950,393	\$33,084,462	\$36,590,999	\$33,623,223	\$4,772,837	(\$28,850,386)	(85.80%)
Transportation	\$2,363,540	\$2,635,707	\$2,855,533	\$2,934,612	\$2,913,243	(\$21,369)	(0.73%)
<b>Subtotal</b>	<b>\$95,064,249</b>	<b>\$89,812,804</b>	<b>\$95,906,957</b>	<b>\$95,269,735</b>	<b>\$71,156,951</b>	<b>(\$24,112,784)</b>	<b>(25.31%)</b>
<b><u>General Government</u></b>							
Board of County Supervisors	\$3,302,633	\$4,151,538	\$4,163,008	\$4,789,263	\$4,823,967	\$34,703	0.72%
Audit Services	\$427,298	\$0	\$0	\$0	\$0	\$0	0.00%
County Attorney	\$3,543,698	\$3,812,215	\$3,890,159	\$4,014,552	\$4,069,261	\$54,708	1.36%
Elections	\$2,913,542	\$1,927,983	\$1,988,554	\$2,633,866	\$3,780,113	\$1,146,246	43.52%
Executive Management	\$3,768,312	\$3,926,203	\$4,353,292	\$4,562,651	\$3,982,946	(\$579,705)	(12.71%)
Finance	\$35,520,744	\$33,134,797	\$50,321,209	\$21,756,920	\$24,506,308	\$2,749,389	12.64%
Human Resources	\$2,956,089	\$3,493,912	\$3,452,188	\$3,613,581	\$3,781,607	\$168,026	4.65%
Human Rights Office	\$643,419	\$761,408	\$778,972	\$771,456	\$941,912	\$170,456	22.10%
Information Technology	\$0	\$0	\$44,000	\$0	\$0	\$0	0.00%
Management & Budget	\$1,677,971	\$1,698,445	\$1,549,869	\$1,586,473	\$1,591,013	\$4,540	0.29%
Facilities & Fleet Management	\$0	\$0	\$0	\$0	\$29,500,788	\$29,500,788	0.00%
<b>Subtotal</b>	<b>\$54,753,706</b>	<b>\$52,906,500</b>	<b>\$70,541,251</b>	<b>\$43,728,763</b>	<b>\$76,977,915</b>	<b>\$33,249,152</b>	<b>76.03%</b>
<b><u>Human Services</u></b>							
Area Agency on Aging	\$5,467,009	\$5,646,271	\$5,995,562	\$6,783,652	\$7,528,375	\$744,723	10.98%
Public Health	\$3,361,304	\$3,286,949	\$3,252,878	\$3,402,843	\$3,786,134	\$383,291	11.26%
Social Services	\$46,925,112	\$52,668,614	\$57,772,667	\$57,210,598	\$72,222,872	\$15,012,274	26.24%
Virginia Cooperative Extension	\$790,974	\$800,012	\$925,960	\$927,709	\$1,018,636	\$90,927	9.80%
Community Services	\$40,911,066	\$45,546,054	\$45,250,540	\$47,233,484	\$52,890,465	\$5,656,980	11.98%
<b>Subtotal</b>	<b>\$97,455,464</b>	<b>\$107,947,900</b>	<b>\$113,197,608</b>	<b>\$115,558,286</b>	<b>\$137,446,481</b>	<b>\$21,888,195</b>	<b>18.94%</b>

# Expenditures

Expenditure Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
<b><u>Public Safety</u></b>							
Adult Detention Center	\$9,976	\$164,799	\$222,472	\$0	\$0	\$0	0.00%
Circuit Court Judges	\$794,151	\$726,132	\$887,525	\$1,158,437	\$989,348	(\$169,089)	(14.60%)
Circuit Court Clerk	\$4,322,887	\$3,780,897	\$4,183,448	\$4,285,254	\$4,495,168	\$209,914	4.90%
Commonwealth's Attorney	\$5,636,438	\$6,344,450	\$6,152,894	\$6,618,588	\$6,653,538	\$34,950	0.53%
Criminal Justice Services	\$3,854,312	\$3,968,584	\$4,308,633	\$4,533,887	\$5,067,590	\$533,703	11.77%
Fire & Rescue	\$80,053,705	\$86,438,168	\$94,344,949	\$102,275,686	\$103,421,141	\$1,145,455	1.12%
General District Court	\$202,950	\$209,192	\$204,900	\$680,915	\$763,283	\$82,369	12.10%
Juvenile & Domestic Relations Court	\$95,006	\$93,804	\$89,334	\$420,361	\$249,643	(\$170,718)	(40.61%)
Juvenile Court Services Unit	\$838,933	\$889,778	\$883,921	\$1,011,941	\$1,079,621	\$67,680	6.69%
Law Library	\$106,728	\$82,229	\$0	\$0	\$0	\$0	0.00%
Magistrates	\$125,654	\$112,647	\$110,463	\$115,667	\$113,899	(\$1,768)	(1.53%)
Police	\$96,868,104	\$102,980,917	\$110,751,286	\$114,162,168	\$113,373,446	(\$788,722)	(0.69%)
Public Safety Communications	\$10,125,469	\$10,336,004	\$10,770,016	\$11,741,791	\$13,006,696	\$1,264,905	10.77%
Sheriff	\$10,034,237	\$10,321,333	\$10,924,478	\$11,862,276	\$12,966,882	\$1,104,606	9.31%
Transfer to Adult Detention Center	\$26,838,103	\$27,750,277	\$32,112,225	\$33,565,839	\$33,660,913	\$95,074	0.28%
<b>Subtotal</b>	<b>\$239,906,652</b>	<b>\$254,199,213</b>	<b>\$275,946,545</b>	<b>\$292,432,809</b>	<b>\$295,841,169</b>	<b>\$3,408,360</b>	<b>1.17%</b>
<b><u>Debt</u></b>							
Debt Service	\$56,748,277	\$53,238,966	\$68,071,413	\$49,636,205	\$52,892,430	\$3,256,225	6.56%
<b>Subtotal</b>	<b>\$56,748,277</b>	<b>\$53,238,966</b>	<b>\$68,071,413</b>	<b>\$49,636,205</b>	<b>\$52,892,430</b>	<b>\$3,256,225</b>	<b>6.56%</b>
<b><u>Transfers</u></b>							
Transfer to General Fund & Capital Reserve	\$15,135,452	\$3,000,000	\$0	\$0	\$0	\$0	0.00%
Transfer to Law Library program (Circuit Court Clerk)	\$16,744	\$10,229	\$10,229	\$32,229	\$32,229	\$0	0.00%
Transfer to Aging	\$0	\$30,000	\$0	\$0	\$0	\$0	0.00%
Transfer to Building & Site Development	\$3,555,211	\$3,632,818	\$3,918,811	\$3,809,561	\$3,945,594	\$136,033	3.57%
Transfer to Housing	\$11,414	\$11,414	\$84,602	\$84,602	\$217,141	\$132,539	156.66%
Transfer to Transportation	\$0	\$0	\$1,575,000	\$1,575,000	\$0	(\$1,575,000)	(100.00%)
Transfer to All Other Projects	\$14,032,000	\$0	\$0	\$10,850,000	\$0	(\$10,850,000)	(100.00%)
Transfer to Innovation	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$0	0.00%
Transfer to Parks Enterprise Fund	\$225,000	\$740,463	\$762,622	\$757,422	\$757,422	\$0	0.00%
Transfer to DoIT Capital Replacement	\$130,000	\$0	\$0	\$0	\$0	\$0	0.00%
Class Size Reduction Grant	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$0	0.00%
Debt Service for 13th High School	\$0	\$907,375	\$888,694	\$870,013	\$851,331	(\$18,682)	(2.15%)
<b>Subtotal</b>	<b>\$34,140,821</b>	<b>\$9,367,299</b>	<b>\$8,274,958</b>	<b>\$19,013,827</b>	<b>\$6,838,717</b>	<b>(\$12,175,110)</b>	<b>(64.03%)</b>



# Expenditures

Expenditure Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
<b>Non-Departmental</b>							
Unclassified Administrative	\$38,428,857	\$20,116,182	\$68,069,657	\$7,703,372	\$7,785,860	\$82,488	1.07%
Contingency	\$10,000	\$1,745,000	\$448,429	\$688,917	\$3,100,206	\$2,411,289	350.01%
Countywide Insurance Programs	\$827,002	\$776,147	\$1,113,854	\$7,741,490	\$7,741,490	\$0	0.00%
Unemployment Insurance	\$78,514	\$89,412	\$65,133	\$125,000	\$125,000	\$0	0.00%
<b>Subtotal</b>	<b>\$39,344,373</b>	<b>\$22,726,741</b>	<b>\$69,697,073</b>	<b>\$16,258,779</b>	<b>\$18,752,556</b>	<b>\$2,493,777</b>	<b>15.34%</b>
<b>Total Without School Transfer</b>	<b>\$617,413,541</b>	<b>\$590,199,423</b>	<b>\$701,635,805</b>	<b>\$631,898,404</b>	<b>\$659,906,219</b>	<b>\$28,007,815</b>	<b>4.43%</b>
<b>Transfer to Schools</b>	<b>\$530,853,894</b>	<b>\$555,425,820</b>	<b>\$584,445,349</b>	<b>\$607,264,096</b>	<b>\$625,342,481</b>	<b>\$18,078,385</b>	<b>2.98%</b>
<b>Total With School Transfer</b>	<b>\$1,148,267,435</b>	<b>\$1,145,625,243</b>	<b>\$1,286,081,153</b>	<b>\$1,239,162,500</b>	<b>\$1,285,248,700</b>	<b>\$46,086,200</b>	<b>3.72%</b>

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

# Expenditures

Expenditure Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
<b>SECTION TWO:</b>							
<b><u>NON GENERAL FUND EXPENDITURE SUMMARY</u></b>							
<b><u>Special Revenue Funds</u></b>							
Animal Shelter Donations & License Plates	\$8,413	\$13,247	\$9,358	\$0	\$9,500	\$9,500	0.00%
Community Development Authority	\$2,592,701	\$2,850,429	\$2,915,581	\$2,971,000	\$3,012,000	\$41,000	1.38%
Site & Building Development (Development Services)	\$21,160,269	\$22,701,906	\$23,113,489	\$25,403,557	\$26,490,295	\$1,086,739	4.28%
Emergency Medical Service Fee	\$4,982,593	\$5,072,289	\$5,052,636	\$5,433,650	\$5,341,050	(\$92,601)	(1.70%)
Housing & Community Development	\$31,836,380	\$32,619,635	\$31,839,846	\$43,090,057	\$43,256,266	\$166,210	0.39%
Fire & Rescue Levy	\$48,879,522	\$54,430,684	\$69,090,704	\$58,174,404	\$58,821,073	\$646,669	1.11%
Mosquito & Forest Pest Management	\$1,448,821	\$1,472,725	\$1,546,708	\$1,628,540	\$1,697,311	\$68,771	4.22%
Stormwater Management	\$7,998,036	\$10,975,044	\$8,463,830	\$9,228,138	\$8,781,090	(\$447,048)	(4.84%)
Transportation/Service Districts	\$735,635	\$645,887	\$759,440	\$864,817	\$964,817	\$100,000	11.56%
<b>Total Special Revenue Funds</b>	<b>\$119,642,370</b>	<b>\$130,781,847</b>	<b>\$142,791,594</b>	<b>\$148,194,163</b>	<b>\$149,773,402</b>	<b>\$1,579,240</b>	<b>1.07%</b>
<b><u>Capital Project Funds</u></b>							
Capital Project Funds	\$103,966,718	\$132,602,645	\$152,469,019	\$31,868,082	\$38,507,916	\$6,639,834	20.84%
<b>Total Capital Project Funds</b>	<b>\$103,966,718</b>	<b>\$132,602,645</b>	<b>\$152,469,019</b>	<b>\$31,868,082</b>	<b>\$38,507,916</b>	<b>\$6,639,834</b>	<b>20.84%</b>
<b><u>Enterprise Funds</u></b>							
Innovation Business Park	\$1,939,516	\$4,153,286	\$495,721	\$195,000	\$195,000	\$0	0.00%
Parks, Recreation & Tourism	\$6,556,941	\$6,896,195	\$6,275,052	\$6,938,469	\$5,886,760	(\$1,051,709)	(15.16%)
Solid Waste	\$19,284,757	\$17,641,302	\$30,959,219	\$21,159,085	\$34,002,612	\$12,843,526	60.70%
<b>Total Enterprise Funds</b>	<b>\$27,781,214</b>	<b>\$28,690,782</b>	<b>\$37,729,991</b>	<b>\$28,292,554</b>	<b>\$40,084,371</b>	<b>\$11,791,817</b>	<b>41.68%</b>
<b><u>Internal Service Funds</u></b>							
Information Technology	\$30,296,970	\$29,626,192	\$32,410,840	\$40,059,446	\$40,340,857	\$281,411	0.70%
Public Works Construction Crew	\$2,509,070	\$2,016,298	\$3,189,378	\$1,988,454	\$2,109,675	\$121,220	6.10%
Fleet Management	\$7,145,115	\$7,793,067	\$7,927,511	\$9,528,998	\$9,471,876	(\$57,122)	(0.60%)
Medical Insurance	\$55,360,887	\$56,902,017	\$59,229,584	\$78,932,000	\$83,719,000	\$4,787,000	6.06%
Other Self Insurance	\$0	\$212,640	\$68,838	\$0	\$0	\$0	0.00%
Casualty Pool/Worker's Compensation	\$9,743,062	\$8,651,908	\$4,800,491	\$0	\$0	\$0	0.00%
<b>Total Internal Service Funds</b>	<b>\$105,055,105</b>	<b>\$105,202,121</b>	<b>\$107,626,642</b>	<b>\$130,508,899</b>	<b>\$135,641,408</b>	<b>\$5,132,509</b>	<b>3.93%</b>

# Expenditures

Expenditure Summary						
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Adopted Budget	\$ Change FY20 To FY21 % Change FY20 To FY21
<b>Trust and Agency Funds</b>						
Agency Funds (Welfare, Housing & CSB)	\$501,797	\$458,431	\$518,207	\$0	\$0	\$0 0.00%
Commonwealth Credit	\$486,108	\$427,207	\$466,533	\$500,000	\$500,000	\$0 0.00%
NVTA - 2% Transient Occupancy Tax	\$1,576,183	\$1,608,437	\$534,926	\$0	\$0	\$0 0.00%
Library Trust	\$140,996	\$125,765	\$115,707	\$0	\$0	\$0 0.00%
Innovation Owners Association	\$120,181	\$73,309	\$79,194	\$0	\$0	\$0 0.00%
Police Donations/Animal Friendly License Plates	\$49,579	\$10,000	\$0	\$9,500	\$0	(\$9,500) (100.00%)
Historic Preservation Foundation	\$0	\$780	\$71,908	\$0	\$0	\$0 0.00%
Other Post Employment Benefits (OPEB)	\$3,877,189	\$3,630,723	\$4,114,914	\$0	\$0	\$0 0.00%
Police & Fire Supplemental Retirement	\$2,739,881	\$2,472,534	\$2,407,090	\$0	\$0	\$0 0.00%
Length of Service Award Program (LOSAP)	\$467,388	\$503,874	\$551,852	\$0	\$0	\$0 0.00%
<b>Total Trust &amp; Agency Funds</b>	<b>\$9,959,302</b>	<b>\$9,311,060</b>	<b>\$8,860,330</b>	<b>\$509,500</b>	<b>\$500,000</b>	<b>(\$9,500) (1.86%)</b>
<b>Component Units</b>						
Adult Detention Center	\$42,719,861	\$48,260,368	\$72,465,225	\$67,205,846	\$53,414,177	(\$13,791,669) (20.52%)
<b>Total Adult Detention Center Fund</b>	<b>\$42,719,861</b>	<b>\$48,260,368</b>	<b>\$72,465,225</b>	<b>\$67,205,846</b>	<b>\$53,414,177</b>	<b>(\$13,791,669) (20.52%)</b>
<b>Schools</b>						
Operating Fund	\$941,862,727	\$1,011,979,370	\$1,020,967,900	\$1,134,421,452	\$1,191,030,566	\$56,609,114 4.99%
School Debt Service Fund	\$89,224,373	\$100,896,943	\$105,584,145	\$106,159,888	\$109,437,539	\$3,277,651 3.09%
Construction Fund	\$165,677,017	\$105,116,967	\$144,145,245	\$87,039,323	\$175,371,451	\$88,332,128 101.49%
Food Service Fund	\$41,836,973	\$44,375,403	\$46,773,393	\$51,595,000	\$50,000,000	(\$1,595,000) (3.09%)
Warehouse Fund	\$67,214	\$204,195	(\$88,504)	\$5,000,000	\$5,000,000	\$0 0.00%
Facilities Use Fund	\$1,506,005	\$1,397,454	\$1,319,007	\$1,755,200	\$1,794,638	\$39,438 2.25%
Self Insurance Fund	\$5,049,723	\$4,642,420	\$4,835,241	\$5,627,478	\$5,768,836	\$141,358 2.51%
Health Insurance Fund	\$71,425,147	\$66,444,770	\$85,155,561	\$110,153,121	\$108,095,019	(\$2,058,102) (1.87%)
Regional School Fund	\$6,646,055	\$4,768,568	\$2,471,048	\$46,813,026	\$26,046,907	(\$20,766,119) (44.36%)
Governor's School at Innovation Park	\$1,142,529	\$1,249,691	\$1,205,284	\$1,004,340	\$1,158,015	\$153,675 15.30%
School Age Child Care (SACC) Program Fund	\$747,176	\$620,019	\$684,110	\$550,000	\$550,000	\$0 0.00%
School Aquatic Center	\$0	\$0	\$1,368,609	\$1,314,906	\$1,455,279	\$140,373 10.68%
Imaging Center Fund	\$0	\$0	\$0	\$635,516	\$668,041	\$32,525 5.12%
Student Activity Fund	\$0	\$0	\$0	\$0	\$15,200,000	\$0 0.00%
<b>Total Schools</b>	<b>\$1,325,184,939</b>	<b>\$1,341,695,801</b>	<b>\$1,414,421,039</b>	<b>\$1,552,069,250</b>	<b>\$1,691,576,291</b>	<b>\$139,507,041 8.99%</b>
<b>Grand Total All Funds</b>	<b>\$2,918,348,942</b>	<b>\$2,978,298,831</b>	<b>\$3,091,995,685</b>	<b>\$3,197,810,793</b>	<b>\$3,394,746,265</b>	<b>\$196,935,472 6.16%</b>

# Expenditures

## Total General Fund Expenditures

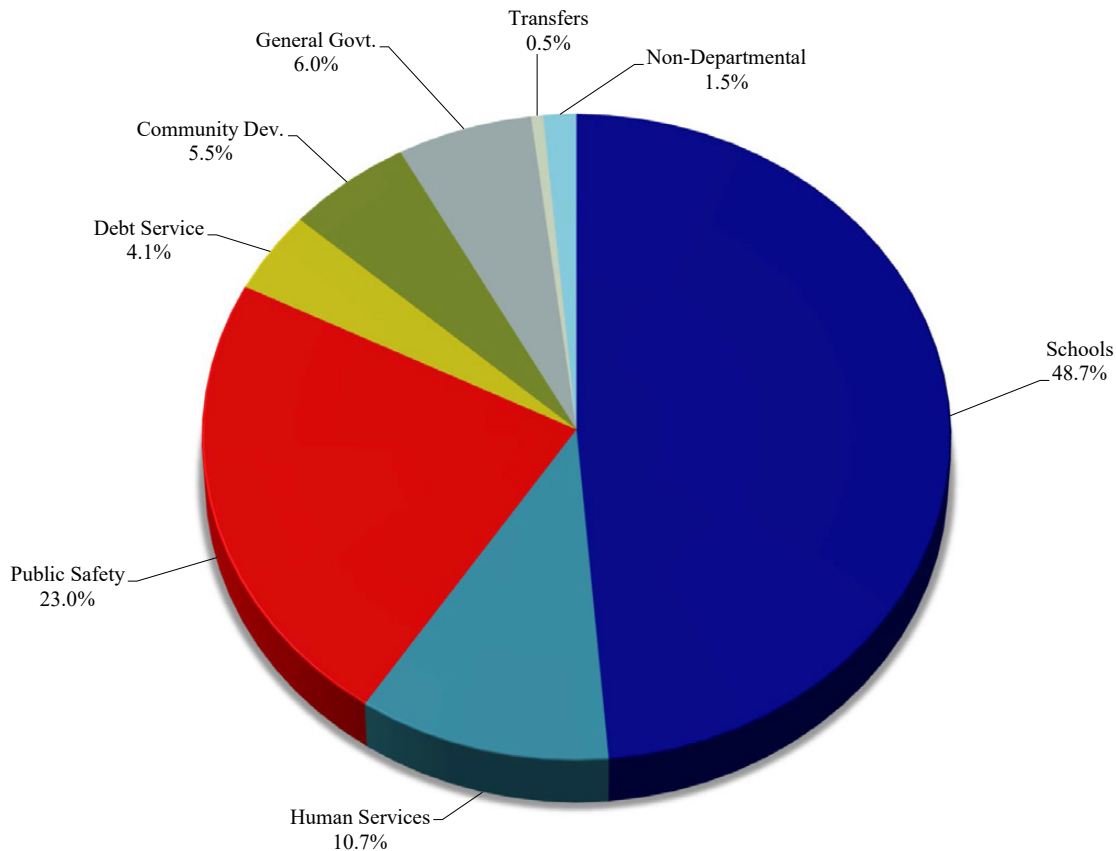
The two major components of general fund expenditures are the Prince William County (PWC) Government and the local share of the PWC Schools budget. Shown below are the expenditure levels adopted for FY20 and for FY21 for those two areas.

General Fund Expenditures				
	FY20 Adopted	FY21 Adopted	Dollar Change	Percent Change
County Government	\$631,898,404	\$659,906,219	\$28,007,815	4.43%
Transfer to Schools	\$607,264,096	\$625,342,481	\$18,078,385	2.98%
<b>Total General Fund</b>	<b>\$1,239,162,500</b>	<b>\$1,285,248,700</b>	<b>\$46,086,200</b>	<b>3.72%</b>

The total FY21 general fund budget is \$1.29 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 (48.7%) goes towards funding the PWC School System. The next largest categories are Public Safety (23.0%) and Human Services (10.7%). These three categories comprise 82.4% of the total general fund budget.

### FY2021 General Fund Budget By Functional Categories

*(Includes School Transfer)*



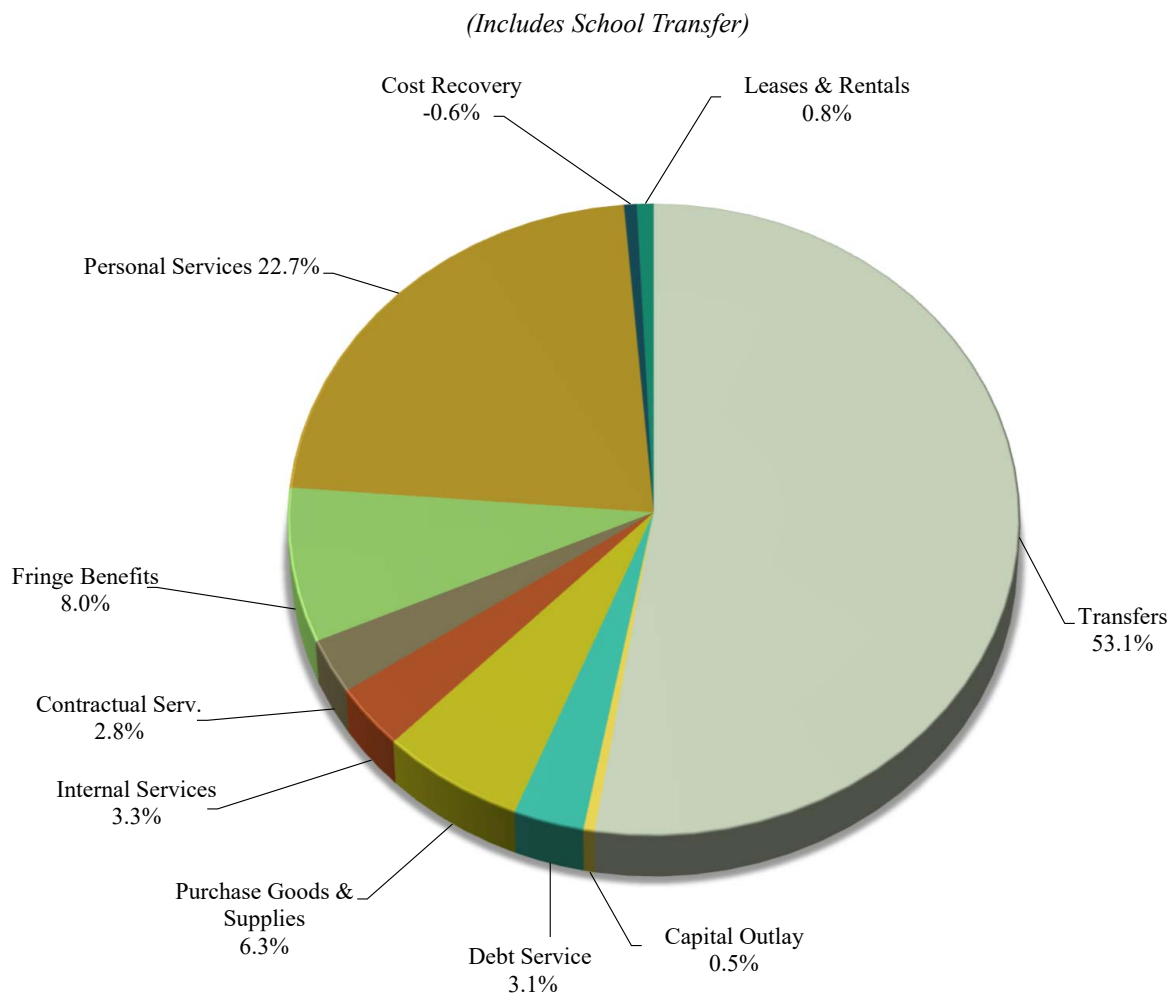
**\$1,285,248,700**

# Expenditures

## General Fund by Expenditure Categories with Schools

This pie chart shows the FY21 general fund budget by expenditure categories. All general fund expenditures (totaling \$1.29 billion) are grouped into ten categories of expenditures. The largest slice of this pie (53.1%) is Transfers which includes transfers to the PWC School System, capital projects fund, and the Adult Detention Center (ADC). The largest of the transfers is the PWC School System budget totaling \$629.6 million. The next largest category of expenditures (22.7%) is Personal Services, which contains salaries for all full-time, part-time and temporary County employees. Combined with fringe benefits (8.0%), compensation for County employees totals 30.7% of total general fund expenditures. Together, these three categories make up 83.8% of the total general fund expenditure budget.

### FY2021 General Fund Budget by Category of Expenditure



**\$1,285,248,700**

## General Fund Expenditure Summary

### Functional Areas without School Transfer

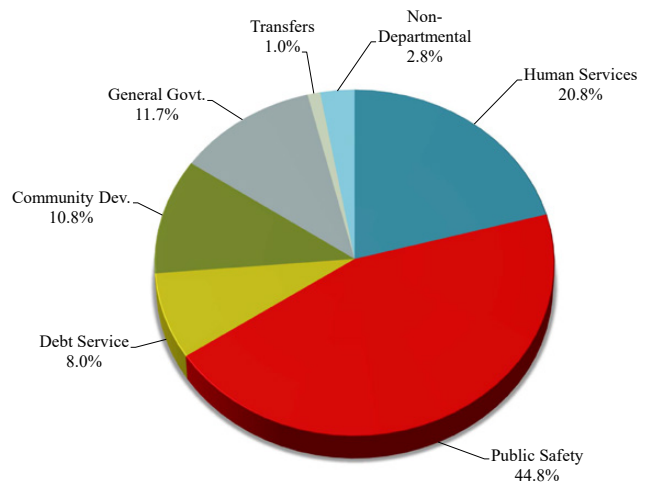
Excluding the PWCS transfer budget, the general fund is grouped into seven functional categories. Functional categories illustrate the types of services County revenue is buying for residents. The two largest categories support funding for Public Safety (44.8%) and Human Services (20.8%) agencies which together comprise 65.6% of the total budget. The other categories that include departmental budgets are General Government (11.7%) and Community Development (10.8%) agencies.

The three remaining categories include:

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

### FY2021 General Fund Budget by Functional Categories

(Excludes School Transfer)



**\$659,906,219**

## General Fund Expenditure Summary

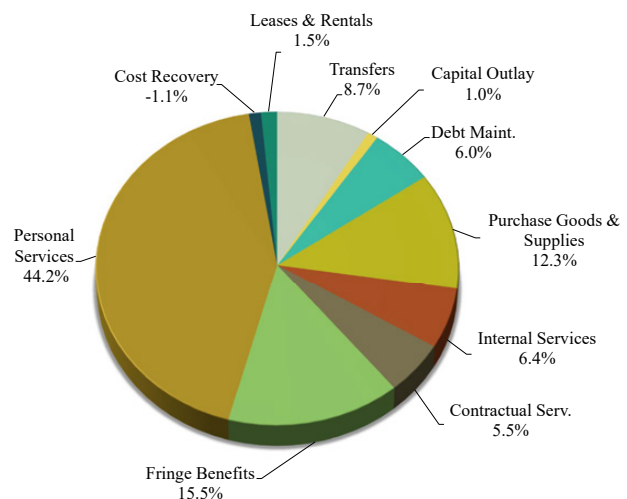
### Expenditure Categories without School Transfer

The general fund is grouped into ten expenditure categories with two representing 59.7% of the total. The two largest categories (Personal Services and Fringe Benefits) support salaries and benefits for County employees. Other categories include:

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

### FY2021 General Fund Budget Expenditure Categories

(Excludes School Transfer)



**\$659,906,219**

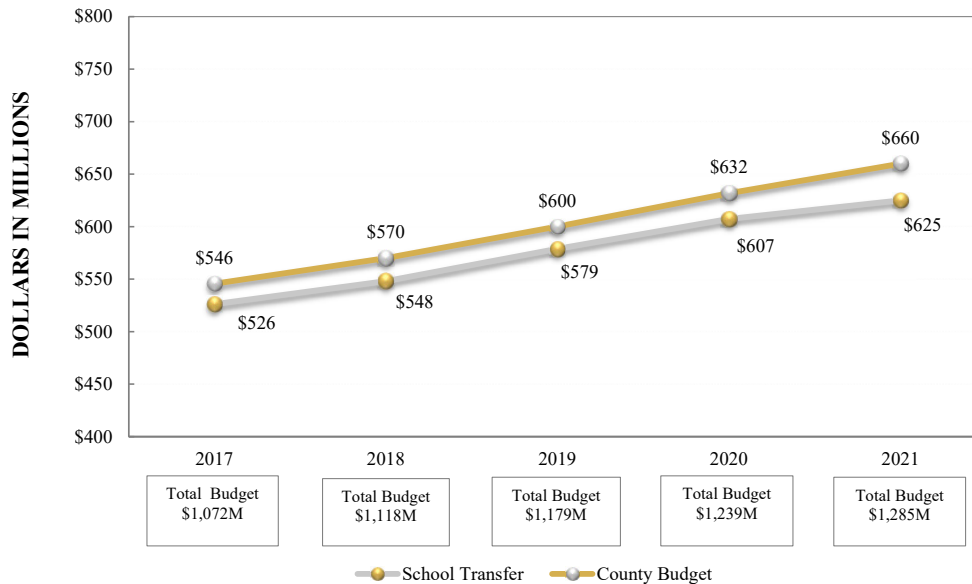
# Expenditures

## General Fund Expenditure History

The following graph shows the general fund budget history both including and excluding the PWC School transfer budget. With the PWC School budget included, total expenditures have increased 19.9% from FY17 adopted to FY21 (from \$1.07 billion to \$1.29 billion). Excluding the PWC School transfer budget, total expenditures have increased 21.0% over the same five-year period (from \$546 million to \$660 million).

### General Fund Expenditure Budget History: FY17 to FY21

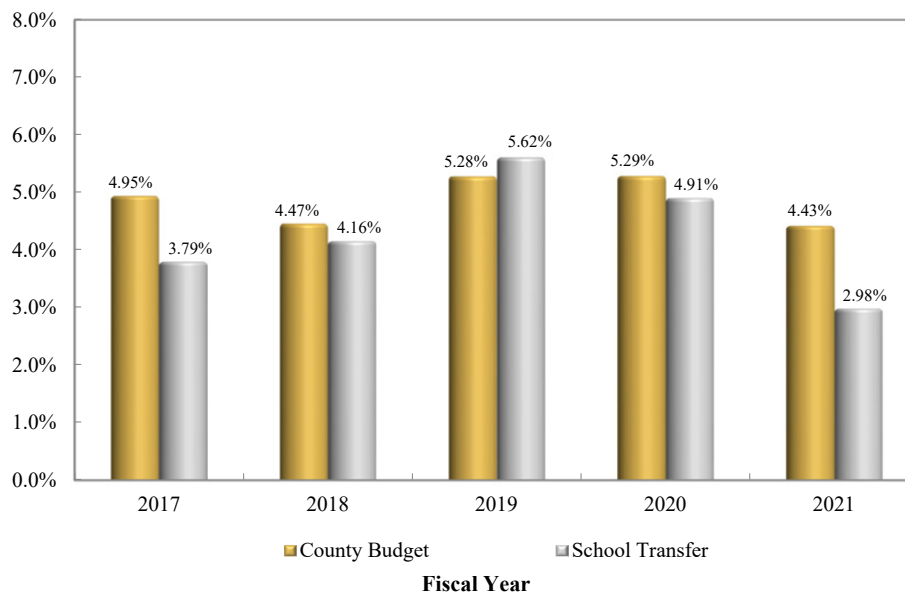
(School Transfer and County Budget)



The general fund transfer to the PWC Schools has increased an average of 4.7% per year from FY17 to FY21. Excluding the PWC School transfer budget, total general fund expenditures have increased an average of 5.2% per year.

### General Fund Expenditure Budget History Percent Change: FY17 to FY21

(School Transfer and County Budget)





## Attracting and Retaining Quality County Employees

The County's compensation policy is as follows:

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

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

## General Overview

- A. **Budgeted Salary Lapse** – This account reduces agency expenditure authority to account for vacancies and is located within the Salaries and Benefits budget. The total required agency savings in budgeted salary lapse in FY21 is \$24.1 million.
- B. **Classification and Compensation Study/Position Reclassifications** – The County recently implemented a new classification and compensation structure to more accurately reflect the work performed by employees while allowing the flexibility needed to effectively attract, manage, and retain employees.

Minor updates are needed at the salary structure maximums of Decision Band Method (DBM) B21, C41, and D61 to align the maximums midway between the adjacent higher and lower DBM's. The employee reconsideration process identified the need for a limited number of new classifications and DBM changes as follows:

New Class Specifications in FY2021 Budget			
Department	Title	Grade	Code
Fire & Rescue	Deputy Emergency Management Coordinator	C52	X314
Countywide	Lead Business Services Specialist	B31	R317

DBM Changes in FY2021 Budget			
Department	Title	Current DBM	New DBM
Public Works	Solid Waste Operator	A12	A13

## Budget Initiatives

### 1. New Position Classification Plan and Pay Plan for General Employees

Expenditure	\$6,317,175
Revenue	\$856,000
General Fund Impact	\$5,461,175
FTE Positions	0.00

- a. **General Employee (Non-Sworn) Compensation Increases** – In April 2017, the Board of County Supervisors (BOCS) directed the County Executive to assess the County’s general, non-sworn employee classification system for internal pay equity (pay compression) and external competitiveness with other jurisdictions. A study of sworn (Adult Detention Center, Fire & Rescue, Police, and Sheriff) personnel was previously completed and compensation increases were implemented in FY19 and FY20. An appropriate classification structure ensures jobs throughout an organization are appropriately classified and salaries are equitable based on job duties and responsibilities. The goals of the study were to develop a classification and compensation structure that is:

- Streamlined – The previous general classification plan had 644 position classifications.
- Competitive to attract and retain a highly qualified workforce – General employee turnover was 11% in FY19 for employees leaving County service and was even higher, at 19%, when factoring internal and external hiring.
- Equity – Ensure pay equity across gender, race, and age.
- Flexible – To adjust to the changing nature of work in the 21st century while adhering to the County organization’s vision and values.

A consultant developed a general employee position classification plan that is gender, race, and age neutral. The new plan has 38 class structures, 74 job families, and 295 classifications, and is less expensive to maintain. The consultant also performed a compensation study that included 25 counties and cities in the Washington Metropolitan area. Market salary data was combined with classification evaluations to create a salary structure and associated pay scales that maintain regional competitiveness.

On November 19, 2019, the BOCS approved [BOCS Resolution #19-532](#) and adopted the new position classification and pay plan for general County employees. The study findings will be implemented in two phases:

- **Phase 1 (FY20)** – Phase 1 was implemented on January 11, 2020 whereby administrative pay increases were provided for existing employees with salaries lower than the starting salary of their newly assigned position classification’s pay band. The estimated Phase 1 cost which impacted approximately 1,800 employees is \$3.2 million in FY20. The Phase 1 full-year cost in FY21 is \$6.4 million and will be absorbed within agency’s existing budgets through corresponding increases in budgeted salary lapse. Countywide budgeted salary lapse increases \$6.4 million in FY21 due to Phase 1. No new funding is required to implement and sustain Phase 1 pay increases.
  - **Phase 2 (FY21)** – Phase 2 will address internal pay equity (compression) in FY21 by correcting salaries for individual employees based on years of service in current positions. The Phase 2 cost in FY21 is \$6.3 million for 1,542 employees. The FY2021 Budget includes funding to fully implement Phase 2 for all impacted employees.
- b. **Service Level Impact** – The approved classification and pay plan provides the County with an updated, flexible personnel system. County positions will be appropriately classified to support internal equity between positions and pay equity will be realized across gender, race, and age. The new classification and pay structure is competitive with other Washington Metropolitan jurisdictions thereby helping the County to retain experienced employees as well as attracting new employees.

# Compensation

## 2. Pension and Retirement Benefits Adjustment

Expenditure	\$5,416,810
Revenue	\$0
General Fund Impact	\$5,416,810
FTE Positions	0.00

- a. **Virginia Retirement System (VRS)** – The certified VRS employer contribution rate for PWC is 14.86% and will become effective July 1, 2020. This represents an increase from the current VRS rate of 13.16% at a cost of \$5,198,547. VRS rates are evaluated and certified by the VRS Board of Trustees every two years. The rate increase is attributed to the VRS Board lowering the assumed annual rate of return (known as the discount rate) of its investment portfolio from 7.00% to 6.75%. Lowering the assumed rate of return to 6.75% reflects near-term investment challenges of the portfolio while establishing a reasonable return rate used to determine employer contribution rates. Therefore, employer contribution rates must increase in order to offset the lowered return rate and maintain the overall funded status of the plan.
- 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. A 5.0% cost increase of \$126,961 in the retiree health credit budget is projected to cover growth in this benefit due to additional retirees. The amount paid to each individual retiree has not increased.
- c. **Group Life Insurance** – VRS notified the County that the group life insurance rate increased 0.03% from 1.31% to 1.34% at a cost of \$91,302. The new rate will become effective July 1, 2020.

## 3. Health Insurance Adjustment

Expenditure	\$797,760
Revenue	\$0
General Fund Impact	\$797,760
FTE Positions	0.00

- a. **Health and Dental Insurance** – This initiative funds County employer contributions for health insurance increases required to maintain the stability of the County's self-insurance fund. The expenditure increase is due to an average 2.3% increase for the County's employer health insurance contributions.

# Compensation

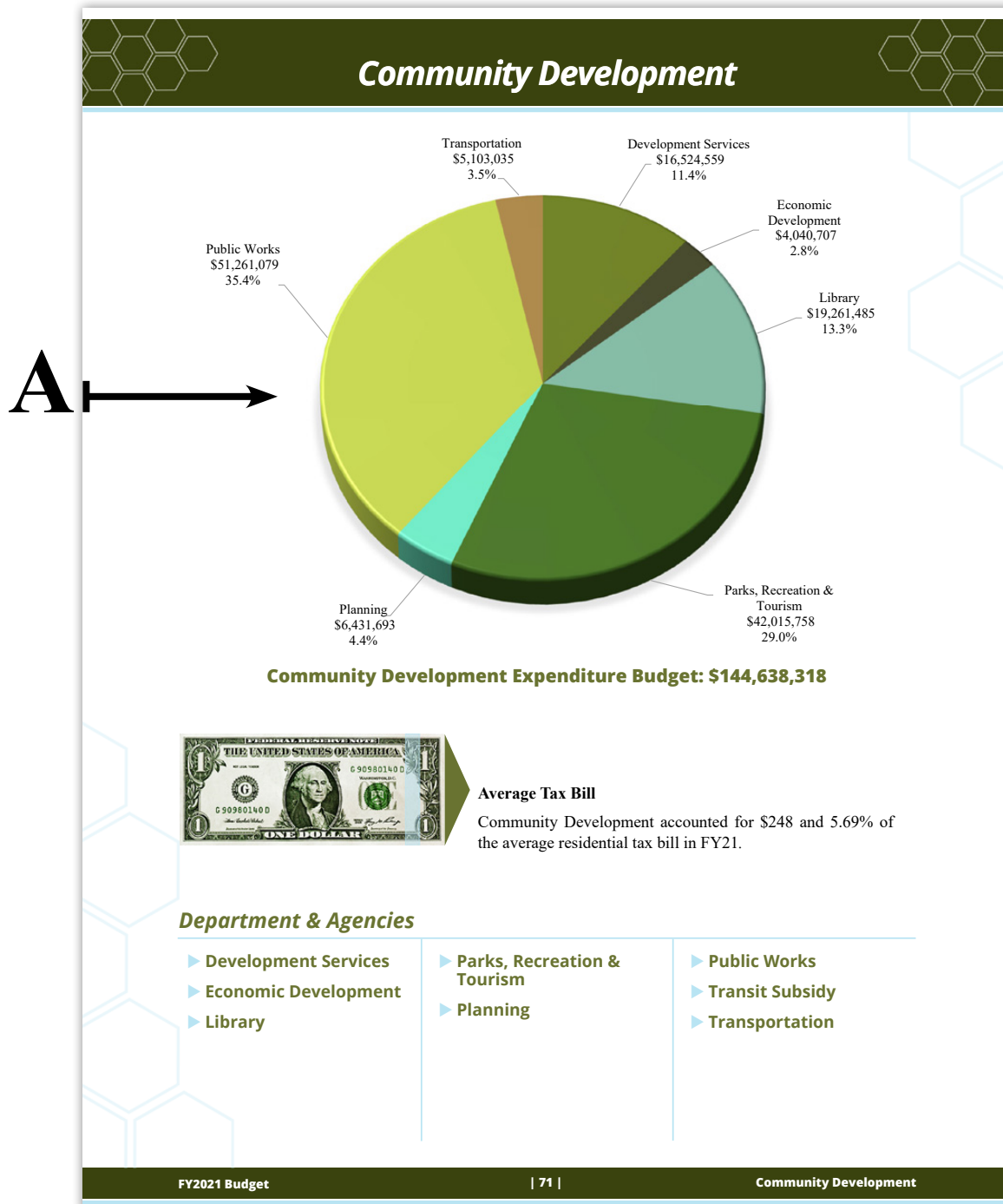
Summary of Compensation Changes in FY21	
	FY21 Amount
<b>Classification &amp; Compensation Study for General Employees:</b>	
Phase 2 (FY21)	\$6,317,175
<b>Subtotal</b>	<b>\$6,317,175</b>
<b>Pension and Retirement Benefits:</b>	
Virginia Retirement System (VRS) (1.70% Increase in FY21; 14.86% rate)	\$5,198,547
Retiree Health Credit (5.00% Increase in FY21)	\$126,961
Group Life Insurance (0.03% Increase in FY21; 1.34% rate)	\$91,302
<b>Subtotal</b>	<b>\$5,416,810</b>
<b>Health/Dental Insurance:</b>	
Health Insurance (2.30% Increase in FY21)	\$797,760
<b>Subtotal</b>	<b>\$797,760</b>
<b>Grand Total</b>	<b>\$12,531,745</b>

# Agency Page Information

## Functional Areas

The County agency pages are organized by the four functional areas of the County government: Community Development, General Government, Human Services, and Public Safety.

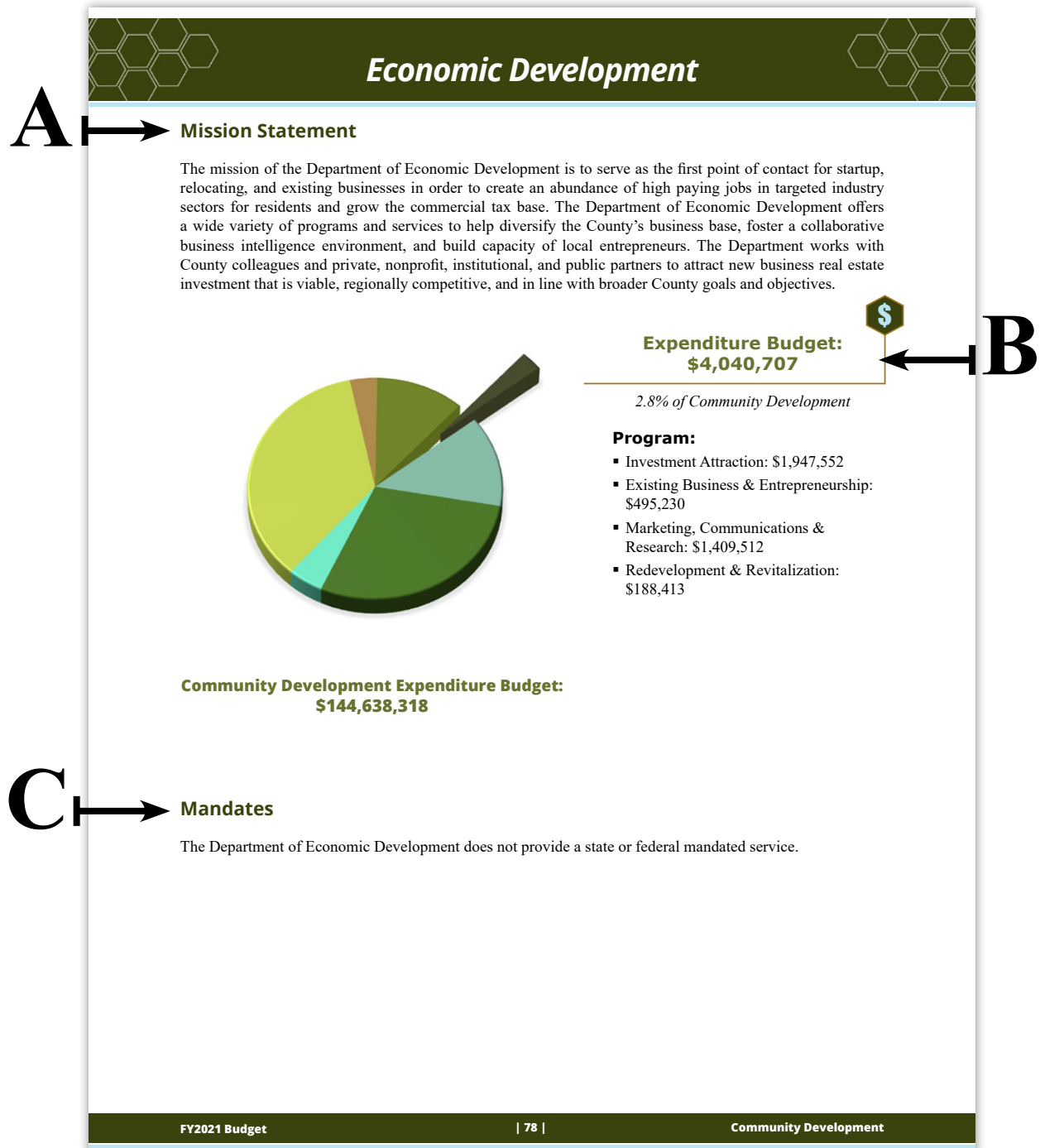
**A. Functional Area Expenditure Budget Pie Chart** – Each section begins with a pie chart showing the FY21 expenditure budget broken out by agency and a list of all the agencies included in the functional area.



# Agency Page Information

## Agency Pages

- A. **Mission Statement** – The mission statement is a brief description of the purpose and functions of the agency.
- B. **Expenditure Budget within Functional Area** – The agency’s FY21 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.



# Agency Page Information

**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 FY17, FY18, and FY19. Adopted budget information is displayed for FY20. The last column calculates the change between the FY20 adopted and FY21 adopted budgets. Five types of information are summarized for each fiscal year displayed:

- 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.
- Expenditure by Classification** – These figures represent the amounts appropriated or expended in each expenditure classification; the total equals the total expenditure by program.
- Total Designated Funding Sources (revenues)** – Includes all sources of agency revenue that support the expenditures.
- 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.
- 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.

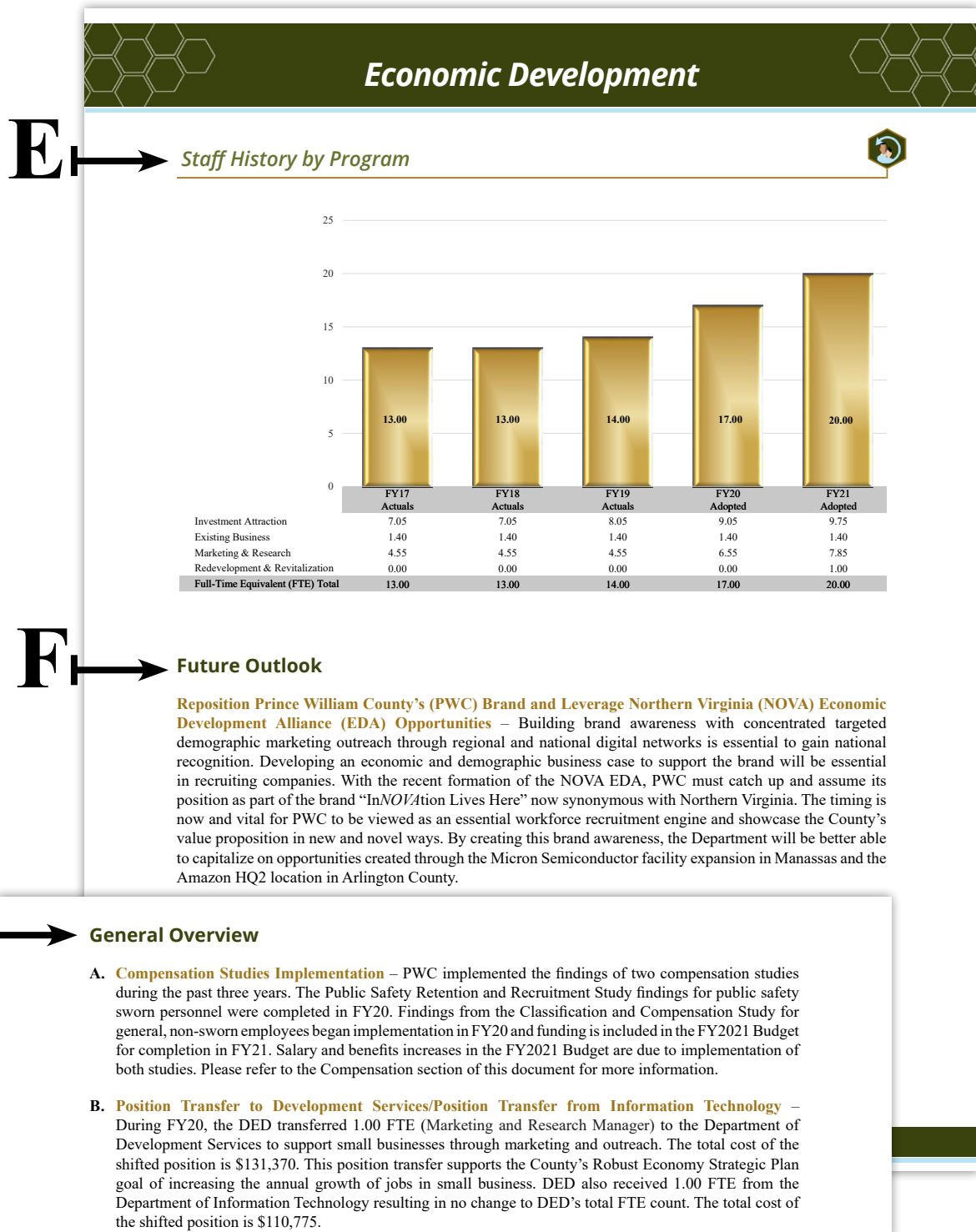
**D** →

Economic Development						
Expenditure and Revenue Summary						
	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
<b>Expenditure by Program</b>						
Investment Attraction	\$2,055,433	\$1,836,148	\$1,824,827	\$1,840,191	\$1,947,552	5.83%
Existing Business & Entrepreneurship	\$472,531	\$479,423	\$428,953	\$512,186	\$495,230	(3.31)%
Marketing, Communications & Research	\$688,624	\$712,991	\$678,554	\$922,330	\$1,409,512	52.82%
ED Opportunity Fund	\$231,730	\$0	\$0	\$0	\$0	0.00%
Redevelopment & Revitalization	\$0	\$0	\$0	\$0	\$188,413	0.00%
<b>Total Expenditures</b>	<b>\$3,448,318</b>	<b>\$3,028,562</b>	<b>\$2,932,334</b>	<b>\$3,274,708</b>	<b>\$4,040,707</b>	<b>23.39%</b>
<b>Expenditure by Classification</b>						
Salaries and Benefits	\$1,562,544	\$1,607,385	\$1,587,514	\$1,972,344	\$2,292,870	16.25%
Contractual Services	\$236,742	\$293,994	\$552,183	\$355,869	\$805,869	126.45%
Internal Services	\$74,977	\$85,788	\$82,197	\$63,208	\$63,208	0.00%
Purchase of Goods & Services	\$617,989	\$578,621	\$315,512	\$610,580	\$606,053	(0.74)%
Capital Outlay	\$6,150	\$0	\$0	\$1,000	\$1,000	0.00%
Leases & Rentals	\$267,618	\$275,275	\$288,568	\$271,707	\$271,707	0.00%
Payments to Other Local Agencies	\$295,000	\$187,500	\$106,360	\$0	\$0	-
Transfers Out	\$387,299	\$0	\$0	\$0	\$0	-
<b>Total Expenditures</b>	<b>\$3,448,318</b>	<b>\$3,028,562</b>	<b>\$2,932,334</b>	<b>\$3,274,708</b>	<b>\$4,040,707</b>	<b>23.39%</b>
<b>Funding Sources</b>						
Revenue from Federal Government	\$50,000	\$0	\$0	\$0	\$0	-
Use of Money & Property	\$170,986	\$237,764	\$187,588	\$226,939	\$226,939	0.00%
Miscellaneous Revenue	\$5,200	\$0	\$0	\$0	\$0	-
Revenue from Commonwealth	\$0	\$350,000	\$0	\$0	\$0	-
Transfers In	\$130,000	\$3,000,000	\$0	\$0	\$0	-
<b>Total Designated Funding Sources</b>	<b>\$356,186</b>	<b>\$3,587,764</b>	<b>\$187,588</b>	<b>\$226,939</b>	<b>\$226,939</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>\$3,092,132</b>	<b>\$559,201</b>	<b>\$2,744,746</b>	<b>\$3,047,769</b>	<b>\$3,813,768</b>	<b>25.13%</b>
<b>Net General Tax Support</b>	<b>89.67%</b>	<b>18.46%</b>	<b>93.60%</b>	<b>93.07%</b>	<b>94.38%</b>	



# Agency Page Information

- E. **Staff History by Program** – Chart and table showing the staffing history and the total authorized full-time and part-time positions for FY17 actual, FY18 actual, FY19 actual, FY20 adopted, and FY21 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 FY21 budget changes for the agency as a whole.



# Agency Page Information

- H. Budget Initiatives** – Budget adjustments for each program are grouped into three categories, including budget initiatives (additions, reductions, or shifts).
- I. Program Summary** – Information on the programs that are managed by each agency and include the following details:
- 1. Program Description** – Description of the activities the program performs or services that will be delivered.
  - 2. Key Measures** – Shows important performance measures that demonstrate the productivity and effectiveness of the program. Measures are generally outcome measures, which are specific objectives to be accomplished by the program.
  - 3. Program Activities with Expenditure Dollars** – List of activities that roll up into the program including the expenditure dollars, expressed in thousands, for FY17 actual, FY18 actual, FY19 actual, FY20 adopted, and FY21 adopted.
  - 4. Workload Measures** – Performance measures, specifically workload measures, which demonstrate an aspect of work performed within the activity.

## H → Budget Initiatives

### A. Budget Initiatives

#### 1. Marketing Strategy Implementation – Marketing, Communications & Research

Expenditure	\$350,000
Revenue	\$0
General Fund Impact	\$350,000
FTE Positions	0.00

- a. Description** – This initiative is critical to Prince William’s economic recovery. Increased competition coupled with an increase in unemployment will require the department to expand marketing efforts and workforce initiatives. This initiative also will provide ongoing funding for a comprehensive marketing

## Economic Development

## I → Program Summary

### Investment Attraction

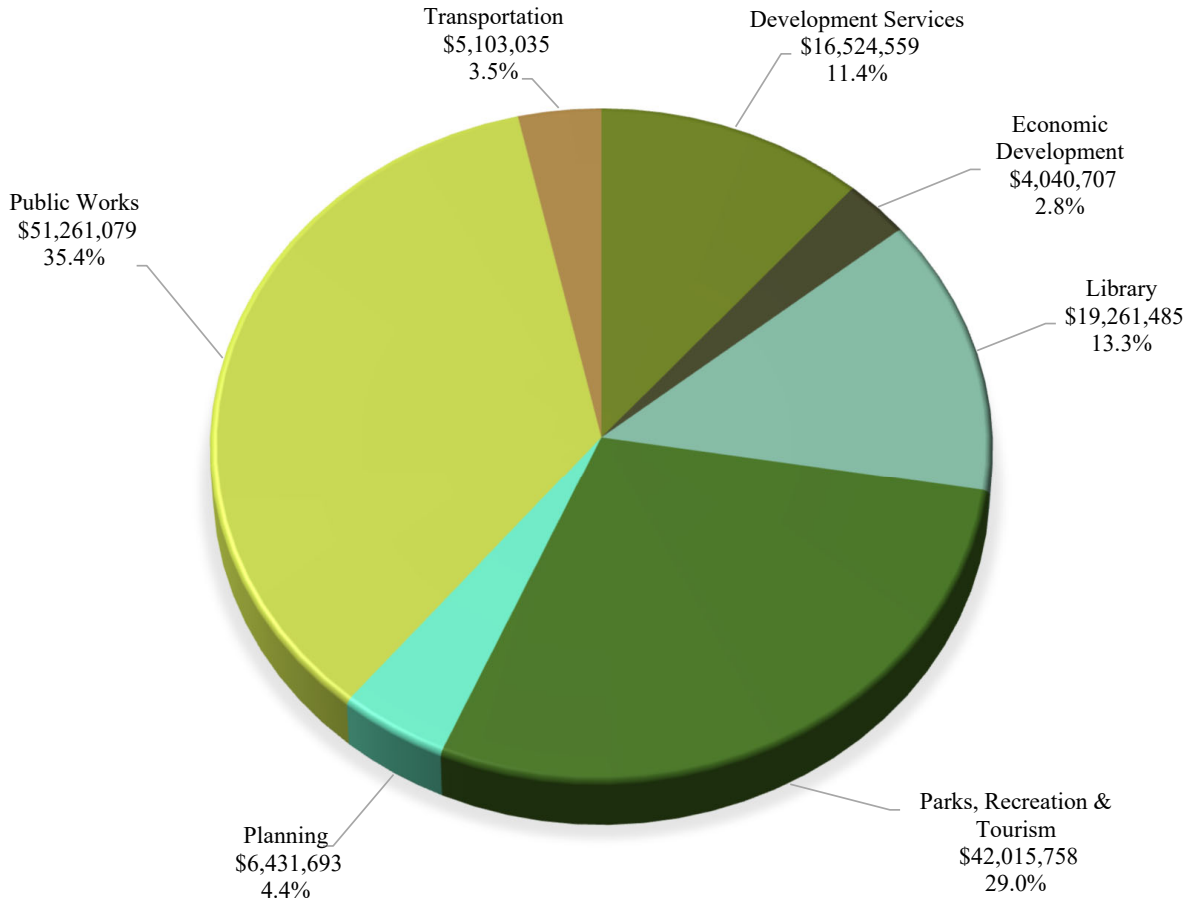
Increase awareness of PWC’s advantages as a business location, identify and pursue target market opportunities, develop relationships with investors to build new product, and package prospect proposals resulting in the attraction of new and the expansion of existing businesses.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Total amt. capital investment from new commercial real estate product developed	-	-	-	-	\$100M
Total amt. of square footage from new commercial real estate product developed	-	-	-	-	300,000
New occupied space (sf) - leased, build-to-suit, owner occupied	-	-	-	-	100,000
Total amount of capital investment from new businesses	-	-	-	-	\$200M
County at-place employment	137,060	128,354	130,941	142,000	134,000
Total number of companies moving to PWC	24	18	23	25	25
Total number of new jobs created	766	112	197	300	300

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Investment Attraction Marketing</b>	<b>\$2,057</b>	<b>\$1,832</b>	<b>\$1,813</b>	<b>\$1,840</b>	<b>\$1,948</b>
# of active qualified prospects	-	-	-	-	75
Close rate on active qualified leads generated to companies' announcements	-	-	-	-	20
# of leads generated	74	191	169	75	300



# Community Development



**Community Development Expenditure Budget: \$144,638,318**



## Average Tax Bill

Community Development accounted for \$248 and 5.69% of the average residential tax bill in FY21.

## Department & Agencies

- ▶ Development Services
- ▶ Economic Development
- ▶ Library

- ▶ Parks, Recreation & Tourism
- ▶ Planning

- ▶ Public Works
- ▶ Transit Subsidy
- ▶ Transportation

# Development Services

## Mission Statement

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



**Expenditure Budget:**  
**\$16,524,559**

*11.4% of Community Development*

### Program:

- Building Development: \$13,378,433
- Land Development: \$2,826,425
- Customer Liaison: \$319,701

**Community Development Expenditure Budget:**  
**\$144,638,318**

## Mandates

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

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

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

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

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

# Development Services

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Building Development	\$10,911,371	\$11,548,496	\$11,488,244	\$13,023,400	\$13,378,433	2.73%
Land Development	\$2,229,201	\$2,469,502	\$2,533,744	\$2,753,183	\$2,826,425	2.66%
Customer Liaison	\$285,284	\$276,711	\$161,329	\$236,496	\$319,701	35.18%
<b>Total Expenditures</b>	<b>\$13,425,857</b>	<b>\$14,294,709</b>	<b>\$14,183,317</b>	<b>\$16,013,080</b>	<b>\$16,524,559</b>	<b>3.19%</b>

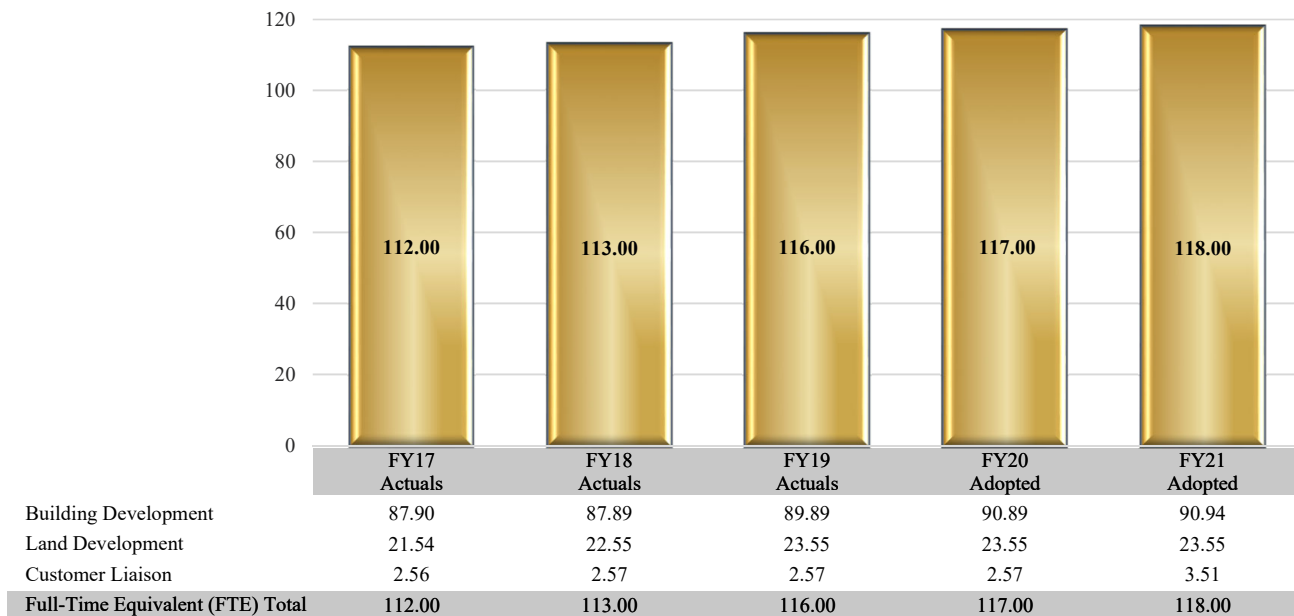
### Expenditure by Classification

Salaries and Benefits	\$9,431,776	\$9,841,844	\$9,842,034	\$11,052,070	\$11,480,292	3.87%
Contractual Services	\$114,878	\$92,059	\$96,747	\$115,979	\$160,120	38.06%
Internal Services	\$2,060,162	\$2,124,961	\$2,185,068	\$2,166,168	\$2,116,168	(2.31%)
Purchase of Goods & Services	\$349,923	\$391,004	\$391,700	\$665,294	\$647,408	(2.69%)
Capital Outlay	\$135,404	\$135,023	\$188,699	\$185,857	\$345,000	85.63%
Leases & Rentals	\$14,051	\$15,615	\$15,135	\$19,154	\$19,154	0.00%
Transfers Out	\$1,319,663	\$1,694,204	\$1,463,935	\$1,808,558	\$1,756,417	(2.88%)
<b>Total Expenditures</b>	<b>\$13,425,857</b>	<b>\$14,294,709</b>	<b>\$14,183,317</b>	<b>\$16,013,080</b>	<b>\$16,524,559</b>	<b>3.19%</b>

### Funding Sources

Permits & Fees	\$12,690,954	\$12,538,192	\$12,434,808	\$12,080,034	\$12,573,852	4.09%
Fines & Forfeitures	\$385	\$957	\$1,300	\$0	\$0	0.00%
Use of Money & Property	\$0	\$0	\$0	\$4,790	\$4,790	0.00%
Miscellaneous Revenue	\$227,910	\$7	\$15	\$267,872	\$267,872	0.00%
Non-Revenue Receipts	\$7,297	\$5,012	\$11,094	\$0	\$0	0.00%
Charges for Services	\$118,395	\$113,757	\$100,075	\$137,285	\$157,285	14.57%
Transfers In	\$695,527	\$555,412	\$235,412	\$485,412	\$485,412	0.00%
<b>Total Designated Funding Sources</b>	<b>\$13,740,467</b>	<b>\$13,213,336</b>	<b>\$12,782,704</b>	<b>\$12,975,393</b>	<b>\$13,489,211</b>	<b>3.96%</b>
<b>(Contribution to)/Use of Fund Balance</b>	<b>(\$2,406,891)</b>	<b>(\$1,081,481)</b>	<b>(\$1,067,255)</b>	<b>\$774,219</b>	<b>\$635,847</b>	<b>(17.87%)</b>
<b>Net General Tax Support</b>	<b>\$2,092,280</b>	<b>\$2,162,854</b>	<b>\$2,467,868</b>	<b>\$2,263,468</b>	<b>\$2,399,501</b>	<b>6.01%</b>
<b>Net General Tax Support</b>	<b>15.58%</b>	<b>15.13%</b>	<b>17.40%</b>	<b>14.14%</b>	<b>14.52%</b>	

## Staff History by Program



## Future Outlook

**Building Code Enforcement** – The Department of Fire & Rescue has taken a more pro-active approach towards addressing the annual Fire Safety Inspection associated with commercial establishments. The Fire Marshal is serving as the lead for this effort. The enhanced level of inspections has already generated a significant increase in Building Code Enforcement workload and this increase is expected to continue; thus, additional staffing will be required to manage the workload and ensure safety issues are being addressed.

**Agribusiness/Agritourism** – The Commonwealth of Virginia and local governments are partnering to promote the growth of agribusinesses and agritourism. The growth of this industry is occurring very rapidly, so local governments are struggling to quickly update regulations, policies and procedures to capture this business segment. To take advantage of this market, the County should consider reviewing current policies.

**Land Development Funding** – The Land Development programs are continuing to operate at a deficit level. At this level of funding, staffing levels will not be able to increase with increases in workload. Service levels will decline as a result of not addressing the deficit situation. The budgetary imbalance between fee revenue and expenditures needs to be addressed with a long-term solution.



## General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Position Shift from Economic Development** – During FY20, the Department of Economic Development transferred a Communications Manager (1.00 FTE) to the Department of Development Services (DDS) to support the Small Business Program through marketing and outreach. The total cost of the shifted position is \$131,370. This position transfer supports the County's Robust Economy Strategic Plan goal of increasing the annual growth of jobs in small businesses.
- C. Decrease Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In the FY2021 Budget, the indirect cost transfer amount reimbursing the general fund for Development Services decreases by \$52,141 from \$1,468,141 in FY20 to \$1,416,000 in FY21.
- D. Increase to the Building and Land Development Fee Schedules** – The FY2021 Budget includes a 1.2% increase to the Building Development fee schedule and a 2.9% 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.
- E. Increase Revenue Budgets** – The FY2021 Budget includes a Site Development revenue budget increase of \$433,818. This increase includes a 2.9% increase to the Land Development fee schedules and aligns the budget with actual revenues received in FY19. The FY2021 Budget also includes an increase to the Building Development revenue budget of \$80,000. This increase aligns the budget with actual revenues received through development fees.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Filing System Replacement – Building Development

Expenditure	\$190,000
Use of Building Development Fund Balance	\$190,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** – The Virginia Library of Records Retention Act requires the Building Development program to maintain certificates of occupancy permits in addition to code modification records for the life of a structure. All other records are required to be maintained for three years. This initiative funds the one-time cost of replacing the current filing system which allows Development Services to properly maintain and retain records.

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

# Development Services

## 2. Code Academy – Payment of Fund Balance to State Code Academy

Expenditure	\$65,000
Use of Code Academy Fund Balance	\$65,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** – The County’s Code Academy provides administrative and technical training programs to code enforcement personnel. The State mandates certification requirements in code enforcement disciplines to ensure new and existing structures are compliant with building codes and regulations. This initiative addresses Code Academy fees exceeding allowable fund balance. Payment to State Code Academy to reduce this balance allows continued enhancements in services delivered to the County’s Code Academy.

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

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Inspections performed on day requested	99%	99%	100%	98%	98%
Commercial plans reviewed within 6 weeks, first review	100%	100%	100%	95%	98%
Tenant layout plans reviewed within 3 weeks, first review	98%	100%	99%	95%	98%
Code enforcement cases resolved or moved to court within 100 days	76%	82%	72%	80%	80%
Overall customer satisfaction (department wide)	95%	92%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Building Plan Review</b>	<b>\$3,454</b>	<b>\$3,886</b>	<b>\$3,268</b>	<b>\$3,678</b>	<b>\$3,918</b>
Plan submissions	8,549	9,575	9,321	9,500	9,500
<b>Building Permitting Services</b>	<b>\$1,272</b>	<b>\$1,334</b>	<b>\$1,864</b>	<b>\$2,272</b>	<b>\$2,451</b>
Permits issued	25,588	26,773	24,632	26,500	25,500
<b>Building Construction Inspections</b>	<b>\$5,080</b>	<b>\$5,162</b>	<b>\$5,223</b>	<b>\$5,763</b>	<b>\$5,632</b>
Inspections performed	71,017	74,219	66,507	73,500	75,000
<b>Building Special Inspections</b>	<b>\$517</b>	<b>\$554</b>	<b>\$596</b>	<b>\$639</b>	<b>\$684</b>
Field and test results, certifications and shop drawings reviewed	2,179	1,869	1,575	1,969	2,000
<b>Building Code Enforcement</b>	<b>\$588</b>	<b>\$612</b>	<b>\$537</b>	<b>\$672</b>	<b>\$694</b>
Enforcement cases	1,108	1,064	737	1,032	1,000

# Development Services

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Average days from first to final plan approval, non-residential	43	46	54	45	45
Average days from first to final plan approval, residential	53	67	67	55	55
Overall customer satisfaction (department wide)	95%	92%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Site and Subdivision Plans</b>	<b>\$1,143</b>	<b>\$1,161</b>	<b>\$1,185</b>	<b>\$1,264</b>	<b>\$1,201</b>
Plans reviewed	1,050	1,083	1,061	1,083	1,050
<b>Bonds and Escrows</b>	<b>\$724</b>	<b>\$863</b>	<b>\$806</b>	<b>\$927</b>	<b>\$844</b>
Bond and escrow cases administered	912	1,052	840	983	950
Lot escrow cases initiated and released	841	650	592	862	700
<b>Customer Service/Zoning Permits</b>	<b>\$363</b>	<b>\$446</b>	<b>\$542</b>	<b>\$562</b>	<b>\$781</b>
Permits processed	6,770	7,164	6,638	7,200	7,000

## 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.

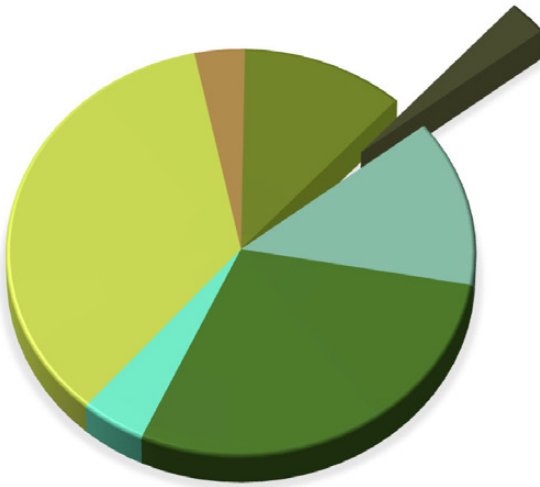
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customer transactions processed per FTE	23,265	22,820	21,601	23,000	22,400
Overall customer satisfaction (department wide)	95%	92%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Early Assistance Desk</b>	<b>\$285</b>	<b>\$277</b>	<b>\$161</b>	<b>\$236</b>	<b>\$320</b>
Customer transactions	46,530	45,639	43,201	46,000	44,800

# Economic Development

## Mission Statement

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



**Expenditure Budget:**  
**\$4,040,707**

*2.8% of Community Development*

### Program:

- Investment Attraction: \$1,947,552
- Existing Business & Entrepreneurship: \$495,230
- Marketing, Communications & Research: \$1,409,512
- Redevelopment & Revitalization: \$188,413

**Community Development Expenditure Budget:**  
**\$144,638,318**

## Mandates

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

# Economic Development



## Expenditure and Revenue Summary

<b>Expenditure by Program</b>	<b>FY17 Actuals</b>	<b>FY18 Actuals</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Adopted</b>	<b>% Change Budget FY20/ Budget FY21</b>
Investment Attraction	\$2,055,433	\$1,836,148	\$1,824,827	\$1,840,191	\$1,947,552	5.83%
Existing Business & Entrepreneurship	\$472,531	\$479,423	\$428,953	\$512,186	\$495,230	(3.31%)
Marketing, Communications & Research	\$688,624	\$712,991	\$678,554	\$922,330	\$1,409,512	52.82%
ED Opportunity Fund	\$231,730	\$0	\$0	\$0	\$0	0.00%
Redevelopment & Revitalization	\$0	\$0	\$0	\$0	\$188,413	0.00%
<b>Total Expenditures</b>	<b>\$3,448,318</b>	<b>\$3,028,562</b>	<b>\$2,932,334</b>	<b>\$3,274,708</b>	<b>\$4,040,707</b>	<b>23.39%</b>

### Expenditure by Classification

Salaries and Benefits	\$1,562,544	\$1,607,385	\$1,587,514	\$1,972,344	\$2,292,870	16.25%
Contractual Services	\$236,742	\$293,994	\$552,183	\$355,869	\$805,869	126.45%
Internal Services	\$74,977	\$85,788	\$82,197	\$63,208	\$63,208	0.00%
Purchase of Goods & Services	\$617,989	\$578,621	\$315,512	\$610,580	\$606,053	(0.74%)
Capital Outlay	\$6,150	\$0	\$0	\$1,000	\$1,000	0.00%
Leases & Rentals	\$267,618	\$275,275	\$288,568	\$271,707	\$271,707	0.00%
Payments to Other Local Agencies	\$295,000	\$187,500	\$106,360	\$0	\$0	-
Transfers Out	\$387,299	\$0	\$0	\$0	\$0	-
<b>Total Expenditures</b>	<b>\$3,448,318</b>	<b>\$3,028,562</b>	<b>\$2,932,334</b>	<b>\$3,274,708</b>	<b>\$4,040,707</b>	<b>23.39%</b>

### Funding Sources

Revenue from Federal Government	\$50,000	\$0	\$0	\$0	\$0	-
Use of Money & Property	\$170,986	\$237,764	\$187,588	\$226,939	\$226,939	0.00%
Miscellaneous Revenue	\$5,200	\$0	\$0	\$0	\$0	-
Revenue from Commonwealth	\$0	\$350,000	\$0	\$0	\$0	-
Transfers In	\$130,000	\$3,000,000	\$0	\$0	\$0	-
<b>Total Designated Funding Sources</b>	<b>\$356,186</b>	<b>\$3,587,764</b>	<b>\$187,588</b>	<b>\$226,939</b>	<b>\$226,939</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>\$3,092,132</b>	<b>\$559,201</b>	<b>\$2,744,746</b>	<b>\$3,047,769</b>	<b>\$3,813,768</b>	<b>25.13%</b>
<b>Net General Tax Support</b>	<b>89.67%</b>	<b>18.46%</b>	<b>93.60%</b>	<b>93.07%</b>	<b>94.38%</b>	

## Staff History by Program



## Future Outlook

**Reposition Prince William County's (PWC) Brand and Leverage Northern Virginia (NOVA) Economic Development Alliance (EDA) Opportunities** – Building brand awareness with concentrated targeted demographic marketing outreach through regional and national digital networks is essential to gain national recognition. Developing an economic and demographic business case to support the brand will be essential in recruiting companies. With the recent formation of the NOVA EDA, PWC must catch up and assume its position as part of the brand “InNOVation Lives Here” now synonymous with Northern Virginia. The timing is now and vital for PWC to be viewed as an essential workforce recruitment engine and showcase the County’s value proposition in new and novel ways. By creating this brand awareness, the Department will be better able to capitalize on opportunities created through the Micron Semiconductor facility expansion in Manassas and the Amazon HQ2 location in Arlington County.

**Catalyze Development in Eastern PWC** – While the Department of Economic Development (DED) has not historically been involved in redevelopment activities, accelerating economic development in eastern PWC will require a new business focus. Policy, program, and resource initiatives will be identified and implemented to take advantage of investments already occurring in both the private and public sectors focusing on investments within the Small Area Plans, including North Woodbridge, Triangle, Parkway Employment Center, and Dale City. More aggressive use of federal and state resources and initiatives (such as the new Federal Opportunity Zone program) and use of Public-Private Partnerships will accelerate development within these redevelopment areas. Focus will consist of identifying targeted redevelopment areas to catalyze the redevelopment of walkable, mixed-use dense communities to attract targeted industries such as information technology companies and government contractors, thus adding more well-paying jobs to the employment base.

# Economic Development

**Leverage Targeted Industry Clusters** – The Targeted Industry Analysis recommends focusing resources on growing and supporting targeted industry clusters, improving the economic development environment, aligning resources and policies with economic development objectives, and supporting talent pipeline initiatives. The DED will work with partner agencies to ensure that policies and resources are aligned in order to maximize opportunities for success within these cluster areas. DED will also engage in strategic lead generation activities to expand prospect outreach and filter those leads to viable prospects interested in PWC, thus driving faster results.

**Create a Small Business Ecosystem** – The County’s business economy is predominantly small and mid-sized enterprises, with over 95% having 20 or fewer employees. The County also has a growing entrepreneurial sector, particularly in technology services. To build on this ecosystem, DED’s Existing Business & Entrepreneurship program will be the first point of contact for entrepreneurs and small businesses by marketing and promoting the various services offered throughout the County such as free counseling, webinars, networking events, and small business development services programs. The program will also identify initiatives and services for military and veteran-owned, minority, and women-owned small businesses to build capacity and small business skills to ensure the success of the small business owner.

## General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Position Transfer to Development Services/Position Transfer from Information Technology** – During FY20, the DED transferred 1.00 FTE (Marketing and Research Manager) to the Department of Development Services to support small businesses through marketing and outreach. The total cost of the shifted position is \$131,370. This position transfer supports the County’s Robust Economy Strategic Plan goal of increasing the annual growth of jobs in small business. DED also received 1.00 FTE from the Department of Information Technology resulting in no change to DED’s total FTE count. The total cost of the shifted position is \$110,775.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Marketing Strategy Implementation – Marketing, Communications & Research

Expenditure	\$350,000
Revenue	\$0
General Fund Impact	\$350,000
FTE Positions	0.00

- a. Description** – This initiative is critical to Prince William’s economic recovery. Increased competition coupled with an increase in unemployment will require the department to expand marketing efforts and workforce initiatives. This initiative also will provide ongoing funding for a comprehensive marketing



# Economic Development

strategy to capture business leads, raise PWC's profile/brand, and execute the recommendations from plans and various studies such as the Target Industry Study completed in November 2018.

- b. **Service Level Impacts** – A comprehensive marketing strategy that raises PWC's profile with business prospects supports the Strategic Plan outcomes of increasing the commercial tax base and increasing existing businesses retention rate.

## 2. Lead Generation Consultant Contracts – Investment Attraction

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

- a. **Description** – This initiative will expand the department's capabilities to generate new leads, and thus create more jobs and investment, in an increasingly competitive landscape due to the pandemic which will aide in economic recovery. This initiative provides funding for the use of Lead Generation consultants prior to identified strategic trade shows and marketing missions. Lead generation consultants increase the return on investment because of the ability to generate leads dependent on networking.
- b. **Service Level Impacts** – Lead Generation supports the Strategic Plan outcomes of increasing at-place employment, increasing the number of targeted jobs, and increasing the number of jobs in small businesses.

## 3. Assistant Director of Policy, Intelligence, and Operations – Investment Attraction

Expenditure	\$112,433
Revenue	\$0
General Fund Impact	\$112,433
FTE Positions	1.00

- a. **Description** – This initiative funds an Assistant Director of the DED. The position will create a culture within the DED of following protocols to effectively manage policy and research as well as operations of the department's incentive programs. As DED's programs grow, especially in the area of redevelopment, it will be crucial to have a team member ensure that incentive programs are implemented, tracked, and reported accurately. Also, as DED is charged with economic recovery and is responsible for creating new business grant programs associated with the CARES Act monies, it is pertinent that this position will oversee those programs to ensure we are following the guidelines and requirements.
- b. **Service Level Impacts** – An Assistant Director of DED will improve the overall efficiency of the department as well as support the Strategic Plan outcome of expanding the commercial tax base in redevelopment areas.

## 4. Senior Communications Specialist – Marketing, Communications & Research

Expenditure	\$80,428
Revenue	\$0
General Fund Impact	\$80,428
FTE Positions	1.00

- a. Description** – The hardest impacted industry sectors due to the pandemic include small businesses, retail, restaurants, personal services and accommodations. As such increased communication efforts will need to be expanded to develop new strategies targeted at these sectors to help aid in their recovery. The Senior Communications Specialist will implement communications strategies to support DED’s expansion of new targeted industry sectors, redevelopment efforts, and those businesses with the greatest impact due to the pandemic such as small business, retail, restaurants, and hotels. The Board of County Supervisor’s Strategic Plan, the Blue Skies Presentation, County Audit, and the Targeted Industry Study all have a common theme that more marketing is necessary to be competitive. This initiative will address the marketing need and will help to create more jobs for residents, increase capital investment, and raise the overall commercial tax base in pursuit of the County Robust Economy strategic goal.
- b. Service Level Impacts** – Dedicated staff to focus on consistent messaging will assist with raising the profile of the existing business base while raising the profile of PWC itself.

## 5. Digital Strategy/Social Media Specialist – Marketing, Communications & Research

Expenditure	\$67,924
Revenue	\$0
General Fund Impact	\$67,924
FTE Positions	1.00

- a. Description** – This initiative is critical to aid in the economic recovery of our community. Businesses use many various communication tools to receive their information, social media being one of the largest distribution channels. Ensuring that our business community is receiving critical information, as well as using social media to promote existing businesses will be key to helping them recover and grow. This initiative funds a Digital Strategy/Social Media Specialist who will support program initiatives, mission-based campaigns, tradeshow, and events where digital expertise and operational knowledge come together to continue the growth of the digital strategies practice for DED.
- b. Service Level Impacts** – Social media is a critical tool in any organization’s marketing program. Executives and site selection consultants turn to social media as one of their top five sources of information about a marketplace. Dedicated staff will ensure a consistent presence on all social media channels.

# Economic Development

## Program Summary

### Investment Attraction

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Total amt. capital investment from new commercial real estate product developed	-	-	-	-	\$100M
Total amt. of square footage from new commercial real estate product developed	-	-	-	-	300,000
New occupied space (sf) - leased, build-to-suit, owner occupied	-	-	-	-	100,000
Total amount of capital investment from new businesses	-	-	-	-	\$200M
County at-place employment	137,060	128,354	130,941	142,000	134,000
Total number of companies moving to PWC	24	18	23	25	25
Total number of new jobs created	766	112	197	300	300

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Investment Attraction Marketing</b>	<b>\$2,057</b>	<b>\$1,832</b>	<b>\$1,813</b>	<b>\$1,840</b>	<b>\$1,948</b>
# of active qualified prospects	-	-	-	-	75
Close rate on active qualified leads generated to companies' announcements	-	-	-	-	20
# of leads generated	74	191	169	75	300

### Existing Business & Entrepreneurship

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
# of existing business prospects which remained and/or expanded in PWC	12	13	12	12	12
Total number of existing business jobs created and retained	-	-	-	-	300

# Economic Development

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Existing Business Outreach/Expansion</b>	<b>\$240</b>	<b>\$249</b>	<b>\$431</b>	<b>\$274</b>	<b>\$257</b>
Total amount of capital investment from existing companies expanding	-	-	-	-	\$50M
Expanded occupied space (square feet) (leased, build-to-suit, owner occupied)	-	-	-	-	75,000
# of welcome emails sent to new businesses	-	-	-	-	1,000
# of existing business visits	-	-	55	50	50
# of times PWC companies were engaged in business engagement/expansion activity	-	-	4,108	3,500	3,500
<b>Entrepreneurship Initiatives</b>	<b>\$231</b>	<b>\$231</b>	<b>\$0</b>	<b>\$238</b>	<b>\$238</b>
# of small business workshop or webinar attendees	-	-	-	-	400
# of small business one-on-one meetings and data EM to client	-	-	-	-	250
Total number of small businesses started	-	-	-	-	20
Total # of jobs created/retained as a result of new small businesses started	-	-	-	-	400

## Marketing, Communications & Research

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Total number of marketing qualified lead (outbound digital marketing)	-	-	-	-	20
Total number of sales qualified leads (inbound contacts response)	-	-	-	-	5
Media coverage return on investment	-	-	-	250,000	250,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Business Location and Expansion Research</b>	<b>\$427</b>	<b>\$433</b>	<b>\$376</b>	<b>\$672</b>	<b>\$532</b>
Customized research for clients	-	-	-	250	-
Provision of economic intelligence data	-	-	-	12	-
<b>Web Site Marketing and Outreach, Public Relations and Special Events</b>	<b>\$260</b>	<b>\$283</b>	<b>\$312</b>	<b>\$250</b>	<b>\$878</b>
Media coverage return on investments	-	-	-	-	250,000

# Economic Development

## Redevelopment & Revitalization

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Number of property owners engaged about redevelopment	-	-	-	-	20

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Redevelopment &amp; Revitalization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$188</b>
# of contacts made due to outreach, trade show or events attended	-	-	-	-	25
Total amount of square footage from new commercial real estate product developed	-	-	-	-	20,000
# of firms introduced to OZ or redevelopment opportunities	-	-	-	-	5
# meetings/briefings private sector prospects interested in OZ/redevelopment opp	-	-	-	-	5

## Mission Statement

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



**Expenditure Budget:**  
**\$19,261,485**

*13.3% of Community Development*

### Programs:

- Materials Services: \$3,745,591
- Financial Services: \$557,849
- Public Services: \$10,947,094
- Technology Services: \$2,259,271
- Administrative Services: \$1,751,681

**Community Development Expenditure Budget:**  
**\$144,638,318**

## Mandates

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



## Expenditure and Revenue Summary

<b>Expenditure by Program</b>	<b>FY17 Actuals</b>	<b>FY18 Actuals</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Adopted</b>	<b>% Change Budget FY20/ Budget FY21</b>
Materials Services	\$3,631,027	\$3,886,405	\$3,965,095	\$3,725,503	\$3,745,591	0.54%
Financial Services	\$651,395	\$730,859	\$717,352	\$672,413	\$557,849	(17.04%)
Public Services	\$8,825,205	\$8,967,766	\$8,965,464	\$9,599,925	\$10,947,094	14.03%
Technology Services	\$1,740,988	\$1,941,214	\$1,993,395	\$2,156,794	\$2,259,271	4.75%
Administrative Services	\$1,481,051	\$1,519,577	\$1,419,218	\$1,528,083	\$1,751,681	14.63%
<b>Total Expenditures</b>	<b>\$16,329,666</b>	<b>\$17,045,820</b>	<b>\$17,060,524</b>	<b>\$17,682,718</b>	<b>\$19,261,485</b>	<b>8.93%</b>

### Expenditure by Classification

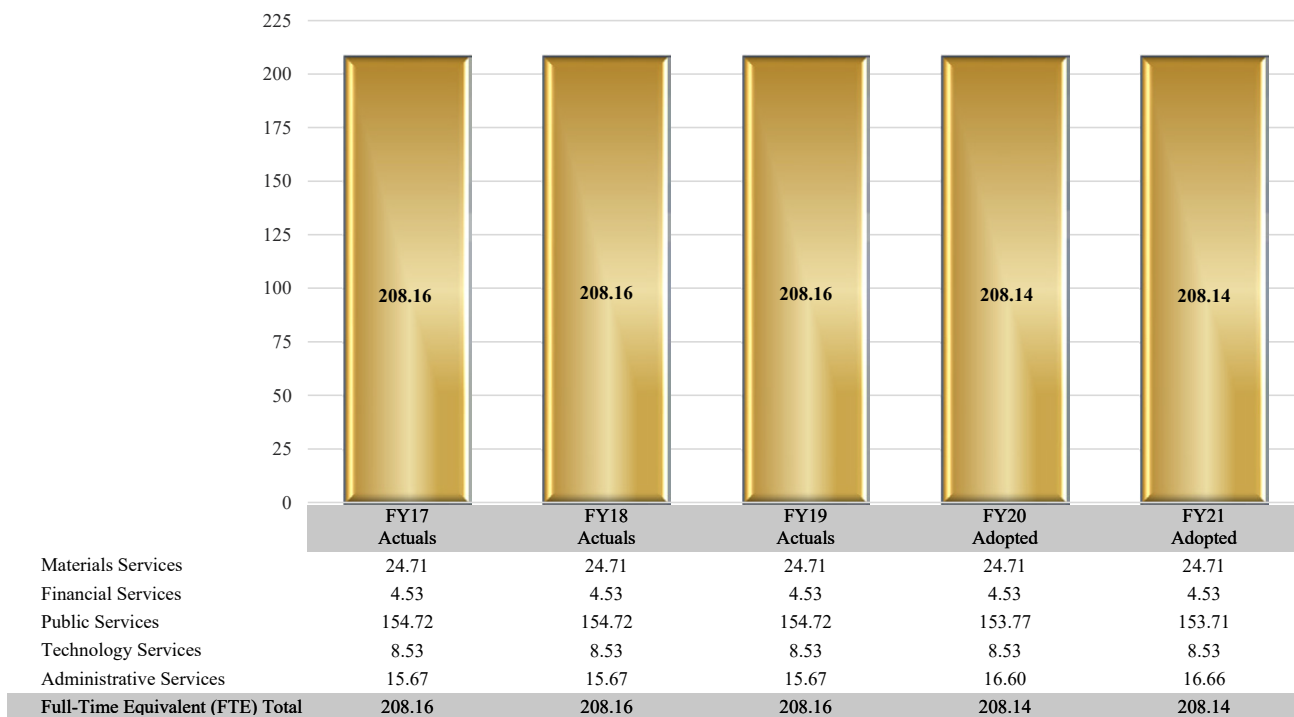
Salaries and Benefits	\$12,676,451	\$12,919,066	\$12,977,670	\$13,562,441	\$15,138,910	11.62%
Contractual Services	\$402,893	\$320,973	\$301,650	\$362,908	\$369,908	1.93%
Internal Services	\$930,779	\$1,150,429	\$1,168,319	\$1,073,965	\$1,073,965	0.00%
Purchase of Goods & Services	\$2,214,533	\$2,599,958	\$2,537,902	\$2,610,204	\$2,605,502	(0.18%)
Capital Outlay	\$55,374	\$0	\$0	\$0	\$0	0.00%
Leases & Rentals	\$49,636	\$55,394	\$74,984	\$73,200	\$73,200	0.00%
<b>Total Expenditures</b>	<b>\$16,329,666</b>	<b>\$17,045,820</b>	<b>\$17,060,524</b>	<b>\$17,682,718</b>	<b>\$19,261,485</b>	<b>8.93%</b>

### Funding Sources

Revenue from Other Localities	\$1,808,039	\$1,618,332	\$1,618,330	\$1,929,996	\$1,000,000	(48.19%)
Miscellaneous Revenue	\$0	\$57	\$16	\$0	\$0	0.00%
Non-Revenue Receipts	\$139	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$563,712	\$551,994	\$581,837	\$663,492	\$589,444	(11.16%)
Revenue from Commonwealth	\$546,031	\$560,770	\$562,619	\$523,962	\$498,006	(4.95%)
<b>Total Designated Funding Sources</b>	<b>\$2,917,921</b>	<b>\$2,731,154</b>	<b>\$2,762,802</b>	<b>\$3,117,450</b>	<b>\$2,087,450</b>	<b>(33.04%)</b>
<b>Net General Tax Support</b>	<b>\$13,411,745</b>	<b>\$14,314,666</b>	<b>\$14,297,722</b>	<b>\$14,565,268</b>	<b>\$17,174,035</b>	<b>17.91%</b>
<b>Net General Tax Support</b>	<b>82.13%</b>	<b>83.98%</b>	<b>83.81%</b>	<b>82.37%</b>	<b>89.16%</b>	



## Staff History by Program



## Future Outlook

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

**Library Facilities** – Library space reconfiguration continues to be essential to providing for community needs. Changing space within older buildings is intricately tied to transforming these older buildings to meet today’s needs. Usage patterns change, available materials change, and communities around buildings change. Demand for convenient library locations will continue to grow with the county’s population. The Comprehensive Plan addresses where additional libraries might be needed over the next ten years. Of note is the need to improve and modernize existing facilities so they meet the needs of citizens.

**Community-Centered Activities** – Citizens of all ages need programming to meet educational and entertainment needs. Libraries must be reconfigured and staffed in a manner which allows them to offer hands-on educational and creative activities, as well as space for groups to meet. Programming to match the interests of the community is an important piece of providing what citizens need to enrich their lives.

**Library Strategic Plan Implementation** – The Library’s Five-Year Strategic Plan began in January 2019 and continues in FY21. The elements addressed in the Library’s Strategic Plan which will be the focus in FY21 are:

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

## General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increase in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Revenue and Expenditure Shifts** – A total of \$118,530 in expenditures and \$201,625 in revenue have been shifted among object codes within the Library to place funding in object codes in which the expenditures or revenue was occurring. This is a shift of existing resources with no net change to Library’s overall budget.
- C. **Interjurisdictional Agreements** – The current inter-jurisdictional agreements governing funding for the Prince William Public Library System (PWPLS) expire June 30, 2020. In June 2019, the cities of Manassas and Manassas Park notified PWC of their intentions to terminate their participation in the 2016 Agreement. The PWPLS revenue budget is reduced by \$1,030,000.

## 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, and catalogs all materials, including those in digital form. This program also processes physical items in a variety of formats for the Library's collection. This program develops and maintains the Library System's catalog of holdings, which serves to provides citizens with access to the Library's resources, as well as providing an inventory and management system for all materials owned by the Library. This program provides interlibrary loan service, which enables citizens to obtain books and other formats from public, academic, and special libraries throughout the country. In addition, the program creates and administers annual survey information per state library requirements and prepares statistical reports for the Library Director. This program also provides courier and mailroom services for the library system. The courier service delivers material requested by patrons to all 11 libraries 5 days a week, as well as providing support for off-site outreach events.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Materials availability survey title fill rate	70%	78%	76%	72%	74%
Subject/author fill rate	78%	75%	74%	75%	76%
Browser fill rate	92%	84%	86%	84%	87%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Library Materials Support</b>	<b>\$3,631</b>	<b>\$3,886</b>	<b>\$3,965</b>	<b>\$3,726</b>	<b>\$3,746</b>
Items processed	87,057	103,331	102,840	95,000	100,000

### Financial Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Financial transactions processed on schedule	98%	98%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Financial Management Services</b>	<b>\$651</b>	<b>\$731</b>	<b>\$717</b>	<b>\$672</b>	<b>\$558</b>
Financial transactions processed	22,011	23,012	20,958	22,000	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Residents with library cards	69%	68%	53%	66%	55%
Information requests completed within 24 hours	95%	95%	95%	95%	95%
Library services meet residents needs	98%	96%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Circulation</b>	<b>\$3,214</b>	<b>\$3,390</b>	<b>\$3,349</b>	<b>\$3,557</b>	<b>\$4,270</b>
Print materials circulated	3.4M	3.2M	2.6M	3.2M	2.6M
Digital materials circulated	261,268	271,300	332,532	250,000	325,000
<b>Information Services</b>	<b>\$4,308</b>	<b>\$4,256</b>	<b>\$4,277</b>	<b>\$4,632</b>	<b>\$5,115</b>
Information requests handled: staff assisted (in person, telephone, e-mail)	485,342	496,081	479,502	450,000	450,000
Information requests handled: electronic	7.5M	6.3M	5.4M	6.3M	5.5M
<b>Library Activities &amp; Events</b>	<b>\$459</b>	<b>\$430</b>	<b>\$432</b>	<b>\$481</b>	<b>\$532</b>
Attendees at Library programs/events	168,370	174,117	177,507	150,000	175,000
Library events and activities	4,387	4,661	4,753	4,000	4,600
<b>Neighborhood Libraries</b>	<b>\$845</b>	<b>\$891</b>	<b>\$908</b>	<b>\$930</b>	<b>\$1,030</b>
Materials circulated	453,056	444,504	401,990	425,000	400,000
Information requests handled (staff assisted)	130,458	131,202	112,922	130,000	110,000
Events and activities	765	729	710	600	650
Attendees at events and activities	17,903	18,233	16,815	16,000	16,000

## 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 ensures the Library in in compliance with County information technology policies and procedures.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customer on-site HW/SW problems resolved within 8 hours	97%	99%	98%	98%	98%

# Library

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Technology Services</b>	<b>\$1,741</b>	<b>\$1,941</b>	<b>\$1,993</b>	<b>\$2,157</b>	<b>\$2,259</b>
Support requests assigned to Technology Services	24,919	25,464	29,253	20,000	25,000

## Administrative Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customer schedule actions for Graphics and Web Services completed as scheduled	95%	99%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Director's Office</b>	<b>\$285</b>	<b>\$351</b>	<b>\$362</b>	<b>\$381</b>	<b>\$439</b>
Library services meet residents needs	98%	96%	96%	96%	96%
<b>Human Resources</b>	<b>\$499</b>	<b>\$446</b>	<b>\$429</b>	<b>\$393</b>	<b>\$433</b>
Library staff attending training	-	-	-	-	21%
FTE of volunteer hours contributed	15.8	16.4	14.4	15.5	-
<b>Facilities Maintenance</b>	<b>\$92</b>	<b>\$109</b>	<b>\$116</b>	<b>\$117</b>	<b>\$142</b>
Maintenance, repair and/or special project requests	780	933	695	800	700
<b>Community Engagement</b>	<b>\$579</b>	<b>\$586</b>	<b>\$482</b>	<b>\$509</b>	<b>\$563</b>
Total unique web page views	-	-	720,311	700,000	700,000
Social media engaged users	-	-	81,792	42,000	70,000
Web requests and print pieces produced	7,264	7,349	7,719	6,500	7,000
<b>Literacy Volunteers of America-Prince William</b>	<b>\$27</b>	<b>\$27</b>	<b>\$28</b>	<b>\$29</b>	<b>\$31</b>
Adults served	752	752	736	720	730
Tutors trained and supported	238	238	231	225	225
Literacy volunteer hours provided to students	15,200	16,778	16,842	15,500	15,800
<b>Office of Programming and Outreach</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3</b>	<b>\$99</b>	<b>\$143</b>
Outreach events coordinated	-	-	59	40	50
Requests filled for outreach materials	-	-	77	80	70
Participation in partnership events	-	-	24	20	30
Total people reached in coordinated events	-	-	-	-	6,000

# Parks, Recreation & Tourism

## Mission Statement

Create recreational and cultural experiences for a more vibrant community.



**Community Development Expenditure Budget:**  
**\$144,638,318**

**Expenditure Budget:**  
**\$42,015,758**

*29.0% of Community Development*

### Programs:

- Administration: \$3,387,871
- Operations: \$13,846,003
- Recreation: \$17,395,575
- Historic Preservation: \$1,181,696
- Security Rangers: \$1,204,693
- Marketing & Communications: \$1,084,460
- Planning & Projects Management: \$2,379,050
- Tourism: \$1,536,412

## Mandates

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

# Parks, Recreation & Tourism

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Administration	\$3,543,041	\$3,548,270	\$3,598,131	\$3,366,036	\$3,387,871	0.65%
Operations	\$12,385,325	\$13,066,700	\$14,759,036	\$14,531,018	\$13,846,003	(4.71%)
Recreation	\$25,899,135	\$17,422,520	\$17,079,666	\$18,033,845	\$17,395,575	(3.54%)
Historic Preservation	\$0	\$0	\$0	\$1,564,176	\$1,181,696	(24.45%)
Security Rangers	\$0	\$930,574	\$1,204,035	\$845,341	\$1,204,693	42.51%
Marketing & Communications	\$0	\$844,292	\$1,003,925	\$889,650	\$1,084,460	21.90%
Planning & Projects Management	\$0	\$0	\$26,818	\$0	\$2,379,050	-
Tourism	\$0	\$1,199,639	\$1,192,051	\$1,472,574	\$1,536,412	4.34%
<b>Total Expenditures</b>	<b>\$41,827,501</b>	<b>\$37,011,996</b>	<b>\$38,863,662</b>	<b>\$40,702,641</b>	<b>\$42,015,758</b>	<b>3.23%</b>

### Expenditure by Classification

Salaries and Benefits	\$18,855,161	\$21,129,010	\$22,135,541	\$22,975,844	\$25,415,766	10.62%
Contractual Services	\$6,201,306	\$6,567,778	\$7,324,115	\$6,702,000	\$5,893,400	(12.07%)
Internal Services	\$1,384,744	\$1,452,341	\$1,560,390	\$1,839,933	\$2,049,933	11.41%
Purchase of Goods & Services	\$6,284,220	\$6,231,035	\$6,118,603	\$6,400,371	\$6,578,854	2.79%
Capital Outlay	\$797,943	\$1,569,715	\$1,003,035	\$1,707,657	\$1,307,113	(23.46%)
Leases & Rentals	\$96,374	\$136,298	\$605,531	\$238,205	\$171,137	(28.16%)
Reserves & Contingencies	(\$154,000)	(\$864,759)	(\$664,633)	(\$154,000)	(\$154,000)	0.00%
Depreciation Expense	\$387,106	\$370,915	\$294,863	\$0	\$0	-
Debt Maintenance	\$579,253	\$419,663	\$486,219	\$992,632	\$753,555	(24.09%)
Transfers Out	\$7,395,393	\$0	\$0	\$0	\$0	-
<b>Total Expenditures</b>	<b>\$41,827,501</b>	<b>\$37,011,996</b>	<b>\$38,863,662</b>	<b>\$40,702,641</b>	<b>\$42,015,758</b>	<b>3.23%</b>

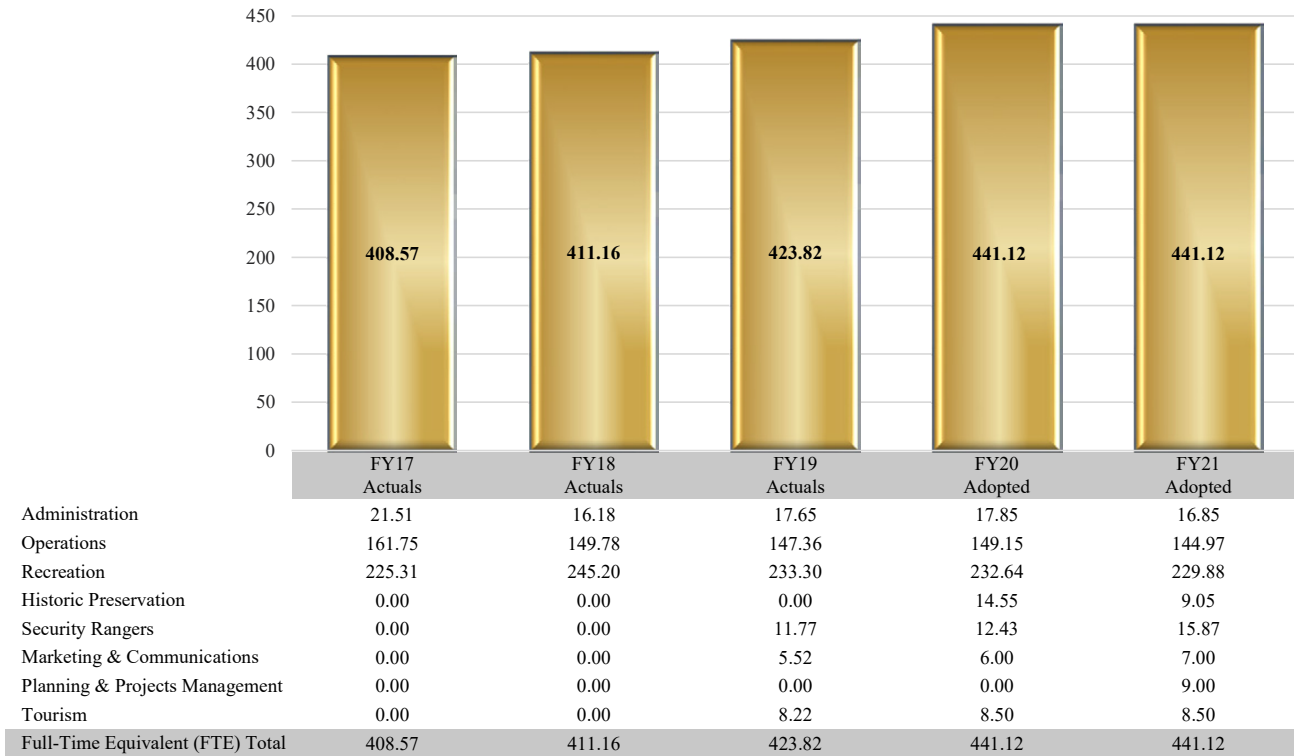
### Funding Sources

Use of Money & Property	\$0	\$2,075	\$0	\$24,600	\$24,600	0.00%
Miscellaneous Revenue	\$339,953	\$57,072	\$50,882	\$3,000	\$3,000	0.00%
Non-Revenue Receipts	\$22,582	\$818	\$87,442	\$0	\$0	-
Charges for Services	\$13,458,402	\$12,388,582	\$12,070,501	\$13,778,142	\$13,392,989	(2.80%)
Revenue from Commonwealth	\$0	\$14,500	\$4,500	\$0	\$0	-
Transfers In	\$149,266	\$26,265	\$26,790	\$1,073,189	\$246,943	(76.99%)
<b>Total Designated Funding Sources</b>	<b>\$13,970,202</b>	<b>\$12,489,311</b>	<b>\$12,138,350</b>	<b>\$14,878,931</b>	<b>\$13,667,532</b>	<b>(8.14%)</b>
<b>(Contribution to)/Use of TOT Funds</b>	<b>\$0</b>	<b>\$1,174,357</b>	<b>\$1,177,045</b>	<b>\$1,441,954</b>	<b>\$1,505,792</b>	
<b>(Contribution to)/Use of Fund Balance</b>	<b>\$38,913</b>	<b>\$460,948</b>	<b>(\$2,400,769)</b>	<b>(\$46,800)</b>	<b>(\$640,574)</b>	
<b>Net General Tax Support</b>	<b>\$27,818,385</b>	<b>\$22,887,379</b>	<b>\$27,949,036</b>	<b>\$24,428,556</b>	<b>\$27,483,009</b>	<b>12.50%</b>
<b>Net General Tax Support</b>	<b>66.51%</b>	<b>61.84%</b>	<b>71.92%</b>	<b>60.02%</b>	<b>65.41%</b>	



# Parks, Recreation & Tourism

## Staff History by Program



## Future Outlook

The Department of Parks, Recreation & Tourism (DPRT) expects to achieve accreditation through the National Recreation and Parks Association, which symbolizes a commitment to best practices in finance, planning, operations, programming, and the environment. An updated Parks Chapter within the County's Comprehensive Plan will provide a new level of service methodology for targeting park and open space investment in a more strategic manner. A new systemwide Parks & Recreation Master Plan will identify gaps in services based on the 2019 Needs Assessment and identify priorities for Comprehensive Plan goals. The department will continue addressing findings from the 2019 performance audit. The following areas will receive additional emphasis:

**Capital Construction** – The Bond Referendum projects approved in 2019, which totals \$41 million, will require additional staff resources to execute and maintain.

**Tourism** – The Office of Tourism (OT) will continue efforts to create and reinforce a destination brand that distinguishes Prince William County (PWC) from neighboring Northern Virginia jurisdictions. OT will collaborate with the Planning and Economic Development departments to advance an agri-business development plan and incubate nightlife and place-making attractions within small area plans to complement corporate business growth. Due to tourism impacts from COVID-19, the OT will enhance its efforts to attract business from the local area and expects a shift to increased drive market travel and demand for outdoor recreation experiences. As a result of the pandemic, Transient Occupancy Tax collections are expected to decrease in FY21.

# Parks, Recreation & Tourism

**Workspace Expansion** – The DPRT continues to lack adequate workspace to accommodate its expanding workforce. A temporary trailer has offered relief for department headquarters at Hellwig Park, but a permanent building expansion is needed. The Valley View Park Maintenance Shop, which is shared by Facilities & Fleet Services, requires funding for expansion and a new maintenance shop is needed in the Lake Manassas area to accommodate the new park development taking place in western PWC.

**Environmental Excellence** – The DPRT will continue implementing best practices for environmental stewardship to safeguard natural resources, mitigate safety risks, and reduce operating expenses. Expanding “no-mow” areas and limiting pesticide use are examples of the department’s evolution as it earns a new E3 certification from the Virginia Department of Environmental Quality’s Virginia Environmental Excellence Program.

**Safety and Security** – DPRT will equip staff with the training and tools necessary to improve workplace safety. The department’s aquatic/fitness centers and waterparks serve over 800,000 children, youth, and adult customers each year, creating significant risk exposure. Also, the addition of park rangers to keep pace with new facility development is critical to ensure safety for customers and staff. Two miles of trail and three new parks totaling over 85 acres will come online this fiscal year, compounding the current challenge of patrolling 80 existing parks with nearly 16 park rangers.

## General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-time Costs** – A total of \$412,500 has been removed from the DPRT’s FY21 Budget for one-time costs for equipment, a maintenance auxiliary building and a vehicle lean-to shelter at the new Rollins Ford Park.
- C. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation increased the DPRT’s FY21 Budget by \$300,000. This is a reallocation of the existing fleet maintenance budget. The County’s overall budget for fleet maintenance did not change.
- D. Reorganization – Planning & Projects Management** – The Operations program was divided and a new program—Planning & Projects Management—was created. The Planning & Projects Management program manages capital and maintenance projects and conducts long-range and master planning activities. This reorganization resulted in shift of approximately \$2.4 million out of the Operations program.

# Parks, Recreation & Tourism

## Budget Initiatives

### A. Budget Initiatives

#### 1. Increase in Food Commodities for Sale – Recreation

Expenditure	\$13,348
Revenue	\$13,348
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** – DPRT is projecting a 5% increase in Food Commodities for Sale at waterparks, golf courses, and recreation centers. The increase in expenditures will be offset with additional sales revenue.

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

## Program Summary

### Administration

Provides oversight for all divisions and facilitates strategic planning.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Use of County parks & recreation (community survey)	48%	80%	80%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Executive Management/Administration*	\$3,427	\$3,549	\$3,597	\$3,366	\$3,388
Accident rate per 100,000 miles driven	2.1	2.4	1.9	2.4	2.4

In FY17, \$116K was mistakenly charged to Parks & Centers instead of Administration.

### Operations/Grounds and Facilities Maintenance

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Number of projects requiring Facilities & Grounds assistance	-	-	4	-	6

# Parks, Recreation & Tourism

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Grounds &amp; Landscape Maintenance</b>	<b>\$7,778</b>	<b>\$8,002</b>	<b>\$8,882</b>	<b>\$10,134</b>	<b>\$10,796</b>
Park acres maintained	867	929	1,107	1,048	1,198
School acres maintained	267	268	269	274	270
<b>Facility Maintenance</b>	<b>\$4,607</b>	<b>\$4,858</b>	<b>\$5,903</b>	<b>\$4,397</b>	<b>\$3,050</b>
Work orders completed	1,879	1,989	2,201	1,900	2,100

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

## Recreation

Develops, markets, and administers leisure and educational programs.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Satisfaction with quality of athletic fields (community survey)	82%	84%	84%	84%	84%
Satisfaction with quality of pools & water parks (community survey)	80%	80%	80%	80%	80%
Satisfaction with quality of indoor recreation facilities (community survey)	78%	77%	77%	80%	80%
Growth in non-golf recreation revenue	1%	(2%)	0%	3%	3%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Parks &amp; Centers*</b>	<b>\$11,780</b>	<b>\$12,025</b>	<b>\$10,220</b>	<b>\$10,466</b>	<b>\$10,950</b>
Participant visits	1.5M	1.8M	1.9M	1.8M	1.9M
<b>Golf</b>	<b>\$11,177</b>	<b>\$4,326</b>	<b>\$4,180</b>	<b>\$4,055</b>	<b>\$2,966</b>
Rounds of golf (18-hole equivalent)	100,000	92,928	78,557	95,000	70,000
<b>Water Parks</b>	<b>\$2,308</b>	<b>\$2,478</b>	<b>\$2,119</b>	<b>\$2,883</b>	<b>\$2,921</b>
Water park admissions	159,000	139,000	158,000	159,000	159,000
<b>Community Sports</b>	<b>\$751</b>	<b>\$574</b>	<b>\$547</b>	<b>\$629</b>	<b>\$559</b>
Sports youth participant visits	1.40M	1.40M	1.17M	1.40M	1.20M
Sports adult participant visits	155,898	220,000	117,684	220,000	120,000
Sports tournament participants	35,586	37,000	33,571	37,000	34,000

\*The FY17 through 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.

## Historic Preservation

Manages and programs County-owned historic facilities and landscapes.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customer satisfaction with visit to historic site	99%	98%	95%	97%	97%
Volunteer hours value	\$96,519	\$105,823	\$144,815	\$100,000	\$125,000
Revenue recovery rate	4.7%	6.2%	4.0%	5.0%	5.0%

# Parks, Recreation & Tourism

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Historic Preservation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,564</b>	<b>\$1,182</b>
Annual average hours of service per long term volunteer	46	43	78	40	50
Percentage of collections reviewed and updated	-	-	35%	20%	30%
Programs at historic sites	890	846	693	900	800
FTE equivalent of volunteer hours contributed	2.73	3.01	2.92	3.00	3.00
Visitors to historic sites	156,421	130,353	149,198	170,000	130,000
Work orders for historic buildings and grounds	155	144	-	150	150
Construction, restoration and renovation projects	5	3	-	3	3

## Security Rangers

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Total trail patrols	-	739	845	1,000	1,000
Total recreation center patrols	-	8,297	8,450	8,600	8,600

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Security Rangers*</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,215</b>	<b>\$845</b>	<b>\$1,205</b>
Total park patrols	34,386	35,917	37,500	37,000	47,000

\*Prior to FY19, Security Rangers was an activity that rolled up into the Parks & Centers activity in the Recreation program. The FY17 through FY18 expenditures for Security Rangers are included in the Parks & Centers expenditures for those years.

## Marketing & Communications

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Revenue growth not including golf, community pools and sports	4%	-	-	2%	2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Marketing &amp; Communications*</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,007</b>	<b>\$890</b>	<b>\$1,084</b>
Completed work items	-	2,187	2,261	2,000	2,200
Annual website visitors	630,727	724,239	1.0M	600,000	700,000
Advertising media distribution	23.1M	40.4M	95.8M	25.0M	30.0M

\*Prior to FY19, Marketing & Communications was an activity that rolled up into the Parks & Centers activity in the Recreation program. The FY17 through FY18 expenditures for Marketing & Communications are included in the Parks & Centers expenditures for those years.

# Parks, Recreation & Tourism

## Planning and Projects Management

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Satisfaction with quality of passive recreation opportunities (community survey)	88%	84%	84%	84%	84%
Trail miles	45	53	59	77	80
Park acreage	4,251	4,249	4,510	4,234	5,178

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Planning &amp; Project Management</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$884</b>
Land use plans reviewed	62	62	60	55	55
Total capital improvement projects	22	21	44	10	35
<b>Cyclical Maintenance Plan (CMP)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27</b>	<b>\$0</b>	<b>\$1,495</b>
Total CMP projects	24	54	33	50	35

## Tourism

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Tourism jobs supported	-	-	6,662	-	6,700
Transient Occupancy Tax revenue collected	\$3.90M	\$4.39M	\$4.36M	\$4.57M	\$4.64M
Hotel occupancy rate	67%	66%	68%	68%	68%
Average daily room rate	\$88	\$88	\$89	\$89	\$89
PWC visitor expenditures	NA	\$592M	\$619M	\$616M	\$620M
PWC visitor generated local tax receipts	NA	\$9.2M	\$9.4M	\$9.6M	\$9.7M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Tourism</b>	<b>\$0</b>	<b>\$1,200</b>	<b>\$1,192</b>	<b>\$1,473</b>	<b>\$1,536</b>
Visits to attractions/historic sites	3.4M	7.4M	7.5M	7.4M	7.4M
Unique website visitors	202,000	123,006	152,635	300,000	-
Total impressions and advertising reach	-	-	\$15.0M	\$8.0M	\$15.0M
Group actual hotel room nights	10,956	10,514	15,822	12,046	-
Public relations stories generated	52	73	158	126	135
Sports tourism program economic impact	-	-	\$1.8M	-	\$2.0M
Group hotel room nights generated	-	-	8,368	-	7,800

## Mission Statement

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



**Expenditure Budget:**  
**\$6,431,693**

*4.4% of Community Development*

### Programs:

- Zoning Administration: \$1,152,613
- Long Range Planning: \$3,864,588
- Current Planning: \$1,239,400
- Community Development: \$175,093

**Community Development Expenditure Budget:**  
**\$144,638,318**

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

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





## Expenditure and Revenue Summary

<b>Expenditure by Program</b>	<b>FY17 Actuals</b>	<b>FY18 Actuals</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Adopted</b>	<b>% Change Budget FY20/ Budget FY21</b>
Zoning Administration	\$954,235	\$1,016,401	\$1,068,457	\$1,082,062	\$1,152,613	6.52%
Long Range Planning	\$3,489,570	\$3,681,341	\$3,737,371	\$3,787,366	\$3,864,588	2.04%
Current Planning	\$1,014,581	\$1,088,030	\$1,087,863	\$1,195,632	\$1,239,400	3.66%
Community Development	\$179,343	\$201,758	\$176,103	\$202,936	\$175,093	(13.72%)
<b>Total Expenditures</b>	<b>\$5,637,730</b>	<b>\$5,987,530</b>	<b>\$6,069,793</b>	<b>\$6,267,996</b>	<b>\$6,431,693</b>	<b>2.61%</b>

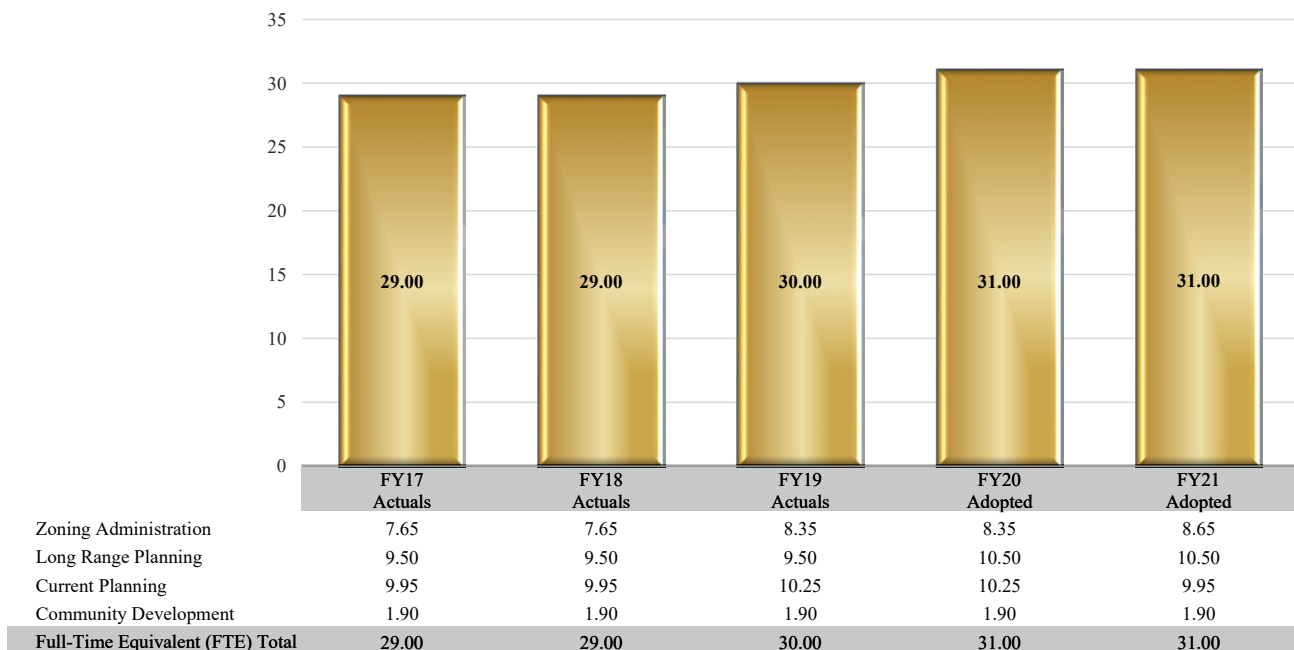
### Expenditure by Classification

Salaries and Benefits	\$2,711,604	\$2,912,600	\$3,000,170	\$3,240,136	\$3,380,933	4.35%
Contractual Services	\$80,184	\$101,442	\$194,228	\$107,182	\$107,182	0.00%
Internal Services	\$2,131,798	\$2,279,092	\$2,119,781	\$2,101,629	\$2,101,629	0.00%
Purchase of Goods & Services	\$544,860	\$536,227	\$594,261	\$668,474	\$686,116	2.64%
Capital Outlay	\$0	\$7,525	\$6,914	\$0	\$0	0.00%
Leases & Rentals	\$23,736	\$21,559	\$14,881	\$19,116	\$19,116	0.00%
Transfers Out	\$145,547	\$129,084	\$139,559	\$131,459	\$136,718	4.00%
<b>Total Expenditures</b>	<b>\$5,637,730</b>	<b>\$5,987,530</b>	<b>\$6,069,793</b>	<b>\$6,267,996</b>	<b>\$6,431,693</b>	<b>2.61%</b>

### Funding Sources

Revenue from Federal Government	\$40,626	\$50,000	\$0	\$0	\$0	0.00%
Permits & Fees	\$547,318	\$348,378	\$576,734	\$419,894	\$419,894	0.00%
Miscellaneous Revenue	\$35	\$0	\$47	\$155	\$155	0.00%
Charges for Services	\$27,289	\$26,818	\$28,361	\$1,475	\$1,475	0.00%
Transfers In	\$237,066	\$237,066	\$240,066	\$237,066	\$550,000	132.00%
<b>Designated Funding Sources</b>	<b>\$852,335</b>	<b>\$662,262</b>	<b>\$845,208</b>	<b>\$658,590</b>	<b>\$971,524</b>	<b>47.52%</b>
<b>(Contribution to)/Use of Fund Balance</b>	<b>(\$92,220)</b>	<b>\$210,599</b>	<b>\$122,735</b>	<b>\$406,779</b>	<b>\$208,164</b>	<b>(48.83%)</b>
<b>Net General Tax Support</b>	<b>\$4,877,615</b>	<b>\$5,114,668</b>	<b>\$5,101,851</b>	<b>\$5,202,627</b>	<b>\$5,252,005</b>	<b>0.95%</b>
<b>Net General Tax Support</b>	<b>86.52%</b>	<b>85.42%</b>	<b>84.05%</b>	<b>83.00%</b>	<b>81.66%</b>	

## Staff History by Program



## Future Outlook

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

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

**Comprehensive Plan Update** – The scope of work for the Comprehensive Plan Update includes a Technical Update, Economic Chapter Update, Thoroughfare Plan Update, incorporation of several planning studies completed in the last three years, and small area land use plans for several areas in the County. Changes in federal and state laws (i.e., telecommunications) necessitate a staff review of the relevant chapters of the

Comprehensive Plan. In addition, due to changes in the state's enabling legislation for proffers, amendments to the County's level of service policies will be necessary, as will a replacement for the repealed Policy Guide for Monetary Contributions.

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

**Resource Limitations** – The Planning Office is operating at adequate staffing levels for the number of major projects which have recently been initiated and as supplemented through consulting funds. The workload associated with the number of pending zoning text amendments and updates to Long Range land use policies remains high, which will likely lead to longer processing timelines. In addition, many initiatives in the Comprehensive Plan cannot be adequately accomplished without additional consultant funding.

## General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- 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 the FY2021 Budget, the indirect cost transfer amount reimbursing the general fund for Planning increases by \$5,259 from \$33,629 in FY20 to \$38,888 in FY21.
- C. **Partial Position Shift from Current Planning to Zoning Administration** – A Senior Planner position was fully reclassified to the Zoning Administration program. This position was split between Current Planning (30%) and Zoning Administration (70%) and is now allocated 100% to Zoning Administration to reflect workload. Current Planning work has been reallocated to existing staff within the Current Planning program. This shifts approximately \$23,822 from Current Planning to Zoning Administration.
- D. **Proffer Interest Transfer** – Proffer interest transfer to Planning increases by \$312,934 from \$237,066 to \$550,000 to balance the contribution of proffer interest. This transfer will be reviewed annually.

## Budget Initiatives

### A. Budget Initiatives

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

Expenditure	\$17,642
Revenue	\$0
General Fund Impact	\$17,642
FTE Positions	0.00

- a. **Description** – This initiative covers an increase in COG membership dues for FY21. The County's membership increases \$17,642 from \$556,980 in FY20 to \$574,622 in FY21.
- b. **Service Level Impacts** – This initiative allows the County to continue leveraging COG membership benefits. Some of these benefits include federal funding for County mobility projects, public safety emergency management interoperability, equipment for hazardous materials response, training and collaboration opportunities, Federal Transit Agency grant enhancing mobility for seniors, and procurement advantages.

## Program Summary

### Zoning Administration

Zoning Administration prepares, administers, and interprets the County's Zoning Ordinance. This program also processes appeals and variances to the Board of Zoning Appeals, 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
NCU's & NCU recertifications completed within 45 days	-	-	-	85%	85%
Zoning verifications/interpretations/certifications completed within 30 days	31%	69%	83%	85%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Zoning Administration</b>	<b>\$955</b>	<b>\$1,016</b>	<b>\$1,068</b>	<b>\$1,082</b>	<b>\$1,153</b>
Zoning verifications/interpretations/certifications issued	246	206	132	200	150
Zoning appeal/variance cases processed	12	6	3	10	5
Non-conforming use verifications	325	279	217	250	200
Records Center requests fulfilled	3,202	2,733	3,963	2,500	3,000
Records Center requests fulfilled within 24 hours	99%	99%	99%	99%	99%
Zoning text amendments completed	3	9	5	8	7

# Planning

## Long Range Planning

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Adopted CIP projects implementing needs/goals identified in the Comp Plan	-	82%	89%	80%	85%
Comp Plan strategies completed/implemented (adopted ZTA's, DCSM, studies)	-	7	6	10	8
Comp Plan strategies completed aimed to decrease congestion & travel time	-	3	1	3	3
Comp Plan strategies completed aimed to increase multi-modal transportation use	-	3	3	3	3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Comprehensive Plan Maintenance and Update</b>	<b>\$3,489</b>	<b>\$3,681</b>	<b>\$3,737</b>	<b>\$3,787</b>	<b>\$3,865</b>
Comprehensive Plan Amendments initiated	9	0	2	5	2
Major policy initiatives completed	-	5	8	6	5
Public facility reviews completed	16	3	7	6	6
BOCS approval updates added to GIS system within 14 days	75%	88%	90%	95%	95%
Cases reviewed for archaeological and historical impacts	179	86	95	110	110
Environmental/Cultural resource reviews completed	14	9	17	14	10
GIS map and data analysis requests completed	95	100	286	95	95

# Planning

## Current Planning

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Visual appearance of new developments in my community reflects well on our area	87%	90%	90%	87%	90%
Avg time (months) for active non-resid cases to be scheduled for public hearing	4.17	5.43	5.14	5.00	5.00
Process improvements aimed to decrease avg county review time for nonresidential	-	2	2	2	1

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Current Planning</b>	<b>\$1,015</b>	<b>\$1,088</b>	<b>\$1,088</b>	<b>\$1,196</b>	<b>\$1,239</b>
Development review cases QC'd and reviewed (REZ, SUP, HOC2, & CPA)	83	71	84	70	70
Cases scheduled for Planning Commission public hearing	72	65	60	65	60
Development review cases meeting 10 day quality control review goal	82%	84%	90%	85%	90%
Development review cases meeting 45 day first review comments goal	92%	97%	98%	95%	97%

# Planning

## Community Development

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Capital invest. in targeted redev. areas, small area plans & reg'l activity ctrs*	\$6.1M	\$2.9M	\$4.5M	\$3.0M	\$10.0M
Stakeholder outreach/workshop/meetings held	-	-	24	8	6
Comp Plan strategies completed aimed to increase at-place employment	-	-	2	1	4
Comp Plan strategies completed aimed to increase business retention rate	-	-	1	1	4
Comp Plan strategies completed aimed to increase number of targeted jobs	-	-	1	1	4

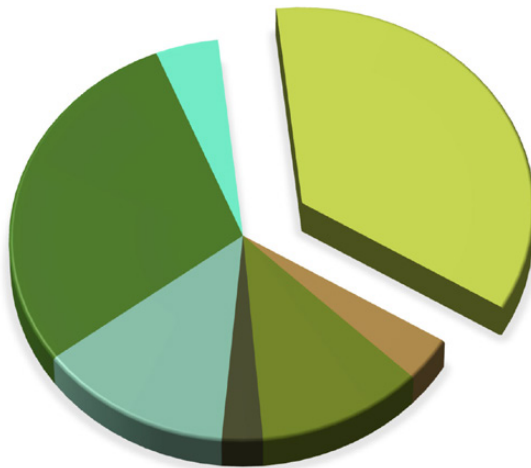
\*The capital investment in targeted redevelopment areas measure for FY18 was adjusted to reflect actual investments from approved projects.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Community Development</b>	<b>\$179</b>	<b>\$202</b>	<b>\$176</b>	<b>\$203</b>	<b>\$175</b>
Private industry new contact inquiries/assists	47	52	39	45	45
Land use policy and zoning text amendments prepared	4	4	8	4	5
Technical assistance grants/professional studies initiated	-	-	1	2	2
Liaison/ambassador/networking meetings attended	-	-	8	28	12



## Mission Statement

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



**Community Development Expenditure Budget:**  
**\$144,638,318**

**Expenditure Budget:**  
**\$51,261,079**

*35.4% of Community Development*

### Programs:

- Director's Office: \$485,698
- Stormwater Infrastructure Management: \$3,899,715
- Site Development: \$4,048,222
- Watershed Improvement: \$5,006,242
- Sign Shop: \$217,651
- Small Project Construction: \$2,109,675
- Mosquito & Forest Pest Management: \$1,697,311
- Solid Waste: \$29,322,612
- Neighborhood Services: \$4,108,667
- Service Districts: \$365,287

## Mandates

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

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

**State Code:** [Title 42.1-76 Chapter 7](#) (Virginia Public Records Act), [9VAC20-130](#) (Solid Waste & Recycling), [33.2-328](#) (Street Name Signs), [28.2-1303](#) (Local Wetlands Board), [62.1-44.15:74](#) (Chesapeake Bay Preservation Areas), [Chapter 870](#) (Virginia Stormwater Management Regulation), [Chapter 3.1](#) (State Water Control Law)

**County Code:** [Chapter 2 Article VII](#) (Wetlands Areas), [Chapter 3](#) (Amusements), [Chapter 5 Article VI](#) (Building Maintenance Code), [Chapter 12](#) (Massage Establishments), [Chapter 13-320.1](#) (Designation of "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](#) (Minimum Requirements), [Chapter 29 Article II](#) (Weeds & Grass), [Chapter 32](#) (Zoning), [Chapter 33](#) (Expedited Land Development Plan Review)

# Public Works

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Director's Office	\$1,402,381	\$1,396,542	\$1,582,998	\$789,252	\$485,698	(38.46%)
Historic Preservation	\$1,429,156	\$1,315,257	\$1,374,848	\$0	\$0	0.00%
Stormwater Infrastructure Management	\$3,211,587	\$3,546,384	\$3,486,111	\$4,056,120	\$3,899,715	(3.86%)
Site Development	\$3,218,681	\$3,374,458	\$3,637,468	\$3,892,739	\$4,048,222	3.99%
Watershed Improvement	\$4,610,526	\$7,365,168	\$4,905,025	\$5,232,116	\$5,006,242	(4.32%)
Fleet Management - PW	\$10,328,019	\$9,263,362	\$11,973,810	\$12,237,289	\$0	(100.00%)
Facilities Construction Management - PW	\$172,172	(\$30,906)	\$105,473	\$125,000	\$0	(100.00%)
Sign Shop	\$160,318	\$244,324	\$265,403	\$236,545	\$217,651	(7.99%)
Small Project Construction	\$2,509,070	\$2,016,298	\$3,183,649	\$1,988,454	\$2,109,675	6.10%
Mosquito & Forest Pest Mgmt	\$1,448,821	\$1,472,725	\$1,546,708	\$1,628,540	\$1,697,311	4.22%
Solid Waste	\$16,374,694	\$15,397,112	\$26,295,132	\$21,159,085	\$29,322,612	38.58%
Buildings & Grounds - PW	\$11,582,695	\$11,588,120	\$12,140,167	\$12,036,096	\$0	(100.00%)
Property Management - PW	\$12,391,406	\$13,318,745	\$13,398,677	\$13,532,959	\$0	(100.00%)
Neighborhood Services	\$3,685,299	\$3,771,062	\$3,813,251	\$4,235,082	\$4,108,667	(2.98%)
Service Districts	\$459,435	\$321,687	\$291,740	\$365,287	\$365,287	0.00%
<b>Total Expenditures</b>	<b>\$72,984,262</b>	<b>\$74,360,337</b>	<b>\$88,000,461</b>	<b>\$81,514,565</b>	<b>\$51,261,079</b>	<b>(37.11%)</b>

### Expenditure by Classification

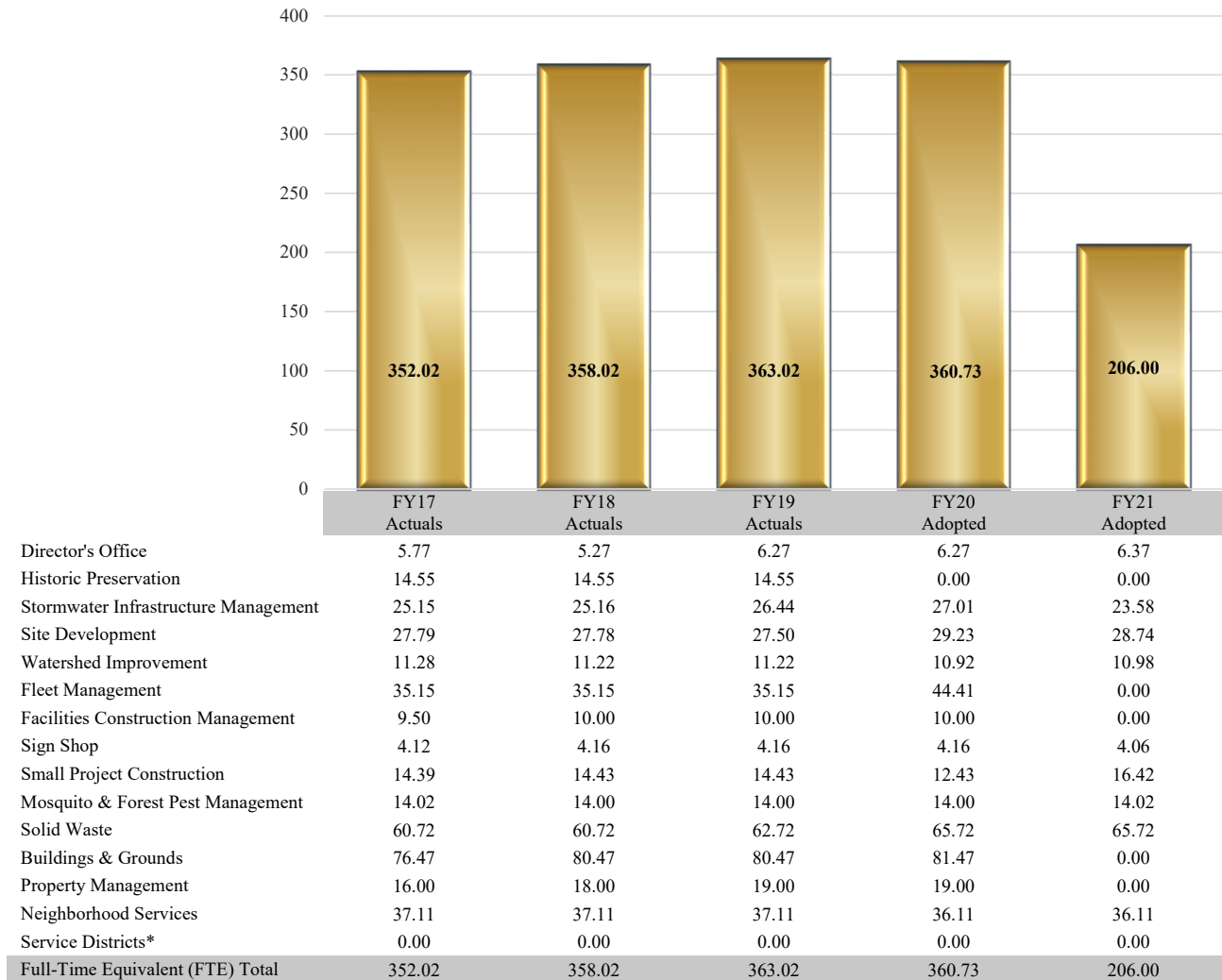
Salaries and Benefits	\$27,101,696	\$27,745,780	\$29,259,394	\$29,625,855	\$18,283,358	(38.29%)
Contractual Services	\$13,913,982	\$12,925,241	\$14,162,645	\$13,575,799	\$6,104,348	(55.04%)
Internal Services	\$3,561,507	\$3,907,809	\$3,745,202	\$2,992,383	\$2,633,458	(11.99%)
Purchase of Goods & Services	\$9,162,176	\$11,945,348	\$13,097,756	\$15,438,604	\$4,512,550	(70.77%)
Capital Outlay	\$3,661,048	\$1,902,712	\$4,394,195	\$4,661,514	\$2,394,013	(48.64%)
Leases & Rentals	\$7,032,916	\$7,357,523	\$7,405,620	\$7,569,618	\$183,597	(97.57%)
Reserves & Contingencies	(\$1,027,699)	(\$2,736,857)	(\$3,099,401)	(\$2,766,957)	(\$168,490)	(93.91%)
Amortization	\$1,950,797	\$656,594	\$2,614,265	\$2,085,793	\$2,085,793	0.00%
Depreciation Expense	\$2,178,910	\$1,492,152	\$1,485,477	\$2,158,713	\$2,158,713	0.00%
Transfers Out	\$5,448,929	\$9,164,036	\$14,935,308	\$6,173,242	\$13,073,739	111.78%
<b>Total Expenditures</b>	<b>\$72,984,262</b>	<b>\$74,360,337</b>	<b>\$88,000,461</b>	<b>\$81,514,565</b>	<b>\$51,261,079</b>	<b>(37.11%)</b>

### Funding Sources

Permits & Fees	\$2,554,061	\$2,479,062	\$2,974,499	\$2,407,996	\$3,002,522	24.69%
Fines & Forfeitures	\$6,939	\$2,004	\$12,308	\$0	\$0	0.00%
Use of Money & Property	\$1,237,373	\$1,306,429	\$1,571,051	\$2,076,000	\$1,526,000	(26.49%)
Miscellaneous Revenue	\$394,643	\$744,526	\$501,021	\$489,932	\$240,000	(51.01%)
Non-Revenue Receipts	\$306,241	\$277,087	\$308,498	\$243,700	\$0	(100.00%)
General Property Taxes	\$1,767,398	\$1,772,646	\$1,840,171	\$1,870,287	\$1,870,287	0.00%
Charges for Services	\$37,894,772	\$38,073,282	\$41,105,372	\$38,307,145	\$29,845,061	(22.09%)
Revenue from Commonwealth	\$548,132	\$666,006	\$371,278	\$157,424	\$86,000	(45.37%)
Transfers In	\$2,220,690	\$1,827,770	\$1,010,234	\$985,270	\$3,060,020	210.58%
<b>Total Designated Funding Sources</b>	<b>\$46,930,250</b>	<b>\$47,148,813</b>	<b>\$49,694,432</b>	<b>\$46,537,754</b>	<b>\$39,629,889</b>	<b>(14.84%)</b>
<b>Use/(Contribution) of Fund Balance</b>	<b>(\$4,120,859)</b>	<b>(\$2,175,022)</b>	<b>\$4,505,491</b>	<b>\$3,499,558</b>	<b>\$7,932,241</b>	
<b>Net General Tax Support</b>	<b>\$30,174,871</b>	<b>\$29,386,546</b>	<b>\$33,800,538</b>	<b>\$31,477,253</b>	<b>\$3,698,949</b>	<b>(88.25%)</b>
<b>Net General Tax Support</b>	<b>41.34%</b>	<b>39.52%</b>	<b>38.41%</b>	<b>38.62%</b>	<b>7.22%</b>	

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

## Staff History by Program



\* Bull Run and Lake Jackson

Note: Four programs have been removed from Public Works and a new department named Facilities & Fleet Management has been created. The shifted programs include: Fleet Management, Facilities Construction Management, Buildings & Grounds, and Property Management. The FY21 FTE information appears in the Facilities & Fleet Management department.

## Future Outlook

**Community Maintenance Expectations Gap** – There are often substantial gaps between what the County can provide through the enforcement tools available and what is expected and desired. Citizens’ expectations for community aesthetics are high, and more complaints are made regarding areas in which Public Works’ ability to act is not as expected, often due to lack of personnel or authority to do so. To close this expectation gap, other approaches to code enforcement or neighborhood strengthening such as additional staffing working non-standard hours should be considered.

**Solid Waste Issues** – The development of the Phase II and Phase III liner systems has been accelerated, and construction costs are rising. Therefore, the Phase IV landfill area needs to occur sooner than originally anticipated, with the purchase of land as the next step in the process. However, before this can happen, the heavy equipment repair shop must be relocated. In addition, recycling markets have greatly decreased, which increases the cost to process recyclable materials. The value decline in recycling materials makes it difficult for haulers to find markets for collections. This market trend will increase the cost to recycle and will result in the reduction of overall recycling rates in the County.

**Local, State, and Federal Mandates** – Requirements from mandates in the areas of water quality, dam safety, solid waste, and street sign maintenance continue to increase. Many of these require expensive projects and monitoring to be fully compliant. Audits from the United States Environmental Protection Agency and state agencies on stormwater management and erosion and sediment control are becoming almost yearly events. Mosquito control, especially habitat reduction, is critical to controlling diseases such as West Nile and possibly Zika.

## General Overview

- A. **Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Facilities & Fleet Management** – In order to more effectively provide services to the community and County government customers, four programs have been removed from Public Works and a new department named Facilities & Fleet Management has been created. The shifted programs include: Fleet Management, Facilities Construction Management, Buildings & Grounds, and Property Management. The shift has no net impact on the total budget.
- C. **Increase/Decrease Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support.
  - In FY21, the indirect cost transfer amount reimbursing the general fund for Solid Waste increases by \$65,145 from \$1,371,435 in FY20 to \$1,436,580 in FY21.
  - In FY21, the indirect cost transfer amount reimbursing the general fund for Mosquito & Forest Pest Management decreases by \$3,695 from \$258,830 in FY20 to \$255,135 in FY21.
  - In FY21, the indirect cost transfer amount reimbursing the general fund for Stormwater Infrastructure Management increases by \$31,980 from \$1,142,730 in FY20 to \$1,174,710 in FY21.

## D. **Base Revenue Adjustments** – The FY2021 Budget includes the following base budget revenue adjustments:

- **Solid Waste** – Increase the Solid Waste revenue budget \$750,000 to accurately reflect historical revenue trends with no change to solid waste fees. There is no impact to the general fund.
- **Watershed Improvement** – Revenue generated by the Stormwater Management fee is increasing. Although, the fee itself is not increasing, revenue is increasing with the development of impervious areas. An increase of \$253,982 raises the revenue budget to be in line with actual revenue received in prior years. There is no impact to the general fund.
- **Site Development** – Establish the Virginia Stormwater Management Program (VSMP) permit maintenance revenue budget of \$100,000. VSMP provides for additional stormwater management controls on active development sites statewide. This new fee became a state mandated law July 1, 2016, increasing the Site Development fund. Establishing this budget reflects actual revenue earned. There is no impact to the general fund.
- **Site Development** – The FY2021 Budget includes a Site Development revenue budget increase of \$494,526. This increase includes a 2.9% increase to the Land Development fee schedules and aligns the budget with actual revenues received in FY19.
- **Neighborhood Services** – Increase the Neighborhood Services revenue budget to accurately reflect revenue from elevator inspections, property code enforcement (PCE) penalties, and vegetation charges. The general fund impact is a \$74,000 reduction in general fund tax support.
- **Sign Shop** – Increase the Sign Shop revenue budget to accurately reflect the level of sign sales. The general fund impact is a \$10,000 reduction in general fund tax support.

## Budget Initiatives

### A. Budget Initiatives

#### 1. **Increase Funding Transfer to Virginia Cooperative Extension (VCE) for Environmental and Natural Resources Program – Watershed Improvement**

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

- a. **Description** – This initiative increases the transfer to VCE to ensure VCE can continue to provide the services required under this program. The Municipal Separate Storm Sewer System (MS4) is a federal mandate from the Clean Water Act for localities above a certain population to manage storm water discharges to prevent water pollution to the greatest extent possible. It is overseen by the US Environmental Protection Agency. This transfer is funded from the Stormwater Management fee and provides funding for VCE to meet MS4 permit requirements such as environmental education on behalf of the County. There is no general fund impact.

#### b. **Service Level Impacts** –

- **Number of environmental education participants**  
*FY21 w/o Addition | 2,000*  
*FY21 w/ Addition | 4,000*
- **Acres provided under urban nutrient management plans (BEST Lawns)**  
*FY21 w/o Addition | 40*  
*FY21 w/ Addition | 60*

## 2. Support for Landfill Liner Phase III Cell A Capital Project – Solid Waste

Expenditure	\$6,734,667
Use of Solid Waste Fund Balance	\$6,734,667
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** – This initiative funds \$4,680,000 for the landfill liner capital project in the FY2021-FY2026 Capital Improvement Program. The construction of the landfill liner is mandated by Department of Environmental Quality. The solid waste enterprise fund balance funds this one-time expenditure. Additionally, \$2,054,667 is transferred into a closure reserve account for the future closure and post-closure maintenance of closed landfill cells. This is an ongoing transfer funded by the solid waste enterprise fund balance. There is no general fund impact.

### b. Service Level Impacts –

#### ▪ Tons of refuse processed

*FY21 w/o Addition* | 0

*FY21 w/ Addition* | 450,000

## 3. Replace Solid Waste Equipment and Vehicles – Solid Waste

Expenditure	\$1,555,000
Use of Solid Waste Fund Balance	\$1,555,000
General Fund Impact	\$0
FTE Positions	0.00

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

- \$210,000 to replace a Mack roll-off truck (SW3116) acquired in FY2008 with a useful life of ten years. This truck is used to service the citizen convenience centers at the Landfill and Balls Ford Road Compost facility.
- \$510,000 to replace a Cat D6T Dozer (SW3574) acquired in FY2013. It has exceeded its useful life of 10,000 hours. This heavy piece of equipment is used to process refuse at the landfill.
- \$580,000 to replace an Al-Jon Compactor (SW3437) acquired in FY2013. The compactor has exceeded its useful life of 15,000 hours.
- \$45,000 to replace a 15-Passenger Chevy Van (SW2916) included in the landfill's equipment replacement schedule.
- \$210,000 for a new Roll-Off Truck. Several motor equipment operators were hired in FY20 who will operate this new truck. Rented trucks have a high monthly cost with potential liabilities. This truck will be used daily to transport refuse and new separate containers for glass and other recyclables trailers at both Solid Waste facilities.

This initiative for one-time costs is funded using the Solid Waste Enterprise fund balance. There is no general fund impact.

### b. Service Level Impacts –

#### ▪ Recycling processed

*FY21 w/o Addition* | 1,300 tons

*FY21 w/ Addition* | 1,600 tons



# Public Works

- **Refuse processed**

*FY21 w/o Addition | 350,000 tons*

*FY21 w/ Addition | 400,000 tons*

- **Refuse compaction rate pounds per cycle**

*FY21 w/o Addition | 1,000*

*FY21 w/ Addition | 1,200*

#### 4. Truck Replacement – Neighborhood Services-Litter Crew

Expenditure	\$52,400
Use of Solid Waste Fund Balance	\$52,400
General Fund Impact	\$0
FTE Positions	0.00

- Description** – This initiative funds a Litter Crew truck to replace NS3307. The existing truck is estimated to have over 140,000 miles, the mileage replacement target, by the end of 2020. The truck travels approximately 16,300 miles per year. This replacement will allow the continued maintenance of 234 acres of medians and rights of way. This initiative for one-time costs is funded using the Solid Waste Enterprise fund balance. There is no general fund impact.
- Service Level Impacts** – Existing service levels are maintained for litter control.

## Program Summary

### Director's Office

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Key department program measures met	58%	67%	64%	60%	62%
Public Works Days Away Restricted or Transferred	5.47	7.58	5.01	6.40	5.79

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Leadership &amp; Management</b>	<b>\$1,402</b>	<b>\$1,397</b>	<b>\$1,583</b>	<b>\$789</b>	<b>\$486</b>
BOCS agenda items	53	53	33	55	50



# Public Works

## Stormwater Infrastructure Management

Ensure that the County's stormwater infrastructure follows environmental regulations, standards, and policies, including County standards, the Chesapeake Bay Total Maximum Daily Load (TMDL), and the County's MS4 permit regulations, along with VSMP regulations. The program consists of the inspection of existing infrastructure, such as storm drain inlets, storm sewers, and stormwater management facilities within County easements, as well as major maintenance of County-maintained facilities.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Drainage assistance requests responded to within five business days	97%	100%	99%	97%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Stormwater Management Infrastructure Inspection</b>	<b>\$684</b>	<b>\$810</b>	<b>\$759</b>	<b>\$828</b>	<b>\$905</b>
County-maintained facilities inspected and/or re-inspected	935	969	1,036	900	900
Privately-maintained facilities inspected and/or re-inspected	250	256	241	200	200
<b>Stormwater Management Infrastructure Maintenance</b>	<b>\$2,527</b>	<b>\$2,737</b>	<b>\$2,727</b>	<b>\$3,228</b>	<b>\$2,995</b>
Major maintenance cases completed/closed	254	460	543	350	350

## Site Development

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Site development plan submissions reviewed within county standards	100%	100%	99%	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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Plan Review</b>	<b>\$1,596</b>	<b>\$1,780</b>	<b>\$1,876</b>	<b>\$1,995</b>	<b>\$2,062</b>
Site development plan submissions reviewed	367	448	356	400	350
Lot grading lots reviewed	1,153	1,338	1,012	1,000	1,000
<b>Site Inspections</b>	<b>\$1,623</b>	<b>\$1,595</b>	<b>\$1,761</b>	<b>\$1,898</b>	<b>\$1,987</b>
VSMP & erosion & sediment control inspections	18,346	17,049	21,561	19,000	19,000

## Watershed Improvement

Ensure that the water quality of streams within each of the County's watersheds follows environmental regulations, standards, and policies, including the Chesapeake Bay TMDL and the County's MS4 permit. The 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Industrial or high risk inspections conducted	115	130	81	25	50
Linear feet of stream restorations completed	4,723	1,380	3,100	3,000	3,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Watershed Monitoring</b>	<b>\$4,219</b>	<b>\$6,792</b>	<b>\$4,495</b>	<b>\$4,744</b>	<b>\$4,496</b>
Linear feet of stream assessments completed	66,200	63,260	61,454	60,000	60,000
Dry weather outfalls monitored and inspected	936	853	1,092	600	800
<b>Watershed Improvements</b>	<b>\$392</b>	<b>\$573</b>	<b>\$410</b>	<b>\$489</b>	<b>\$510</b>
Pounds of phosphorus reduction achieved	280	112	211	200	200

## Sign Shop

Inspect, fabricate, install, and maintain all street name signs as mandated by state code. 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Street signs completed within 10 days of request	60%	92%	96%	80%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Street Name Signs</b>	<b>\$197</b>	<b>\$176</b>	<b>\$211</b>	<b>\$193</b>	<b>\$187</b>
Streets requiring street name signs	9,826	9,826	9,797	9,912	9,900
Street name signs fabricated for maintenance	1,172	1,592	1,060	1,500	1,000
<b>Signs and Graphics</b>	<b>(\$36)</b>	<b>\$68</b>	<b>\$54</b>	<b>\$43</b>	<b>\$31</b>
Signs and graphics fabricated for revenue	17,199	8,806	20,372	8,000	12,500

# Public Works

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Community improvement projects completed within 10% of estimated cost	100%	100%	100%	95%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Small Community Improvement Construction</b>	<b>\$2,509</b>	<b>\$2,016</b>	<b>\$3,184</b>	<b>\$1,988</b>	<b>\$2,110</b>
Drainage infrastructure inspected (% of easement miles)	-	37%	56%	25%	45%
Drainage infrastructure projects completed/closed	254	460	543	350	350
Responsive to project estimate requests within 30 days	-	-	100%	90%	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Mosquito traps processed within 48 hrs to detect West Nile & Zika virus	100%	100%	100%	98%	98%
High priority mosquito habitat applications	-	-	91%	90%	90%
Citizen site visit requests responded to within 24 hours	93%	92%	100%	95%	95%
Gypsy moth surveys conducted to determine if spraying is needed	1,069	1,047	1,050	1,050	1,050

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Mosquito/Forest Pest Monitoring</b>	<b>\$840</b>	<b>\$855</b>	<b>\$849</b>	<b>\$913</b>	<b>\$949</b>
Larval mosquito habitat inspections	5,682	5,752	5,587	5,500	5,500
<b>Reduction and Response</b>	<b>\$609</b>	<b>\$618</b>	<b>\$697</b>	<b>\$715</b>	<b>\$749</b>
Mosquito larvicide applications	1,216	1,374	1,528	1,500	1,500
Community outreach events	44	48	40	40	40

# Public Works

## Solid Waste

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Refuse recycled	37%	35%	35%	32%	32%
Tons of refuse processed	447,563	444,654	392,630	450,000	425,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Solid Waste Management &amp; Administration</b>	<b>\$4,041</b>	<b>\$2,879</b>	<b>\$2,992</b>	<b>\$5,116</b>	<b>\$10,030</b>
Non-residential accounts processed	4,249	4,356	4,576	4,400	4,600
<b>Yard Waste Composting</b>	<b>\$2,025</b>	<b>\$2,437</b>	<b>\$2,931</b>	<b>\$3,634</b>	<b>\$3,648</b>
Tons of County yard waste diverted from waste stream	21,747	24,688	26,053	26,000	28,000
<b>Solid Waste Facilities Operation</b>	<b>\$9,585</b>	<b>\$9,341</b>	<b>\$19,854</b>	<b>\$9,183</b>	<b>\$12,532</b>
Refuse trucks inspected	3,986	3,958	5,448	4,000	4,500
Pounds of Household Hazardous Waste and eWaste collected	1.5M	1.3M	1.3M	1.3M	1.3M
Citizens trips to Solid Waste facilities	584,044	585,903	609,720	600,000	620,000
<b>Recyclable Materials Collected, Processed &amp; Marketed</b>	<b>\$724</b>	<b>\$740</b>	<b>\$622</b>	<b>\$1,140</b>	<b>\$1,027</b>
Tons of recyclables processed and marketed	6,902	1,637	1,747	1,500	2,000
Revenue generated from sale of recyclables	\$497,932	\$628,591	\$651,778	\$700,000	\$600,000
<b>Landfill Closure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,086</b>	<b>\$2,086</b>

# Public Works

## Neighborhood Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Founded PCE cases resolved or moved to court action within 100 calendar days	97%	92%	95%	91%	92%
First inspection of complaint within five business days	96%	97%	99%	95%	97%
Average time to resolve cases (calendar days)	36	46	36	45	40

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Litter Control</b>	<b>\$721</b>	<b>\$727</b>	<b>\$694</b>	<b>\$849</b>	<b>\$817</b>
Illegal signs removed from State right-of-way	6,827	12,253	11,805	7,500	9,500
Lane miles cleaned	-	-	-	-	1,450
Tons of trash removed by County Litter Crew	111	125	164	155	-
<b>Landscaping</b>	<b>\$443</b>	<b>\$503</b>	<b>\$509</b>	<b>\$707</b>	<b>\$717</b>
Landscaping areas maintained	44	44	48	44	48
Acres of medians and rights-of-way maintained	234	230	234	234	234
<b>Property Code Enforcement</b>	<b>\$2,520</b>	<b>\$2,541</b>	<b>\$2,610</b>	<b>\$2,679</b>	<b>\$2,575</b>
Total cases resolved	4,574	4,179	4,079	4,500	4,200
Total inspections conducted	13,575	11,455	10,761	11,500	11,100

# Transit Subsidy

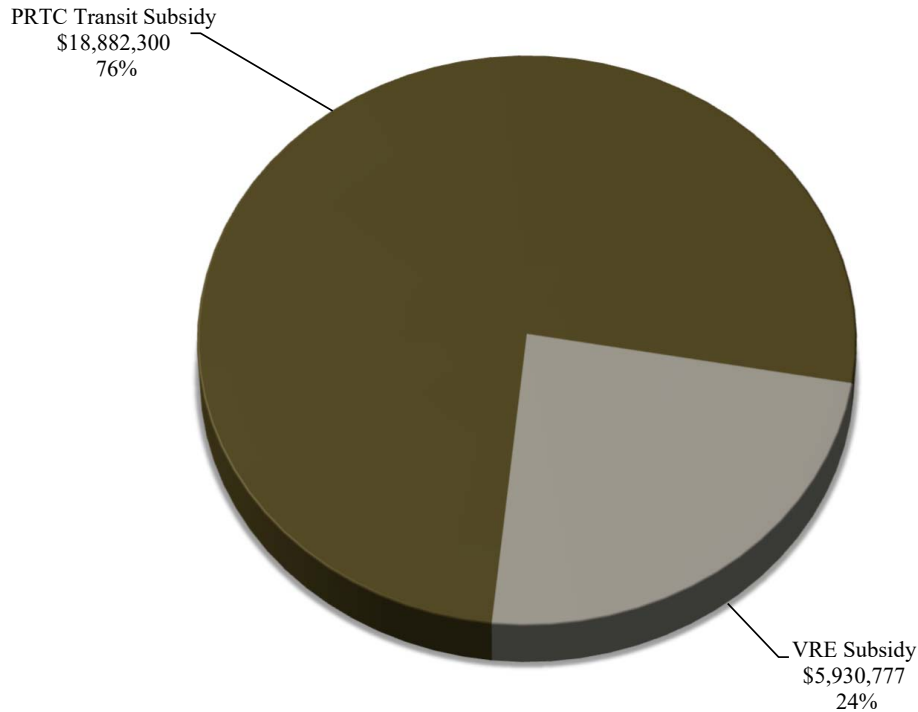
## Transit Service in Prince William County

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

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

For more information, go to [OmniRide.com](https://www.omniride.com) and [Vre.org](https://www.vre.org).

### FY2021 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



	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
<b>PWC PRTC Transit Subsidy</b>						
PRTC Administration	\$247,700	\$269,700	\$295,400	\$304,000	\$368,400	21.18%
OmniRide Express (Commuter Bus Service)	\$3,834,000	\$3,893,000	\$2,241,200	\$3,274,700	\$6,474,400	97.71%
OmniRide Ridesharing Services/Marketing	\$701,200	\$800,600	\$831,700	\$945,300	\$1,154,200	22.10%
OmniRide Local (Local Bus Service)	\$7,212,900	\$7,633,300	\$7,218,600	\$8,341,300	\$6,502,000	(22.05%)
Local Capital Match	\$1,647,300	\$1,812,700	\$2,616,700	\$2,165,500	\$2,220,900	2.56%
Vanpool Program	\$0	\$0	\$1,630,800	\$1,837,500	\$1,979,200	7.71%
Paratransit	\$0	\$0	\$0	\$0	\$183,200	—
<b>Total PRTC Subsidy Expenditures</b>	<b>\$13,643,100</b>	<b>\$14,409,300</b>	<b>\$14,834,400</b>	<b>\$16,868,300</b>	<b>\$18,882,300</b>	<b>11.94%</b>

### Revenue and Use of Fund Balance

PWC Fuel Tax Revenue	\$9,784,435	\$10,559,471	\$11,320,700	\$14,823,600	\$12,749,700	(13.99%)
Interest on Fuel Tax	\$2,500	\$2,500	\$2,500	\$10,000	\$20,000	100.00%
Van Pool (net of expenses)	\$13,100	\$1,287,387	\$0	\$0	\$0	—
PWC Fuel Tax Trust Fund Balance	\$0	\$0	\$4,026,900	\$8,476,216	\$8,317,360	(1.87%)
PWC Operating Fund Balance	\$2,253,740	\$3,818,119	\$5,414,300	\$2,984,000	\$1,328,900	(55.47%)
(Contribution To)/Use of PWC Fuel Tax Fund Balance	\$1,589,325	(\$1,258,177)	(\$5,930,000)	(\$9,425,516)	(\$3,533,660)	(62.51%)
<b>Total PRTC Subsidy Revenues</b>	<b>\$13,643,100</b>	<b>\$14,409,300</b>	<b>\$14,834,400</b>	<b>\$16,868,300</b>	<b>\$18,882,300</b>	<b>11.94%</b>
<b>PWC Net General Tax Support</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
<b>PWC VRE Subsidy</b>						
VRE (Commuter Rail Service)	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	\$5,930,777	(2.75%)
<b>Total VRE Subsidy Expenditures</b>	<b>\$5,968,406</b>	<b>\$5,363,372</b>	<b>\$6,183,745</b>	<b>\$6,098,311</b>	<b>\$5,930,777</b>	<b>(2.75%)</b>
PWC Fuel Tax Revenue	\$0	\$0	\$0	\$0	\$0	—
PWC NVT A 30% Funding	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	\$5,930,777	(2.75%)
<b>Total VRE Subsidy Revenues</b>	<b>\$5,968,406</b>	<b>\$5,363,372</b>	<b>\$6,183,745</b>	<b>\$6,098,311</b>	<b>\$5,930,777</b>	<b>(2.75%)</b>
<b>PWC Net General Tax Support</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
<b>Total Subsidy</b>						
Total Subsidy Expenditures	\$19,611,506	\$19,772,672	\$21,018,145	\$22,966,611	\$24,813,077	8.04%
Total Subsidy Revenues & Use of Fund Balance	\$19,611,506	\$19,772,672	\$21,018,145	\$22,966,611	\$24,813,077	8.04%
<b>PWC Net General Tax Support</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>



## General Overview

- A. Impact of COVID-19 Pandemic** – Both transit service and revenue were significantly impacted by the onset of the pandemic. This disruption will have longer term impacts on future budgets that will need to address how the pandemic changes transit service delivery and the revenue that supports those services. FY21 performance measures adopted were prior to known impacts of the pandemic, the target outcomes may be different considering the crisis. PRTC and VRE will be eligible to receive a portion of the \$25.0 billion included in the CARES Act for public transit agencies that provides operating and capital grants to prepare and respond to the pandemic. Although CARES Act support is one-time funding, these funds will help support both PRTC and VRE operations during the pandemic.
- B. 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 County's 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.
- C. Dedicated Funding for Bus and Rail Operations** – In accordance with state code, fuel tax revenues are collected by the Department of Motor Vehicles (DMV) from wholesale fuel distributors and remitted monthly to PRTC. While the fuel tax funding does not pass through the County, the Board of County Supervisors (BOCS) 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.
- D. Fuel Tax Floor** – The 2018 session of the General Assembly changed the fuel tax from a 2.1% wholesale distributors tax on motor fuels with no floor to a 2.1% sales tax on motor fuels with a floor by requiring that the average distributor price upon which the tax is based be no less than the statewide average wholesale price on February 20, 2013, plus a distributor charge. The DMV, which collects the fuel tax, has calculated that the wholesale gasoline price on February 20, 2013 plus taxes, fees, and distributor markup totals \$3.596 resulting in a regional per gallon tax of \$0.076 cents per gallon. The DMV recalculates the floor every six months using the prior six months average. Since the wholesale gasoline price on February 20, 2013 has never been more than \$3.17 per gallon (excluding taxes, fees and distributor markup) the fuel tax has effectively transitioned into a regional excise tax based on the number of gallons sold.
- E. VRE Commuter Rail Operating and Capital Fund (C-ROC)** – The 2018 session of the General Assembly established the C-ROC fund. Funding totals \$15 million per year with funds coming off the top of the NVTC and PRTC fuels tax revenues. At the conclusion of last year's programming process for C-ROC funds, the VRE Operations Board agreed to commit \$15 million to the Crystal City Station Improvements project (FY20 funding) and \$30 million to the L'Enfant Station Improvements project (FY19 and FY21 funding). For FY21, PRTC's share is approximately \$9.5 million.

The fund can be used for operating or capital needs, has no geographic restrictions, can be used to match federal/state funding, and can also be used to support debt service payments up to 66% of the revenues dedicated to the fund. PRTC's and NVTC's share of fuel tax collections are deposited by NVTC into the C-ROC fund monthly once received from the DMV. The VRE Chief Executive Officer annually develops a list of recommended projects (as part of the annual budget process) for consideration and approval by the VRE Operations Board and the Commissions.

- F. PRTC Fuel Tax Revenues** – In FY21, it is estimated that approximately 450 million gallons of motor fuels will be sold in the PRTC jurisdictions. PRTC's share of the C-ROC, which is based on member jurisdiction share of the VRE subsidy, is deducted from the projections with the remainder allocated based on jurisdictional shares of the FY19 net fuel tax revenue. For PWC, fuel tax revenue is estimated at \$12,749,700 in FY21 which represents a 14% reduction from FY20.
- G. State Operating Assistance** – The 2018 session of the General Assembly changed the distribution of state operating assistance from one based on a combination of sizing (designed to account for relative scale and scope of operations of 41 diverse transit agencies across the Commonwealth) and performance metrics to one where 100% of statewide operating funds would be allocated based on service delivery factors. The Virginia Department of Rail and Public Transportation (DRPT) first used this methodology to calculate state operating assistance in FY20, with transition assistance provided in FY20. The methodology was further adjusted for FY21. The changes in allocation have a minimal impact on state operating assistance received by VRE, as commuter rail was separated from other transit entities. However, there is more of a negative impact for PRTC. PWC's share of state operating assistance will decrease, \$395,100, from \$3,672,000 in FY20 to \$3,276,900 in FY21.
- H. State Capital Assistance** – The 2018 session of the General Assembly also changed the distribution of state capital assistance from a tier-based system where the state's percentage share of state transit systems capital needs was based on the type of project being requested to a capital prioritization process where capital assistance requests would be placed into one of three categories shown below:
- **State of Good Repair** – replace or rehabilitate an existing asset.
  - **Minor Enhancement** – adds new capacity, new technology or customer enhancements with a total cost of less than \$2 million per year or for expansion vehicles, an increase of less than five vehicles or less than 5% of fleet size, whichever is greater.
  - **Major Expansion** – add, expand, or improve service with a cost of greater than \$2 million or for expansion vehicles, an increase of greater than five vehicles or 5% of fleet size, whichever is greater.

The transit capital program was also restructured to provide a minimum of 80% of the annual allocation to State of Good Repair and Minor Enhancement projects with a maximum of 20% available for Major Expansion Projects. State of Good Repair and Minor Enhancement Projects will be matched at a maximum state match rate of 68% of total project cost. Major Expansion projects will be funded at a maximum state match rate of 50% of total project cost. Local matching funds, at a minimum of 4% of total project cost, are required for all projects.

For the state's share of capital projects, Capital Project Revenue Bonds were issued by the Commonwealth. The total bonding authority was \$3 billion with 20% dedicated to transit (\$60 million annually) over a ten-year term. Available funding provided by these bonds will be exhausted in FY22 and will result in a significant decline in annual capital allocations to State of Good Repair/Minor Enhancements or Major Expansion categories absent new sources of revenue provided by the General Assembly.

While bus and railcar replacements selected for funding will continue to receive the maximum state match of 68% of total project cost under the new methodology, new capital requests in previous categories such as infrastructure, facilities, and other capital items which previously had received state matching amounts of 34% and 17% respectively, are assumed to become 100% locally funded.

- I. Federal Formula Funding** – PRTC will receive \$4.6 million in federal formula funding (5307/5337/5339) in FY21. In 2015, PRTC lost federal funding under the Fixed Guideway Program when the Federal Transit Administration (FTA) made vehicle miles traveled on High Occupancy Toll (HOT) lanes ineligible for classification as fixed guideway miles in FTA's funding formulas. When the I-66 High Occupancy Vehicle (HOV) lanes are converted into HOT lanes, sometime in 2022, it is estimated that PRTC will lose approximately \$615,000 in federal formula revenue.

# Transit Subsidy

- J. PRTC Fare Revenues** – No fare increase is included in the PRTC budget proposal for FY21.
- K. FY21 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 for PWC decreased by \$167,534 or 2.75% in FY21 to \$5.9 million compared to the FY20 budget. This is due to a slight decrease 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 2019. For subsidy allocation purposes, the County has 29.1% of the total jurisdictional ridership and 32.4% of the total jurisdictional fare revenue.
- L. FY21 PRTC Subsidy** – A total PRTC subsidy of \$18,882,300 is budgeted for the OmniRide Express, OmniRide Local, PRTC Administration, OmniRide Ridesharing Service/Marketing, Vanpool, Paratransit, and Local Capital Match programs. This amount is a \$2,014,000 or a 11.9% increase over the FY20 budget amount of \$16,868,300. PRTC is planning a \$6.1 million use of PWC fuel tax/operating fund balance to fund the FY21 subsidy.
- M. FY21 PRTC Administration, OmniRide Express, and OmniRide Local Bus Service Subsidy Allocations** – The County funds 100% of the local subsidies required for OmniRide Express, OmniRide Cross County Connector, and OmniRide Metro Express routes. Local subsidies for the eastern OmniRide Local routes are funded 100% by the County, while the subsidies for the western OmniRide Local routes are shared with the Cities of Manassas and Manassas Park on a 60% population, 40% ridership basis. The local subsidy percentage for the County’s share of westerly OmniRide Local services has increased from 69.45% in FY20 to 69.48% in FY21. The County’s overall subsidy percentage for OmniRide Local is 94.5% for FY21.

PRTC’s FY21 administrative subsidies are funded based on the County’s FY19 percentage of PRTC fuel tax receipts. The County’s fuel tax receipts budgeted percentage decreased slightly from 52.31% in FY20 to 51.94% in FY21.

- N. PRTC Outyear Budget Operating Deficits** – Based on estimates of subsidy expenditures and fuel tax revenues prepared by PRTC, there is sufficient funding to provide subsidies for administrative operations, OmniRide Express, and OmniRide Local operations and to fund the County’s share of projected bus capital needs through FY21. 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 FY21, recurring funding sources support only 67.6% of subsidy expenditures (in previous years the recurring funding sources supported more than 85% of expenditures).

PWC subsidy expenditures and revenues projections in the FY21 budget are shown below:

PWC Subsidy – FY21 Budget as Adopted by PRTC		
	FY20 Adopted	FY21 Adopted
Bus and Admin Operations	\$14,702,800	\$16,661,400
Capital Expenditures	\$2,165,500	\$2,220,900
<b>Sub-Total Expenditures</b>	<b>\$16,868,300</b>	<b>\$18,882,300</b>
Recurring Revenues (fuel tax revenue/interest income)	\$14,833,600	\$12,769,700
Fuel Tax / Operating Fund Balance Available	\$11,460,216	\$9,646,260
<b>Sub-Total Revenues &amp; Fund Balance</b>	<b>\$26,293,816</b>	<b>\$22,415,960</b>
<b>Ending Fund Balance - Surplus / (Deficit)</b>	<b>\$9,425,516</b>	<b>\$3,533,660</b>
<b>Percent of Expenditures Funded from Recurring Revenues</b>	<b>87.9%</b>	<b>67.6%</b>

# Transit Subsidy

At the current rate of recurring, budgeted expenses in FY21, the PWC fuel tax trust fund balance is projected to be completely liquidated in FY22 resulting in significant cash deficits. Addressing these deficits will require either service reductions, additional funding sources, or a combination of both to balance recurring revenues with recurring expenses and ensure a structurally balanced budget. There is currently a significant reliance on one-time subsidy sources such as PWC fuel tax trust fund balance and PRTC operating fund balance to fund on-going subsidy expenditures.

- O. VRE Six-Year Financial Forecast** – In accordance with the VRE Master Agreement, the FY21 VRE Budget includes a six-year financial plan, covering FY21 to FY26. Beginning in FY21 and continuing through FY24, Six-Year Plan projections show that the projected local subsidy combined with periodic fare increases will be sufficient to meet VRE operational needs. Assumptions include a 3% increase in total jurisdictional subsidy in FY21 and a programmed 3% increase in FY23 and FY25. Fare increases (3%) are also programmed in FY22, FY24, and FY26. Despite these programmed fare and jurisdictional subsidy increases, relatively flat ridership projections combined with increasing contractual and other service costs results in small, projected operating deficits in the final two years of the Six-Year Plan. However, when base capital needs identified by VRE in their six-year capital program are added, total projected expenditures exceed projected revenues beginning in FY22.

The Six-Year Plan identifies tools for addressing potential funding gaps in the future, including, adjusting capital reserve contributions, use of federal funds for preventative maintenance, use of C-ROC dedicated funding for operating expenses, or use of capital or operating reserve funds as applicable. The plan states that some combination of these and other options would be considered to address future funding issues.

The FY2021-2026 Six-Year Plan includes the creation of the C-ROC fund by the General Assembly and the dedication of \$15 million per year for capital needs as well as the commitment by DRPT to continue current levels of reimbursements for track access fees and VRE debt service over the Six-Year Plan.

VRE Subsidy as Adopted by VRE							
	FY20 Adopted	FY21 Adopted	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast	FY26 Forecast
VRE Subsidy	\$6,098,311	\$5,930,777	\$5,930,777	\$6,108,700	\$6,108,700	\$6,291,961	\$6,291,961
Potential Funding Gap in Operations/Capital Program based on VRE Six-Year Plan (PWC share)	-	-	\$318,937	\$741,628	\$956,768	\$1,436,104	\$1,557,092
<b>Total</b>	<b>\$6,098,311</b>	<b>\$5,930,777</b>	<b>\$6,249,714</b>	<b>\$6,850,328</b>	<b>\$7,065,469</b>	<b>\$7,728,065</b>	<b>\$7,849,053</b>

To fully fund all projects in the VRE CIP would require approximately \$836.0 million. Of this total, \$728.9 million or 87.2% is already funded from a range of federal, state, regional, and local sources. The table below represents the distribution by project type of the \$107.2 million unfunded costs over the six-year CIP:

VRE CIP Funded & Unfunded Projects			
Project Type	Project Cost	Funded	Unfunded
Asset Management	\$15.7	\$15.7	\$0.0
Expansion	\$610.1	\$521.9	\$88.2
Replacement and Rehabilitation	\$210.1	\$191.2	\$19.0
Other	\$0.1	\$0.1	\$0.0
<b>Total</b>	<b>\$836.0</b>	<b>\$728.9</b>	<b>\$107.2</b>

*Figures in millions*

Copies of the VRE FY2021 Operating Budget, CIP, and Six-Year Plan may be obtained from VRE's Executive Offices located at 1500 King Street, Alexandria, Virginia or may be viewed [here](#).

# Transit Subsidy

- P. VRE Operations Board and PRTC Commission Action on FY2021 Budget** – The VRE Operations Board recommended the Proposed VRE FY2021 Budget on January 1 and forwarded it to NVTC and PRTC for adoption. On January 16, 2020, the PRTC Commissioners adopted the VRE FY2021 Budget and forwarded it to the local jurisdictions for inclusion in their budget and appropriations in accordance with the VRE Master Agreement. On January 16, 2020, the PRTC Commissioners also authorized the Executive Director to refer the PRTC FY2021 Budget to the jurisdictions for consideration. Due to the COVID-19 pandemic, PRTC submitted a revised budget proposal to jurisdictions for consideration in April and presented the revised budget on May 7, 2020, at the PRTC Commission meeting.

## Budget Initiatives

### A. Budget Initiatives for PRTC

- 1. FY2020 and FY2021 Budget Comparison** – The table below compares the total PRTC budget for FY20 to the PRTC budget for FY21. Note, this table represents the total PRTC budget and therefore reflects total expenditures and revenues for all jurisdictional partners.

PRTC - FY2020 and FY2021 Budget Comparison				
Budget Category	FY20	FY21	\$ Diff	% Diff
Passenger Revenue	\$11,068,000	\$10,786,200	(\$281,800)	(2.5%)
State Grants	\$8,844,100	\$14,097,600	\$5,253,500	59.4%
Federal Grants	\$6,170,200	\$8,641,400	\$2,471,200	40.1%
Jurisdictional Subsidies	\$17,848,000	\$19,792,400	\$1,944,400	10.9%
Other	\$305,000	\$357,400	\$52,400	17.2%
<b>Total Revenue</b>	<b>\$44,235,300</b>	<b>\$53,675,000</b>	<b>\$9,439,700</b>	<b>21.3%</b>
Personnel and Fringe Benefits	\$6,418,800	\$5,646,900	(\$771,900)	(12.0%)
Contractual Services	\$25,990,500	\$30,507,200	\$4,516,700	17.4%
Other Services	\$2,590,200	\$2,851,000	\$260,800	10.1%
Materials, Supplies, Minor Equipment	\$83,600	\$78,800	(\$4,800)	(5.7%)
Fuel	\$2,994,200	\$3,170,200	\$176,000	5.9%
<b>Total Operating</b>	<b>\$38,077,300</b>	<b>\$42,254,100</b>	<b>\$4,176,800</b>	<b>11.0%</b>
Expansion Bus Purchases	\$172,900	\$4,107,300	\$3,934,400	2275.5%
Replacement Bus Purchases	\$1,794,500	\$5,208,500	\$3,414,000	190.2%
Bus Rehabilitations	\$2,845,400	\$178,900	(\$2,666,500)	(93.7%)
Staff Vehicles	\$0	\$0	\$0	-
Bus Shelters	\$78,000	\$150,000	\$72,000	92.3%
ADP Software	\$817,600	\$528,000	(\$289,600)	(35.4%)
ADP Hardware	\$48,500	\$521,200	\$472,700	974.6%
Office Furniture and Equipment	\$28,700	\$242,500	\$213,800	744.9%
Rehabilitation/Renovation of Admin/Maint Facility	\$82,500	\$191,500	\$109,000	132.1%
Debt Service (2012 VRA Loan)	\$290,400	\$293,300	\$2,900	1.0%
<b>Total Capital</b>	<b>\$6,158,500</b>	<b>\$11,421,200</b>	<b>\$5,262,700</b>	<b>85.5%</b>
<b>Total Expenses</b>	<b>\$44,235,800</b>	<b>\$53,675,300</b>	<b>\$9,439,500</b>	<b>21.3%</b>



# Transit Subsidy

2. **Employee Compensation** – There are no cost of living or merit adjustments planned in FY21. There is a reduction to fringe benefits totaling \$0.20 million.
3. **Personnel Additions** – The PRTC FY21 Budget includes one new position.
  - a. **Western Facility Manager – 1.00 FTE – Bus Operations** – This position is responsible for management of the new Western Facility in Manassas and is funded with a projected salary and benefit costs of \$135,700.
4. **Other Operating & Capital Expense Increases** – The PRTC FY21 Budget has additional operating and capital expense increases.
  - a. **Bus Service Contract / \$3.5 million** – In FY21, PRTC completed a procurement process for a new contract to support bus service delivery. The additional costs also include new grant funded bus services as well as costs associated with opening of a new facility.
  - b. **Professional Consulting / \$0.6 million** – There are several studies proposed to be completed, including diversity/equity/inclusion (\$40,000), engineering review of current PRTC facilities to determine rehabilitation needs (\$175,000). Also included are consultant services for I-66 slug line design (\$287,000) and mobile ticking application development (\$100,000).
  - c. **Other Contractual Costs / \$0.2 million** – Additional funds to support general facility and shelter maintenance, advertising and printing, software maintenance, security, auditing and legal services.
  - d. **Capital Expense Increases / \$9.3 million** – Vehicle purchases for expansion buses (\$4.1 million) and replacement buses (\$5.2 million) represent 82% of capital expense increases. Expansion buses are fully funded by grants.

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
PRTC Commission meetings	11	11	11	11	11
Public hearings	2	4	6	8	3

# Transit Subsidy

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>PRTC Administration</b>	<b>\$248</b>	<b>\$270</b>	<b>\$295</b>	<b>\$304</b>	<b>\$368</b>
Employees Paid (PRTC)	53	49	50	58	54
Employees Paid (VRE)	49	48	47	50	56
Vendor checks produced	2,313	2,317	2,350	2,340	2,374
State grants (bus only) expended	\$10.5M	\$8.7M	\$27.2M	\$8.8M	\$17.4M
Federal grants (bus & rail) expended	\$35.8M	\$29.1M	\$34.1M	\$49.4M	\$53.9M
2.1% Motor fuels tax receipts	\$20.5M	\$23.3M	\$28.5M	\$28.3M	\$28.3M
2.1% Motor fuels tax disbursements	\$25.7M	\$23.4M	\$28.4M	\$23.2M	\$28.7M

FY17-FY20 program costs are based on adopted budgets.

## OmniRide Express (Commuter Bus Service)

OmniRide Express 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Complaints per 10,000 passenger trips - OmniRide Express	8	8	9	9	9
Farebox recovery - OmniRide Express	52%	51%	47%	45%	37%
Passenger trips per vehicle revenue hour - OmniRide Express	21	17	19	17	10
PWC local subsidy per passenger trip - OmniRide Express	\$2.08	\$2.22	\$1.27	\$1.79	\$4.03

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>OmniRide Express (Commuter Bus Service)</b>	<b>\$3,834</b>	<b>\$3,893</b>	<b>\$2,241</b>	<b>\$3,275</b>	<b>\$6,474</b>
OmniRide Express passenger trips	1,845,830	1,751,084	1,759,656	1,832,980	1,960,568

FY17-FY20 program costs are based on adopted budgets.

## OmniRide Ridesharing Service/Marketing

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Annual vehicle trips reduced by slugging/carpool/vanpools	3,257,965	3,209,781	2,850,567	3,200,526	3,176,604



# Transit Subsidy

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Ridesharing/Marketing:</b>	<b>\$701</b>	<b>\$801</b>	<b>\$832</b>	<b>\$945</b>	<b>\$1,154</b>
Carpool, vanpool, slugging trips	4,575,409	4,504,937	3,976,924	4,793,165	4,234,029
Customer inquiries handled by customer service staff	50,915	52,069	56,344	53,249	68,238
Customer inquiries handled by IVR	53,000	54,069	46,867	55,160	52,800

FY17-FY20 program costs are based on adopted budgets.

## OmniRide Local (Local Bus Service)

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Complaints per 10,000 passenger trips - OmniRide Local	4	5	3	4	4
Farebox recovery - OmniRide Local	9%	8%	7%	4%	4%
Passenger trips per vehicle revenue hour - OmniRide Local	12	11	10	11	10
PWC local subsidy per passenger trip - OmniRide Local	\$9.95	\$11.62	\$11.94	\$12.84	\$10.84

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>OmniRide Local (Local Bus Service)</b>	<b>\$7,213</b>	<b>\$7,633</b>	<b>\$7,219</b>	<b>\$8,341</b>	<b>\$6,502</b>
OmniRide Local passenger trips	724,793	656,959	604,532	649,486	607,789

FY17-FY20 program costs are based on adopted budgets.

## Local Capital Match

PRTC purchases capital items such as OmniRide Express and OmniRide Local 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.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Local Capital Match</b>	<b>\$1,647</b>	<b>\$1,813</b>	<b>\$2,617</b>	<b>\$2,166</b>	<b>\$2,221</b>

FY17-FY20 program costs are based on adopted budgets.

# Transit Subsidy

## Vanpool

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. 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Vanpool Program</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,631</b>	<b>\$1,838</b>	<b>\$1,979</b>

FY17-FY20 program costs are based on adopted budgets.

## Paratransit

OmniRide Local provides service to support the requirements of the Americans with Disabilities Act to provide "complementary paratransit" service to people with disabilities who cannot use the fixed route bus service because of a disability. The program supports both eastern and western service areas.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Paratransit Program</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$183</b>

FY17-FY20 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.

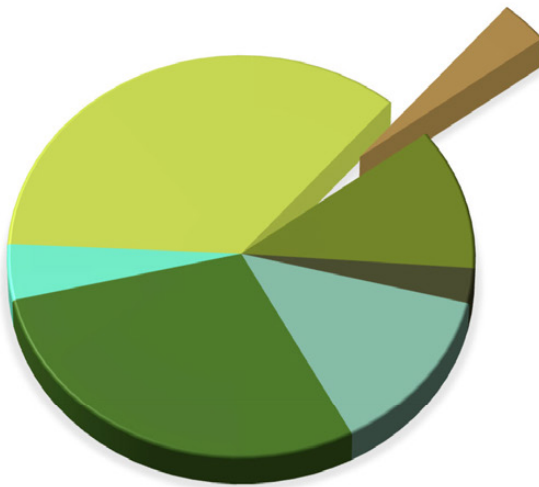
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Trips on-time	88%	89%	76%	90%	90%
Cost recovery ratio	58%	54%	54%	53%	52%
Passenger trips per vehicle revenue hour	64	60	56	60	60
Local subsidy (all jurisdictions) per passenger trip	\$3.62	\$3.67	\$3.97	\$3.77	\$3.86

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>VRE (Commuter Rail Service)</b>	<b>\$5,968</b>	<b>\$5,363</b>	<b>\$6,184</b>	<b>\$6,098</b>	<b>\$5,931</b>
VRE passenger trips	4,761,035	4,705,529	4,477,266	4,712,400	4,743,900

FY17-FY20 program costs are based on adopted budgets.

## Mission Statement

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



**Expenditure Budget:**  
**\$5,103,035**

*3.5% of Community Development*

### Programs:

- Administration: \$140,951
- Capital: \$222,959
- Planning & Programming: \$4,739,125

**Community Development Expenditure Budget:**  
**\$144,638,318**

## Mandates

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

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

# Transportation

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Administration	\$192,259	\$205,176	\$190,828	\$143,742	\$140,951	(1.94%)
Capital	(\$58,171)	\$16,882	\$90,429	\$222,959	\$222,959	0.00%
Planning & Programming	\$4,178,517	\$4,446,150	\$4,740,054	\$4,633,048	\$4,739,125	2.29%
<b>Total Expenditures</b>	<b>\$4,312,606</b>	<b>\$4,668,208</b>	<b>\$5,021,311</b>	<b>\$4,999,749</b>	<b>\$5,103,035</b>	<b>2.07%</b>

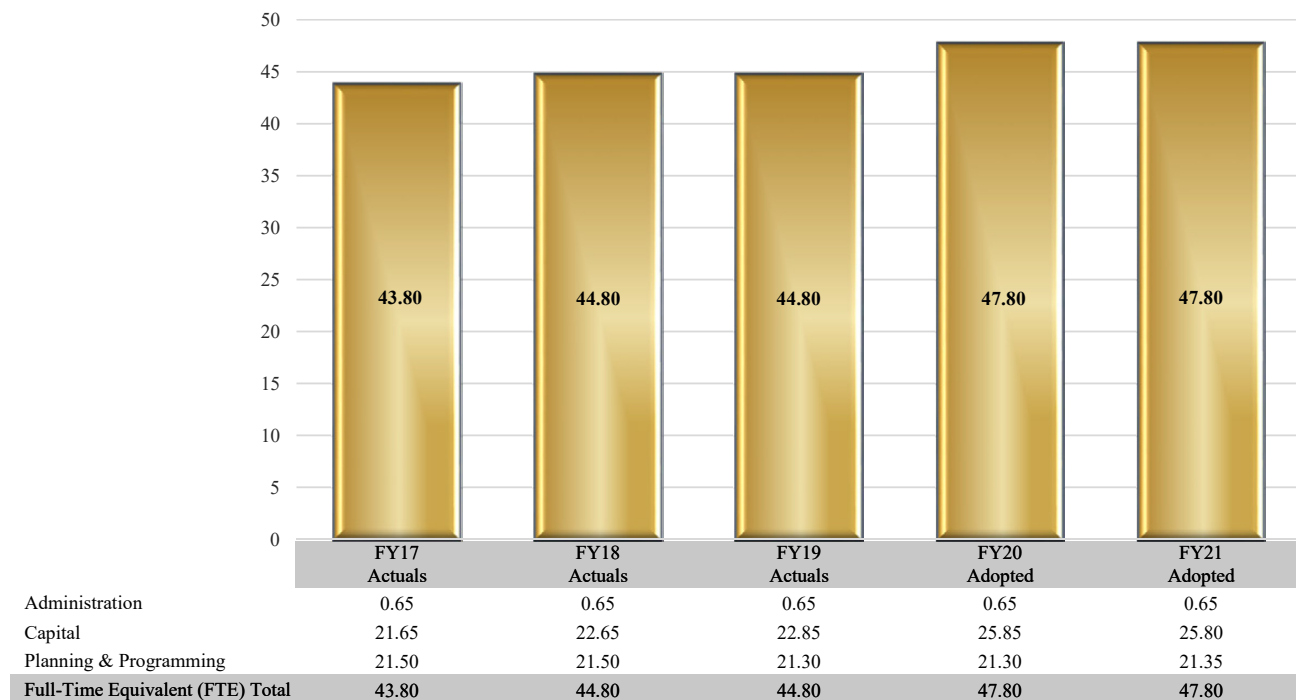
### Expenditure by Classification

Salaries and Benefits	\$4,798,173	\$5,073,557	\$5,337,019	\$5,140,311	\$5,332,586	3.74%
Contractual Services	\$97,427	\$78,480	\$75,018	\$192,390	\$192,390	0.00%
Internal Services	\$256,631	\$234,491	\$267,721	\$265,650	\$265,650	0.00%
Purchase of Goods & Services	\$1,730,913	\$1,924,141	\$1,993,944	\$2,201,150	\$2,197,294	(0.18%)
Capital Outlay	\$54,049	\$0	\$138,206	\$116,094	\$116,094	0.00%
Leases & Rentals	\$4,182	\$7,062	\$8,247	\$46,272	\$46,272	0.00%
Reserves & Contingencies	(\$2,906,022)	(\$2,945,227)	(\$3,177,099)	(\$3,129,074)	(\$3,214,207)	2.72%
Transfers Out	\$277,253	\$295,705	\$378,255	\$166,956	\$166,956	0.00%
<b>Total Expenditures</b>	<b>\$4,312,606</b>	<b>\$4,668,208</b>	<b>\$5,021,311</b>	<b>\$4,999,749</b>	<b>\$5,103,035</b>	<b>2.07%</b>

### Funding Sources

Permits & Fees	\$1,476,009	\$1,235,002	\$1,653,168	\$1,754,635	\$1,804,246	2.83%
Miscellaneous Revenue	\$800	\$0	\$24,900	\$0	\$0	0.00%
Non-Revenue Receipts	\$0	\$1,637	\$3,221	\$0	\$0	0.00%
Other Local Taxes	\$0	\$0	\$10,538	\$0	\$0	0.00%
Charges for Services	\$22,057	\$9,326	\$20,435	\$12,483	\$12,483	0.00%
Transfers In	\$140,000	\$240,000	\$190,000	\$272,959	\$272,959	0.00%
<b>Total Designated Funding Sources</b>	<b>\$1,638,867</b>	<b>\$1,485,966</b>	<b>\$1,902,262</b>	<b>\$2,040,077</b>	<b>\$2,089,688</b>	<b>2.43%</b>
<b>(Contribution to)/Use of Fund Balance</b>	<b>\$130,015</b>	<b>\$448,780</b>	<b>\$176,472</b>	<b>(\$14,683)</b>	<b>\$60,360</b>	<b>(511.07%)</b>
<b>Net General Tax Support</b>	<b>\$2,543,724</b>	<b>\$2,733,462</b>	<b>\$2,942,578</b>	<b>\$2,974,356</b>	<b>\$2,952,987</b>	<b>(0.72%)</b>
<b>Net General Tax Support</b>	<b>58.98%</b>	<b>58.55%</b>	<b>58.60%</b>	<b>59.49%</b>	<b>57.87%</b>	

## Staff History by Program



## Future Outlook

**Secondary Road, Pedestrian Network and Transit** – In the future, the Department of Transportation (DOT) will focus on funding and improving the County’s secondary road network by building local connector roads and upgrading existing facilities to ensure residents have an adequate network to move around the County. Also, in the coming years, the County must focus on funding, promoting, and increasing the accessibility of the bicycle and pedestrian network, use of mass transit, car/van pool, and other alternatives instead of single occupancy vehicle commuting.

**Outside Funding** – The external transportation funding programs that provide funding for DOT projects have begun modifying application schedules to biennial timelines and eliminating programs that provided funding to the County. These changes have reduced local opportunities to apply and receive funding from outside sources, therefore reducing the number of projects that will be funded using non-County funds. Alternate funding sources will need to be sought in order to maintain the Mobility strategic goal and transportation programs.

**Mobility Bond Impacts** – DOT is in the position to have additional local projects funded using County revenue sources. The use of mobility bond funding may require additional staffing and other resources to complete the identified projects and others that may evolve in the future.

**County Roads** – DOT is focused on upgrading County-owned roads for incorporation into the state system for maintenance. Additional recurring funding is needed to address the maintenance and construction of these roadways. The County has identified approximately 160 roads that were given to the County or dedicated as public right-of-way.

# Transportation

## General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. 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 Board of County Supervisors approved mobility projects. Staff provides management and oversight of large- and small-scale road projects, often funded by multiple revenue sources. There are generally 15+ capital transportation projects actively managed by the Capital program at any point in time. The cost recovered activities include \$3.35 million in expenditure costs and 25.80 FTEs recovered from projects in FY21, which represents the budgeted cost of administering the capital mobility program in the County.
- C. 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 FY21, the indirect cost transfer amount reimbursing the general fund for Transportation increases by \$4,673 from \$139,466 in FY20 to \$144,139 in FY21.

## Program Summary

### Administration

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Trackers initially responded to on time	100%	82%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Transportation Administration</b>	<b>\$149</b>	<b>\$143</b>	<b>\$153</b>	<b>\$109</b>	<b>\$106</b>
Transportation BOCS agenda items	88	155	85	140	90
<b>Innovation Park Management</b>	<b>\$33</b>	<b>\$62</b>	<b>\$37</b>	<b>\$35</b>	<b>\$35</b>

# Transportation

## Capital

Manage and oversee the design and construction of improvements to County roadways through bond, local, regional, state, and federal funds. The program also acquires property for all road projects and provides assistance and support for other land acquisitions. Activities within this program charge costs to capital projects. The Mega Projects activity focuses on the design and construction of County projects over \$40 million.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Settlement to appraisal value	213%	129%	111%	157%	145%
Projects completed within 60 days of original contract completion date	100%	90%	100%	100%	100%
Projects awarded within 10% of Engineer's estimate	-	-	-	-	100%
Major milestones met within 45 days of the approved schedule	-	-	-	-	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Right-of-Way Acquisition</b>	<b>\$11</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Parcels acquired	35	108	43	65	70
Number of parcels settled	-	-	-	-	70
Number of parcels settled in court	-	-	-	-	10
<b>Road Design and Construction</b>	<b>(\$58)</b>	<b>\$17</b>	<b>\$73</b>	<b>\$223</b>	<b>\$223</b>
Contracts and task orders let	20	24	25	25	20
Contracts and task orders awarded	-	-	-	-	20
Contracts and task orders completed	-	-	-	-	20
<b>Mega Projects</b>	<b>-</b>	<b>-</b>	<b>\$17</b>	<b>\$0</b>	<b>\$0</b>
Project development within 60 days of original schedule	-	-	-	100%	100%
Project delivery within 60 days of original contract date	-	-	-	100%	100%
Mega Project contracts and task orders awarded	-	-	-	-	4
Number of projects completed	-	-	-	-	0



# Transportation

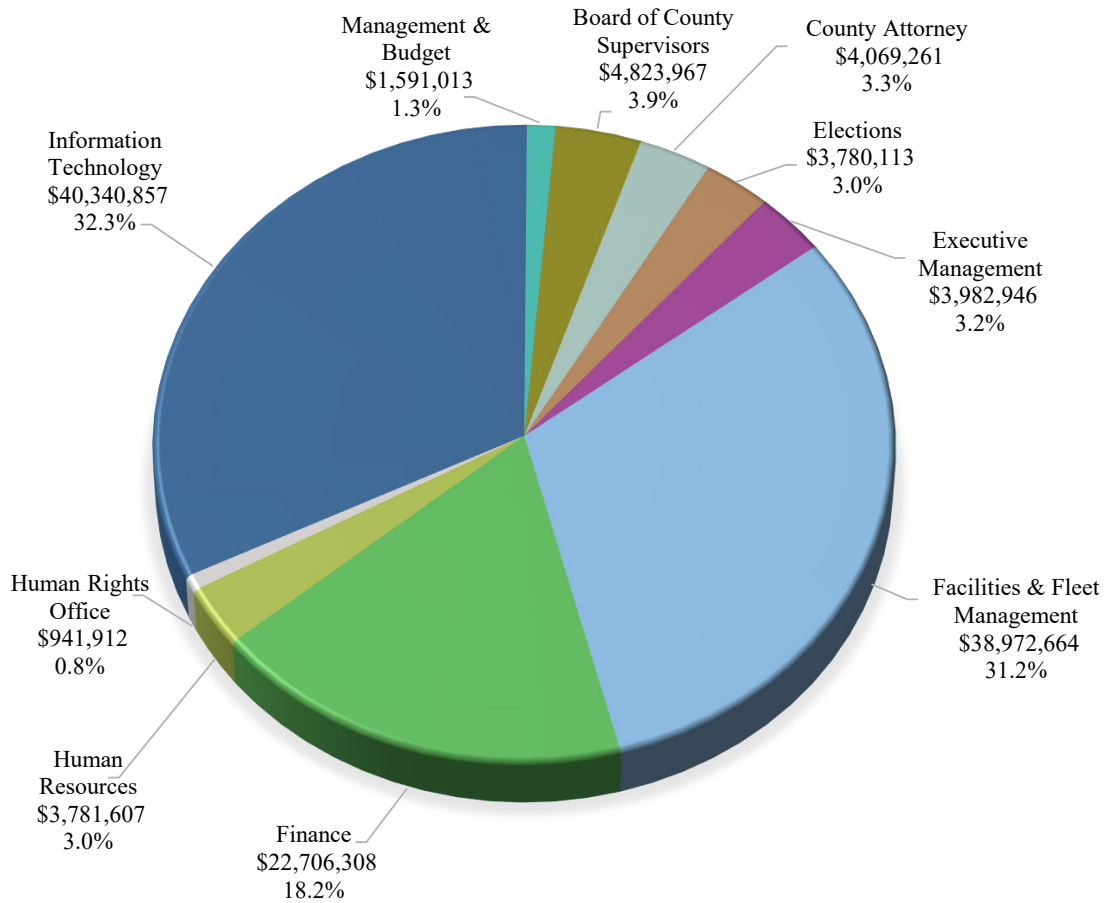
## Planning & Programming

Provide 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, traffic safety planning/engineering and site review, coordination of street light installation and maintenance, grant writing, and County representation at the regional and state planning level.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Plans reviewed within established deadline	100%	100%	100%	100%	100%
Transportation network adequately supports the community (community survey)	84%	82%	82%	80%	80%
Street light outages reported to power companies within three working days	100%	100%	100%	100%	100%
Street light outages reported in 3 working days and repaired within standards	-	-	-	-	100%
Regional grant allocation of NoVA Transportation dollars to the County	16%	16%	20%	16%	18%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Transportation Plan Review</b>	<b>\$825</b>	<b>\$848</b>	<b>\$909</b>	<b>\$852</b>	<b>\$933</b>
Plans reviewed per FTE	108	102	111	110	150
Total plans reviewed	602	512	553	655	600
<b>Inspections</b>	<b>\$1,082</b>	<b>\$1,123</b>	<b>\$1,220</b>	<b>\$1,178</b>	<b>\$1,222</b>
Construction inspections (Energov data)	16,000	6,657	6,855	7,000	8,000
Number of street acceptances	-	-	-	-	50
<b>Traffic Safety</b>	<b>\$335</b>	<b>\$349</b>	<b>\$344</b>	<b>\$350</b>	<b>\$374</b>
Traffic safety requests received and reviewed	504	747	558	700	600
<b>Street Lighting</b>	<b>\$1,697</b>	<b>\$1,896</b>	<b>\$2,001</b>	<b>\$1,992</b>	<b>\$1,952</b>
County-funded street lights installed and upgraded	26	29	24	30	24
<b>Regional Planning</b>	<b>\$239</b>	<b>\$231</b>	<b>\$266</b>	<b>\$261</b>	<b>\$259</b>
Transportation planning grants received	2	21	13	10	8

# General Government



**General Government Expenditure Budget: \$124,990,648**



## Average Tax Bill

General Government accounted for \$271 and 6.22% of the average residential tax bill in FY21.

## Department & Agencies

- ▶ Board of County Supervisors
- ▶ County Attorney
- ▶ Elections

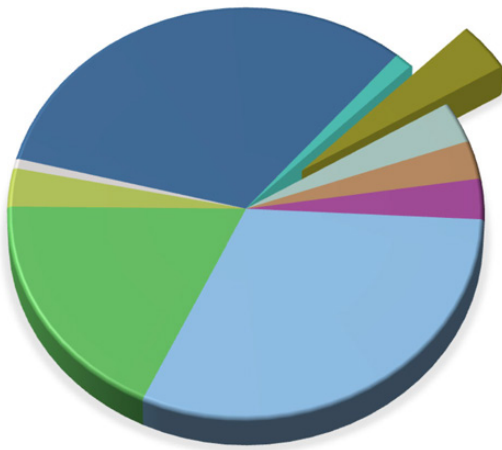
- ▶ Executive Management
- ▶ Facilities & Fleet Management
- ▶ Finance

- ▶ 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:**  
**\$124,990,648**

**Expenditure Budget:**  
**\$4,823,967**

*3.9% of General Government*

### Programs:

- BOCS Administration: \$609,355
- 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: \$814,611

## 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](#), (Title of form; applicability of chapter)

# Board of County Supervisors

## Expenditure and Revenue Summary

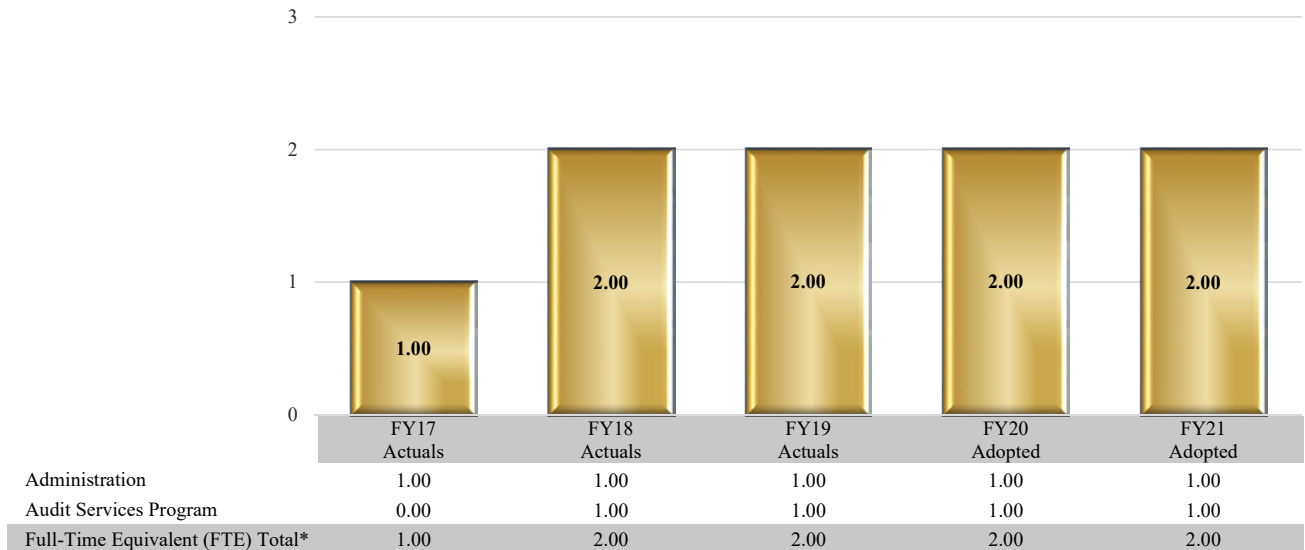


Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
BOCS Administration	\$571,150	\$569,295	\$580,989	\$589,962	\$609,355	3.29%
Brentsville District	\$373,345	\$378,366	\$386,063	\$425,000	\$425,000	0.00%
Coles District	\$333,290	\$351,146	\$353,544	\$425,000	\$425,000	0.00%
Potomac District	\$260,958	\$268,283	\$241,608	\$425,000	\$425,000	0.00%
Gainesville District	\$308,881	\$388,289	\$411,564	\$425,000	\$425,000	0.00%
Neabsco District	\$349,329	\$386,369	\$339,587	\$425,000	\$425,000	0.00%
Occoquan District	\$320,579	\$343,924	\$366,643	\$425,000	\$425,000	0.00%
Woodbridge District	\$371,790	\$390,372	\$422,437	\$425,000	\$425,000	0.00%
BOCS-Chairman	\$389,756	\$413,186	\$384,099	\$425,000	\$425,000	0.00%
Audit Services	\$23,556	\$662,306	\$676,472	\$799,302	\$814,611	1.92%
<b>Total Expenditures</b>	<b>\$3,302,633</b>	<b>\$4,151,538</b>	<b>\$4,163,008</b>	<b>\$4,789,263</b>	<b>\$4,823,967</b>	<b>0.72%</b>

### Expenditure by Classification

Salaries and Benefits	\$2,477,709	\$2,645,099	\$2,700,402	\$2,803,770	\$3,056,169	9.00%
Contractual Services	\$96,521	\$754,301	\$740,842	\$816,403	\$816,403	0.00%
Internal Services	\$124,982	\$127,783	\$127,967	\$127,697	\$127,697	0.00%
Purchase of Goods & Services	\$571,496	\$591,115	\$566,904	\$1,013,208	\$795,513	(21.49%)
Capital Outlay	\$0	\$0	\$0	\$1,185	\$1,185	0.00%
Leases & Rentals	\$31,925	\$33,240	\$26,894	\$27,000	\$27,000	0.00%
<b>Total Expenditures</b>	<b>\$3,302,633</b>	<b>\$4,151,538</b>	<b>\$4,163,008</b>	<b>\$4,789,263</b>	<b>\$4,823,967</b>	<b>0.72%</b>
<b>Net General Tax Support</b>	<b>\$3,302,633</b>	<b>\$4,151,538</b>	<b>\$4,163,008</b>	<b>\$4,789,263</b>	<b>\$4,823,967</b>	<b>0.72%</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

## Staff History by Program



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

## General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.

## Program Summary

### Audit Services

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

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

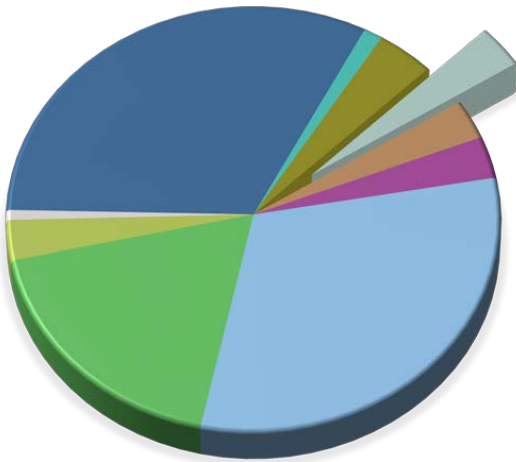
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Planned audits completed	43%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Internal Audit Administration*</b>	<b>\$24</b>	<b>\$662</b>	<b>\$676</b>	<b>\$799</b>	<b>\$815</b>
Internal audits completed	6	6	7	11	10

\*Audit was shifted from an individual department to a BOCS Program in FY18; Audit actuals for FY17: \$427 (for a total of \$451 in FY17).

## Mission Statement

Consistent with its commitment to professionalism, the County Attorney's Office endeavors to provide only the highest quality legal services to the Board of County Supervisors, as well as County government staff in the performance of their duties. The Office functions as both advisor and advocate as it pursues the Board's goals while remaining dedicated to principles of ethical behavior, efficiency, and accountability.



**General Government Expenditure Budget:**  
**\$124,990,648**

**Expenditure Budget:**  
**\$4,069,261**

*3.3% of General Government*

### Programs:

- County Attorney: \$4,069,261

## Mandates

The Code of Virginia provides that with the appointment of a County Attorney, the Commonwealth Attorney is relieved of any duty to the locality regarding civil matters. All civil matters are handled by the County Attorney, including advising the governing body and all boards, departments, agencies, officials and employees of the locality, drafting or preparing ordinances, defending or bringing actions in which the local government or any of its boards, departments or agencies, or officials or employees are a party, and in any other manner advising or representing the local government, its boards, departments, agencies, officials and employees. The BOCS has enacted additional local mandates for which the County Attorney is responsible.

**State Code:** [15.2-1542](#) (Creation of office of county, city or town attorney authorized), [15.2-529](#) (Appointment of county attorney), [15.2-633](#) (Office of the county attorney), [63.2-1949](#) (Authority of city, county, or attorney)

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

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
County Attorney	\$3,543,698	\$3,812,215	\$3,890,159	\$4,014,552	\$4,069,261	1.36%
<b>Total Expenditures</b>	<b>\$3,543,698</b>	<b>\$3,812,215</b>	<b>\$3,890,159</b>	<b>\$4,014,552</b>	<b>\$4,069,261</b>	<b>1.36%</b>

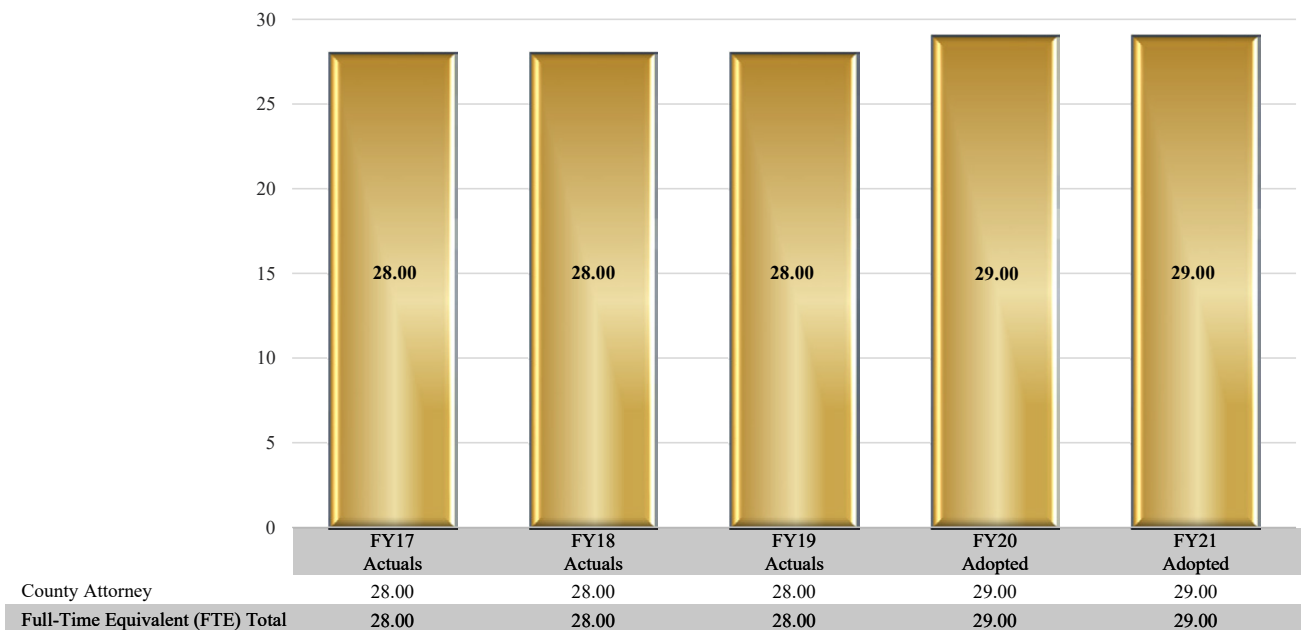
### Expenditure by Classification

Salaries and Benefits	\$3,401,627	\$3,644,407	\$3,745,910	\$3,915,057	\$3,969,765	1.40%
Contractual Services	\$16,933	\$38,608	\$34,436	\$56,014	\$56,014	0.00%
Internal Services	\$105,553	\$103,377	\$104,600	\$88,280	\$88,280	0.00%
Purchase of Goods & Services	\$101,264	\$124,078	\$102,914	\$136,154	\$126,154	(7.34%)
Capital Outlay	\$0	\$0	\$0	\$1,128	\$1,128	0.00%
Leases & Rentals	\$7,017	\$4,826	\$5,381	\$55,827	\$4,845	(91.32%)
Reserves & Contingencies	(\$88,696)	(\$103,082)	(\$103,082)	(\$237,907)	(\$176,925)	(25.63%)
<b>Total Expenditures</b>	<b>\$3,543,698</b>	<b>\$3,812,215</b>	<b>\$3,890,159</b>	<b>\$4,014,552</b>	<b>\$4,069,261</b>	<b>1.36%</b>

### Funding Sources

Miscellaneous Revenue	\$173,438	\$170,000	\$0	\$15,000	\$15,000	0.00%
Charges for Services	\$0	\$39,000	\$209,000	\$180,186	\$180,186	0.00%
Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
<b>Total Designated Funding Sources</b>	<b>\$223,438</b>	<b>\$259,000</b>	<b>\$259,000</b>	<b>\$245,186</b>	<b>\$245,186</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>\$3,320,260</b>	<b>\$3,553,215</b>	<b>\$3,631,159</b>	<b>\$3,769,366</b>	<b>\$3,824,075</b>	<b>1.45%</b>
<b>Net General Tax Support</b>	<b>93.69%</b>	<b>93.21%</b>	<b>93.34%</b>	<b>93.89%</b>	<b>93.97%</b>	

## Staff History by Program





## Future Outlook

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

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

**Human Resources / Employment Law** – There will be an increased need of staff time devoted to assistance and review in various employment law areas (Family Medical Leave Act, Americans with Disabilities Act, Fair Labor Standards Act, Equal Employment Opportunity Commission, etc.).

**Transportation 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. Additionally, the recent statute and Constitutional amendment on lost business profits are impacting these cases.

**General** – Significant future legal issues for the County include land use matters, telecommunications/cable franchise negotiations and technology issues. The County Attorney 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. Additionally, significant time and resources will continue to be devoted to Freedom of Information Act requests and subpoenas, as these matters continue to grow in complexity.

**Land Use Law** – Increased staff time will be devoted to land use issues due to Virginia Code changes regarding cash proffers for residential development.

**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.

## General Overview

- A. **Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.

## Program Summary

### County Attorney

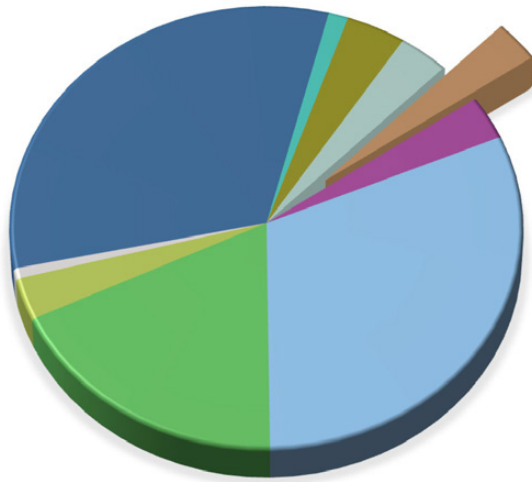
Provides legal assistance, advice to, and litigation representation for the Board of County Supervisors, the County Executive, departments, agencies, and employees of PWC in the performance of their duties.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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)	3.6	3.7	3.8	3.8	3.8
Founded property code cases resolved or moved to court action within 100 days	95%	91%	93%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Legal Services</b>	<b>\$2,332</b>	<b>\$2,595</b>	<b>\$2,670</b>	<b>\$2,654</b>	<b>\$2,704</b>
Average days to close BOCS trackers	23	42	32	30	30
Requests for legal advice/assistance responded to	2,987	2,480	2,620	2,900	2,700
FOIA requests/subpoenas responded to	180	201	218	250	225
Staff time spent rendering legal opinion/advice relating to legal services	86%	86%	86%	87%	86%
<b>Collections</b>	<b>\$447</b>	<b>\$462</b>	<b>\$456</b>	<b>\$471</b>	<b>\$465</b>
Delinquent Real Estate taxes collected prior to litigation	33%	36%	34%	35%	34%
Delinquent Personal Property taxes collected prior to litigation	31%	32%	20%	33%	30%
Staff time spent rendering legal opinion/advice relating to collections	81%	83%	82%	83%	83%
<b>Protective Services</b>	<b>\$681</b>	<b>\$691</b>	<b>\$713</b>	<b>\$736</b>	<b>\$757</b>
Cases involving child abuse or neglect opened	257	163	223	200	200
Cases involving child abuse or neglect closed	236	238	240	240	240
Staff time spent rendering legal opinion/advice relating to protective services	63%	63%	64%	65%	64%
<b>Transportation</b>	<b>\$83</b>	<b>\$65</b>	<b>\$52</b>	<b>\$154</b>	<b>\$143</b>
Property acquisitions closed	50	106	103	110	110
Transportation contracts reviewed	5	6	5	6	10
Staff time spent rendering legal opinion/advice relating to transportation	76%	77%	75%	79%	75%

## Mission Statement

The mission of the Office of Elections is to provide equal opportunity for all qualified citizens of Prince William County to register to vote, maintain accurate voter records 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:**  
**\$124,990,648**

**Expenditure Budget:**  
**\$3,780,113**

*3.0% of General Government*

### Programs:

- Conduct & Certify Elections:  
\$3,780,113

## Mandates

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

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

# Elections

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Conduct & Certify Elections	\$2,913,542	\$1,927,983	\$1,988,554	\$2,633,866	\$3,780,113	43.52%
<b>Total Expenditures</b>	<b>\$2,913,542</b>	<b>\$1,927,983</b>	<b>\$1,988,554</b>	<b>\$2,633,866</b>	<b>\$3,780,113</b>	<b>43.52%</b>

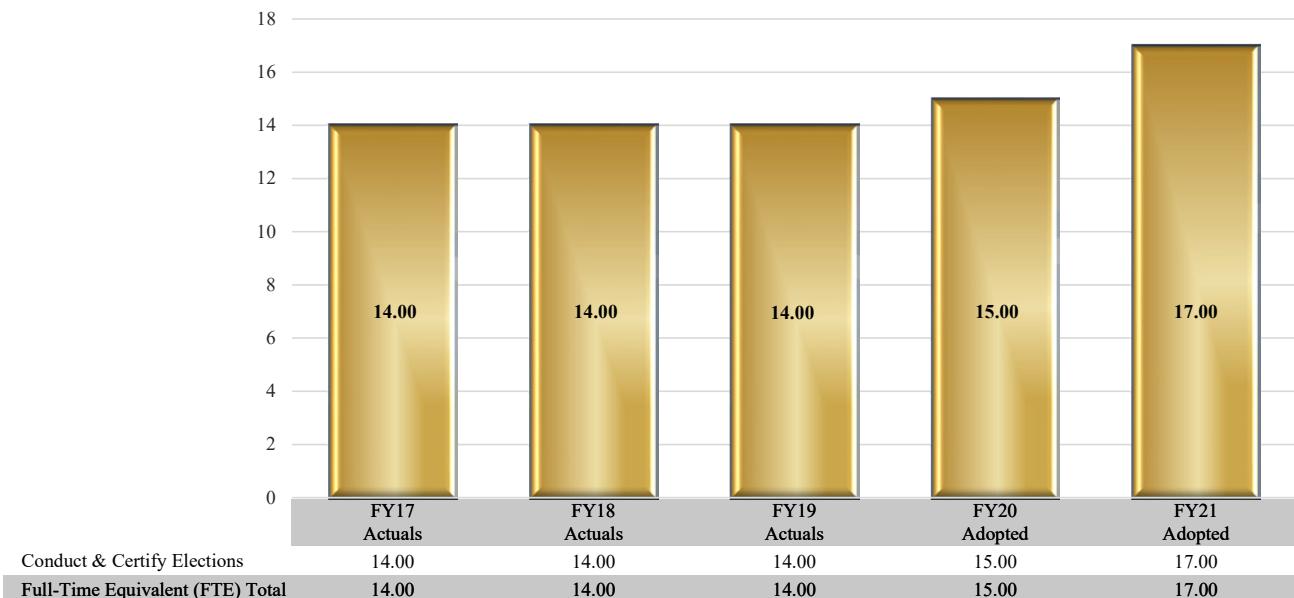
### Expenditure by Classification

Salaries and Benefits	\$1,498,273	\$1,292,316	\$1,340,964	\$1,343,285	\$2,877,146	114.19%
Contractual Services	\$730,076	\$417,059	\$356,024	\$763,145	\$632,323	(17.14%)
Internal Services	\$67,075	\$86,783	\$89,336	\$85,203	\$83,703	(1.76%)
Purchase of Goods & Services	\$438,502	\$129,985	\$174,026	\$434,509	\$178,767	(58.86%)
Capital Outlay	\$152,501	\$0	\$22,150	\$0	\$0	-
Leases & Rentals	\$15,416	\$1,840	\$6,054	\$7,724	\$8,174	5.83%
Debt Maintenance	\$11,699	\$0	\$0	\$0	\$0	-
<b>Total Expenditures</b>	<b>\$2,913,542</b>	<b>\$1,927,983</b>	<b>\$1,988,554</b>	<b>\$2,633,866</b>	<b>\$3,780,113</b>	<b>43.52%</b>

### Funding Sources

Miscellaneous Revenue	\$2,768	\$12,745	\$115	\$0	\$0	-
Revenue from Commonwealth	\$252,390	\$87,762	\$88,003	\$257,178	\$92,202	(64.15%)
<b>Total Designated Funding Sources</b>	<b>\$255,157</b>	<b>\$100,507</b>	<b>\$88,118</b>	<b>\$257,178</b>	<b>\$92,202</b>	<b>(64.15%)</b>
<b>Net General Tax Support</b>	<b>\$2,658,384</b>	<b>\$1,827,476</b>	<b>\$1,900,436</b>	<b>\$2,376,688</b>	<b>\$3,687,911</b>	<b>55.17%</b>
<b>Net General Tax Support</b>	<b>91.24%</b>	<b>94.79%</b>	<b>95.57%</b>	<b>90.24%</b>	<b>97.56%</b>	

## Staff History by Program



## Future Outlook

**Early Voting** – Beginning July 1, 2020 No Excuse Absentee/Early Voting will become a law in Virginia with a delayed implementation date of September 18, 2020, for the Presidential 2020 election. Presidential 2020 and all future elections moving forward are mandated to have No Excuse Absentee/Early Voting for a period of forty-five days, prior to every election conducted. Since Prince William County (PWC) has already been operating absentee voting centers, Early Voting will be, for the most part, business as usual. Elections' main concern is being able to correctly estimate the number of voters during the early voting period in order to provide adequate staffing and the appropriate number of voter centers. The vote center locations will be strategically placed across the County for equitable voter access and will operate with the same hourly and daily schedule. Early voting must be conducted on public property Virginia Code ([§ 24.2-707-B](#)).

**2020 Census and Redistricting, Including the Establishment of Additional Precincts** – The U.S. Census attempts to count every person living in the United States and is mandated to take place every 10 years by the U.S. Constitution ([Article 1, Section 2](#)). Population counts determine the number of seats per state in the U.S. House of Representatives and the distribution of billions of dollars in federal funding to states, counties, and cities. Defining state legislative districts is a process called 'redistricting.' Congressional and legislative districts are redrawn by the US Congress, Virginia Senate and Virginia House of Delegates and the magisterial districts are adjusted to account for population shifts and to achieve equal representation for the constituents of all representatives. April 20, 2020, is Census Day and by April 1, 2021, redistricting counts will be sent to the states. The Office of Elections estimates 20 additional precincts will be added in PWC.

**Voter List Maintenance and Online Transactions** – Three additional full-time assistant registrar positions were passed at 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 processing of increased online transactions. Online transactions were implemented by the Virginia Department of Elections for the voting public in summer 2016. As of September 15, 2019, staff has handled 114,355 online voter registration transactions (not including absentee transactions) since January 2019. The PWC Office of Elections has an incoming average of 551 new transactions per day. These transactions can take an average of 10-15 minutes per transaction.

## General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-Time Costs from Elections Budget** – A total of \$417,133 has been removed from Elections FY21 budget for one-time costs associated with the March 2020 presidential primary (election officer compensation, voting machine programming and testing, paper ballot printing, staffing, and supplies), and the purchase of 46 ballot scanners.

## Budget Initiatives

### A. Budget Initiatives

#### 1. 2020 Presidential Election – Conduct and Certify Elections

Expenditure	\$1,133,535
Revenue	\$0
General Fund Impact	\$1,133,535
FTE Positions	0.00

- a. **Description** – A presidential election will be held on November 3, 2020. One-time costs pertaining to the election will include Election Officer compensation, voter machine programming and testing, paper ballot printing, and supplies.
- b. **Service Level Impacts** – Existing service levels are maintained. The Office of Elections will provide the same level of efficient and effective service regardless of an anticipated increase in voter turnout.

#### 2. No Excuse Absentee/Early Voting – Conduct and Certify Elections

Expenditure	\$430,176
Revenue	\$0
General Fund Impact	\$430,176
FTE Positions	0.00

- a. **Description** – Early voting (No Excuse Absentee) will become a law in Virginia with implementation during the Presidential 2020 election. Elections will add four additional voting locations in addition to the current locations in Woodbridge, Manassas, and Haymarket. These locations will be strategically placed across the County for equitable voter access and will have the same hourly and daily schedule as the other locations. All together there are forty-five days of early voting (No Excuse Absentee) prior to the November 3<sup>rd</sup> presidential election.
- b. **Service Level Impacts** – Existing service levels are maintained. The Office of Elections will provide the same level of efficient and effective service regardless of an anticipated increase in voter turnout.

#### 3. Elections Assistants – Conduct and Certify Elections

Expenditure	\$108,646
Revenue	\$0
General Fund Impact	\$108,646
FTE Positions	2.00

- a. **Description** – This initiative funds 2.00 FTE Assistant Registrar positions in the Office of Elections main office. The positions perform high level clerical work related to voter registration, assists with in-person and mail-in absentee voting; assists with registering qualified citizens to vote; assists in determining the validity of voter registration applications (in-person, mail-in, from other state and federal agencies); and assists in the receipt of candidate filings and finance reports. Many of these transactions are complex, time sensitive, and require communication with other government agencies.

- b. Service Level Impacts** – These positions are needed due to the increases in the number of registered voters and increases in voter transactions. Comparing November 4, 2014, and November 5, 2019, election statistics, there has been a 14% increase in registered voters and a 195% increase in absentee voters. Between calendar year 2015 and year-to-date 2019, there has been a 319% increase in National Voter Registration Act (Motor Voter) transactions. As of September 15, 2019, staff has handled 114,355 online voter registration transactions (not including absentee transactions) since January 2019.

## 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 local candidate filings; trains Officers of Elections to conduct each election; and certifies the results for each election.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Experience of voting in PWC is pleasant (community survey)	94%	96%	96%	96%	96%

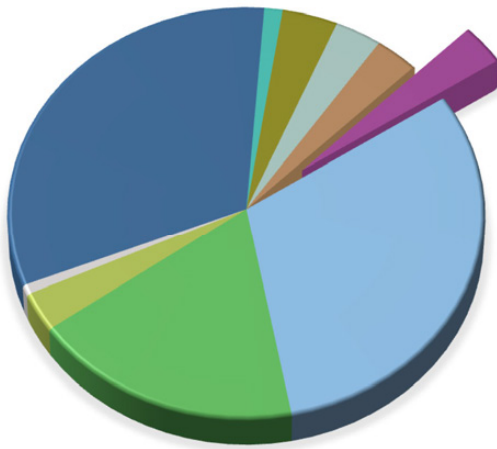
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Register Voters &amp; Conduct &amp; Certify Elections</b>	<b>\$2,914</b>	<b>\$1,928</b>	<b>\$1,989</b>	<b>\$2,634</b>	<b>\$3,780</b>
Transactions involving citizen voting records	245,052	321,960	357,028	333,228	380,000
Registered county voters	272,286	279,549	283,803	287,935	291,555
Election voter turnout	242,297	151,023	238,221	282,879	259,192



# 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:**  
**\$124,990,648**

**Expenditure Budget:**  
**\$3,982,946**

*3.2% of General Government*

### Programs:

- Management & Policy Development: \$1,908,641
- Administrative Support to the Board: \$460,110
- Communications: \$1,238,612
- Legislative Affairs & Intergovernmental Relations: \$375,582

## Mandates

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

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

**State Code:** [Title 15.2 Chapter 5](#) (County Executive Form of Government)

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

# Executive Management

## Expenditure and Revenue Summary

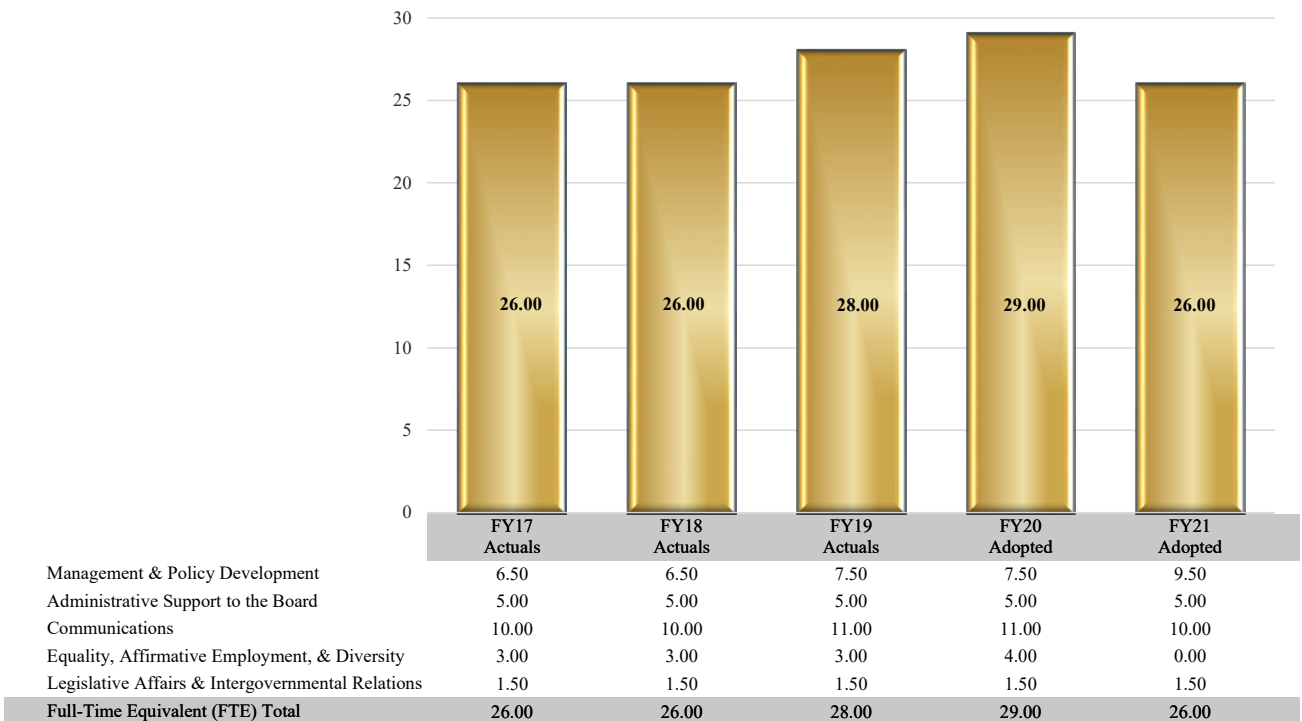


Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Management & Policy Development	\$1,294,873	\$1,435,268	\$1,628,467	\$1,621,988	\$1,908,641	17.67%
Administrative Support to the Board	\$488,773	\$508,849	\$512,484	\$541,980	\$460,110	(15.11%)
Communications	\$1,175,995	\$1,171,694	\$1,402,011	\$1,406,037	\$1,238,612	(11.91%)
Equality, Affirmative Employment, & Diversity	\$391,232	\$403,523	\$414,990	\$556,086	\$0	(100.00%)
Legislative Affairs & Intergovernmental Relations	\$417,439	\$406,870	\$395,339	\$436,560	\$375,582	(13.97%)
<b>Total Expenditures</b>	<b>\$3,768,312</b>	<b>\$3,926,203</b>	<b>\$4,353,292</b>	<b>\$4,562,651</b>	<b>\$3,982,946</b>	<b>(12.71%)</b>

### Expenditure by Classification

Salaries and Benefits	\$3,277,169	\$3,444,773	\$3,771,367	\$3,906,394	\$3,380,348	(13.47%)
Contractual Services	\$226,704	\$235,892	\$257,947	\$326,488	\$306,488	(6.13%)
Internal Services	\$111,371	\$127,287	\$143,790	\$120,765	\$112,928	(6.49%)
Purchase of Goods & Services	\$129,204	\$110,672	\$163,619	\$193,224	\$167,402	(13.36%)
Capital Outlay	\$10,000	\$0	\$0	\$0	\$0	0.00%
Leases & Rentals	\$13,864	\$7,579	\$16,568	\$15,780	\$15,780	0.00%
<b>Total Expenditures</b>	<b>\$3,768,312</b>	<b>\$3,926,203</b>	<b>\$4,353,292</b>	<b>\$4,562,651</b>	<b>\$3,982,946</b>	<b>(12.71%)</b>
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>\$3,768,312</b>	<b>\$3,926,203</b>	<b>\$4,353,292</b>	<b>\$4,562,651</b>	<b>\$3,982,946</b>	<b>(12.71%)</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

## Staff History by Program



## 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 of County Supervisors (BOCS) stated Strategic Plan objective to enhance the quality of life within the community and strive to make Prince William County (PWC) “a community of choice where individuals and families choose to live and businesses choose to locate.”

To assure greater effectiveness and efficiency within county government, the core objectives of OEM are to make certain PWC government develops and maintains a high performing workforce and properly aligns programs, services, and policies through professional administration of government.

**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.

Over the next few years, OEM will align practices and procedures supporting the new personnel policies and position classification structure. This alignment is essential to ensure that sufficient flexibility is available to address changing needs while maintaining equity and integrity of the new structures.

## General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Transfer Senior Business Systems Analyst Position from Executive Management (Communications) to Information Technology (DoIT)** – During FY20, a Senior Business Systems Analyst position 1.00 FTE was transferred from the OEM (Communications) to DoIT to centralize technology functions within the County. The salary and benefits of this position is \$117,262.
- C. **Shift 2.00 FTEs from Equality, Affirmative Employment & Diversity (EEO) to Fire & Rescue and Human Rights** – Two positions with a total budget of \$311,267 have been shifted from the OEM, EEO program. One position will go to the Department of Fire & Rescue, System Support program and the other to Human Rights, Human Rights Commission program. This results in a 2.00 FTE decrease in OEM, a 1.00 FTE increase in Fire & Rescue, and a 1.00 FTE increase in Human Rights. The positions have been reclassified to support personnel related and human rights investigations within the individual departments.

In OEM, the Equality, Affirmative Employment, & Diversity program will be dissolved and the remaining two positions will be shifted to the Management & Policy Development program in OEM. There is no net impact to the general fund.

# Executive Management

## Program Summary

### Management & Policy Development

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Outcomes trending positively towards four year strategic goal target	55%	64%	60%	100%	100%
Growth in commercial tax base (in square feet)	773,904	391,306	1.1M	814,000	1.5M
Overall quality of PWC services meets residents' expectations (community survey)	91%	91%	91%	>90%	>91%
County services & facilities are a fair value for the tax dollar (comm. survey)	88%	94%	94%	>85%	>85%
County employees are courteous and helpful (community survey)	93%	94%	94%	>90%	>90%
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Effective &amp; Efficient Delivery of County Government Services</b>	<b>\$402</b>	<b>\$495</b>	<b>\$616</b>	<b>\$611</b>	<b>\$901</b>
Countywide workload measures	-	621	566	621	600
Workforce development projects completed	8	10	12	12	12
<b>Strategic Planning</b>	<b>\$310</b>	<b>\$327</b>	<b>\$351</b>	<b>\$348</b>	<b>\$346</b>
Community measures of success trending positively	-	32	33	56	56
Work sessions with the BOCS	5	11	7	5	5
Taxable commercial square feet	47.1M	47.5M	50.7M	48.4M	52.2M
<b>Policy Development</b>	<b>\$314</b>	<b>\$332</b>	<b>\$359</b>	<b>\$373</b>	<b>\$371</b>
Ordinances & resolutions passed	614	671	795	700	750
<b>BOCS Response</b>	<b>\$270</b>	<b>\$281</b>	<b>\$302</b>	<b>\$290</b>	<b>\$290</b>
Trackers responded to within 15 days	75%	85%	90%	90%	90%

### 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
BOCS agenda dispatch packages available to the public by deadline	100%	100%	100%	100%	100%
BOCS agenda/briefs available to citizens by deadline	100%	100%	100%	100%	100%

# Executive Management

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Administrative Support to the Board and Executive</b>	<b>\$495</b>	<b>\$509</b>	<b>\$512</b>	<b>\$542</b>	<b>\$460</b>
Ordinances processed	94	82	46	80	75
Resolutions processed	520	589	749	590	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
News quality analysis rating	94%	95%	95%	90%	95%
Social media reach	1.9M	2.4M	3.7M	2.1M	3.0M
Online, graphic, print & video pieces produced	499	515	616	500	550

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Information Dissemination</b>	<b>\$732</b>	<b>\$740</b>	<b>\$932</b>	<b>\$879</b>	<b>\$775</b>
Internal communication messages	507	722	454	400	450
Events supported	33	32	39	25	30
Articles produced	143	139	141	150	150
Video views online	140,363	163,400	381,340	100,000	200,000
Total web page sessions	3.6M	3.8M	4.3M	3.6M	-
<b>Media Production</b>	<b>\$444</b>	<b>\$432</b>	<b>\$470</b>	<b>\$527</b>	<b>\$464</b>
Graphic arts pieces produced	125	167	267	120	170
Videos produced (including BOCS meetings)	207	192	208	205	205

# Executive Management

## 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.

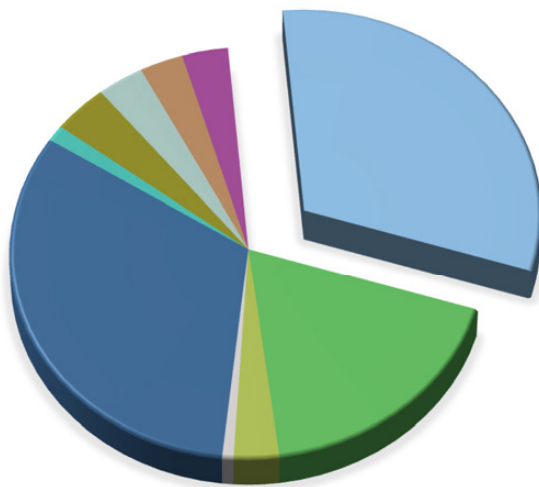
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
State legislative program outcomes success rate	50%	50%	50%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Legislative Affairs &amp; Intergovernmental Relations</b>	<b>\$410</b>	<b>\$407</b>	<b>\$395</b>	<b>\$437</b>	<b>\$376</b>
Virginia House & Senate bills analyzed	2,959	3,722	2,362	3,200	2,300
Hours of active representation	2,484	2,400	NR	2,000	2,400
General Assembly committee meetings attended	2,210	2,000	NR	1,750	2,000
Agenda development/planning meetings with outside groups/allies	77	80	70	80	85

# Facilities & Fleet Management

## Mission Statement

Facilities & Fleet Management's mission statement will be determined in July 2020 when the department is organized.



**Expenditure Budget:**  
**\$38,972,664**

*31.2% of General Government*

### Programs:

- Fleet Management: \$11,972,270
- Facilities Construction Management: \$125,000
- Buildings & Grounds: \$12,915,944
- Property Management: \$13,959,449

**General Government Expenditure Budget:**  
**\$124,990,648**

## Mandates

Facilities & Fleet Management does not provide a state or federal mandated service.

The Board of County Supervisors has enacted local mandates for which Facilities & Fleet Management has responsibility.

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



# Facilities & Fleet Management



## Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Fleet Management	\$0	\$0	\$0	\$0	\$11,972,270	0.00%
Facilities Construction Management	\$0	\$0	\$0	\$0	\$125,000	0.00%
Buildings & Grounds	\$0	\$0	\$0	\$0	\$12,915,944	0.00%
Property Management	\$0	\$0	\$0	\$0	\$13,959,449	0.00%
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,972,664</b>	<b>0.00%</b>

### Expenditure by Classification

Salaries and Benefits	\$0	\$0	\$0	\$0	\$12,616,353	0.00%
Contractual Services	\$0	\$0	\$0	\$0	\$5,966,359	0.00%
Internal Services	\$0	\$0	\$0	\$0	\$692,234	0.00%
Purchase of Goods & Services	\$0	\$0	\$0	\$0	\$10,936,523	0.00%
Capital Outlay	\$0	\$0	\$0	\$0	\$3,159,151	0.00%
Leases & Rentals	\$0	\$0	\$0	\$0	\$8,185,801	0.00%
Reserves & Contingencies	\$0	\$0	\$0	\$0	(\$2,583,757)	0.00%
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,972,664</b>	<b>0.00%</b>

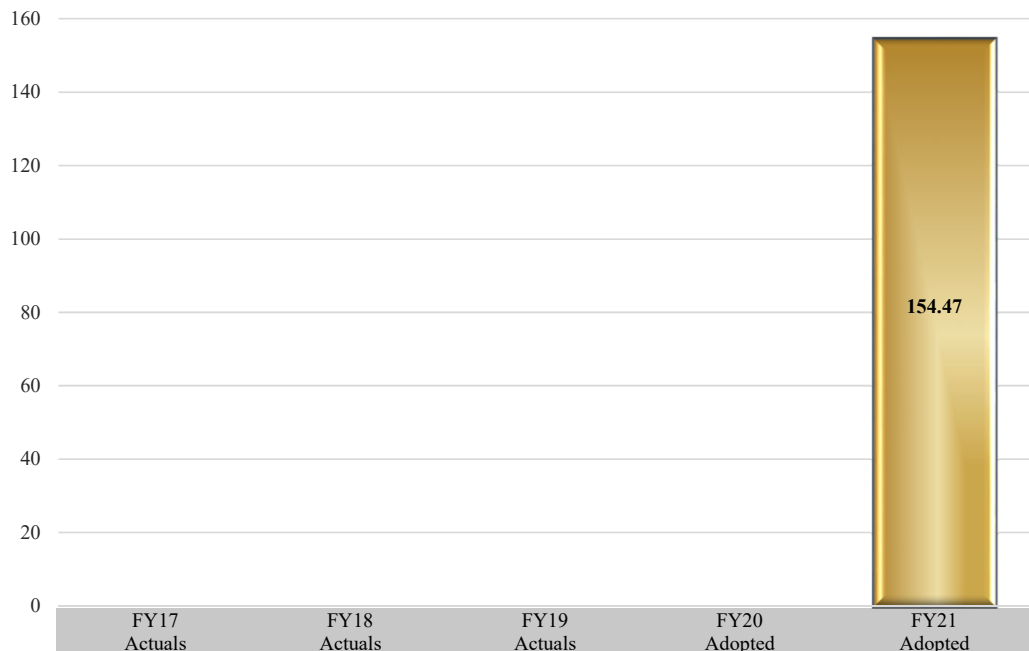
### Funding Sources

Use of Money & Property	\$0	\$0	\$0	\$0	\$710,000	0.00%
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$22,000	0.00%
Non-Revenue Receipts	\$0	\$0	\$0	\$0	\$320,000	0.00%
Charges for Services	\$0	\$0	\$0	\$0	\$9,652,876	0.00%
Revenue from Commonwealth	\$0	\$0	\$0	\$0	\$71,424	0.00%
Transfers In	\$0	\$0	\$0	\$0	\$49,317	0.00%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,825,617</b>	<b>0.00%</b>
<b>Use/(Contribution) of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,041</b>	
<b>Net General Tax Support</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,124,006</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>72.16%</b>	

The FY17-FY19 Actuals and the FY20 Adopted budget for each program are included in the Public Works department.

# Facilities & Fleet Management

## Staff History by Program



	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Fleet Management	0.00	0.00	0.00	0.00	44.00
Facilities Construction Management	0.00	0.00	0.00	0.00	10.00
Buildings & Grounds	0.00	0.00	0.00	0.00	81.47
Property Management	0.00	0.00	0.00	0.00	19.00
Full-Time Equivalent (FTE) Total	0.00	0.00	0.00	0.00	154.47

Note: Four programs, Fleet Management, Facilities Construction Management, Buildings & Grounds, and Property Management, have been removed from Public Works to create a new department named Facilities & Fleet Management. The historical FTE information for these programs appears in the Public Works department.

## Future Outlook

**Design and Construction Performance Issues and Increasing Costs** – With the design and construction industry’s current workload, and that projected for the future, increasing performance issues and construction costs continue to be experienced. There is a shortage of knowledgeable architectural and engineering professionals, resulting in more frequent errors by the general contractors. Skilled labor availability is still decreasing, and material costs continue to rise. Combining these factors makes it difficult to anticipate and budget future County projects, regardless of size and type.

**Internal Infrastructure Challenges** – There are Facilities & Fleet Management’s internal services functions and facilities that have not kept up with the demands of a growing County. County space is at a premium. Property Management, which is tasked with managing County space needs, has reached the point that it will need to defer work projects because it does not have the staff to accommodate the space request demands placed upon it. Since 1999, even though the County has increased its occupied space by approximately 87%, there has not been adequate growth in planning resources to meet the demand for configuring new space and reconfiguring existing space. As the County has grown, so has the public safety fleet. The primary Fleet Management facility cannot be expanded to support the annually increasing public safety fleet; therefore, additional space and resources will need to be identified to keep up with the County’s growth.

# Facilities & Fleet Management

## General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Reorganization of Public Works** – In order to more effectively provide services to the community and County government customers, four programs have been removed from Public Works and a department named Facilities & Fleet Management has been created. The shifted programs include: Fleet Management, Facilities Construction Management, Buildings & Grounds and Property Management. The reorganization has no net impact on the total budget.
- C. Base Revenue Adjustments** – The FY2021 Budget includes the following base budget revenue adjustments:
- **Property Management** – Increase the Property Management budget to include a \$60,000 increase in telecommunications tower lease revenue and \$22,000 to establish the base budget for the Power Savings Program reimbursement. The general fund impact is an \$82,000 reduction in general fund tax support.
  - **Fleet** – Increase the Fleet sales revenue budget, sales of vehicles, by \$76,300. The general fund impact is a \$76,300 reduction in general fund tax support.
  - **Buildings & Grounds** – Increase the Buildings & Grounds budget to establish a base budget for security charges. The general fund impact is a \$10,000 reduction in general fund tax support.
- D. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation of existing budget increases the Facilities & Fleet Management FY21 budget by \$266,180.
- E. Positions Shift from Facilities & Fleet Management to Parks, Recreation, & Tourism (DPRT)** – During the FY20 transfer of Fleet positions from DPRT to Facilities & Fleet Management, the decision was made for two partial FTEs (0.15 FTE and 0.11 FTE) to remain in DPRT. The total compensation for these two positions is approximately \$10,000.
- F. Facilities Construction Management Program Costs Recovered from Capital Projects** – The Facilities Construction Management program includes road design, construction, project management, and right-of-way acquisition activities that recover expenditure costs from Board of County Supervisors (BOCS) approved facility projects. Staff provides management and oversight of large- and small-scale facility projects, often funded by multiple revenue sources. The cost recovered activities include \$1.09 million in expenditure costs and 10.00 FTEs recovered from projects in FY21.

# Facilities & Fleet Management

## Budget Initiatives

### A. Budget Initiatives

#### 1. Lease Escalation – Property Management

Expenditure	\$577,640
Revenue	\$0
General Fund Impact	\$577,640
FTE Positions	0.00

a. **Description** – This initiative provides funding for \$290,000 in annual rent escalations. The remaining \$287,640 is for four new leased spaces including \$62,500 for space at 4001 Prince William Parkway, \$82,500 for supervisor space in the Neabsco District, previously approved by the BOCS on November 19, 2019 via [Resolution 19-528](#), \$55,250 for supervisor space in the Potomac District, previously approved by the BOCS on March 10, 2020 via [Resolution 20-257](#), and \$87,390 for food warehouse space for the Community Feeding Taskforce in response to the COVID-19 pandemic.

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

#### 2. Consolidated Contractual Increases – Buildings & Grounds

Expenditure	\$183,848
Revenue	\$0
General Fund Impact	\$183,848
FTE Positions	0.00

a. **Description** – This initiative provides funding for annual contract cost increases to sustain operations. Dependence on vendors for repairs and maintenance has grown as maintenance demands continue to exceed the capacity of the maintenance team. These increases reside primarily in custodial services (\$88,000), grounds maintenance (\$30,000), security guards at County owned facilities (\$21,000), and contract custodial day porters at senior centers (\$35,000).

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

#### 3. Corresponding Internal Service Fund (ISF) Costs for Solid Waste Mack roll-off truck – Fleet

Expenditure	\$60,000
Revenue	\$60,000
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** – This initiative increases the Fleet ISF budget for the one-time purchase of the Solid Waste Mack roll-off truck listed in the Public Works Solid Waste initiative and for additional maintenance costs on existing solid waste fleet due to heavy usage and age. This initiative is funded with Solid Waste Fee revenue. There is no general fund impact.

b. **Service Level Impacts** – This funding is required to maintain the current level of maintenance on the Solid Waste fleet.

# Facilities & Fleet Management

## B. Budget Reductions

### 1. Space Configuration – Property Management

Expenditure	(\$400,000)
Revenue	\$0
General Fund Impact	(\$400,000)
FTE Positions	0.00

**a. Description** – This initiative eliminates funding for new space configuration projects.

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

### 2. Fuel Costs – Fleet Management

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

**a. Description** – This initiative reduces the County’s fuel budget due to declining fuel prices resulting from the COVID-19 pandemic.

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

## Program Summary

### Fleet Management

Provide County vehicle maintenance and County vehicle replacement. Provide fuel, repairs, vehicle acquisition, equipment disposal, and maintenance services to the County’s vehicles and equipment in an efficient 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Cost per mile - light duty public safety vehicles	\$0.24	\$0.24	\$0.28	\$0.24	\$0.25
Cost per mile - light duty non-public safety vehicles	\$0.38	\$0.26	\$0.35	\$0.27	\$0.27
Work orders that are scheduled maintenance	57%	60%	56%	65%	65%
Availability of public safety light duty vehicles	91%	87%	97%	90%	95%
Public Safety vehicles due or overdue for replacement	10%	10%	11%	10%	10%

# Facilities & Fleet Management

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>County Vehicle Maintenance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,492</b>
Vehicles maintained that are under 10,000 lbs. gross vehicle weight	1,225	1,274	1,372	2,189	1,492
Heavy equipment maintained that are over 10,000 lbs. gross vehicle weight	231	256	256	261	270
Fleet work orders	6,956	7,009	7,866	8,015	8,165
<b>County Vehicle Replacement</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,480</b>
Vehicles purchased (general fund)	87	90	108	110	115

## Facilities Construction Management (FCM)

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
FCM customers satisfied with overall project management	93%	98%	88%	90%	90%
CIP construction change order different from original contracted amount	2%	3%	3%	<8%	<6%
Architectural/Engineering design contract modifications	-	-	-	-	<25%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>County Facility Construction</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$125</b>
Total CIP projects	8	8	7	9	7
Total non-CIP projects	0	2	2	1	1

# Facilities & Fleet Management

## Buildings & Grounds

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Security alarms & access devices work orders completed w/in 10 working days	-	-	-	-	75%
Printing jobs completed within 10 working days	-	-	95%	91%	92%
Cost per square foot for custodial services	\$2.25	\$2.36	\$2.38	\$2.33	\$2.33
Routine maintenance work requests completed within 10 working days	73%	72%	74%	73%	75%
Cost per square foot for building maintenance program service	\$4.24	\$3.68	\$3.83	\$4.00	\$4.00
Routine grounds maintenance requests completed within 10 working days	67%	76%	83%	82%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Building Maintenance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,163</b>
Work orders	4,338	4,289	5,224	4,500	5,000
<b>Grounds Maintenance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,929</b>
Grounds work requests received	-	-	928	-	900
Grounds work requests	786	713	639	800	-
<b>Custodial Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,750</b>
Square footage maintained by custodial services (internal & contracted)	1.3M	1.2M	1.2M	1.2M	1.2M
<b>Graphics Arts &amp; Print Shop</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$146</b>
Copies produced in-house	5.1M	3.8M	4.0M	4.8M	4.0M
Printing jobs completed (internal)	-	-	-	-	1,838
Printing jobs completed (contractors)	-	-	-	-	159
Printing jobs completed	1,616	1,749	1,997	1,700	-
<b>Mail Room and Courier Service</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$531</b>
Total pieces of mail handled	1.4M	1.3M	1.2M	1.4M	1.3M
<b>Security</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,396</b>
Citizen meeting agreements supported by paid guard service	-	-	75	60	60
Security alarms and access devices work orders	1,159	889	1,397	1,000	1,400



# Facilities & Fleet Management

## Property Management

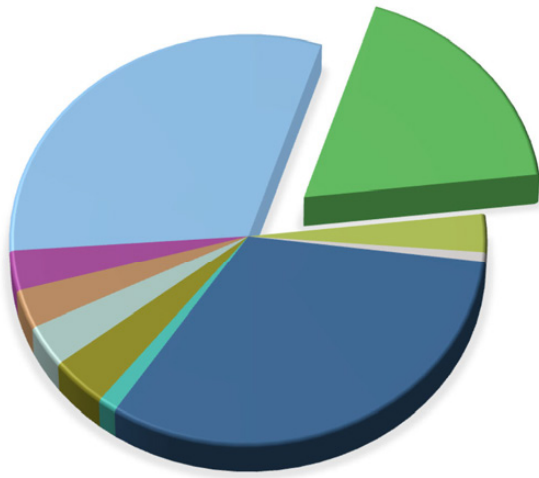
Provide a wide array of internal county services, including space planning, agency moves, furniture purchasing, and management of surplus furniture items. Manage the County's leased spaces. Make utility payments and monitor energy consumption at both owned and leased properties. Manage the County's Records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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customers satisfied with overall project management	99%	98%	100%	98%	98%
Average cost per square foot of leased space	\$19.94	\$20.15	\$20.30	\$20.95	\$22.00
Cost avoidance realized by redeploying surplus items	\$224,286	\$266,213	\$139,718	\$200,000	\$150,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Property Management</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,100</b>
Property management projects completed	258	290	222	275	250
<b>Energy Management</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,639</b>
Annual facility electrical usage - KWH per square foot	19.17	19.08	18.83	19.00	19.00
<b>Real Estate</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,943</b>
Commercial square feet leased & maintained	334,653	348,532	342,060	360,000	345,371
<b>Records Management</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$277</b>
Boxes delivered/picked up	5,320	6,491	5,089	5,500	5,350
Records checked in/checked out	8,109	7,493	7,476	8,300	7,500

## Mission Statement

The mission of the Finance Department is to promote excellence, quality, and efficiency by maximizing available resources and providing innovative financial and risk management services to a broad range of internal and external customers through sound financial management practices, effective leadership at all levels, and a team of employees committed to maintaining fiscal integrity and financial solvency of the County government.



**General Government Expenditure Budget:**  
**\$124,990,648**

**Expenditure Budget:**  
**\$22,706,308**

*18.2% of General Government*

### Programs:

- Financial Reporting & Control: \$4,828,381
- Payroll & Disbursements Services: \$1,225,978
- Risk and Wellness Services: \$1,772,796
- Real Estate Assessment: \$4,114,301
- Procurement Services: \$1,344,742
- Taxpayer Services: \$6,837,209
- Treasury Management: \$1,158,719
- Director's Office: \$725,805
- Financial Systems Services: \$698,377

## Mandates

The County is mandated to employ a Director of Finance, assess property values, collect taxes, procure goods and services, and maintain the County's financial records in accordance with state laws and regulations. The Finance Department provides these services. The Finance Department is also the liaison to the state mandated Board of Equalization.

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

**State Code:** [15.2-519](#) (Department of finance; director; general duties), [15.2-716.1](#) (Board of Equalization)

**County Code:** [Chapter 2](#) (Government Services), [Chapter 2.5](#) (Alarm Systems), [Chapter 3](#) (Amusements), [Chapter 4](#) (Dog License), [Chapter 9.2-5](#) (Planning, budgeting, accountability and purchasing), [Chapter 11.1](#) (Licenses), [Chapter 13](#) (Motor Vehicles and Traffic), [Chapter 20](#) (Unclaimed Money & Property), [Chapter 22](#) (Solid Waste Disposal Fee System), [Chapter 23.2](#) (Stormwater Management Fund), [Chapter 26](#) (Taxation), [Chapter 30](#) (Water Supply Driller's License), [Chapter 32](#) (Zoning Site Plans)



## Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Financial Reporting & Control	\$4,465,252	\$4,644,879	\$4,685,293	\$4,790,835	\$4,828,381	0.78%
Payroll & Disbursement Services	\$1,010,822	\$1,026,200	\$974,035	\$997,542	\$1,225,978	22.90%
Risk & Wellness Services	\$1,364,966	\$1,479,651	\$1,542,840	\$1,697,930	\$1,772,796	4.41%
Real Estate Assessment	\$3,300,961	\$3,388,008	\$3,567,778	\$3,742,731	\$4,114,301	9.93%
Procurement Services	\$1,126,872	\$1,163,496	\$1,146,896	\$1,298,363	\$1,344,742	3.57%
Taxpayer Services	\$5,878,492	\$5,753,321	\$5,978,591	\$6,621,616	\$6,837,209	3.26%
Treasury Management	\$1,309,404	\$1,002,026	\$1,104,273	\$1,204,782	\$1,158,719	(3.82%)
Director's Office	\$1,332,063	\$1,464,779	\$743,501	\$725,020	\$725,805	0.11%
Financial Systems Services	\$0	\$0	\$659,927	\$678,101	\$698,377	2.99%
<b>Total Expenditures</b>	<b>\$19,788,832</b>	<b>\$19,922,360</b>	<b>\$20,403,134</b>	<b>\$21,756,920</b>	<b>\$22,706,308</b>	<b>4.36%</b>

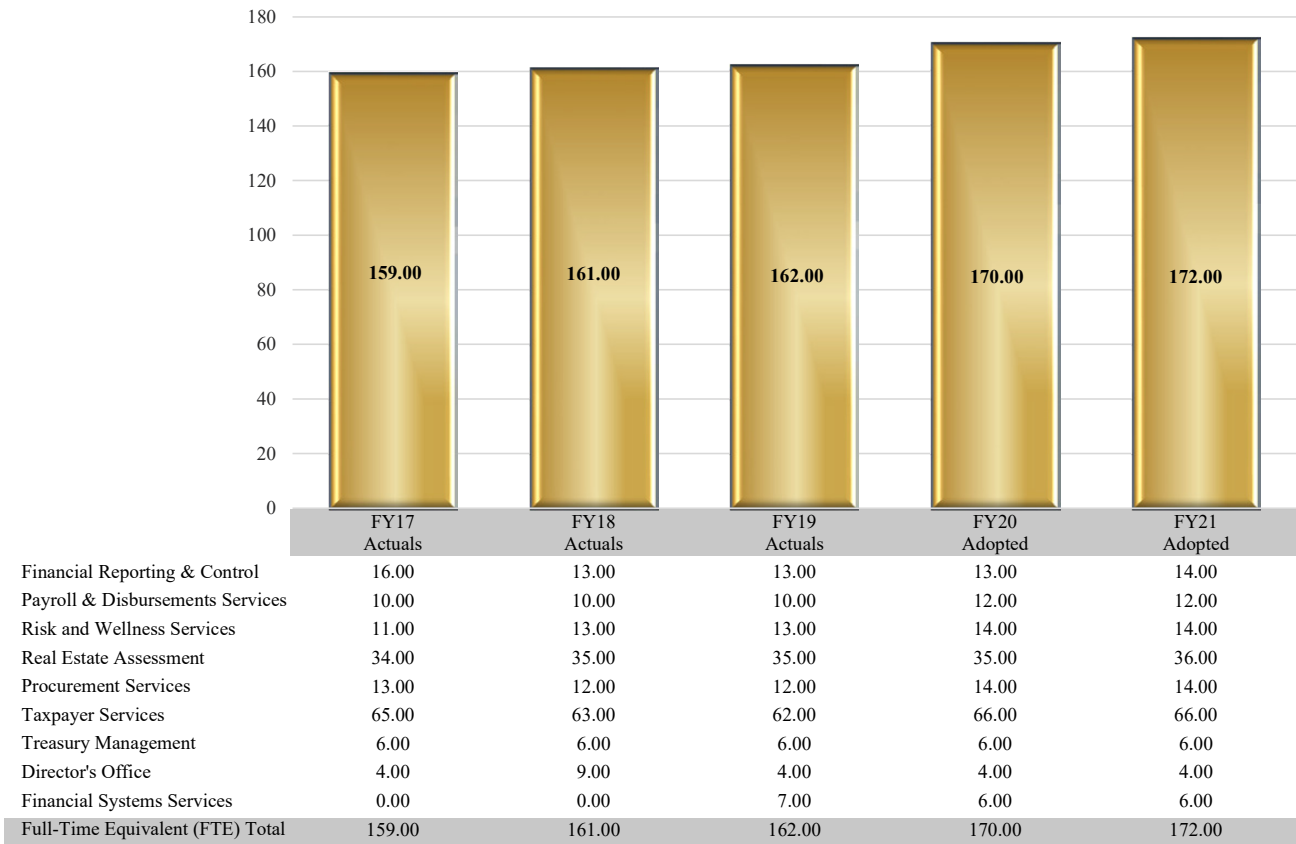
### Expenditure by Classification

Salaries and Benefits	\$13,944,095	\$13,887,233	\$14,215,699	\$15,357,516	\$16,213,656	5.57%
Contractual Services	\$1,707,993	\$2,023,638	\$2,037,825	\$2,366,189	\$2,265,621	(4.25%)
Internal Services	\$3,372,787	\$3,317,916	\$3,265,559	\$3,226,501	\$3,184,685	(1.30%)
Purchase of Goods & Services	\$1,185,115	\$1,114,532	\$1,301,739	\$1,462,667	\$1,502,245	2.71%
Capital Outlay	\$0	\$9,400	\$0	\$16,625	\$16,625	0.00%
Leases & Rentals	\$35,605	\$21,964	\$34,082	\$47,284	\$46,784	(1.06%)
Reserves & Contingencies	(\$456,762)	(\$452,322)	(\$451,771)	(\$719,861)	(\$523,307)	(27.30%)
<b>Total Expenditures</b>	<b>\$19,788,832</b>	<b>\$19,922,360</b>	<b>\$20,403,134</b>	<b>\$21,756,920</b>	<b>\$22,706,308</b>	<b>4.36%</b>

### Funding Sources

Permits & Fees	\$240	\$150	\$120	\$250	\$250	0.00%
Fines & Forfeitures	\$22,494	\$38,189	\$55,004	\$12,000	\$12,000	0.00%
Use of Money & Property	\$132,680	\$74,141	\$62,103	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$120,272	\$183,949	\$217,802	\$286,552	\$270,191	(5.71%)
General Property Taxes	\$2,107,801	\$2,771,267	\$2,753,556	\$2,854,891	\$2,813,886	(1.44%)
Charges for Services	\$228,800	\$228,800	\$228,800	\$225,181	\$225,181	0.00%
Revenue from Commonwealth	\$681,994	\$696,613	\$698,900	\$721,599	\$736,099	2.01%
Transfers In	\$311,611	\$237,281	\$236,611	\$229,111	\$236,611	3.27%
<b>Total Designated Funding Sources</b>	<b>\$3,605,892</b>	<b>\$4,230,389</b>	<b>\$4,252,895</b>	<b>\$4,336,784</b>	<b>\$4,301,418</b>	<b>(0.82%)</b>
<b>Net General Tax Support</b>	<b>\$16,182,940</b>	<b>\$15,691,970</b>	<b>\$16,150,239</b>	<b>\$17,420,136</b>	<b>\$18,404,890</b>	<b>5.65%</b>
<b>Net General Tax Support</b>	<b>81.78%</b>	<b>78.77%</b>	<b>79.16%</b>	<b>80.07%</b>	<b>81.06%</b>	

## Staff History by Program



## Future Outlook

**Technology** – The County will begin replacing its human resource information system to integrate with the financial management system to better support a complex workforce and effectively manage the County’s human capital. Other technology initiatives include the implementation of a Customer Relationship Management (CRM) solution to enhance customer service for County taxpayers as well as improvements to existing systems and reporting capabilities for greater transparency and efficiencies. All of these initiatives require an investment of County funds and implementation time frames that span multiple years. Looking towards the future, there is an obligation to citizens and small businesses to explore the transparency and informative nature of Artificial Intelligence (AI) and cloud-based virtual assistants to provide help obtaining business licenses, provide advance notification of tax due dates, ensure County records have the correct vehicles before they are billed, etc.

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

**Data Centers** – The data center industry is becoming an increasingly larger segment of the County’s tax base and resulting revenues. As such, this is a sector the County should monitor and seek to fully understand, given the complexities and rapid refreshment cycle of the property housed within data centers. Staffing levels in Taxpayer Services remain constrained given the rapid growth in population and transactions over the last 20 years, resulting in dramatically increased workload measures such as a 61% increase in the number of tax items processed per FTE. Independent validation of stressed staffing levels was evidenced in an internal audit performed by RSM [Internal Audit April 29, 2015](#), and accepted by the Board of County Supervisors (BOCS) on August 4, 2015, via [BOCS Resolution 15-506](#), wherein comparisons with several comparable localities indicated severe understaffing by every measure (population, tax bills, revenue) undertaken. Despite the addition of 5.00 FTEs in Taxpayer Services in FY20, it is management’s considered opinion that productivity improvements alone will not be sufficient to maintain the current high collection rates and the effort needed to keep pace with the rapidly growing data center industry from a tax compliance perspective.

## General Overview

- A. **Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Assistant Appraiser Manager Position Added in FY20** – An Assistant Appraiser Manager was added to the Real Estate Assessment program in FY20 to build and lead the data center team. Data centers are the most complex of commercial properties. A large influx of data center projects has the potential of increasing the current population of data centers by a factor of three to four times. Each data center can have thousands of business transaction protocol components impacting annual real estate assessments. The total cost of the position is \$120,953.
- C. **Business Systems Analyst Position Added in FY20** – A Business Systems Analyst was added to the Financial Systems Services program in anticipation of upcoming workflow revisions and interfaces to and from existing systems. The total cost of this position is \$116,293.
- D. **Removal of One-Time Costs and Cost Recovery** – A total of \$3,018 in expenditures has been removed from the Finance budget for FY20 one-time costs associated with the addition of two Principal Fiscal Analyst positions for implementation of the County’s Human Capital Management system (HCM). In addition, a total of \$178,134 in cost recovery has been removed from the Finance budget for the position costs previously charged to the HCM capital project in FY20. These two positions were planned to transition to general fund support in FY21 and will continue to support the ongoing implementation of HCM. County management [audit findings](#) in February 2018 noted that additional positions were required to support existing Human Resource functions. The net impact is an ongoing increase of \$175,116 in the budget.

## Program Summary

### Financial Reporting & Control

Financial Reporting & Control maintains the County's books and records in accordance with Generally Accepted Accounting Principles and complies with the Auditor of Public Accounts' Uniform Guidance for locality financial reporting. The program manages and coordinates the annual audit of the County's financial statements as required by the Code of Virginia.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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	1	1	1	<5	<5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Maintain the County's Financial Records</b>	<b>\$4,465</b>	<b>\$4,644</b>	<b>\$4,685</b>	<b>\$4,791</b>	<b>\$4,828</b>
Financial transactions	641,382	611,285	621,212	650,000	653,250
Capital asset transactions	1,011	850	955	1,000	1,000

### Payroll & Disbursement Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Accounts Payable customer satisfaction survey results (Scale 1-10)	8	8	9	9	9
Payroll customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Vendors utilizing direct deposit for payments	40%	43%	45%	43%	45%
Employees utilizing direct deposit for payroll	99%	99%	99%	99%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Pay Bills</b>	<b>\$529</b>	<b>\$397</b>	<b>\$392</b>	<b>\$368</b>	<b>\$393</b>
Vendor transactions	139,819	132,997	124,852	133,000	120,000
<b>Payroll Processing</b>	<b>\$481</b>	<b>\$630</b>	<b>\$582</b>	<b>\$629</b>	<b>\$833</b>
Payroll payments	131,039	134,808	137,464	135,000	138,000

## Risk & Wellness Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Countywide workers' compensation incidents per 100 employees	6.84	7.20	6.02	7.34	7.00
Days away, restricted or transferred (DART) Rate Countywide per 100 employees	4.83	4.80	4.46	5.12	4.80
Countywide number of preventable collisions per 1,000,000 miles driven	10.60	12.10	10.90	12.40	12.00

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Risk Management</b>	<b>\$1,028</b>	<b>\$1,178</b>	<b>\$1,153</b>	<b>\$1,360</b>	<b>\$1,387</b>
Incidents reported	1,805	1,836	1,818	<1,800	<1,800
Safety inspections made	95	75	67	48	65
Number of training sessions offered	-	-	235	130	230
<b>Environmental Management</b>	<b>\$337</b>	<b>\$302</b>	<b>\$390</b>	<b>\$338</b>	<b>\$386</b>
Environmental audits	6	9	13	12	12
Environmental inspections	23	29	48	46	46

## Real Estate Assessment

Real Estate Assessment annually assesses all real property in PWC, maintains property ownership records, and administers the County's tax relief programs. To perform these duties, the Real Estate Assessment Office gathers and maintains data on every property in the County. The Real Estate Assessment Office also collects and analyzes data pertaining to real estate market indicators such as sales and property income and expense data. This information enables staff to assess property at fair market value as required by law.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Overall accuracy in annual assessment	94%	94%	94%	92%	93%
Appealed real estate assessments upheld by the Board of Equalization	81%	74%	80%	74%	80%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Mass Appraisal of Real Property</b>	<b>\$2,679</b>	<b>\$2,818</b>	<b>\$2,853</b>	<b>\$3,199</b>	<b>\$3,245</b>
Sales transferring ownership of property	14,326	12,983	15,013	13,000	13,000
Sales verified to establish the assessments	8,971	8,324	7,366	8,400	7,400
Parcels per appraiser*	6,363	6,409	6,181	6,400	6,000
<b>Customer Service</b>	<b>\$622</b>	<b>\$571</b>	<b>\$715</b>	<b>\$544</b>	<b>\$869</b>
Total inquiries	14,463	14,233	14,345	14,200	14,300
Internet user sessions on Real Property Assessment site	474,686	466,180	477,170	466,000	477,000
Tax relief applications processed	5,524	5,832	5,685	5,900	5,700

\* FY17 actual revised from 6,409 based on correct data.

## Procurement Services

Procurement Services 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
External customers' procurement process satisfaction	94%	94%	93%	94%	94%
Internal customers' procurement process satisfaction	94%	93%	85%	93%	90%
IFB savings low bid vs average all bids	-	15%	18%	15%	17%
IFB award vs cost estimation	-	10%	15%	10%	11%
P-card transaction savings over previous year	-	22%	30%	21%	22%
Solicitations and awards without protest	99%	99%	99%	97%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Procure Goods and Services</b>	<b>\$1,127</b>	<b>\$1,163</b>	<b>\$1,147</b>	<b>\$1,298</b>	<b>\$1,345</b>
Solicitations issued annually	84	92	102	89	92
Purchase card spend per Purchase Card Program FTE (calendar year)	-	-	\$7.9M	\$7.5M	\$4.1M
Purchase card spend (calendar year)	-	-	\$7.9M	\$7.5M	\$8.2M
Purchase order spend per Contract Specialist FTE (fiscal year)	-	-	\$39.2M	\$33.3M	\$31.6M
Purchase order spend (fiscal year)	-	-	\$313.7M	\$399.0M	\$316.0M

## Taxpayer Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Cumulative delinquent tax as a percent of total tax levy	1.3%	1.1%	1.1%	1.0%	1.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Bill Tax Items</b>	<b>\$3,633</b>	<b>\$3,318</b>	<b>\$3,468</b>	<b>\$3,849</b>	<b>\$4,017</b>
All tax items processed	671,704	703,898	712,717	720,500	728,500
Increase in tax items processed per FTE over FY01	47%	55%	60%	61%	-
<b>Collect County Revenue</b>	<b>\$2,245</b>	<b>\$2,434</b>	<b>\$2,510</b>	<b>\$2,773</b>	<b>\$2,820</b>
Delinquency notices sent	165,058	159,516	161,941	160,000	160,000
Real property taxes levied	\$653.7M	\$682.4M	\$714.2M	\$695.2M	\$714.2M
Real property taxes collected	\$651.8M	\$681.1M	\$712.9M	\$693.8M	\$712.9M

## Treasury Management

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
First year accuracy of the five-year revenue forecast	102%	101%	101%	99-102%	99-102%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Financial Analysis</b>	<b>\$340</b>	<b>\$437</b>	<b>\$476</b>	<b>\$320</b>	<b>\$273</b>
Financial planning documents prepared	102	168	530	125	300
Finance issues reviewed or analyzed	76	151	97	150	100
<b>Debt Management</b>	<b>\$657</b>	<b>\$304</b>	<b>\$350</b>	<b>\$439</b>	<b>\$325</b>
Bond sales executed	1	1	0	1	1
Value of outstanding debt	-	\$1.15B	\$1.06 B	\$1.15B	\$1.24B
<b>Cash Management/Investments/Banking</b>	<b>\$313</b>	<b>\$261</b>	<b>\$278</b>	<b>\$446</b>	<b>\$561</b>
Assets under management	\$1.11B	\$1.19B	\$1.35B	\$1.25B	\$1.40B
Investment transactions	1,796	1,705	1,340	1,800	-

## Director's Office

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Compliance with Principles of Sound Financial Management	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Leadership, Coordination and Oversight*</b>	<b>\$1,332</b>	<b>\$1,465</b>	<b>\$744</b>	<b>\$725</b>	<b>\$726</b>
Trackers responded to	6	1	10	8	8
Revenue forecasts generated	50	38	24	45	40
BOCS agenda items processed	-	-	361	250	250

\*FY17 through FY18 includes expenditures for the Financial Systems Services program.

## Financial Systems Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Achieve project milestones outlined per project	-	90%	91%	94%	94%
Work tickets completed as a percent of those created	-	-	97%	90%	97%

The previously reported measure, "Processing of vendor direct deposit for payments," is reported in the Payroll & Disbursement Services program as "Vendors utilizing direct deposit for payments".

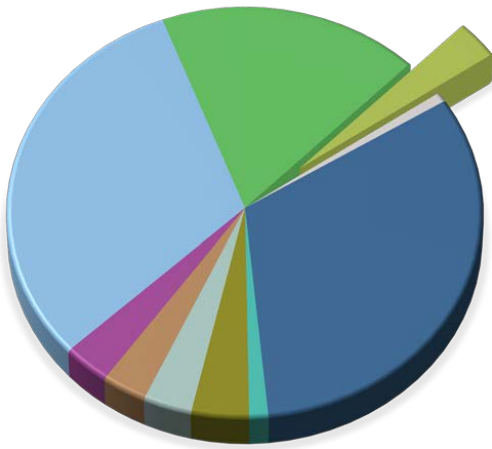
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Maintain the County's Financial Systems*</b>	<b>\$0</b>	<b>\$0</b>	<b>\$660</b>	<b>\$678</b>	<b>\$698</b>
Number of active vendor users	16,883	18,473	16,492	19,420	19,420
Number of active system users	3,930	4,150	6,537	4,530	4,530

\*FY17 and FY18 expenditures included in the Director's Office program.

# Human Resources

## Mission Statement

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



**Expenditure Budget:**  
**\$3,781,607**

*3.0% of General Government*

### Programs:

- Benefits & Retirement Management: \$815,058
- Shared Services: \$769,978
- Talent Management: \$1,307,789
- Learning & Development: \$888,782

**General Government Expenditure Budget:**  
**\$124,990,648**

## Mandates

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

**State Code:** [15.2-1506](#) (Establishment of grievance procedure, personnel system and uniform pay plan for employees), [51.1](#) (Pensions, Benefits, and Retirement)

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

# Human Resources

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Classification & Compensation	\$323,338	\$762,149	\$491,444	\$0	\$0	-
Benefits & Retirement Management	\$768,524	\$752,287	\$912,328	\$1,029,494	\$815,058	(20.83%)
Shared Services	\$509,172	\$569,874	\$625,139	\$556,833	\$769,978	38.28%
Talent Management	\$648,827	\$656,257	\$750,758	\$1,216,260	\$1,307,789	7.53%
Learning & Development	\$706,227	\$753,346	\$672,519	\$810,994	\$888,782	9.59%
<b>Total Expenditures</b>	<b>\$2,956,089</b>	<b>\$3,493,912</b>	<b>\$3,452,188</b>	<b>\$3,613,581</b>	<b>\$3,781,607</b>	<b>4.65%</b>

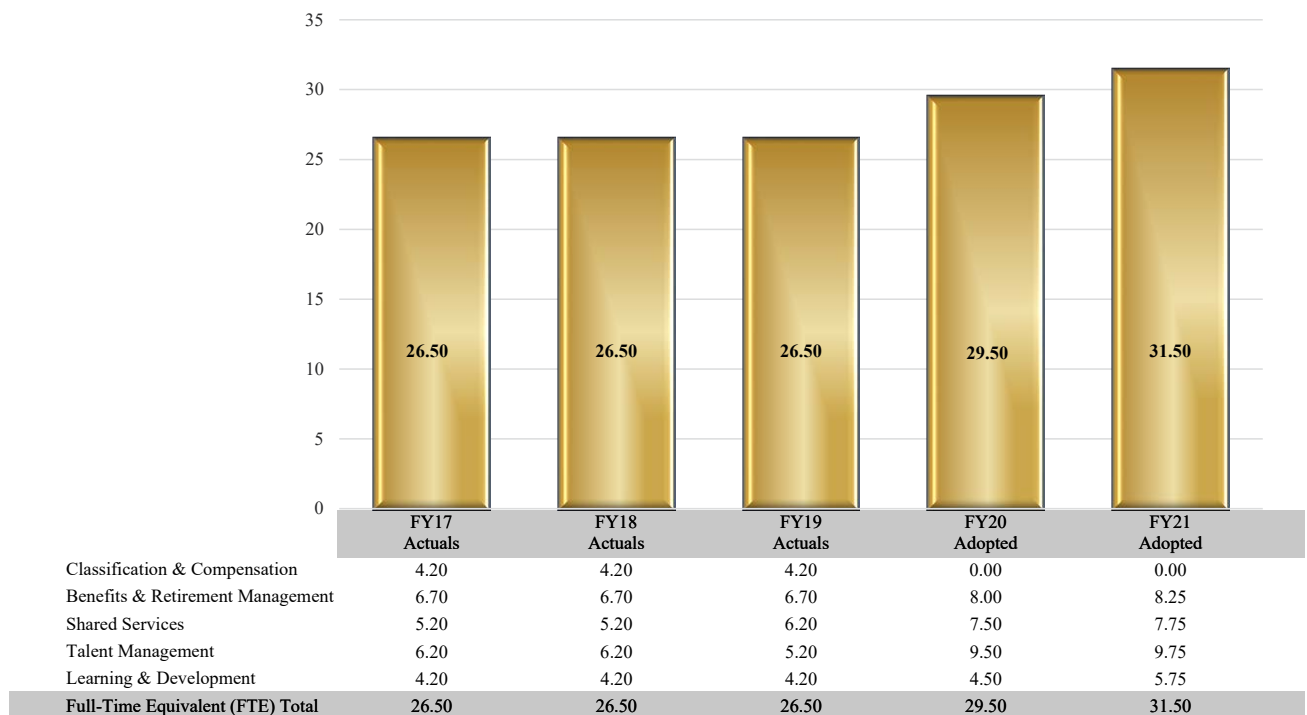
### Expenditure by Classification

Salaries and Benefits	\$2,643,921	\$2,782,204	\$3,083,036	\$3,243,084	\$3,519,261	8.52%
Contractual Services	\$2,222	\$438,730	\$165,638	\$237,653	\$235,083	(1.08%)
Internal Services	\$585,144	\$584,812	\$584,001	\$574,893	\$577,998	0.54%
Purchase of Goods & Services	\$133,608	\$96,119	\$96,165	\$144,577	\$125,759	(13.02%)
Capital Outlay	\$0	\$5,460	\$0	\$0	\$0	-
Leases & Rentals	\$11,503	\$13,804	\$9,479	\$12,962	\$12,962	0.00%
Reserves & Contingencies	(\$420,309)	(\$427,217)	(\$486,131)	(\$599,588)	(\$689,456)	14.99%
<b>Total Expenditures</b>	<b>\$2,956,089</b>	<b>\$3,493,912</b>	<b>\$3,452,188</b>	<b>\$3,613,581</b>	<b>\$3,781,607</b>	<b>4.65%</b>

### Funding Sources

Miscellaneous Revenue	\$0	\$0	\$25	\$0	\$0	-
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Net General Tax Support</b>	<b>\$2,956,089</b>	<b>\$3,493,912</b>	<b>\$3,452,163</b>	<b>\$3,613,581</b>	<b>\$3,781,607</b>	<b>4.65%</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

## Staff History by Program



## Future Outlook

The world of work is undergoing dramatic changes. Today's open talent economy requires employers and employees to come to terms with a new environment, in which flexibility and adaptability are prioritized over structured environments and standardized roles and responsibilities. Traditional government service delivery is challenged everyday by community expectations shaped by the e-commerce marketplace.

The County is challenging all of its personnel norms to create that flexible environment for more than 30 different lines of service requiring diverse skill sets and a variety of service settings. Police officers, community service therapists, human rights investigators and building inspectors interact directly with the community in their homes, neighborhoods, streets and businesses. County facilities run the gamut from parks and recreation centers, libraries and historical sites to courtrooms and secure detention facilities. All community-facing front line services are supported by essential back office employees including custodians, maintenance workers, talent management recruiters and accountants.

As the agency responsible for sourcing the talent to achieve the County's strategic goals, Human Resources is undergoing a functional revolution to recruit and retain exceptional employees. Over the next five years, Human Resources will:

**Implement a new personnel classification system** – Provide the flexibility and adaptability required by the current and future work environment. The new system is designed to provide both job and salary equity, which keeps the County competitive in the employment market and fully compliant with federal and state regulatory requirements.

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

## General Overview

- A. **Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is

# Human Resources

included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.

- B. Removal of One-Time Costs and Cost Recovery** – A total of \$21,388 in expenditures has been removed from the Human Resources budget for FY20 one-time costs associated with the addition of two positions for implementation of the County's Human Capital Management system (HCM). In addition, a total of \$174,095 in cost recovery has been removed from the Human Resources budget for the position costs previously charged to the HCM capital project in FY20. These two positions were planned to transition to general fund support in FY21 and will continue to support the ongoing implementation of HCM and address audit findings of Human Resource functions identified in February 2018. The net impact is an ongoing increase of \$152,707 in the budget.
- C. Position Shift to Human Resources** – A vacant position with a salary and benefits budget of \$105,725 has been shifted from the Department of Information Technology (DoIT) to Human Resources, Learning and Development program. This results in 1.00 FTE decrease in DoIT and a 1.00 FTE increase in Human Resources. The position has been reclassified to support professional development opportunities for supervisors. Training support for supervisors has been identified as high priority for the County. There is no net impact to the general fund.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Senior Human Resources Analyst – Benefits & Retirement Management

Position Cost	\$89,963
Cost Recovery (Medical Insurance ISF)	(\$89,963)
Total Expenditure (Net)	\$0
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00

- a. Description** – This initiative supports adding a new position to the Benefits & Retirement Management program and will educate and counsel employees on County benefit and retirement programs, including Virginia Retirement System (VRS) Plan 1, Plan 2 and Hybrid enrollment, Americans with Disabilities Act, County leave policies and practices and the Family and Medical Leave Act. The total salary and benefits costs, plus information technology costs, are \$89,963; however, the position will be cost recovered from the Medical Insurance Internal Service Fund (MISF) revenue, therefore there is no general fund impact.
- b. Service Level Impacts** – The additional staffing will ensure that new employees are educated and counselled on the many benefits options available, especially the VRS Hybrid Program. All new employees (other than sworn public safety personnel) who are new to local government are enrolled in the VRS Hybrid Retirement Program, which has multiple components, such as a voluntary contribution, a mandatory contribution and a short-term disability component that employees are required to understand. The number of VRS Hybrid employees grows with each new hire and will continue to become a larger percentage of the workforce. For example, in 2019, 62% of all new hires (totaling 368 individuals) were enrolled in the VRS Hybrid Plan. Additional staff will allow for proactive outreach and educational programming, including enhanced individual counseling.



# Human Resources

## Program Summary

### Benefits & Retirement Management

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Participants enrolled in County healthcare	-	-	7,795	-	8,295
Individuals supported by retirement programs	-	-	8,539	-	8,700
Employees satisfied with benefit program services	80%	80%	80%	80%	80%
Inquiries answered within 24 hours	98%	98%	98%	98%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Benefits &amp; Retirement Management</b>	<b>\$769</b>	<b>\$755</b>	<b>\$912</b>	<b>\$1,029</b>	<b>\$815</b>
Employees provided benefits orientation and training	3,502	2,644	2,482	1,900	2,000
Employees enrolled in County healthcare	3,279	3,338	3,338	3,500	-
Individual retirement consultations/hours spent	277/443	351/527	290/377	300/400	-

### Shared Services

Manages human resources data and centralized reporting, provides countywide quality control for payroll and benefits processing, and implements employment-related workflow initiatives for greater efficiency.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Personnel actions processed electronically	96.3%	90.0%	97.0%	95.0%	95.0%
Personnel Action Forms (PAFs) processed within pay period form is received	98.2%	98.0%	97.0%	97.0%	97.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Shared Services</b>	<b>\$509</b>	<b>\$571</b>	<b>\$625</b>	<b>\$557</b>	<b>\$770</b>
Personnel documents scanned into the Electronic Data Management System (EDMS)	21,000	39,194	17,447	24,000	18,000

# Human Resources

## Talent Management

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
County turnover rate without retirement	9%	8%	8%	9%	9%
County turnover rate with retirement	11%	11%	11%	11%	11%
Average days to fill position (from advertisement to acceptance)	-	-	-	80	80
Department satisfaction with talent management services	-	-	-	-	80%
Classifications within competitive range (+5/-5%) compared to the labor market	93%	95%	NR	95%	-
Vacant position classifications completed within 28 days	93%	95%	100%	95%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Talent Management</b>	<b>\$649</b>	<b>\$656</b>	<b>\$751</b>	<b>\$1,216</b>	<b>\$1,308</b>
Applications received annually	-	-	76,314	73,000	70,000
Positions advertised/approved for hire or promotion	820	896	682	850	825
Requests to change vacant position classifications	-	-	96	50	40
Review of all County budget requests for new positions	-	-	131	50	40
Responses to salary surveys completed	-	-	124	200	150
Consultations related to performance management	-	-	-	750	750
Training sessions conducted	-	-	-	50	50

# Human Resources

## Learning & Development (L&D)

Provides instructor-led and online training which includes professional development, mandatory, and technical training. L&D also facilitates New Employee Orientation and conducts large scale learning events. Employee training is administered through the PWC University.

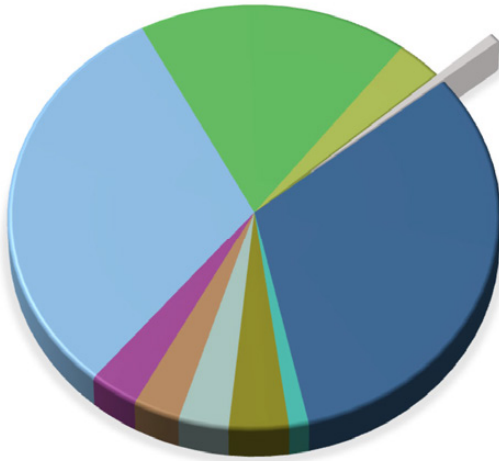
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Percentage of graduates applying what they learned	-	-	90%	-	96%
Percentage of graduates promoted	-	-	30%	-	40%
Employee satisfaction effectiveness of training (on a 5 point scale)	4.8	4.5	4.8	4.8	-
eLearning licenses used	79%	93%	90%	100%	-
County employees taking training	97%	99%	97%	99%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Learning and Development</b>	<b>\$2,956</b>	<b>\$3,494</b>	<b>\$3,452</b>	<b>\$3,614</b>	<b>\$3,782</b>
Supervisors attending at least one developmental program	-	-	25%	-	55%
Employees attending at least one instructor-led training session	-	-	2,254	-	2,300
Number of elearning assets deployed through PWCU	-	-	-	-	25,000
Instructor-led training sessions delivered countywide	983	1,230	850	1,250	1,500
Attendance at instructor-led sessions delivered countywide	10,718	12,837	10,943	13,000	13,000
Attendance at instructor-led T&D programs	3,627	5,911	3,135	6,000	-
Instructor-led sessions offered and scheduled by T&D staff	564	834	730	800	-

# 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.



**Expenditure Budget:**  
**\$941,912**

*0.8% of General Government*

### Programs:

- Human Rights Commission: \$941,912

**General Government Expenditure Budget:**  
**\$124,990,648**

## Mandates

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

**State Code:** [Chapter 39](#) (Virginia Human Rights Act)

**County Code:** [Chapter 10.1](#) (Human Rights)

# Human Rights

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Human Rights Commission	\$643,419	\$761,408	\$778,972	\$771,456	\$941,912	22.10%
<b>Total Expenditures</b>	<b>\$643,419</b>	<b>\$761,408</b>	<b>\$778,972</b>	<b>\$771,456</b>	<b>\$941,912</b>	<b>22.10%</b>

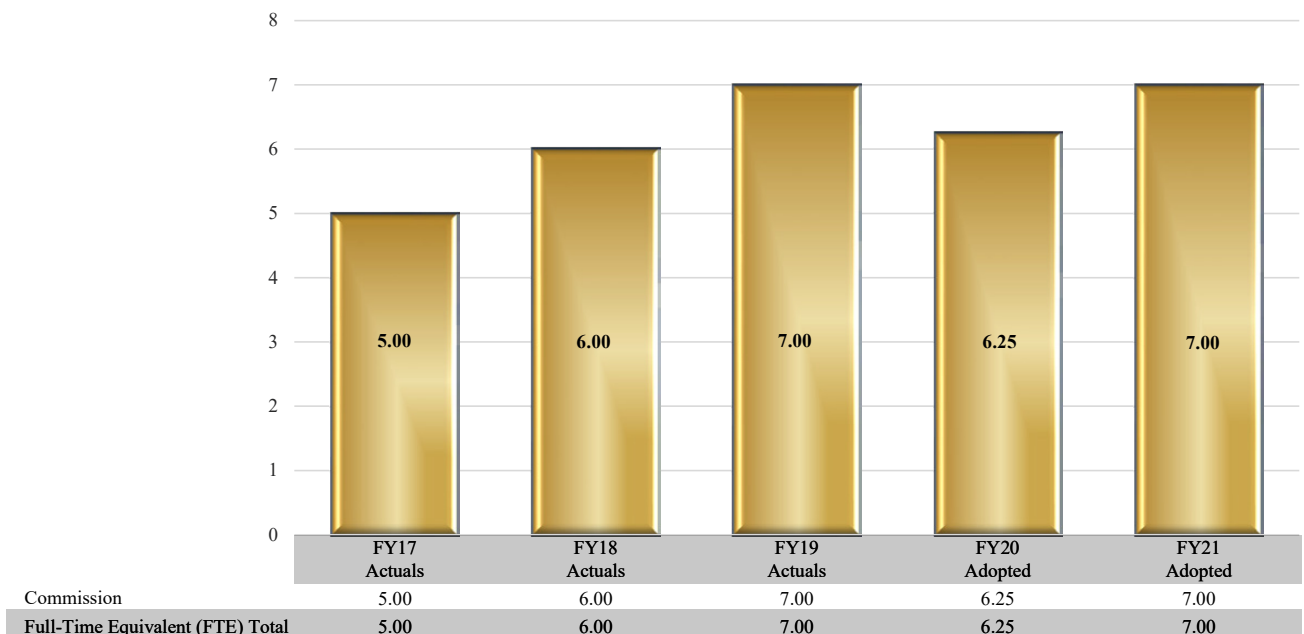
### Expenditure by Classification

Salaries and Benefits	\$582,578	\$697,494	\$686,757	\$694,999	\$818,210	17.73%
Contractual Services	\$9,074	\$2,942	\$38,303	\$2,586	\$22,586	773.40%
Internal Services	\$23,833	\$27,654	\$26,293	\$20,823	\$24,742	18.82%
Purchase of Goods & Services	\$26,710	\$31,087	\$27,619	\$48,949	\$72,276	47.66%
Leases & Rentals	\$1,223	\$2,232	\$0	\$4,099	\$4,099	0.00%
<b>Total Expenditures</b>	<b>\$643,419</b>	<b>\$761,408</b>	<b>\$778,972</b>	<b>\$771,456</b>	<b>\$941,912</b>	<b>22.10%</b>

### Funding Sources

Revenue from Federal Government	\$15,600	\$67,027	\$28,677	\$26,975	\$17,650	(34.57%)
Revenue from Commonwealth	\$0	\$18,772	\$9,478	\$14,044	\$0	(100.00%)
Transfers In	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	0.00%
<b>Total Designated Funding Sources</b>	<b>\$45,600</b>	<b>\$115,799</b>	<b>\$68,155</b>	<b>\$71,019</b>	<b>\$47,650</b>	<b>(32.91%)</b>
<b>Net General Tax Support</b>	<b>\$597,819</b>	<b>\$645,609</b>	<b>\$710,817</b>	<b>\$700,437</b>	<b>\$894,262</b>	<b>27.67%</b>
<b>Net General Tax Support</b>	<b>92.91%</b>	<b>84.79%</b>	<b>91.25%</b>	<b>90.79%</b>	<b>94.94%</b>	

## Staff History by Program



## Future Outlook

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

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

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

**Expand Internal and External Areas of Work** – Expand anti-discrimination enforcement through investigations, education and compliance activities. Establish partnerships with individuals, non-profit, business, and other government agencies, internal or external to Prince William County (PWC). Conduct fair housing testing.

## General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Shift of Human Services Case Management Ombudsman from Human Rights to Area Agency on Aging (Aging)** – The Ombudsman activity provides a voice to County residents in nursing homes and residential care facilities, investigating concerns raised by these residents and/or their families. Previously, a portion of the Human Services Case Management position was separated from related activities within Aging's budget, primarily the County's contribution to Birmingham Green, in order to provide a clear separation of duties as required by the Commonwealth. To achieve this, in FY18, the Human Services Case Management Manager position was moved out of Aging's Supportive Services program and into the Human Rights Office. This position performed 25% of its duties for Human Rights and 75% of its duties for Aging, and revenue and expenses were allocated accordingly. Aging received approval from the State in FY20 to bring the Human Services Case Management position back under the supervision of Aging, create a separate Ombudsman program in Aging's department, and consequently achieve the required separation of duties. Therefore, the 25% portion of the Human Services Case Management position residing in Human Rights was shifted to Aging. Related expenditures for this position and corresponding revenue were shifted from Human Rights to Aging. This shift totals revenue of \$23,369 and related salary, benefit, and supplies expenditures totaling \$30,389.
- C. **Position Shift from Executive Management to Human Rights** – A position with a salary and benefits budget of \$131,638 has been shifted from the Office of Executive Management (OEM), Equality, Affirmative Employment, & Diversity program to the Human Rights, Human Rights Commission program. This results in 1.00 FTE decrease in OEM and a 1.00 FTE increase in Human Rights. The position has been reclassified to support human rights related investigations. Additional support funds of \$49,741 have also been shifted for a total Human Rights budget increase of \$181,379. There is no net impact to the general fund.

# Human Rights

## Human Rights Commission

Enforce the Human Rights Ordinance through investigation of complaints; provide outreach and education to the public on civil rights laws; staff the HRC, and respond to public information requests in a timely manner. Ensure compliance with federal and state laws, regulations, executive orders, ordinances, and 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, non-retaliatory, and harassment free work environment.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Cases closed within 12 months of filing with HRC	-	-	-	-	70%
Cases resolved through alternative resolution (without adjudication)	-	-	-	-	20%
Residents contacted seeking services	-	-	-	-	10%
Completed investigations appealed to the HRC	-	-	-	-	10%
Appeals upheld by the HRC	-	-	-	-	100%
Favorable customer survey responses	72%	72%	72%	72%	-
Enforcement compliance rate	100%	100%	100%	100%	-
Cases resolved through mediation and conciliation processes	20%	20%	20%	20%	-

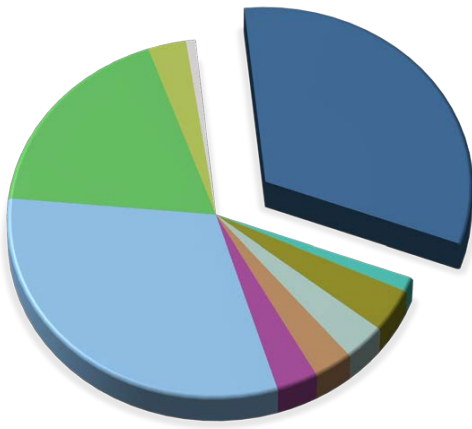
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Charge Management</b>	<b>\$445</b>	<b>\$462</b>	<b>\$546</b>	<b>\$501</b>	<b>\$593</b>
Complaints filed	-	-	-	-	60
Cases resolved through Alternative resolution	-	-	-	-	12
Cases appealed	-	-	-	-	6
Cases worked	131	137	130	150	-
Inquiries processed	577	576	580	585	-
<b>Outreach/Education</b>	<b>\$68</b>	<b>\$60</b>	<b>\$56</b>	<b>\$90</b>	<b>\$197</b>
Number of resident contacts	-	-	-	-	2,000
Requests for public information	75	75	80	80	-
Customers seeking services as a result of outreach efforts	1,575	1,574	1,600	1,600	-
Persons attending training or benefiting from civil rights enforcement	653	650	685	700	-
<b>Staff Support to the HRC</b>	<b>\$130</b>	<b>\$133</b>	<b>\$153</b>	<b>\$150</b>	<b>\$152</b>
Staff time supporting the Human Rights Commissioners	25%	20%	20%	20%	20%
<b>Long-Term Care Ombudsman*</b>	<b>\$0</b>	<b>\$106</b>	<b>\$24</b>	<b>\$29</b>	<b>\$0</b>

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



## Mission Statement

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



**General Government Expenditure Budget:**  
**\$124,990,648**

**Expenditure Budget:**  
**\$40,340,857**

*32.3% of General Government*

### Programs:

- Leadership, Management & Security: \$5,825,247
- Communications & Infrastructure: \$12,052,307
- Geographical Information Systems: \$2,626,058
- Business Applications Support: \$12,115,055
- Customer Services & Business Group: \$7,722,189

## Mandates

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

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

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

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

# Information Technology



## Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Leadership, Management & Security	\$3,066,492	\$2,357,411	\$2,424,975	\$2,219,848	\$5,825,247	162.42%
Communications & Infrastructure	\$6,519,248	\$7,432,289	\$8,613,579	\$15,632,365	\$12,052,307	(22.90%)
Geographic Information System	\$2,225,906	\$2,260,172	\$2,620,039	\$2,567,600	\$2,626,058	2.28%
Business Applications Support	\$12,408,492	\$9,952,746	\$11,102,517	\$11,881,932	\$12,115,055	1.96%
Customer Services & Business Group	\$6,076,832	\$7,623,574	\$7,820,413	\$7,757,702	\$7,722,189	(0.46%)
<b>Total Expenditures</b>	<b>\$30,296,970</b>	<b>\$29,626,192</b>	<b>\$32,581,524</b>	<b>\$40,059,446</b>	<b>\$40,340,857</b>	<b>0.70%</b>

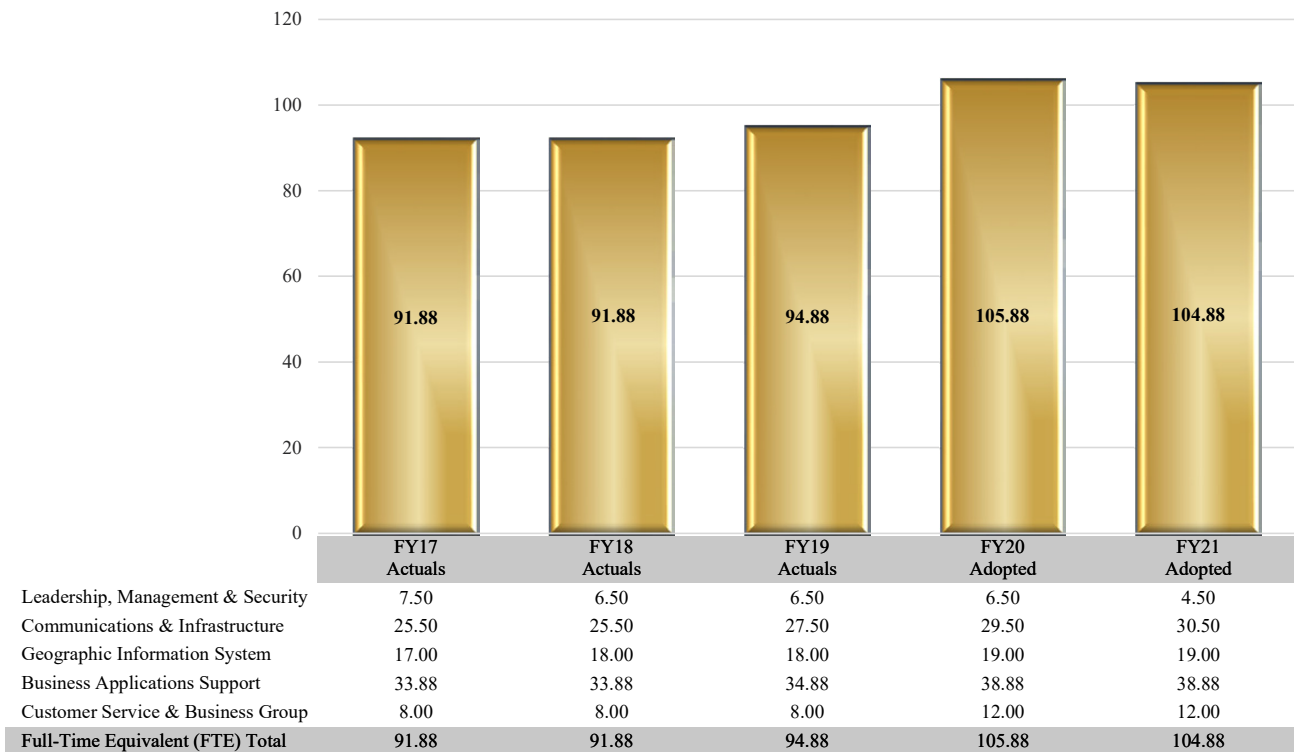
### Expenditure by Classification

Salaries and Benefits	\$11,241,381	\$10,608,215	\$9,668,166	\$11,598,743	\$12,019,096	3.62%
Contractual Services	\$14,139,778	\$11,661,267	\$15,626,851	\$15,233,736	\$18,029,397	18.35%
Internal Services	\$87,719	\$86,454	\$101,774	\$23,702	\$23,702	0.00%
Purchase of Goods & Services	\$3,763,470	\$6,078,272	\$5,747,997	\$4,273,416	\$4,364,106	2.12%
Capital Outlay	\$0	\$0	\$126,684	\$1,092,962	\$1,754,052	60.49%
Leases & Rentals	\$12,313	\$49,308	\$12,394	\$17,750	\$250,503	1,311.28%
Reserves & Contingencies	\$0	\$0	\$0	(\$180,862)	\$0	(100.00%)
Depreciation Expense	\$1,052,309	\$1,142,675	\$1,253,657	\$0	\$0	-
Transfers Out	\$0	\$0	\$44,000	\$8,000,000	\$3,900,000	(51.25%)
<b>Total Expenditures</b>	<b>\$30,296,970</b>	<b>\$29,626,192</b>	<b>\$32,581,524</b>	<b>\$40,059,446</b>	<b>\$40,340,857</b>	<b>0.70%</b>

### Funding Sources

Use of Money & Property	\$162,376	\$172,666	\$184,948	\$183,826	\$183,826	0.00%
Miscellaneous Revenue	\$9,235	\$1,605,899	\$98,029	\$0	\$0	-
Charges for Services	\$29,051,185	\$30,732,030	\$31,336,118	\$31,474,349	\$34,420,904	9.36%
Transfers In	\$726,749	\$467,146	\$523,374	\$401,271	\$401,271	0.00%
<b>Total Designated Funding Sources</b>	<b>\$29,949,545</b>	<b>\$32,977,741</b>	<b>\$32,142,469</b>	<b>\$32,059,446</b>	<b>\$35,006,001</b>	<b>9.19%</b>
<b>(Contribution to)/Use of Fund Balance</b>	<b>\$151,711</b>	<b>(\$3,417,424)</b>	<b>\$316,952</b>	<b>\$8,000,000</b>	<b>\$5,334,856</b>	<b>(33.31%)</b>
<b>Net General Tax Support</b>	<b>\$195,714</b>	<b>\$65,875</b>	<b>\$122,103</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Net General Tax Support</b>	<b>0.65%</b>	<b>0.22%</b>	<b>0.37%</b>	<b>0.00%</b>	<b>0.00%</b>	

## Staff History by Program



## Future Outlook

**Cloud First** – Cloud services and solutions have transformed the information technology (IT) 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, citizens, 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.

**Human Capital Management (HCM)** – The County's greatest assets are the workforce that supports the organization, and the technologies that foster continuous innovation. As the County embarks on a multi-year mission to modernize and consolidate with new technology platforms and applications to manage the recruiting, hiring, payroll, benefits administration, performance, career development, compensation, and retirement of their employees, the Department of Information Technology (DoIT) will be the technical strategic partner to help the county implement new ways to manage the County's most important resources; human capital.

**Mobile Devices** – Mobile devices provide opportunities for County staff to provide real time information while away from their desks, transact business offsite, and maintain contact while on the move. A focus on mobility services and enhanced device management and security will be applied in FY2021.

**Cyber Security** – Security efforts remain critical as County technology investments require constant security protection. Local governments face a challenging task of protecting their infrastructure, and data. Local governments are meeting this challenge by focusing efforts on new technology, enhanced teamwork, employee training, and insuring against losses. Designing enterprise communications to meet these demands is an ongoing commitment with a focus on security innovations that could enhance policies, systems and data security.

**Innovative Technologies** – Innovations from the technology industry include fiber, 5G infrastructure and the Internet of Things. The support and development of high-speed connectivity provides opportunities within many industries, including public safety, emergency response, datacenters, transportation, economic development, etc. DoIT is pursuing technology modernization efforts to capitalize on industry best practices to deliver platforms for community and government innovation.

## General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Removal of One-Time Costs and Cost Recovery** – A total of \$180,862 in cost recovery has been removed from the DoIT budget for the position costs previously charged to the HCM capital project in FY20. Two IT Analysts were planned to transition to general fund support in FY21 and will continue to support the ongoing implementation of HCM and support ongoing work within the department. The net impact is an ongoing increase of \$180,862 in DoIT's budget.
- C. **Removal of One-Time Costs for Technology Infrastructure Capital Project** – \$8,000,000 has been removed from DoIT's FY21 budget for one-time costs associated with updating and modernizing the County's technology infrastructure in FY20. These costs included modernization of two data centers and security infrastructure updates.
- D. **Position Shift of Disaster Recovery Manager from DoIT to Human Resources** – A vacant Disaster Recovery Manager position, 1.00 FTE, with a salary and benefit budget of \$105,725 was transferred to Human Resources and was reclassified to a Training Analyst in FY20. The Training Analyst supports professional development opportunities for supervisors.
- E. **Position Shift of Principal IT Analyst from DoIT to Economic Development** – During FY20 a vacant Principal IT Analyst position, 1.00 FTE, with a salary and benefit budget of \$110,775 was transferred from DoIT to the Economic Development Department and was reclassified to Assistant Director of Economic Development, Communications. The position will promote business growth through communication and marketing efforts in support of the County's Robust Economy strategic goal.
- F. **Position Shift of Senior Business Systems Analyst from Executive Management (Communications) to DoIT** – During FY20 a Senior Business Systems Analyst position, 1.00 FTE, with a salary and benefit budget of \$112,472 was transferred to DoIT from the Office of Executive Management (Communications) to centralize technology functions, such as County web site development, within the department.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Transfer from DoIT Internal Service Fund Balance to Technology Infrastructure Capital

##### Project – Leadership, Management & Security

Expenditure	\$3,900,000
Use of Fund Balance (Internal Services)	\$3,900,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** – This initiative transfers \$3.9 million of fund balance from DoIT internal service funds to fund the FY21 one-time costs for the Technology Infrastructure capital project. This project will support the update and modernization of the County’s technology infrastructure. 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). This initiative completes funding for the Technology Infrastructure capital project.

**b. Service Level Impacts** – The infrastructure project provides accurate and timely delivery of government services, increased efficiency, enhanced customer service, increased security of the network infrastructure, and data. Additional security layers at the main and co-location facilities will also be provided. Please refer to the Technology Infrastructure capital project for further details on the project.

#### 2. Countywide Technology Infrastructure – Communications & Infrastructure Division (CID)

Expenditure	\$2,434,855
Use of Fund Balance	\$1,434,855
General Fund Impact	\$1,000,000
FTE Positions	0.00

**a. Description** – This initiative funds operational costs related to Technology Infrastructure upgrades. DoIT is using a new cloud data center with new network, storage, virtual service, enhanced security, and high-speed internet services. The overall multi-year Technology Infrastructure upgrade project focuses on modernizing 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 \$1.4 million use of fund balance in FY21 will be one-time only. Annual operating costs funded by the general fund will increase to \$3.0 million beginning in FY22.

**b. Service Level Impacts** – The Technology Modernization Infrastructure project will provide an accurate and timely delivery of government services, increased efficiency, enhanced customer service, increased security of the network infrastructure, and additional security layers at the main and co-location facilities. Please refer to the Technology Infrastructure capital project in the FY2021-2026 Capital Improvement Program (CIP) for further details on the project.

### 3. HCM Operating Costs – Business Applications Support Division (BASD)

Expenditure	\$1,200,000
Revenue	\$0
General Fund Impact	\$1,200,000
FTE Positions	0.00

a. **Description** – This initiative funds operational costs, such as subscription costs for user licenses and cloud service, related to implementation of the HCM capital project.

b. **Service Level Impacts** – The HCM project modernizes PWC’s current Human Resources Information System to improve compliance for human resources functions, payroll, and benefits administration. Please refer to the HCM capital project in the FY2021-2026 Capital Improvement Program (CIP) for further details on the project. There is a Five-Year Plan impact whereby operating costs are programmed to increase to \$1.5 million in FY22 before decreasing in FY23 to \$500,000, annually, when other PWC financial applications are fully converted to cloud services and efficiencies are gained from cloud hosted services.

### 4. HID Safe Software Application for Security – CID

Expenditure	\$85,000
Revenue	\$0
General Fund Impact	\$85,000
FTE Positions	0.00

a. **Description** – This initiative funds the purchase of security software as part of managing security access at County facilities. Building access will be controlled by security access cards with touchless proximity access based on employee identification (ID) and a chip embedded in each card. Employees will be issued an intelligent ID card and a card reader will be installed on all doors. The cost of this initiative includes \$85,000 in one-time costs in FY21 and \$8,500 ongoing software subscription costs in each subsequent year.

b. **Service Level Impacts** – This initiative will improve workforce safety and workplace security.

## Program Summary

### Leadership, Management & Security

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customer satisfaction level for all DoIT services	94%	95%	96%	95%	95%
TIP projects reviewed and scored quarterly (%)	-	-	100%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Executive Management IT</b>	<b>\$1,462</b>	<b>\$685</b>	<b>(\$17)</b>	<b>\$624</b>	<b>\$4,398</b>
IT policies reviewed	-	-	100%	75%	100%
<b>Cyber Security &amp; IT Policy Group</b>	<b>\$1,395</b>	<b>\$1,520</b>	<b>\$2,376</b>	<b>\$1,435</b>	<b>\$1,428</b>
Secure mobile endpoints*	-	-	6,000	6,000	6,000
Workforce completing Annual Cyber Awareness Course	-	-	98%	98%	98%
<b>Disaster Recovery Group</b>	<b>\$210</b>	<b>\$151</b>	<b>\$66</b>	<b>\$161</b>	<b>\$0</b>
Disaster recovery exercises meeting system restoration time objectives (count)**	-	-	1	2	2

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

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

### Communications & Infrastructure Division

CID designs, develops, operates, and maintains wide-area and local area data networks, voice networks, telecommunications, and computing infrastructure, storage and virtual services, Cloud services, email and collaboration, security operations, Public Safety Communications, and a host of critical County infrastructure. The work performed in CID represents both foundational and strategic enablement of countywide operations.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Communications and infrastructure network availability	100%	99%	99%	99%	100%
Customer satisfaction level with CID services	81%	95%	97%	95%	95%



# Information Technology

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Radio Communications</b>	<b>\$1,491</b>	<b>\$1,605</b>	<b>\$1,437</b>	<b>\$1,869</b>	<b>\$2,521</b>
Radio communications completed work requests	919	1,147	202	1,000	500
Public safety radio repairs completed within 8 business hours	82%	96%	99%	95%	95%
<b>Network Communications</b>	<b>\$3,376</b>	<b>\$3,700</b>	<b>\$4,605</b>	<b>\$3,680</b>	<b>\$5,925</b>
Network communications completed work requests	1,386	3,453	1,372	2,500	2,000
Voice and data service calls completed within 8 business hours	86%	93%	90%	90%	92%
County buildings/public facilities with Wi-Fi hotspots	-	-	87%	75%	94%
<b>Technology Hosting Centers</b>	<b>\$838</b>	<b>\$1,077</b>	<b>\$1,551</b>	<b>\$1,154</b>	<b>\$2,678</b>
Technology hosting center completed work requests	756	2,146	1,587	2,000	2,000
<b>Capital Replacement Plan</b>	<b>\$816</b>	<b>\$1,051</b>	<b>\$1,020</b>	<b>\$8,928</b>	<b>\$929</b>

## Geographic Information System Division (GIS)

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customer satisfaction level for GIS services	100%	99%	95%	95%	95%
Property address projects completed on time	99%	99%	100%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>GIS Data Services</b>	<b>\$1,246</b>	<b>\$1,294</b>	<b>\$970</b>	<b>\$1,448</b>	<b>\$1,018</b>
Cadastral data projects completed	295	327	303	325	325
Cadastral data projects updated within 15 business days	91%	85%	83%	85%	85%
<b>GIS Technical Solutions</b>	<b>\$861</b>	<b>\$845</b>	<b>\$786</b>	<b>\$883</b>	<b>\$862</b>
County Mapper hits	204,613	203,810	175,485	190,000	190,000
GIS improvements	-	20	12	20	20
Demographic website hits	-	13,001	11,662	8,500	11,000
Demographic data requests completed on time	-	86%	100%	90%	100%
<b>GIS Updates</b>	<b>\$119</b>	<b>\$124</b>	<b>\$513</b>	<b>\$206</b>	<b>\$206</b>
Number of GIS update project purchased	-	1	1	1	1
<b>GIS Customer and Addressing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350</b>	<b>\$30</b>	<b>\$540</b>
Property address projects completed	420	416	440	400	400
Number of addresses assigned	-	2,614	1,781	2,000	2,000
Number of address validations processed	-	2,620	2,351	2,000	2,000

# Information Technology

## Business Applications Support Division

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customer satisfaction with BASD services	95%	98%	97%	98%	98%
Incident requests completed within 2 business days	87%	88%	91%	90%	92%
New solutions delivered from cloud platforms	-	-	66%	75%	70%
New applications mobile-enabled	-	-	-	-	75%
Customer contact regarding change requests within 3 business days	90%	92%	100%	92%	100%
New mobile applications available	-	-	-	75%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Public Safety Applications Support (PSAS)</b>	<b>\$4,649</b>	<b>\$3,575</b>	<b>\$3,694</b>	<b>\$4,925</b>	<b>\$3,842</b>
System improvements	120	120	149	120	150
<b>Community Development Applications Support (CDAS)</b>	<b>\$1,820</b>	<b>\$2,051</b>	<b>\$2,218</b>	<b>\$2,085</b>	<b>\$2,136</b>
CDAS work requests completed	1,543	601	912	750	950
Parks & Recreation, & Tourism work requests completed	-	4,047	2,963	2,500	3,122
<b>General Government Applications Support (GGAS)</b>	<b>\$4,354</b>	<b>\$2,835</b>	<b>\$3,093</b>	<b>\$3,176</b>	<b>\$4,373</b>
GGAS work requests completed	2,497	2,600	2,751	2,400	2,400
<b>Human Services Applications Support (HSAS)</b>	<b>\$384</b>	<b>\$437</b>	<b>\$633</b>	<b>\$523</b>	<b>\$602</b>
HSAS work requests completed	116	60	62	120	120
<b>Web Solutions and Services</b>	<b>\$1,201</b>	<b>\$1,055</b>	<b>\$1,465</b>	<b>\$1,173</b>	<b>\$1,161</b>
Web solutions work requests completed	504	376	443	500	500
Databases maintained	-	-	242	300	300
Database work request completed	-	-	460	350	400
Planned database availability	-	-	99%	80%	99%

# Information Technology

## Customer Service & Business Group Division

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

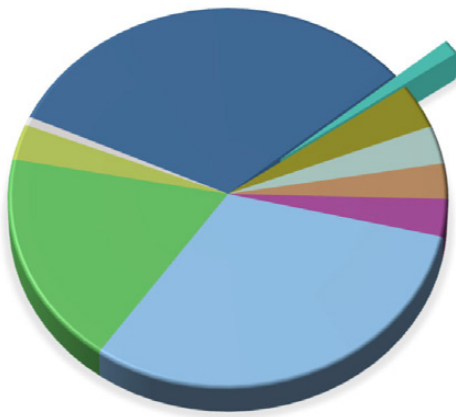
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customer satisfaction level with seat management services	97%	98%	95%	95%	95%
New technology projects managed using PMI standards	-	-	50%	50%	95%
Customer satisfaction with project management oversight	-	-	95%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>IT Business Group</b>	<b>\$531</b>	<b>\$619</b>	<b>\$520</b>	<b>\$985</b>	<b>\$1,010</b>
Procurements and reimbursements processed	3,001	3,047	4,378	2,000	5,000
Payments processed	8,253	7,852	7,335	5,000	5,000
Human Resource transactions processed	2,214	2,031	4,009	2,100	4,000
DoIT ISF inventory maintenance tickets	1,676	3,805	5,531	1,500	6,000
Physical inventory of department assets	1	1	1	1	1
<b>Customer and Technology Advocate</b>	<b>\$5,523</b>	<b>\$7,002</b>	<b>\$7,196</b>	<b>\$6,694</b>	<b>\$6,578</b>
Work tickets processed	31,436	34,082	51,871	25,000	55,000
<b>Project Management/Independent Validation and Verification Group</b>	<b>\$20</b>	<b>\$2</b>	<b>\$104</b>	<b>\$79</b>	<b>\$134</b>
Projects upon which independent validation and verification is performed	8%	0%	30%	30%	30%

# Management & Budget

## Mission Statement

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



**Expenditure Budget:**  
**\$1,591,013**

*1.3% of General Government*

### Programs:

- Management & Budget: \$1,591,013

**General Government Expenditure Budget:**  
**\$124,990,648**

## Mandates

The County operates under a state mandate to develop, conduct public hearings, and adopt an annual budget, to include salaries and expenses for constitutional officers. The Office of Management & Budget manages these activities.

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

**State Code:** [15.2-516](#) (Duties of county executive), [15.2-539](#) (Submission of budget by executive; hearings; notice; adoption), [15.2-2503](#) (Time for preparation and approval of budget; contents), [15.2-2506](#) (Publication and notice; public hearing; adjournment; moneys not to be paid out until appropriated), [15.2-2507](#) (Amendment of budget), [22.1-93](#) (Approval of annual budget for school purposes), [58.1-3007](#) (Notice prior to increase of local tax levy; hearing), [58.1-3321](#) (Effect on rate when assessment results in tax increase; public hearings)

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

# Management & Budget

## Expenditure and Revenue Summary

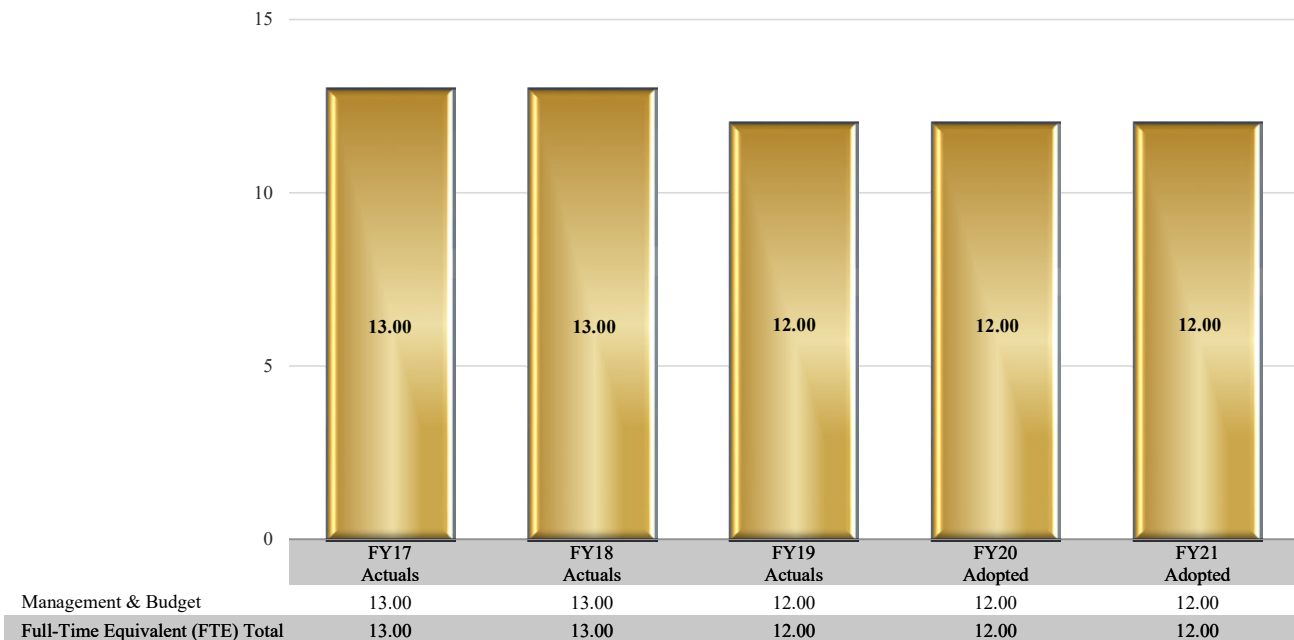


Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Management & Budget	\$1,677,971	\$1,698,445	\$1,549,869	\$1,586,473	\$1,591,013	0.29%
<b>Total Expenditures</b>	<b>\$1,677,971</b>	<b>\$1,698,445</b>	<b>\$1,549,869</b>	<b>\$1,586,473</b>	<b>\$1,591,013</b>	<b>0.29%</b>

### Expenditure by Classification

Salaries and Benefits	\$1,529,236	\$1,523,924	\$1,469,774	\$1,448,538	\$1,453,078	0.31%
Contractual Services	\$53,006	\$96,753	\$144	\$9,200	\$9,200	0.00%
Internal Services	\$48,585	\$50,446	\$47,282	\$40,757	\$40,757	0.00%
Purchase of Goods & Services	\$43,494	\$24,920	\$30,886	\$82,600	\$82,600	0.00%
Capital Outlay	\$730	\$0	\$0	\$0	\$0	-
Leases & Rentals	\$2,920	\$2,401	\$1,782	\$5,378	\$5,378	0.00%
<b>Total Expenditures</b>	<b>\$1,677,971</b>	<b>\$1,698,445</b>	<b>\$1,549,869</b>	<b>\$1,586,473</b>	<b>\$1,591,013</b>	<b>0.29%</b>
<b>Net General Tax Support</b>	<b>\$1,677,971</b>	<b>\$1,698,445</b>	<b>\$1,549,869</b>	<b>\$1,586,473</b>	<b>\$1,591,013</b>	<b>0.29%</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

## Staff History by Program



## Future Outlook

**Continued Reliance on Real Estate Tax** – The real estate tax continues to be the primary revenue source for County operations, providing nearly 67% of local tax revenue in FY20. The County will strive to diversify revenue sources to ensure stability as identified in Policy 3.01 of the adopted Principles of Sound Financial Management (PSFM). Opportunities exist to recalibrate existing revenue sources as well as identify new resources to achieve the outcomes identified in the community’s Strategic Plan. Vehicle registration fees and personal property tax revenue could be maximized.

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

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

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

**Strategic Plan Development** – County staff will facilitate the development of the County’s 2021–2024 Strategic Plan during calendar year 2020. By establishing the County’s direction and identifying key priorities, the Strategic Plan is one of the most important documents that guides the allocation of financial resources during the County’s annual budget process. A strategic plan with definite objectives and monitoring tools ensures accountability and reinforces the reciprocal partnership that the government has to its citizens. The development process, which will include extensive community participation via online survey and group sessions, must be completed within a short timeframe, and will culminate with the adoption of the new Strategic Plan by the Board of County Supervisors.

## General Overview

**A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.

# Management & Budget

## Program Summary

### Management & Budget

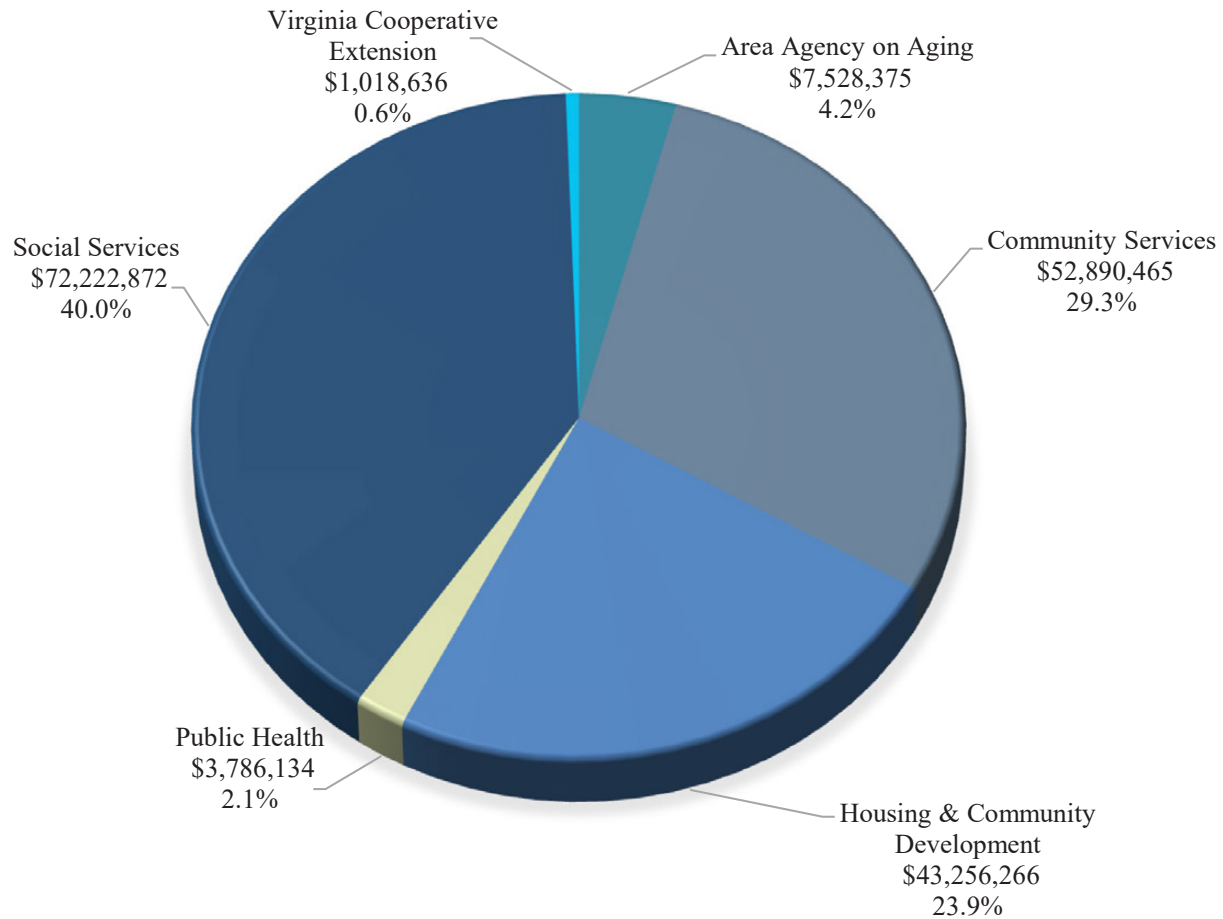
Implement the County's strategic vision and policy guidance through collaborative budget development (both operational and capital), structured implementation, and relentless focus on service improvements through performance management. Transparency and accountability to County residents are emphasized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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Criteria rated proficient/outstanding in GFOA Program	100%	100%	100%	100%	100%
Countywide variance in actual and projected expenditures	4%	7%	2%	6%	3%
County services & facilities are a fair value for the tax dollar (comm. survey)	88%	94%	94%	>90%	>90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Budget Development and Implementation</b>	<b>\$1,678</b>	<b>\$1,698</b>	<b>\$1,550</b>	<b>\$1,586</b>	<b>\$1,591</b>
Budget questions answered within 2 business days	100%	99%	99%	99%	99%
Number of CIP projects	55	86	75	85	75
Outcomes trending positively towards four year goal target	55%	64%	60%	100%	100%



# Human Services



**Human Services Expenditure Budget: \$180,702,748**



## Average Tax Bill

Human Services accounted for \$249 and 5.73% of the average residential tax bill in FY21.

## Department & Agencies

- ▶ Area Agency on Aging
- ▶ Community Services

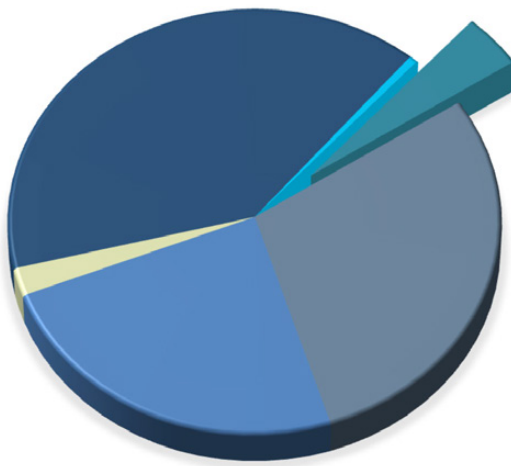
- ▶ Housing & Community Development
- ▶ Public Health

- ▶ 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:**  
**\$180,702,748**

**Expenditure Budget:**  
**\$7,528,375**

*4.2% of Human Services*

### Programs:

- Home & Community Based Services: \$1,629,819
- Supportive Services: \$1,017,604
- Senior Centers: \$1,811,936
- Fiscal & Administration: \$2,947,086
- Long-Term Care Ombudsman: \$121,930

## 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

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
<b>Expenditure by Program</b>						
Home & Community Based Services	\$1,291,077	\$1,435,021	\$1,414,347	\$1,539,106	\$1,629,819	5.89%
Supportive Services	\$1,029,287	\$926,382	\$1,008,552	\$1,155,848	\$1,017,604	(11.96%)
Senior Centers	\$1,057,981	\$1,137,874	\$1,166,006	\$1,422,219	\$1,811,936	27.40%
Fiscal & Administration	\$2,088,663	\$2,146,994	\$2,406,658	\$2,666,479	\$2,947,086	10.52%
Long-Term Care Ombudsman	\$0	\$0	\$0	\$0	\$121,930	0.00%
<b>Total Expenditures</b>	<b>\$5,467,009</b>	<b>\$5,646,271</b>	<b>\$5,995,562</b>	<b>\$6,783,652</b>	<b>\$7,528,375</b>	<b>10.98%</b>

### Expenditure by Classification

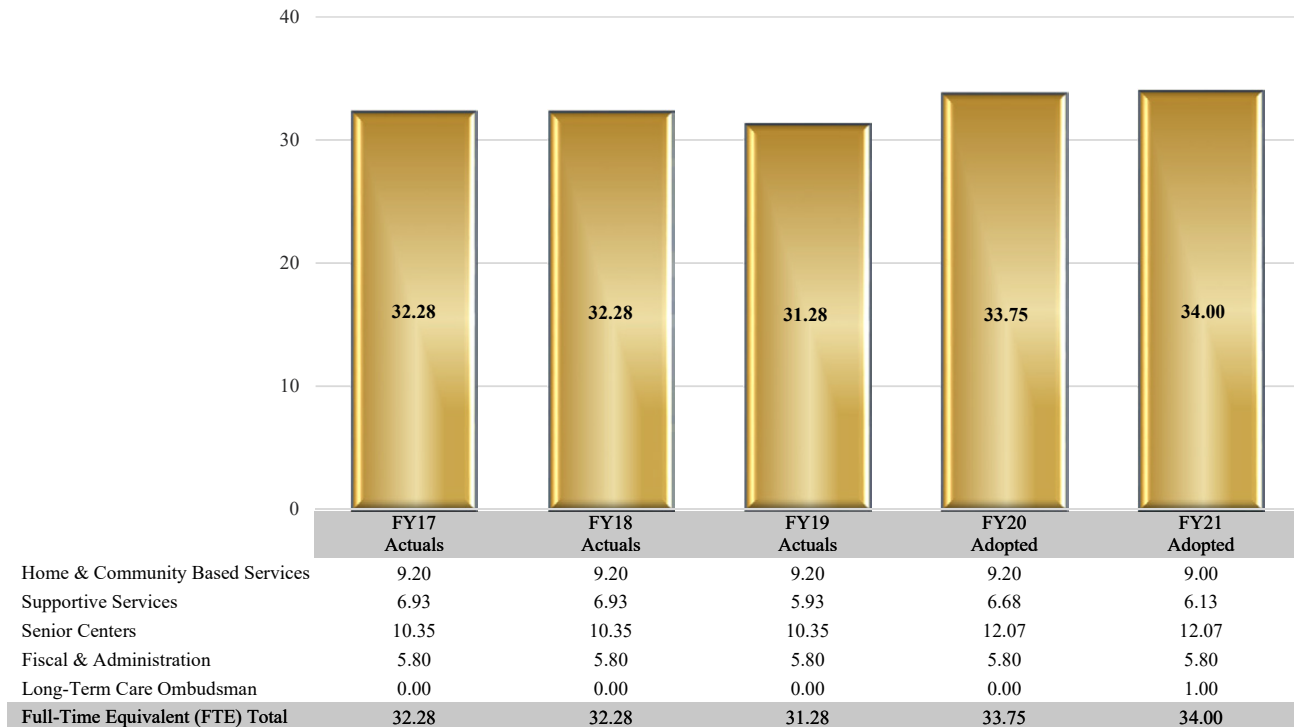
Salaries and Benefits	\$2,322,748	\$2,241,917	\$2,383,785	\$2,387,591	\$2,888,274	20.97%
Contractual Services	\$2,133,309	\$2,321,913	\$2,470,311	\$2,900,410	\$3,091,819	6.60%
Internal Services	\$179,641	\$177,170	\$178,302	\$155,776	\$155,776	0.00%
Purchase of Goods & Services	\$821,271	\$895,841	\$954,053	\$1,328,875	\$1,381,506	3.96%
Leases & Rentals	\$10,039	\$9,429	\$9,110	\$11,000	\$11,000	0.00%
<b>Total Expenditures</b>	<b>\$5,467,009</b>	<b>\$5,646,271</b>	<b>\$5,995,562</b>	<b>\$6,783,652</b>	<b>\$7,528,375</b>	<b>10.98%</b>

### Funding Sources

Revenue from Federal Government	\$866,700	\$827,780	\$896,489	\$1,355,407	\$1,332,690	(1.68%)
Use of Money & Property	\$2,460	\$2,302	\$2,225	\$2,250	\$2,250	0.00%
Revenue from Other Localities	\$301,260	\$412,956	\$412,956	\$461,453	\$371,825	(19.42%)
Miscellaneous Revenue	\$48,439	\$97,116	\$143,847	\$88,942	\$88,942	0.00%
Charges for Services	\$149,799	\$135,595	\$139,237	\$144,500	\$145,700	0.83%
Revenue from Commonwealth	\$389,184	\$398,800	\$449,466	\$416,003	\$460,889	10.79%
Transfers In	\$0	\$30,000	\$0	\$0	\$0	-
<b>Total Designated Funding Sources</b>	<b>\$1,757,842</b>	<b>\$1,904,548</b>	<b>\$2,044,220</b>	<b>\$2,468,555</b>	<b>\$2,402,296</b>	<b>(2.68%)</b>
<b>(Contribution to)/Use of Fund Balance</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Net General Tax Support</b>	<b>\$3,685,166</b>	<b>\$3,741,723</b>	<b>\$3,951,342</b>	<b>\$4,315,097</b>	<b>\$5,126,079</b>	<b>18.79%</b>
<b>Net General Tax Support</b>	<b>67.41%</b>	<b>66.27%</b>	<b>65.90%</b>	<b>63.61%</b>	<b>68.09%</b>	

# Area Agency on Aging

## Staff History by Program



## Future Outlook

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

**Growth of the Elderly Population** – Currently, approximately 12% of the population in the Prince William area is age 60 and older. By the year 2030, it is projected that approximately 20% of the population will be age 60 and older. With an increasing focus on healthy living, the population is living longer every year. With this, the ability to live in the community with chronic conditions will be the biggest challenge as the model for long term services and supports shifts from an institutional model to more personal choice. Alzheimer’s disease, the aging of persons with intellectual/developmental disabilities, and the aging of their caregivers will require more multi-disciplinary approaches and the synthesis of expertise that will most likely bring an increase in reports of elder abuse and financial exploitation.

# Area Agency on Aging

**Changing Social and Recreational Needs** – Prince William will have to determine how best to serve the social and recreational needs of a changing population of older adults. 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 which are catered specifically on reducing isolation and improving overall well-being. Healthier, more engaged older adults within the community can mean less resources required in other sectors of local government. As the County's Senior Centers age, this issue must be considered.

## General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Revenue Increase for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Area Agency on Aging (Aging) allocation decreased \$89,628.
- C. Shift of Human Services Case Management Ombudsman from Human Rights to Aging** – The Ombudsman activity provides a voice to County residents in nursing homes and residential care facilities, investigating concerns raised by these residents and/or their families. Previously, a portion of the Human Services Case Management position was separated from related activities within Aging's budget, primarily the County's contribution to Birmingham Green, in order to provide a clear separation of duties as required by the Commonwealth. To achieve this, in FY18, the Human Services Case Management position was moved out of Aging's Supportive Services program and into the Human Rights Office. This position performed 25% of its duties for Human Rights and 75% of its duties for Aging, and revenue and expenses were allocated accordingly. Aging received approval from the State in FY20 to bring the Human Services Case Management position back under the supervision of Aging, create a separate Ombudsman program in Aging's department, and consequently achieve the required separation of duties. Therefore, the 25% portion of the Human Services Case Management position residing in Human Rights was shifted to Aging. Related expenditures for this position and corresponding revenue were shifted from Human Rights to Aging. This shift totals revenue of \$23,369 and related salary, benefit, and supplies expenditures totaling \$30,389.

# Area Agency on Aging

## Budget Initiatives

### A. Budget Initiatives

#### 1. Increase for Birmingham Green – Fiscal & Administration

Expenditure	\$224,473
Revenue	\$0
General Fund Impact	\$224,473
FTE Positions	0.00

a. **Description** – This initiative funds the increase associated with the intergovernmental cost-sharing agreement for Birmingham Green, a residential long-term care facility for the frail elderly and disabled adults in Northern Virginia. Growth in the elder population, causing an increase in PWC's utilization at Birmingham Green, coupled with higher costs for providing long-term care has resulted in this increase.

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

## Program Summary

### Home & Community Based (H&CB) Services

The H&CB Services program serves the most at-risk, frail, older adults in the Prince William Area with the Adult Day Healthcare and the Home Care Assistance Programs to help them remain in the community for as long as possible.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Clients reporting that H&CB services helped them stay in their homes	97%	98%	98%	98%	98%
Family care-givers who are better able to meet work or other family obligations	90%	92%	90%	93%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Home Services</b>	<b>\$694</b>	<b>\$813</b>	<b>\$749</b>	<b>\$894</b>	<b>\$862</b>
Home services clients served	125	162	158	150	160
Average days on waitlist for home services	90	38	4	45	15
<b>Community Based Services</b>	<b>\$598</b>	<b>\$622</b>	<b>\$666</b>	<b>\$645</b>	<b>\$768</b>
Community based clients served	56	52	40	55	45
Average days on waitlist for community based services	97	115	123	110	115

# Area Agency on Aging

## Supportive Services

The Supportive Services program provides a wide range of long-term support services such as Veteran Assistance, Medicare Counseling, Hospital Care Transitions, Caregiver Support, Assessment and Care Coordination, and Information to the public about Aging and Disability Services. This program provides citizens with information to make informed decisions about their service options within the Prince William Area.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Clients reporting that supportive services helped them stay in the community	98%	100%	100%	98%	99%
Clients reporting that services helped navigate the aging & disability network	100%	97%	94%	100%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Information and Care Coordination</b>	<b>\$978</b>	<b>\$907</b>	<b>\$928</b>	<b>\$1,055</b>	<b>\$996</b>
People receiving services	391	456	595	400	550
Information requests addressed	3,497	3,617	3,597	3,300	3,600
People served in supportive services	1,989	1,910	1,681	1,800	1,700
<b>Medicare Counseling</b>	<b>\$51</b>	<b>\$19</b>	<b>\$80</b>	<b>\$101</b>	<b>\$22</b>
People counseled for Medicare health insurance	2,201	1,215	1,114	1,700	1,200

## Senior Centers

The Senior Centers program 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Participants reporting that senior centers helped them stay in the community	100%	100%	100%	99%	100%
Meals on Wheels recipients stating that meals helped them stay in the community	100%	99%	100%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Senior Centers</b>	<b>\$1,058</b>	<b>\$1,138</b>	<b>\$1,166</b>	<b>\$1,422</b>	<b>\$1,812</b>
Senior center participants	1,290	1,225	1,411	1,300	1,450
Meals served (congregate and Meals on Wheels)	49,774	57,949	57,526	58,000	58,000



# Area Agency on Aging

## Fiscal & Administration

The Fiscal & Administration program connects the delivery of services and the administrative support that plans, monitors, and accounts for those services. The Bluebird Tour program, Agency Volunteer intake, and Birmingham Green are also managed in the Fiscal & Administration program.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
People served by community partners and contractual agreements*	533	1,652	1,484	1,450	1,550
County provides appropriate facilities & services for seniors & caregivers	89%	89%	87%	90%	90%

\*FY17 data does not include people served by the Bluebird Tour Program.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Area Plan on Aging</b>	<b>\$661</b>	<b>\$640</b>	<b>\$697</b>	<b>\$682</b>	<b>\$738</b>
FTE value of volunteer hours contributed	9.00	10.00	9.00	9.00	9.00
<b>Birmingham Green</b>	<b>\$1,374</b>	<b>\$1,468</b>	<b>\$1,680</b>	<b>\$1,954</b>	<b>\$2,179</b>
Bed days of County residents at Birmingham Green	28,870	29,152	29,525	33,000	30,000
<b>Bluebird Tour Program</b>	<b>\$53</b>	<b>\$39</b>	<b>\$30</b>	<b>\$30</b>	<b>\$30</b>
Tour participants	-	1,084	936	950	950

## Long-Term Care Ombudsman

The Virginia Long-Term Care (LTC) Ombudsman advocates to help resolve problems, protect rights, and promote a better quality of care for residents within the 22 long-term care and assisted living facilities in the Prince William Area.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Number of cases surveyed from LTC facilities	-	-	13	-	15

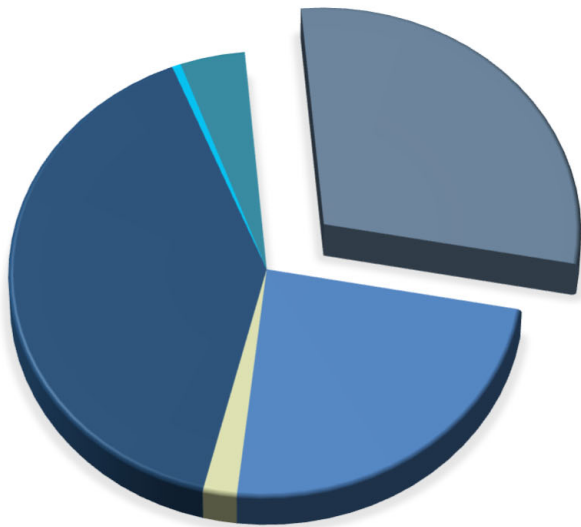
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Long-Term Care Ombudsman*</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$122</b>
Inquiries & cases processed from LTC facilities	284	266	341	376	341

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

# Community Services

## Mission Statement

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



**Human Services Expenditure Budget:**  
**\$180,702,748**

**Expenditure Budget:**  
**\$52,890,465**

*29.3% of Human Services*

### Programs:

- Administrative Services: \$4,783,354
- Drug Offender Recovery Services: \$1,786,862
- Early Intervention: \$4,942,516
- Emergency Services: \$5,917,108
- Medical Services: \$3,569,283
- MH Day Support & Employment Services: \$2,103,196
- MH Residential Services: \$9,297,574
- ID Day Support Services: \$3,200,579
- ID Day Residential Services: \$773,554
- Youth Substance Abuse and Mental Health Services: \$4,373,505
- ID Case Management: \$5,360,441
- Mental Health Outpatient: \$3,706,155
- SA Adult Outpatient: \$3,076,336

## Mandates

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

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

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

# Community Services



## Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Administrative Services	\$3,907,824	\$4,375,208	\$4,443,166	\$4,572,778	\$4,783,354	4.61%
Drug Offender Recovery Services	\$1,578,240	\$1,546,771	\$1,604,252	\$1,688,537	\$1,786,862	5.82%
Early Intervention	\$4,277,012	\$4,384,345	\$4,359,341	\$4,448,275	\$4,942,516	11.11%
Emergency Services	\$4,417,019	\$4,872,337	\$5,111,206	\$4,609,226	\$5,917,108	28.38%
Medical Services	\$2,613,693	\$2,627,369	\$2,569,187	\$3,326,822	\$3,569,283	7.29%
MH Day Support & Employment Services	\$1,720,504	\$1,858,630	\$1,882,998	\$1,957,036	\$2,103,196	7.47%
MH Residential Services	\$6,873,622	\$6,907,175	\$7,397,512	\$7,885,896	\$9,297,574	17.90%
ID Day Support Services	\$3,073,476	\$3,042,834	\$2,506,578	\$3,199,154	\$3,200,579	0.04%
ID Day Residential Services	\$624,537	\$750,207	\$789,688	\$872,243	\$773,554	(11.31%)
Youth Substance Abuse and Mental Health Services	\$3,102,509	\$5,694,385	\$3,499,778	\$3,615,731	\$4,373,505	20.96%
ID Case Management	\$3,067,837	\$3,368,301	\$4,521,262	\$4,468,977	\$5,360,441	19.95%
Mental Health Outpatient	\$3,499,836	\$3,746,459	\$4,014,287	\$4,155,603	\$3,706,155	(10.82%)
SA Adult Outpatient	\$1,853,657	\$1,799,015	\$2,198,396	\$2,433,206	\$3,076,336	26.43%
Public Safety Resilience Program	\$301,709	\$577,931	\$357,798	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$40,911,475</b>	<b>\$45,550,964</b>	<b>\$45,255,451</b>	<b>\$47,233,484</b>	<b>\$52,890,465</b>	<b>11.98%</b>

### Expenditure by Classification

Salaries and Benefits	\$28,507,820	\$31,009,654	\$33,113,136	\$34,115,861	\$38,228,832	12.06%
Contractual Services	\$8,543,169	\$7,993,593	\$7,844,733	\$8,763,601	\$9,698,178	10.66%
Internal Services	\$1,838,050	\$2,071,117	\$2,172,670	\$1,860,425	\$1,925,118	3.48%
Purchase of Goods & Services	\$1,788,212	\$1,775,109	\$1,835,063	\$2,206,626	\$2,751,365	24.69%
Capital Outlay	\$49,864	\$0	\$84,388	\$80,000	\$80,000	0.00%
Leases & Rentals	\$159,693	\$172,323	\$176,292	\$177,206	\$177,206	0.00%
Depreciation Expense	\$409	\$4,911	\$4,911	\$0	\$0	-
Debt Maintenance	\$24,258	\$24,258	\$24,258	\$24,258	\$24,258	0.00%
Payments to Other Local Agencies	\$0	\$0	\$0	\$5,508	\$5,508	0.00%
Transfers Out	\$0	\$2,500,000	\$0	\$0	\$0	-
<b>Total Expenditures</b>	<b>\$40,911,475</b>	<b>\$45,550,964</b>	<b>\$45,255,451</b>	<b>\$47,233,484</b>	<b>\$52,890,465</b>	<b>11.98%</b>

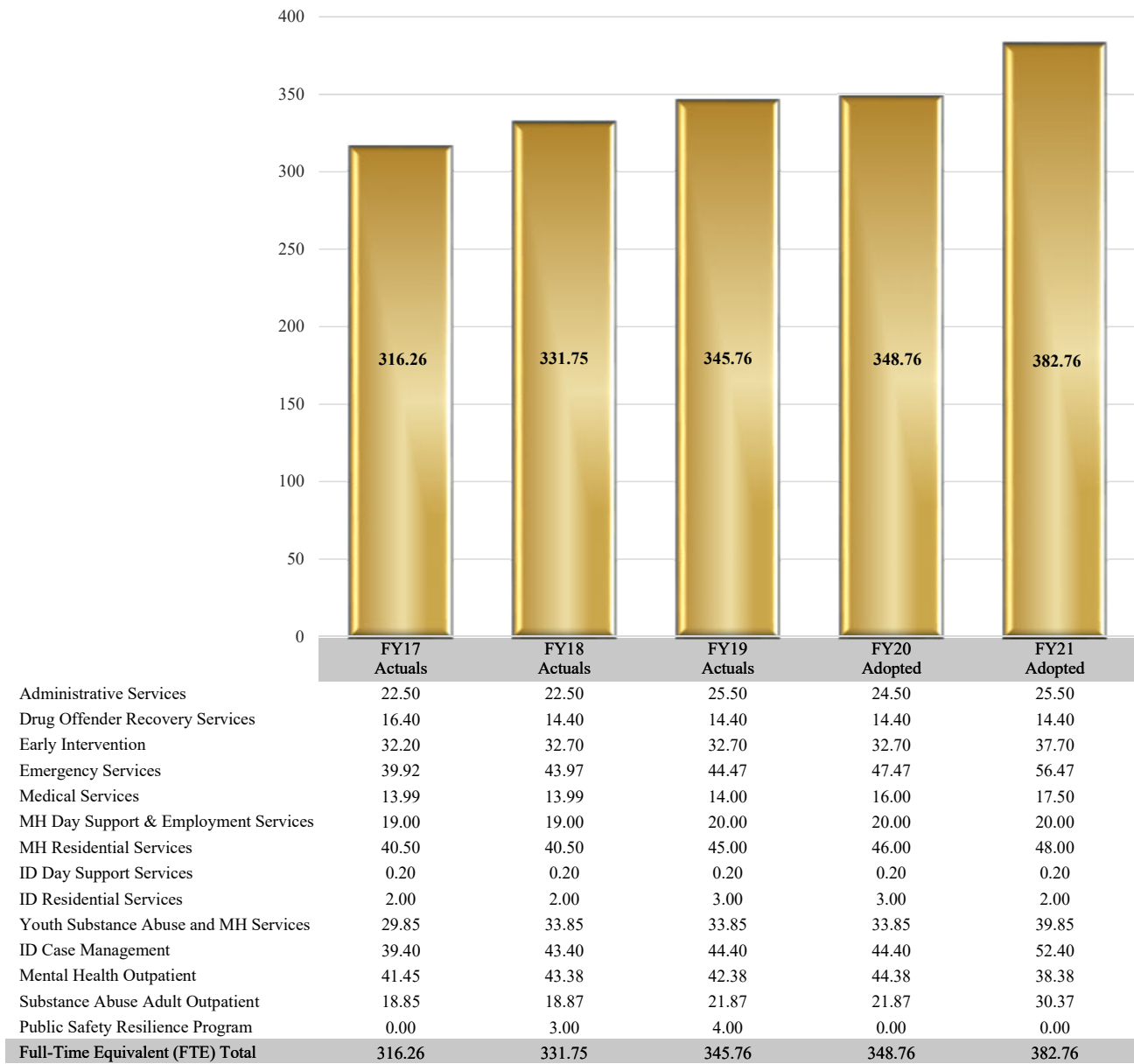
### Funding Sources

Revenue from Federal Government	\$2,852,852	\$2,730,656	\$2,846,331	\$2,945,963	\$2,891,094	(1.86%)
Use of Money & Property	\$0	\$12	\$115	\$0	\$0	-
Revenue from Other Localities	\$2,455,532	\$2,957,904	\$2,957,901	\$3,389,454	\$2,850,100	(15.91%)
Miscellaneous Revenue	\$13,149	\$115,681	\$36,104	\$25,712	\$25,712	0.00%
Charges for Services	\$602,692	\$996,933	\$1,151,371	\$740,071	\$740,071	0.00%
Revenue from Commonwealth	\$16,274,850	\$18,754,462	\$17,629,115	\$17,366,610	\$19,952,702	14.89%
<b>Total Designated Funding Sources</b>	<b>\$22,199,075</b>	<b>\$25,555,649</b>	<b>\$24,620,937</b>	<b>\$24,467,810</b>	<b>\$26,459,679</b>	<b>8.14%</b>
<b>Net General Tax Support</b>	<b>\$18,712,400</b>	<b>\$19,995,316</b>	<b>\$20,634,514</b>	<b>\$22,765,674</b>	<b>\$26,430,786</b>	<b>16.10%</b>
<b>Net General Tax Support</b>	<b>45.74%</b>	<b>43.90%</b>	<b>45.60%</b>	<b>48.20%</b>	<b>49.97%</b>	

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

# Community Services

## Staff History by Program



## Future Outlook

**Behavioral Health System Change** – The Virginia Department of Behavioral Health and Developmental Services (DBHDS) and the Virginia Department of Medical Assistance Services have been involved in redesigning the Medicaid-funded behavioral health system to better support community-based prevention and treatment needs and requiring Community Service Boards (CSBs) to meet new mandates. For Community Services (CS), this has meant implementing Same Day Access Assessments (SDA) and Primary Care Screenings and developing Outpatient Treatment availability within ten days of assessments. By July 1, 2021, CSBs will have additional mandates, including mobile crisis services and peer services. CS is challenged with having capacity to meet the high demand for these new mandated services due to the complex needs of those CS serves, the limitations around funding, and the increased reporting and other requirements on an already stretched system.

**Workforce Development** – The behavioral health system is facing a workforce shortage. The federal Health Resources and Services Administration projected a significant shortage for psychiatrists and mental health and substance use clinicians. The Virginia Department of Health Professions reported that retirement over the next several years will contribute to this anticipated shortage. CS is experiencing the challenge of hiring and retaining qualified clinical staff, particularly due to many of the increased licensing and regulatory requirements.

**Recovery-Oriented Community** – Many leaders in behavioral health treatment consider “a recovery - oriented community the key to ending the opiate epidemic.” Creating a recovery-oriented community involves the alignment of the resources and agencies for the benefit of the individual. Although the fatal overdoses from opioids in Virginia has shown some decrease from 2017 to 2018, the opioid epidemic and addiction remains a constant concern. CS will continue to utilize a two-year Peer Recovery Specialist grant to have peers work with public safety and in community settings to help engage, retain, connect, and support those individuals desiring recovery to ongoing recovery success.

**Continuous Quality Improvement** – CS will continue to work with DBHDS to ensure the quality of the service system across all disabilities through a commitment to interventions that are evidence-based, demonstrate value, and adhere to Continuous Quality Improvement (CQI) principles. DBHDS is working on enhancements to better identify measures, outcomes, and dashboard processes that support system reform. Ongoing work from DBHDS has the potential for demonstrating increases in quality of life for those served. As CS works with DBHDS to establish an enhanced quality management program and CQI plan, CS is hopeful that this will also serve to identify expansion needs of existing services.

## General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Reconcile the FY20 Community Services Budget to the State Performance Contract** – Each year, CS completes a budget reconciliation to match revenue and expenditure adjustments that become known after the County’s annual budget is adopted, specifically the reconciliation of state and federal revenues to the state performance contract. In the FY20 Budget, reconciliation provided an increase in ongoing revenue support of \$799,090 to create 6.00 FTE: 2.00 FTE, Clinical Services Caseworker, 1.50 FTE, Administrative Technician, 1.00 FTE, Senior Business System Analyst, 0.50 FTE, Registered Nurse, and 1.00 FTE Clinical

# Community Services

Services Caseworker Associate to support several program initiatives within CS. This item was approved by [BOCS Resolution 19-594](#). There is no impact on local general fund tax support. These funds support additional capacity for same-day access evaluations, increase adult substance abuse outpatient services, improved care coordination for Anthem Blue Cross and Blue Shield clients, expanded use of Medication Assisted Treatment (MAT) services, and additional support for contracted crisis stabilization programs. In addition, funds have been allocated to augment administrative support operations within the Youth, Adult, and Family Division as well as departmental contact oversight. The funding provided an increase in the number of completed assessments from 1,850 to 2,225. Adult Substance Abuse increased by 40 clients to a total of 940. MAT also expanded client capacity receiving services from 10 clients to 40.

- C. **Behavioral Health Outpatient Services Funding** – [BOCS Resolution 19-441](#) provided \$224,250 in on-going restricted funding from DBHDS to create 2.00 FTE: 1.00 FTE, Clinical Services Caseworker and 1.00 FTE, Senior Clinical Services Caseworker. State funding was provided to implement Outpatient Services as part of the third phase in STEP-VA implementation. The Outpatient Services funding support the Adult Mental Health Outpatient and New Horizons Outpatient programs. Funding increased clients serviced by 40 to 1,560 in the New Horizons Outpatient program. Adult Mental Health Outpatient services increased the client base from 40 to 1,640.
- D. **Discharge Assistance Program (DAP) and Criminal Justice Diversion Grant Funding** – The items in this reconciliation are in addition to the items approved in late calendar year 2019. [BOCS Resolution 20-126](#) provided funding changes to DAP and the Criminal Justice Diversion Grant. There is no impact on local general fund tax support. DBHDS notified CS it will no longer continue receiving the Criminal Justice Diversion Grant (DIVERT) funding. The termination of the DIVERT funding reduces revenues by \$185,000 in the FY2021 Budget. CS reduced staffing by (2.00 FTE) that supported the DIVERT program. Through DAP, CS contracts with providers to deliver residential services for clients released from state mental health facilities. DAP received \$701,064 additional on-going state funding. CSBs and DBHDS have emphasized the use of DAP placements as a mechanism to reduce capacity at state facilities.
- E. **Position Shift from Department of Social Services (DSS)** – DSS' Juvenile Detention Center (JDC) shifted one position, which is fully funded by revenue received from the Virginia Department of Juvenile Justice (DJJ) for the Community Placement Program (CPP). In FY20, it was decided to transfer the position to CS and DSS reimburse CS for the services utilizing the state funding. The position will change to a Senior Clinical Caseworker and provide clinical and therapeutic services for CPP youth. CS is equipped to provide clinical services and can receive the necessary clinical oversight provided by CS Managers.
- F. **Revenue Decrease for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, Community Services revenue decreased \$539,354.



## Budget Initiatives

### A. Budget Initiatives

#### 1. Therapist III – Youth Substance Abuse & Mental Health Services

Expenditure	\$24,827
Revenue	\$0
General Fund Impact	\$24,827
FTE Positions	1.00

a. **Description** – The budget initiative provides one Therapist III position to provide substance abuse and co-occurring disorder treatment as part of the New Horizons Program to the students and families of the new 13th High School which will open in August 2021. This position will provide consultation, training, and prevention activities for students, parents, and professionals on substance abuse and related issues. The position is funded for a partial year (two months) in the FY2021 Budget. The full-year, recurring cost of this position beginning in FY22 is \$92,629.

b. **Service Level Impacts** – This initiative supports the Wellbeing Community strategic goal by helping reverse the growing epidemic of opiate abuse. This position will be able to provide counseling services to at-risk youth to head off potential substance abuse issues.

▪ **Outpatient Services**

*FY21 w/o Addition* | 1,520

*FY21 w/ Addition* | 1,620

#### 2. Case Management – Intellectual Disabilities

Expenditure	\$585,260
Revenue	\$360,000
General Fund Impact	\$225,260
FTE Positions	7.00

a. **Description** – There are currently over 600 intellectually disabled individuals waiting for either day program services or Case Management services. CS is mandated to provide services within 30 days when waiver slots open each July. 7.00 FTEs have been added to the budget, five Clinical Services Caseworkers and two Administrative Technicians to reduce the waitlist for intellectual disability services. This addition includes \$508K in on-going costs and \$78K in one-time costs. There is revenue support of \$360K in anticipated Medicaid revenues, bringing the general fund cost to \$225K.

b. **Service Level Impacts** – This budget addition directly supports the Wellbeing Community strategic goal by reducing waitlists for day program services, as well as ongoing Case Management services. This will help CS provide services to an additional 120 clients annually.

▪ **Outpatient Services**

*FY21 w/o Addition* | 983

*FY21 w/ Addition* | 1,103



# Community Services

## 3. Expand Capacity – Early Intervention

Expenditure	\$463,760
Revenue	\$210,000
General Fund Impact	\$253,760
FTE Positions	5.00

a. **Description** – This initiative responds to the 7% annual growth in demand for Early Intervention (EI) services, which serves children and their families from birth until 3 years old. EI has proven to demonstrate positive results as 53% of the children served in EI do not require special education, which exhibits a high return on the initial investments. There is research to indicate that at least every \$1 spent on EI saves a minimum of \$7 in later special education services. The funding will serve an additional 150 children and families annually. Five positions have been added to the budget, two Senior Clinical Services Caseworkers, two Clinical Services Caseworkers and one Human Services Specialist. This addition includes \$390K in on-going costs and \$74K in one-time costs. There is revenue support of \$210K provided by the state, bringing the general fund cost to \$254K.

b. **Service Level Impacts** – This initiative expands capacity to serve an additional 150 children annually and will help meet the growing demand for bilingual services. The long-term goal is to provide services to children to prevent the need for extended services as they get older.

## 4. Continuing Program as State Funding Ends – Peer Outreach/State Opioid Response

Expenditure	\$443,286
Revenue	\$0
General Fund Impact	\$443,286
FTE Positions	7.00

a. **Description** – This budget addition continues a two-year grant which funded the Peer Outreach/State Opioid Response pilot project. The federal funding for the project ends in September 2020, which supports seven positions. The Peer Outreach team consists of one Senior Clinical Services Caseworker, five Clinical Services Caseworker Associates and one Business Services Analyst. The Peer Outreach team engage clients in the community to help them seek treatment for opiate abuse.

b. **Service Level Impacts** – The Peer Outreach program supports the Wellbeing Community strategic goal by helping reverse the growing epidemic of opiate abuse. These positions will be able to provide approximately 100 clients per year access to treatment and increase engagement while in treatment.

## 5. Co-Responder Program with Police – Emergency Services

Expenditure	\$351,851
Revenue	\$0
General Fund Impact	\$351,851
FTE Positions	4.00

a. **Description** – This initiative is outgrowth of a small pilot program that had Emergency Services (ES) staff partner with police on mental health calls. The successful pilot program provided an ES presence at the initial contact and saved significant time for officers and provides a better experience for the client. The program helps deescalate situations, provide more immediate interventions, and reduced hospitalizations and incarcerations. The funding provides four dedicated ES positions to cover 16 shifts a week.

# Community Services

- b. **Service Level Impacts** – The Co-Responder program supports the Safe & Secure Community strategic goal by helping reduce incarceration of mentally ill people. The annual number of clients served by ES is expected to remain constant at 3,000 per year.

## 6. Intensive In-Home Services – Youth Substance Abuse & Mental Health Services

Expenditure	\$200,000
Revenue	\$0
General Fund Impact	\$200,000
FTE Positions	3.00

- a. **Description** – This initiative partially restores the Intensive In-Home Services program, which provides rigorous treatment to youth and their families aiming for six hours of service a week. With funding starting in January 2021, the FY21 budget initiative enables CS to provide this service to 37 clients during FY21 and 75 clients during future years.

- b. **Service Level Impacts** – Intensive In-Home Services are reported under the Outpatient Services activity and will increase the number of clients served by 37 in FY21 due to funding beginning in January 2021 and by 75 clients in future years.

▪ **Outpatient Services**

*FY21 w/o Addition | 1,520*

*FY21 w/ Addition | 1,557*

## 7. Contractual Funds Increase for Credible – Administrative Services/Management Information Systems

Expenditure	\$57,000
Revenue	\$0
General Fund Impact	\$57,000
FTE Positions	0.00

- a. **Description** – Credible is the electronic health record provider for CS and is used to input, monitor, and analyze clinical and revenue activities for CS services. This initiative provides funding for \$57,000 in contractual escalation costs.

- b. **Service Level Impacts** – Service levels are maintained.

# Community Services

## Program Summary

### Administrative Services

Administrative Services includes Accounting and Procurement, Management Information Systems, Human Resources Management, and Leadership and Management Oversight. It is the responsibility of Leadership to work with the CSB, staff and community stakeholders to ensure these services are effective and provide the best possible return on investment of tax dollars.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Change in fee revenue received from prior fiscal year	13.0%	5.8%	19.0%	10.4%	11.2%
Customers rating services as helpful	89%	92%	90%	92%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Accounting &amp; Procurement</b>	<b>\$1,630</b>	<b>\$1,657</b>	<b>\$1,685</b>	<b>\$1,254</b>	<b>\$1,324</b>
Fees collected	\$5.8M	\$6.2M	\$7.4M	\$6.8M	\$7.6M
<b>Management Information Systems</b>	<b>\$868</b>	<b>\$1,015</b>	<b>\$1,026</b>	<b>\$1,172</b>	<b>\$1,240</b>
Customers rating services as helpful	89%	92%	90%	92%	90%
<b>Human Resources Management</b>	<b>\$211</b>	<b>\$212</b>	<b>\$229</b>	<b>\$226</b>	<b>\$201</b>
<b>Leadership &amp; Management Oversight</b>	<b>\$1,213</b>	<b>\$1,508</b>	<b>\$1,505</b>	<b>\$1,921</b>	<b>\$2,018</b>
Total agency clients served	9,762	9,832	10,135	9,800	10,100

### Drug Offender Recovery Services

Provides a comprehensive drug treatment continuum of care for offenders with the most severe drug dependence disorders. Avoids gaps in services that result in relapse and recidivism through close collaboration with the Adult Detention Center (ADC) and probation agencies. Services include assessments, individual and group therapy, MAT, residential and jail-based treatment and family support.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Criminal Justice clients who stop using drugs	22%	52%	50%	40%	40%
Drug Offender Rehab Module clients who do not return to the ADC within 3 years	79%	70%	72%	70%	70%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>ADC Services</b>	<b>\$993</b>	<b>\$1,029</b>	<b>\$1,065</b>	<b>\$1,032</b>	<b>\$1,119</b>
Inmates treated in male and female dormitories	175	176	174	170	170
<b>Community Criminal Justice Services</b>	<b>\$592</b>	<b>\$520</b>	<b>\$541</b>	<b>\$657</b>	<b>\$668</b>
HIDTA clients served	66	64	66	60	60
Intensive case management clients served	131	212	170	125	125

# Community Services

## Early Intervention

Early Intervention services are provided by Virginia licensed and Part C certified physical therapists, occupational therapists, speech-language pathologists, early childhood special educators and service coordinators for infants and toddlers, birth through two years old who have a diagnosed condition affecting their development, qualitative concerns with their development or a delay of at least 25% in one or more developmental areas. Services are intended to help the child develop the necessary motor, communication, social-emotional, feeding and play skills to be an active member of their family and community.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Early intervention services clients who do not require special education	54%	55%	56%	53%	54%
Children demonstrating improved acquisition and use of knowledge and skills	63%	63%	67%	63%	63%
Families report services helped their family to help their child develop & learn	91%	80%	86%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Assessment and Service Coordination</b>	<b>\$1,914</b>	<b>\$1,868</b>	<b>\$1,899</b>	<b>\$2,037</b>	<b>\$2,200</b>
Infants, toddlers, and families served by assessment and coordination	1,351	1,438	1,357	1,350	1,450
<b>Therapeutic and Educational Services</b>	<b>\$2,358</b>	<b>\$2,512</b>	<b>\$2,460</b>	<b>\$2,411</b>	<b>\$2,742</b>
Infants, toddlers, and families served by therapeutic and educational services	1,115	1,190	1,104	1,150	1,330

## Emergency Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Cases diverted from inpatient treatment	50%	49%	44%	53%	50%
Emergency Services clients satisfied with services received	97%	100%	96%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>CS Intake and Emergency Telephone Services</b>	<b>\$1,053</b>	<b>\$1,401</b>	<b>\$1,145</b>	<b>\$1,204</b>	<b>\$1,325</b>
Access assessments completed	1,680	1,838	2,192	1,850	1,850
<b>Emergency Services</b>	<b>\$3,367</b>	<b>\$3,472</b>	<b>\$3,966</b>	<b>\$3,406</b>	<b>\$4,592</b>
Emergency Services clients served	2,914	3,147	2,926	3,000	3,000

# Community Services

## Medical Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Medical Services customers satisfied with services	84%	87%	94%	87%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Medical Services</b>	<b>\$2,614</b>	<b>\$2,627</b>	<b>\$2,570</b>	<b>\$3,327</b>	<b>\$3,570</b>
Total clients served by Medical Services	2,078	2,143	2,227	2,100	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Clients who maintain employment for more than 90 days	84%	84%	87%	83%	85%
Psychosocial rehabilitation clients who maintain or improve functioning level	92%	83%	100%	90%	90%
Vocational Services clients reporting satisfaction with services	95%	95%	94%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Day Support Services</b>	<b>\$1,059</b>	<b>\$1,139</b>	<b>\$1,150</b>	<b>\$1,156</b>	<b>\$1,232</b>
Clients served by day support services	119	119	110	120	116
<b>Employment Services</b>	<b>\$651</b>	<b>\$712</b>	<b>\$734</b>	<b>\$801</b>	<b>\$871</b>
Clients served by employment services	257	252	261	215	256

# Community Services

## Mental Health Residential Services

Assists adults with serious mental illnesses to remain as independent as possible in the community by providing directly or contracting for a variety of levels of clinical services to assist them in maintaining their level of functioning; or connect with vendors who provide 24-hour residential care for those adults who cannot remain outside of institutional settings without that level of support.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Clients successfully engaged in services and maintained in the community	97%	97%	97%	95%	95%
Clients expressing satisfaction with service provided	95%	89%	86%	95%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Supportive Residential In-Home Services</b>	<b>\$2,551</b>	<b>\$2,472</b>	<b>\$2,426</b>	<b>\$2,490</b>	<b>\$2,728</b>
Clients served by supportive residential in-home services	115	130	157	130	150
<b>Intensive Residential Services</b>	<b>\$772</b>	<b>\$765</b>	<b>\$922</b>	<b>\$817</b>	<b>\$1,518</b>
Clients served in group homes	22	37	32	37	37
<b>Crisis Stabilization Services</b>	<b>\$1,630</b>	<b>\$1,845</b>	<b>\$1,899</b>	<b>\$1,790</b>	<b>\$2,037</b>
Clients served by crisis stabilization services	234	251	236	240	240
<b>Intensive Community Treatment (ICT) Services</b>	<b>\$1,328</b>	<b>\$1,402</b>	<b>\$1,560</b>	<b>\$1,918</b>	<b>\$1,960</b>
Clients served by ICT services	64	80	75	80	85
<b>Young Adult Services (YAS)</b>	<b>\$588</b>	<b>\$420</b>	<b>\$593</b>	<b>\$871</b>	<b>\$1,053</b>
Clients served in YAS	40	50	48	50	50

## Intellectual Disability Day Support Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Program clients successfully maintained in the community	95%	96%	94%	96%	96%
Clients who are satisfied with program services	97%	97%	97%	98%	98%

# Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Day Care Services</b>	<b>\$612</b>	<b>\$783</b>	<b>\$485</b>	<b>\$583</b>	<b>\$583</b>
Clients served by day care services	89	76	80	80	82
<b>Day Support Services</b>	<b>\$1,375</b>	<b>\$1,157</b>	<b>\$1,204</b>	<b>\$1,012</b>	<b>\$1,013</b>
Clients served by ID day support services	43	36	37	44	47
<b>Sheltered Employment Services</b>	<b>\$318</b>	<b>\$317</b>	<b>\$154</b>	<b>\$576</b>	<b>\$576</b>
Clients served by sheltered employment services	4	4	4	4	4
<b>Supported Employment Services</b>	<b>\$765</b>	<b>\$785</b>	<b>\$664</b>	<b>\$1,028</b>	<b>\$1,028</b>
Clients served by supported employment services	93	86	81	87	87

## Intellectual Disability Day Residential Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Client family satisfaction	97%	93%	96%	94%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Group Home Services*</b>	<b>(\$32)</b>	<b>\$203</b>	<b>\$181</b>	<b>\$120</b>	<b>\$120</b>
Clients served by group home services	240	254	247	250	255
<b>Supported Living Services</b>	<b>\$656</b>	<b>\$547</b>	<b>\$608</b>	<b>\$752</b>	<b>\$654</b>
Clients served by supported living services	27	30	26	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 public high schools, outpatient clinics, and homes. Services provided include assessment, individual, family and group therapy, case management, behavioral health wellness and high intensity drug trafficking area (HIDTA) prevention.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Clients completing treatment who improve in functioning	88%	67%	83%	75%	75%
Clients satisfied with services	98%	99%	95%	99%	90%
Teen clients who stop using drugs/alcohol	43%	57%	65%	60%	60%
Grade point average improvements for HIDTA prevention clients	+0.60	+0.70	+0.70	+0.70	+0.70
Reduced school absences for HIDTA prevention clients	40%	50%	51%	40%	40%



# Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Behavioral Health Wellness Services</b>	<b>\$548</b>	<b>\$529</b>	<b>\$611</b>	<b>\$722</b>	<b>\$824</b>
Prevention activity participants (students and parents)	317	280	309	280	280
<b>Case Management</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3</b>	<b>\$1,856</b>	<b>\$2,024</b>
Clients served by case management	-	-	245	180	250
<b>Outpatient Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,038</b>	<b>\$1,526</b>
Clients served by outpatient	-	-	1,565	1,520	1,657

## Intellectual Disability Case Management

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Clients successfully maintained in the community	97%	98%	96%	98%	98%
Clients and family members satisfied with services	95%	93%	89%	95%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Case Management Services</b>	<b>\$3,074</b>	<b>\$5,868</b>	<b>\$4,519</b>	<b>\$4,469</b>	<b>\$5,360</b>
Clients served by ID case management services	839	893	1,004	893	1,103

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

# Community Services

## Mental Health Outpatient

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Seriously mentally ill clients completing treatment who improve in functioning	30%	50%	35%	50%	40%
Clients satisfied with services received	98%	98%	96%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Seriously Mentally Ill Adult and Family Services</b>	<b>\$3,499</b>	<b>\$3,746</b>	<b>\$4,011</b>	<b>\$4,156</b>	<b>\$3,706</b>
Clients served by seriously mentally ill adult and family services	1,648	1,665	1,981	1,600	1,600

## Substance Abuse Adult Outpatient

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

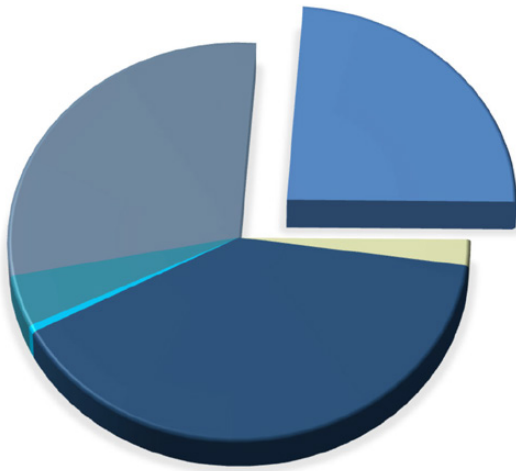
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Clients who are substance free upon completion of treatment	61%	80%	71%	75%	75%
Customers satisfied with services received	98%	98%	98%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Adult SA Services</b>	<b>\$1,853</b>	<b>\$1,800</b>	<b>\$2,198</b>	<b>\$2,433</b>	<b>\$3,076</b>
Clients served by adult SA services	748	784	984	900	900

# Housing & Community Development

## Mission Statement

The Office of Housing & Community Development will develop affordable housing opportunities and neighborhood resources for low and moderate-income area residents by implementing appropriate policies and programs, which provide a safe and healthy environment in which to work and play.



**Human Services Expenditure Budget:**  
**\$180,702,748**

**Expenditure Budget:**  
**\$43,256,266**

*23.9% of Human Services*

### Programs:

- Community Preservation & Development: \$4,681,022
- Housing Finance & Development: \$1,602,594
- Rental Assistance: \$36,745,947
- Affordable Housing Support: \$226,702

## Mandates

The Office of Housing & Community Development does not provide a state or federal mandated service. Some federal grants require certain activities to be performed; however, these are not considered mandates since the County is not obligated to accept the grant funding.

# Housing & Community Development



## Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Community Preservation & Development	\$1,750,997	\$3,225,917	\$2,370,807	\$4,670,119	\$4,681,022	0.23%
Housing Finance & Development	\$1,045,199	\$611,842	\$998,406	\$1,625,264	\$1,602,594	(1.39%)
Rental Assistance	\$29,030,184	\$28,760,463	\$28,377,015	\$36,700,072	\$36,745,947	0.13%
Affordable Housing Support	\$10,000	\$21,414	\$93,619	\$94,602	\$226,702	139.64%
<b>Total Expenditures</b>	<b>\$31,836,380</b>	<b>\$32,619,635</b>	<b>\$31,839,846</b>	<b>\$43,090,057</b>	<b>\$43,256,266</b>	<b>0.39%</b>

### Expenditure by Classification

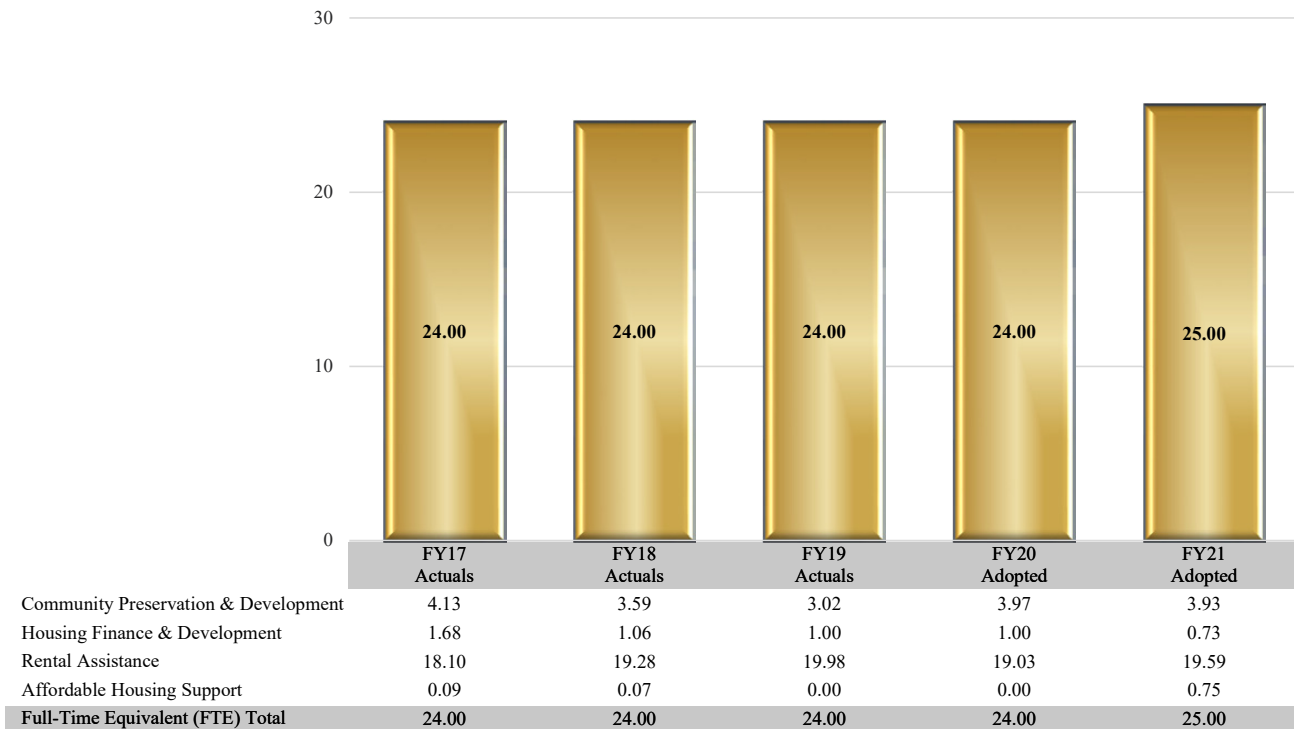
Salaries and Benefits	\$2,217,325	\$2,255,662	\$2,198,586	\$2,008,364	\$2,175,835	8.34%
Contractual Services	\$1,324,449	\$2,901,859	\$1,882,068	\$3,776,230	\$3,776,230	0.00%
Internal Services	\$122,134	\$122,542	\$134,985	\$101,704	\$101,704	0.00%
Purchase of Goods & Services	\$27,967,127	\$27,166,656	\$27,478,523	\$37,028,573	\$37,028,573	0.00%
Capital Outlay	\$32,005	\$0	\$0	\$0	\$0	-
Leases & Rentals	\$22,676	\$24,043	\$30,569	\$40,732	\$40,732	0.00%
Transfers Out	\$150,664	\$148,873	\$115,116	\$134,454	\$133,193	(0.94%)
<b>Total Expenditures</b>	<b>\$31,836,380</b>	<b>\$32,619,635</b>	<b>\$31,839,846</b>	<b>\$43,090,057</b>	<b>\$43,256,266</b>	<b>0.39%</b>

### Funding Sources

Revenue from Federal Government	\$26,906,742	\$29,358,254	\$28,190,920	\$34,954,940	\$34,954,940	0.00%
Use of Money & Property	(\$18,750)	(\$1,613)	(\$0)	(\$0)	(\$0)	-
Miscellaneous Revenue	(\$0)	\$1,546	(\$0)	\$145,000	\$145,000	0.00%
Charges for Services	\$5,481,718	\$4,111,412	\$2,743,311	\$7,970,100	\$7,970,100	0.00%
Transfers In	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	-
<b>Total Designated Funding Sources</b>	<b>\$32,379,710</b>	<b>\$33,479,599</b>	<b>\$30,944,231</b>	<b>\$43,080,040</b>	<b>\$43,080,040</b>	<b>0.00%</b>
<b>(Contribution to)/Use of Fund Balance</b>	<b>(\$590,140)</b>	<b>(\$3,412,134)</b>	<b>\$759,974</b>	<b>(\$74,585)</b>	<b>(\$40,915)</b>	
<b>Net General Tax Support*</b>	<b>\$46,809</b>	<b>\$2,552,170</b>	<b>\$135,641</b>	<b>\$84,602</b>	<b>\$217,141</b>	<b>156.66%</b>
<b>Net General Tax Support</b>	<b>0.15%</b>	<b>7.82%</b>	<b>0.43%</b>	<b>0.20%</b>	<b>0.50%</b>	

\*FY18 includes a transfer from the general fund for a one-time \$2.5M state grant in [BOCS Resolution 18-388](#). Net general tax support is \$52,170.

## Staff History by Program



## Future Outlook

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

**800 Families Waiting for Affordable Housing** – The waiting list for the HCVP was last opened December 2010 with more than 8,500 applicants. Currently, there are approximately 800 applicants on the waiting list. It is anticipated that by FY21 that number will be under 800. 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 the 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.

# Housing & Community Development

**Mainstream and Veterans Affairs Supportive Housing (VASH) Voucher Program Funds** – OHCD has applied for additional funds for Mainstream Vouchers in the amount of \$2.9 million. These funds will assist non-elderly persons with disabilities who are transitioning out of institutions or other segregated settings, at serious risk of institutionalization, currently experiencing homelessness, previously experienced homelessness and currently a client in a permanent supportive housing or rapid rehousing project, or those at risk of experiencing homelessness. OHCD has also made application for additional VASH vouchers to assist veterans.

## General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Administrative Specialist – Rental Assistance

Expenditure	\$58,198
Revenue	\$58,198
General Fund Impact	\$0
FTE Positions	1.00

- a. Description** – This initiative provides an Administrative Specialist responsible for assisting with intake and servicing of clients in the Mainstream voucher program which is part of OHCD's Rental Assistance program. The cost of the position is supported by federal funds and does not require any local tax support. The Mainstream program will assist PWC residents who have an immediate family member that is disabled and in need of housing assistance. The initiative supports the Wellbeing focus area of the County's Strategic Plan by supporting vulnerable individuals and families to ensure the wellbeing of the entire community.

#### b. Service Level Impacts –

##### ▪ Mainstream Vouchers

<i>FY21 w/o Addition</i>	<i>  0 families</i>
<i>FY21 w/ Addition</i>	<i>  60 families</i>

# Housing & Community Development

## Program Summary

### Community Preservation & Development

Community Planning & Development administers two federal programs through the U.S. Department of Housing and Urban Development (HUD)—the Community Development Block Grant (CDBG) program and the Emergency Solutions Grant (ESG) program. The County has a Cooperative Agreement with the Cities of Manassas and Manassas Park to conduct their housing and community development activities. A portion of the CDBG funds are set aside on a competitive basis to eligible activities that meet CDBG National Objectives and further the Prince William Area's goals and objectives, as stated in the five-year consolidated plan. The largest portion of CDBG funds are devoted to housing rehabilitation activities of owner occupied low and moderate-income households. The ESG funding is provided to local shelters towards operating costs and programs to rapidly rehouse the homeless. Additionally, the Stewart B. McKinney Homeless Assistance Act of 1988 and the Base Closure and Realignment Act mandated that federal agencies make any usable surplus real property available to units of government and non-profits organizations for sheltering the homeless. The County received property under the Act in March 1994 with a 30-year deed restriction to use the property solely for serving the homeless. OHCD operates seven transitional housing units for families referred by local shelters.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Persons provided with housing and other related services - CDBG	2,971	2,408	1,101	2,408	2,000
Persons provided with homelessness prevention and emergency shelter	1,728	1,491	1,107	1,491	1,107
Families completing transitional housing program & moving to permanent housing	100%	66%	25%	66%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Housing Rehabilitation</b>	<b>\$1,519</b>	<b>\$2,861</b>	<b>\$1,733</b>	<b>\$4,175</b>	<b>\$4,126</b>
Substandard single-family housing units rehabilitated	12	7	15	7	15
<b>Community Improvement &amp; Housing Supportive Services</b>	<b>\$147</b>	<b>\$298</b>	<b>\$450</b>	<b>\$265</b>	<b>\$297</b>
Persons provided with homelessness prevention and emergency shelter services	1,728	1,491	1,107	1,491	1,107
Improvement projects managed	11	17	15	17	15
<b>Manage Transitional Housing at Dawson Beach</b>	<b>\$85</b>	<b>\$54</b>	<b>\$187</b>	<b>\$230</b>	<b>\$258</b>
Homeless families served	8	13	8	13	8



# Housing & Community Development

## Housing Finance & Development

PWC, along with the Cities of Manassas and Manassas Park through a Cooperative Agreement, receives an annual allocation of Home Investment Partnerships funding from HUD. The program objective is to provide decent affordable housing to low-income households; expand the capacity of non-profit housing providers; strengthen the ability of state and local governments to provide housing; and leverage private-sector participation. Federal funds are utilized for the First-Time Homebuyer Program, which provides down payment and closing cost assistance for residents of PWC and the cities of Manassas and Manassas Park. Also, at least 15% of the allocation is set aside for specific activities to be undertaken by a special type of non-profit called a community housing development organization that develops affordable housing for the community it serves.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Federal & state funds for households to become first-time homebuyers	\$2.0M	\$532.4K	\$983.3K	\$532.4K	\$600.0K
Private mortgage financing generated on behalf of first-time homebuyers	\$922.0K	\$216.0K	\$2.2M	\$216.0K	\$1.3M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Homeownership Assistance</b>	<b>\$1,045</b>	<b>\$612</b>	<b>\$998</b>	<b>\$1,625</b>	<b>\$1,603</b>
Families assisted to become first-time homebuyers	17	4	11	4	8
Affordable units added, with counseling to the families that rent/purchase units	19	17	19	17	14

## Rental Assistance

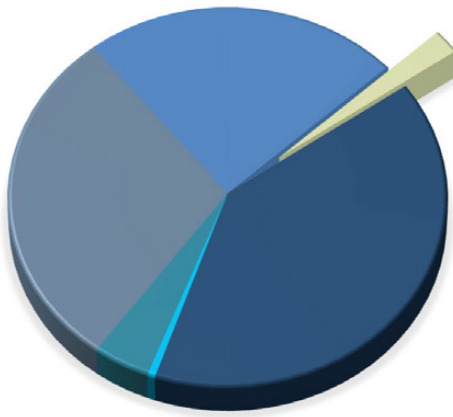
The Rental Assistance Unit manages the HCVP, a federally funded rental assistance program. Funding is provided through HUD to assist eligible low-income County residents with obtaining safe, decent, and affordable housing.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Eligible elderly and disabled persons in HCVP provided with rental assistance	67%	61%	65%	61%	65%
Family Self Sufficiency Grant families who successfully meet program goals	90%	80%	20%	90%	70%
Rental income paid to local property owners on behalf of families	\$27.0M	\$26.8M	\$26.3M	\$29.0M	\$29.0M
Annual HCVP performance evaluation score from HUD	100%	100%	100%	98%	98%
Families assisted by OHCD with low-income housing	3,806	5,749	4,041	5,749	4,041

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Housing Assistance Program Payments</b>	<b>\$27,096</b>	<b>\$26,728</b>	<b>\$26,445</b>	<b>\$34,973</b>	<b>\$34,932</b>
Families provided with rental assistance	2,041	2,008	1,859	2,008	1,793
<b>Housing Assistance Program Administration</b>	<b>\$1,935</b>	<b>\$2,033</b>	<b>\$1,933</b>	<b>\$1,727</b>	<b>\$1,814</b>
Participant eligibility determinations	2,150	2,532	1,982	2,532	1,982
Families on the HVCP rental assistance waitlist	8,477	5,012	1,380	2,000	786

## Mission Statement

The Prince William Health District is dedicated to promoting optimum wellness, preventing illness, responding to emergencies, and protecting the environment and health of our residents.



**Expenditure Budget:**  
**\$3,786,134**

*2.1% of Human Services*

### Programs:

- Maternal & Child Health: \$309,685
- General Medicine: \$2,414,279
- Environmental Health: \$899,793
- Administration/Emergency Preparedness: \$162,378

**Human Services Expenditure Budget:**  
**\$180,702,748**

## 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 examinations), [32.1](#) (Health) and [3.2-6562.1](#) (Rabies Control)

**County Code:** [Chapter 3](#) (Amusements), [Chapter 8](#) (Environmental Protection), [Chapter 10](#) (Concession Stands at Youth Activities), [Chapter 12](#) (Massage Establishments), [Chapter 22 Article 1](#) (In General), [Article II](#) (Storage), [Article V](#) (Trash, Garbage, Refuse, Litter and Other Substances Health and Safety Menaces), [Chapter 23 Article III](#) (Individual Sewage Disposal Systems), [Chapter 25.1](#) (Swimming Pools, Spas and Health Clubs), [Chapter 30](#) (Water Supply)

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Maternal & Child Health	\$774,014	\$774,014	\$774,014	\$309,685	\$309,685	0.00%
General Medicine	\$1,519,620	\$1,444,601	\$1,400,628	\$2,033,584	\$2,414,279	18.72%
Environmental Health	\$911,567	\$907,368	\$908,035	\$897,196	\$899,793	0.29%
Administration/Emergency Preparedness	\$156,102	\$160,966	\$170,202	\$162,378	\$162,378	0.00%
<b>Total Expenditures</b>	<b>\$3,361,304</b>	<b>\$3,286,949</b>	<b>\$3,252,878</b>	<b>\$3,402,843</b>	<b>\$3,786,134</b>	<b>11.26%</b>

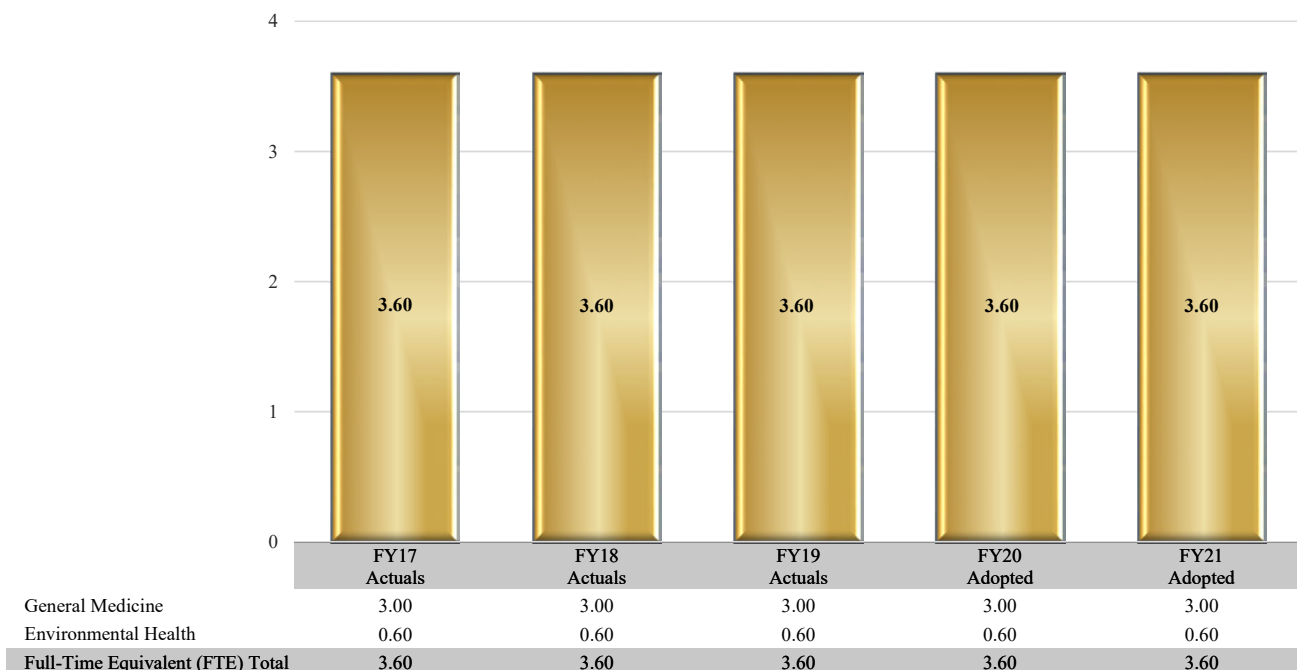
### Expenditure by Classification

Salaries and Benefits	\$271,625	\$193,907	\$146,517	\$271,634	\$641,172	136.04%
Contractual Services	\$0	\$0	\$0	\$1,415	\$1,415	0.00%
Internal Services	\$43,459	\$43,849	\$52,934	\$33,435	\$33,435	0.00%
Purchase of Goods & Services	\$3,046,219	\$3,049,193	\$3,053,427	\$3,096,359	\$3,110,112	0.44%
<b>Total Expenditures</b>	<b>\$3,361,304</b>	<b>\$3,286,949</b>	<b>\$3,252,878</b>	<b>\$3,402,843</b>	<b>\$3,786,134</b>	<b>11.26%</b>

### Funding Sources

Permits & Fees	\$197,600	\$152,129	\$212,407	\$176,746	\$176,746	0.00%
Revenue from Other Localities	\$56,772	\$79,728	\$79,728	\$96,407	\$75,885	(21.29%)
Non-Revenue Receipts	\$33,519	\$0	\$0	\$0	\$0	-
Revenue from Commonwealth	\$148,904	\$435,467	\$338,269	\$228,397	\$303,397	32.84%
<b>Total Designated Funding Sources</b>	<b>\$436,795</b>	<b>\$667,324</b>	<b>\$630,404</b>	<b>\$501,550</b>	<b>\$556,028</b>	<b>10.86%</b>
<b>Net General Tax Support</b>	<b>\$2,924,509</b>	<b>\$2,619,625</b>	<b>\$2,622,474</b>	<b>\$2,901,293</b>	<b>\$3,230,106</b>	<b>11.33%</b>
<b>Net General Tax Support</b>	<b>87.01%</b>	<b>79.70%</b>	<b>80.62%</b>	<b>85.26%</b>	<b>85.31%</b>	

## Staff History by Program



## Future Outlook

**Environmental Health Services-Changes in Onsite Sewage Program** – Virginia codes will require Prince William Health District (PWHd) staff to refer customers and clients to licensed private sector septic system designers. Staff will spend more time on community assessment, field inspections, quality assurance, and programmatic oversight of existing onsite sewage systems, public health outreach, education, and enforcement.

**Future Public Health** – In the field of public health, there is a need to develop the public health workforce strategically to meet the needs of a changing public health landscape. Some of the identified newer public health priorities include the need for systems thinking, change management, diverse communications platforms, informatics and analytics, problem-solving, and working with diverse populations.

**Community Health Services** – PWHd manages all types of public health threats to the community. A FY21 focus of resources was to address substance exposed infants and vaping. In the spring of 2020 that focus shifted to a global public health threat of the COVID-19 pandemic. It is expected the COVID-19 pandemic will continue having significant impacts to the community in FY21, PWHd will continue to monitor and address issues as needed. PWHd will similarly focus on other health challenges facing the community, such as, the rise of sexually transmitted infections, tuberculosis, and vaccine preventable diseases including measles. The health district works to mitigate these communicable diseases within the community through disease surveillance, prevention, treatment and case management, health and nutrition education as well as screening, and the referral of services to assure access to care for residents including those in need of long-term care support services.

## General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. FY20 Public Health Funding** – The Commonwealth of Virginia partners with localities to provide public health services through a cooperative arrangement. Currently, the cooperative budget is funded 55% by state funds and 45% by PWC matching funds. The County enters into an annual agreement with the Virginia Department of Health to provide the 45% funding necessary to operate PWHd. The County also provides local support above the match amount for certain local optional services. In FY20, state funding for PWHd was \$2,646,515, County match funding was \$2,165,330, and local support routed through the state was \$718,693. The County also provided an additional \$518,820 in local expenditure budget support for staffing, operations, and community partnerships above the amount included in the annual agreement. The cities of Manassas and Manassas Park provide reimbursement to the County for services rendered based on a shared services agreement with the County. Total FY20 state and County budgeted expenditures for the PWHd were \$6,049,358, with the County providing a total of \$3,402,843.
- C. Revenue Decrease for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Public Health allocation decreased \$20,522.

- D. Base Revenue Adjustment** – The FY2021 Budget includes a \$75,000 base revenue increase based on an analysis of prior year revenue received.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Public Health Nurses – General Medicine

Expenditure	\$350,000
Revenue	\$0
General Fund Impact	\$350,000
FTE Positions	0

- a. Description** – During the FY2021 Budget process it was decided to reinstate the salary supplement for the Public Health nursing staff that was halted in 2008 due to the housing market crisis that triggered the recession. PWHD has had vacancy and retention challenges filling nursing positions due to other localities and public sector organizations being able to provide robust salary options. This issue became more evident during the COVID-19 pandemic where PWHD staffing resources remained strained. In May 2019, 58% of PWHD nursing positions (11 out of 19 positions) were vacant. PWHD's salary and benefits are funded by the state. This provision in the budget provides a 20% local salary supplement of \$350,000.
- b. Service Level Impacts** – This supplement will help with hiring and retention of highly qualified, skilled nurses.

## Program Summary

### Maternal & Child Health

This program improves the health of women and children in the PWHD by assessing their needs and assuring that quality services are accessible. PWHD accomplishes this through program monitoring and evaluation, public and customer education, consultation and training, and building and maintaining public/private partnerships. Integration of substance use and depression screening into PWHD clinical services helps to ensure healthy birth outcomes and improves women's health. The Women, Infants and Children (WIC) program is provided through non-local funding. These services assure the implementation of evidence-based practices, as well as capacity building and strengthening of the local infrastructure to meet the health needs of women and children. The client base for this program is the population at large.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Infants born with late/no prenatal care per 1,000 live births*	49.3	68.0	82.1	35.5	35.5
Children born in PWC with low birth weight	7.4%	7.7%	7.3%	7.0%	7.0%
Infant deaths per 1,000 live births	4.1	3.3	4.2	5.6	5.6

\*FY19 actuals are calculated on a calendar not fiscal basis by the state, which causes a delay in reporting.

# Public Health

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Women's Wellness</b>	<b>\$310</b>	<b>\$310</b>	<b>\$310</b>	<b>\$310</b>	<b>\$310</b>
Women served in women's wellness clinics	1,097	894	947	900	900
<b>WIC</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Participants in the WIC program at the end of the fiscal year	8,121	7,296	7,345	7,500	7,000

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

## General Medicine

The General Medicine program improves the health of 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Pre-admission nursing home screenings completed within 30 days	89%	86%	80%	90%	90%
Patients completing tuberculosis preventive therapy treatment	74%	88%	65%	90%	90%
Vaccine-preventable disease cases per 100,000 population	14	11	10	10	10
Newly diagnosed HIV cases per 100,000 population	10	12	9	10	10
Non-vaccine preventable reportable conditions/100,000 population	92	95	101	95	101
Diagnosed chlamydia cases/100,000 population	420	418	494	450	500
Diagnosed gonorrhea cases/100,000 population	72	76	75	75	75



# Public Health

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Sexually Transmitted Disease and AIDS Services</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>	<b>\$247</b>
Persons seen for sexually transmitted disease services	1,484	914	865	1,400	1,000
HIV clients linked to medical care	93%	83%	83%	94%	90%
<b>Other Communicable Disease Services</b>	<b>\$996</b>	<b>\$918</b>	<b>\$870</b>	<b>\$1,459</b>	<b>\$1,826</b>
Patients receiving tuberculosis preventive therapy	78	78	77	150	100
Suspected tuberculosis follow-ups	129	119	115	130	130
Reportable conditions investigated	1,776	1,939	1,543	1,950	1,900
Positive Sexually Transmitted Infections (STI) reports received	-	-	-	1,000	1,000
<b>Chronic Disease Services</b>	<b>\$116</b>	<b>\$116</b>	<b>\$116</b>	<b>\$116</b>	<b>\$116</b>
Persons screened for nursing home pre-admission and personal care services	677	676	679	700	700
<b>Primary Health Care Services</b>	<b>\$160</b>	<b>\$163</b>	<b>\$167</b>	<b>\$211</b>	<b>\$225</b>
Clients served by community partners	3,041	2,943	2,484	2,732	3,132

## Environmental Health

This program enforces state and local codes and regulations designed to protect the public health and safety of all residents of and visitors to the Prince William area. This is accomplished by enforcing regulations pertaining to food, food establishments, day care facilities, hotels, summer camps, campgrounds, swimming pools, private wells, onsite sewage disposal systems, and other environmental health laws. Regulatory activities include permitting, inspections, testing, monitoring, and legal action when voluntary compliance is not achieved. Due to Virginia code changes, the onsite staff will spend more time on community assessment, field inspections, quality assurance, and programmatic oversight of existing onsite sewage systems, public health outreach, education, and enforcement.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
The number of foodborne illness complaints in PWC investigated	-	-	-	-	75
Septic tank owners in compliance with Chesapeake Bay Preservation Act	77%	76%	77%	80%	80%
On-site sewage applications completed within 15 days	95%	95%	82%	95%	95%
Founded health and safety menaces corrected	90%	95%	93%	95%	95%
Humans potentially exposed to rabies	527	787	1,046	550	1,100
Swimming pools in compliance with County code requirements	85%	90%	85%	90%	90%
Food establishments in PWC without founded complaints of food borne illness	99%	99%	99%	98%	-



# Public Health

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>On-site Sewage System Permits and Maintenance</b>	<b>\$276</b>	<b>\$271</b>	<b>\$268</b>	<b>\$266</b>	<b>\$268</b>
New on-site sewage applications completed	124	152	178	135	160
Septic tank pump-outs assured	10,910	10,729	10,962	11,000	11,200
<b>Water Supply Protection</b>	<b>\$64</b>	<b>\$64</b>	<b>\$64</b>	<b>\$64</b>	<b>\$64</b>
Repairs to on-site systems (remedial and preventive)	206	236	265	300	250
<b>Inspection Services</b>	<b>\$427</b>	<b>\$427</b>	<b>\$431</b>	<b>\$423</b>	<b>\$423</b>
Food establishment inspections	1,841	1,761	1,514	2,100	2,100
Swimming pool inspections	41	47	295	400	400
<b>Environmental Complaint Investigations</b>	<b>\$95</b>	<b>\$95</b>	<b>\$95</b>	<b>\$94</b>	<b>\$94</b>
Total environmental complaints investigated	284	276	244	300	300
<b>Rabies Control</b>	<b>\$50</b>	<b>\$50</b>	<b>\$50</b>	<b>\$50</b>	<b>\$50</b>
Animal quarantines completed	402	701	939	500	1,000

## Administration/Emergency Preparedness

The Administration/Emergency Preparedness program integrates state, regional, and local jurisdictions' public health emergency preparedness plans to respond to terrorism and other public health threats. In addition, this program supports the ability of hospitals and health care systems to prepare for and respond to bioterrorism and other public health and health care emergencies. The client base for this program is comprised of all residents of PWC and the Cities of Manassas and Manassas Park.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Community events during which all hazards preparedness education is provided	23	29	15	15	15
Customers reporting that they received the information or services they needed	99%	98%	NR	98%	98%

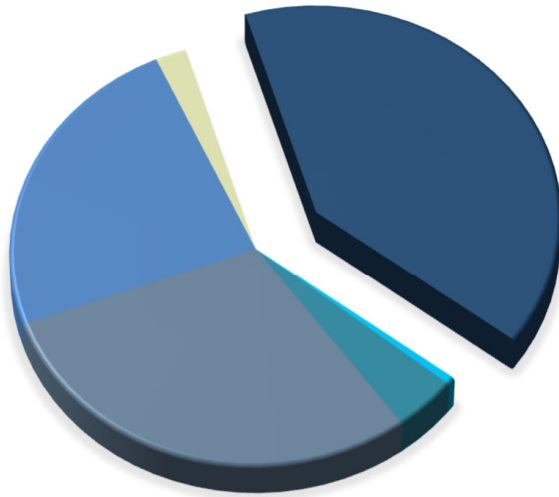
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Leadership and Management Oversight/Emergency Preparedness</b>	<b>\$156</b>	<b>\$161</b>	<b>\$170</b>	<b>\$162</b>	<b>\$162</b>
Deployable Medical Reserve Corps volunteers	375	435	393	435	435
Emergency response exercises conducted in collaboration with outside partners	13	8	9	8	8
State and County fees for services collected	\$1M	\$937K	\$909K	\$1M	\$1M

# 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.

The Department of Social Services transforms lives through safety, support and self-sufficiency



**Expenditure Budget:**  
**\$72,222,872**

*40.0% of Human Services*

### Programs:

- Protective Services: \$6,760,910
- Family Support Services: \$7,478,651
- Benefits, Employment & Child Care: \$15,106,570
- Homeless Services: \$4,326,454
- Juvenile Services: \$8,000,798
- Children's Services Act (CSA): \$27,577,674
- Director's Office: \$2,971,814

**Human Services Expenditure Budget:**  
**\$180,702,748**

## Mandates

Prince William County is required by the state to establish a local board of social services to provide foster care, adoption, adoption assistance, child-protective services, domestic violence services, adult services, adult protective service, or any other service mandates adopted by the State Board of Social Services. The Department of Social Services provides these mandated services.

**State Code:** [63.2-1503](#) (Child-Protective Services, Local Duties); [40-705](#) (Virginia Administrative Code, Child Protective Service); [40-730](#) (Investigation of Child Abuse and Neglect), [32.1-330](#) (Long-Term Care Preadmission Screening), [63.2-1602](#) (Other Local Adult Services), [63.2-1804](#) (Assessment of Adult Care), [63.2-319](#) (Child Welfare Services), [63.2-900](#) (Local Board Placement of Children), [63.2-903](#) (Entrustment Agreements), [63.2-905](#) (Foster Care), [63.2-1105](#) (Children Placed out of Commonwealth), [2.2-5211](#) (Prevention & Assessments and Family Treatment), [63.2-217](#) (Board Regulations), [63.2-611](#) (Case Management, Support Services, Transitional Support Services), [63.2-616](#) (Public Assistance and Social Services), [63.2-1301](#) (Adoption Subsidy), [51.5-160](#) (Auxiliary Grants), [51.5-146](#) (Adult Care), [51.5-148](#) (Adult Protective Services)

# Social Services

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Protective Services	\$4,081,421	\$4,408,209	\$4,654,711	\$5,912,746	\$6,760,910	14.34%
Family Support Services	\$8,202,924	\$8,363,658	\$7,973,943	\$7,121,390	\$7,478,651	5.02%
Benefits, Employment & Child Care Parent	\$10,901,957	\$11,986,808	\$13,740,843	\$13,966,944	\$15,106,570	8.16%
Homeless Services	\$2,428,949	\$2,807,240	\$3,246,237	\$3,397,396	\$4,326,454	27.35%
Juvenile Services	\$7,152,490	\$7,235,271	\$7,798,966	\$7,722,512	\$8,000,798	3.60%
Children's Services Act (CSA)	\$11,628,506	\$15,025,885	\$17,630,415	\$16,267,841	\$27,577,674	69.52%
Director's Office	\$2,528,866	\$2,841,544	\$2,727,551	\$2,821,768	\$2,971,814	5.32%
<b>Total Expenditures</b>	<b>\$46,925,112</b>	<b>\$52,668,614</b>	<b>\$57,772,667</b>	<b>\$57,210,598</b>	<b>\$72,222,872</b>	<b>26.24%</b>

### Expenditure by Classification

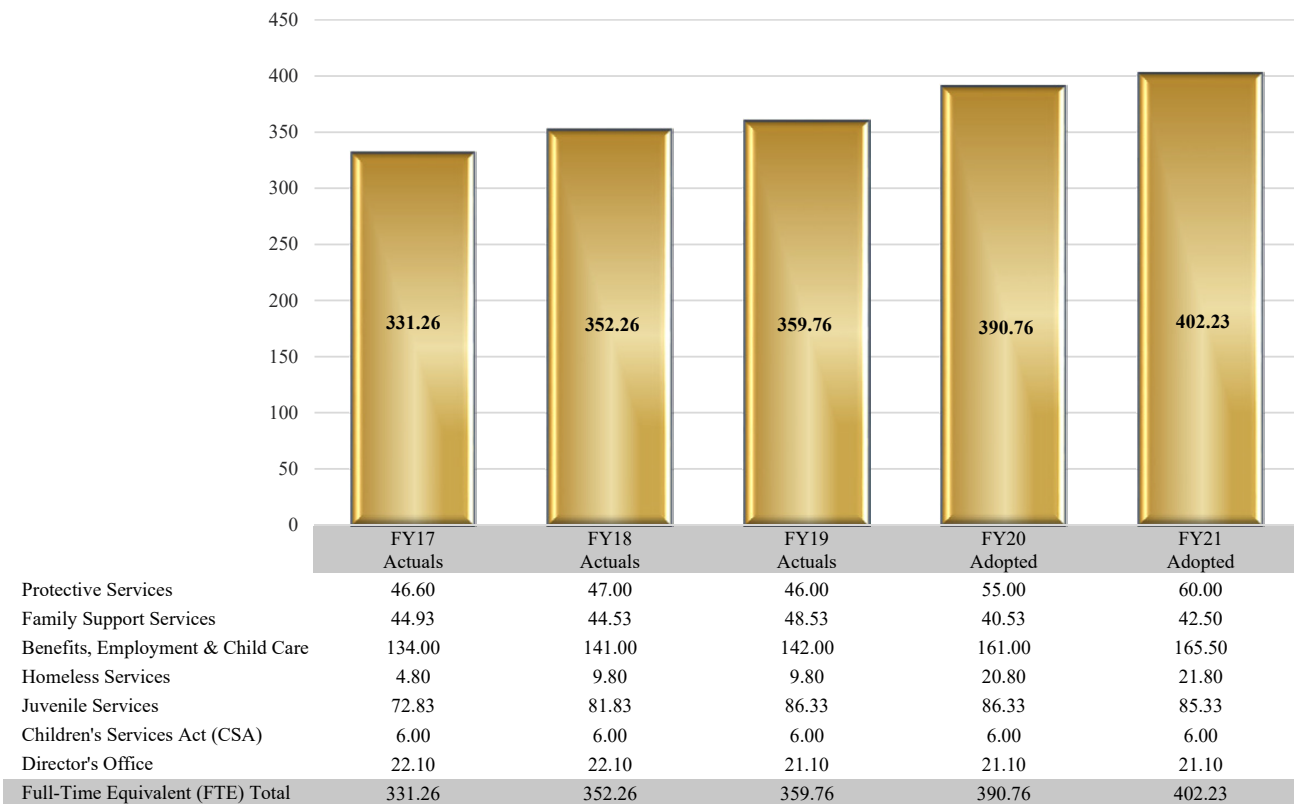
Salaries and Benefits	\$25,775,091	\$27,317,983	\$30,637,444	\$31,420,001	\$34,155,621	8.71%
Contractual Services	\$1,900,300	\$2,110,419	\$1,680,978	\$1,695,686	\$2,469,958	45.66%
Internal Services	\$1,414,737	\$1,575,937	\$1,725,765	\$1,349,821	\$1,388,317	2.85%
Purchase of Goods & Services	\$16,739,407	\$21,061,786	\$23,457,387	\$22,468,193	\$33,833,625	50.58%
Capital Outlay	\$577,514	\$70,667	\$109,561	\$85,316	\$174,702	104.77%
Leases & Rentals	\$58,923	\$72,684	\$65,222	\$95,694	\$98,261	2.68%
Amortization Parent	\$0	\$0	\$424	\$0	\$0	-
Transfers Out	\$459,140	\$459,140	\$95,887	\$95,887	\$102,387	6.78%
<b>Total Expenditures</b>	<b>\$46,925,112</b>	<b>\$52,668,614</b>	<b>\$57,772,667</b>	<b>\$57,210,598</b>	<b>\$72,222,872</b>	<b>26.24%</b>

### Funding Sources

Revenue from Federal Government	\$13,489,221	\$14,793,410	\$15,511,123	\$13,594,043	\$14,990,182	10.27%
Fines & Forfeitures	\$0	\$50	\$0	\$0	\$0	-
Revenue from Other Localities	\$109,887	\$16,140	\$16,140	\$0	\$0	0.00%
Miscellaneous Revenue	\$213,204	\$157,130	\$98,273	\$44,900	\$61,900	37.86%
Charges for Services	\$662,067	\$871,728	\$921,206	\$951,258	\$951,258	0.00%
Revenue from Commonwealth	\$14,525,790	\$14,970,741	\$19,134,268	\$18,742,398	\$27,653,965	47.55%
Transfers In	\$329,559	\$327,768	\$299,392	\$318,730	\$372,857	16.98%
<b>Total Designated Funding Source</b>	<b>\$29,329,727</b>	<b>\$31,136,967</b>	<b>\$35,980,402</b>	<b>\$33,651,329</b>	<b>\$44,030,163</b>	<b>30.84%</b>
<b>Net General Tax Support</b>	<b>\$17,595,385</b>	<b>\$21,531,647</b>	<b>\$21,792,266</b>	<b>\$23,559,269</b>	<b>\$28,192,709</b>	<b>19.67%</b>
<b>Net General Tax Support</b>	<b>37.50%</b>	<b>40.88%</b>	<b>37.72%</b>	<b>41.18%</b>	<b>39.04%</b>	

# Social Services

## Staff History by Program



## Future Outlook

**Homeless Services Division** – Preventing homelessness in the first place is a priority so that homelessness is rare, brief, and non-reoccurring. Federal and state funds must be used for persons who are homeless and there is minimal funding available to prevent homelessness. The local faith-based community provides some funding to individuals in need of first rental deposits, rent arrears, utilities, rent subsidies, etc., so homelessness will not be realized. Supporting local efforts by increasing funds for preventing homelessness while also ensuring that the aid makes a lasting difference is essential.

**Benefits, Employment & Child Care Division (BECC)** – As a result of Medicaid Expansion, the number of Medicaid eligible clients has increased quarterly (1<sup>st</sup> quarter -15%, 2<sup>nd</sup> quarter +51%, 3<sup>rd</sup> quarter +38%, 4<sup>th</sup> quarter +31%). Although additional staff were added in FY19, the Department of Social Services (DSS) anticipates BECC will continue to struggle with meeting mandated processing timelines (new applications and renewals) and are at a continued risk of receiving annual audit findings for error rates due to high caseloads and strict processing deadlines.

The Supplemental Nutrition Assistance Program (SNAP) quality control system measures payment errors or improper payments. Improper payments are overpayments and underpayments to SNAP participants. The caseload that each staff manages is extremely high and as such places a demand on staff to review and process cases at a fast rate which can cause errors in the processing of the case. Case readers are required to review casework to reduce or eliminate errors before audits are conducted internally and/or externally. Each supervisor in BECC has between 10 and 12 direct staff to manage who are held accountable for processing this work when it is recommended that supervisors have no more than seven to eight direct-line staff.

**Family First Prevention Services Act (FFPSA)** – Last year Congress passed FFPSA which is the biggest child welfare legislation in 40 years. It will allow the Child Protective Services Prevention Team to use federal funds for not only children but also their families to reduce the need for foster care. The funds can only be used for specific programming and it will change the way staff develops individual service plans. Additional training and staffing shifts may be needed to achieve the stated goals of the FFPSA.

The FFPSA requires local service providers to provide specific services with fidelity to evidence-based research and for some to become accredited it will be an expensive and timely process. No local service providers can provide the services that the Act will fund. Local children and their families deserve services that are proven to improve clients' situations. PWC DSS will need to have increased training across divisions to adjust to major changes while ensuring funding is being used properly.

## General Overview

- A. **Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Roll FY20 DSS Budget Reconciliation into FY21** – PWC adopted its FY2020 Budget prior to the County receiving its final FY20 budget allocation from the Virginia DSS. Each year the County must adjust its DSS budget ([BOCS Resolution 19-384](#)) to reflect the actual allocations awarded from all sources. If the funding adjustments are recurring, they are rolled forward into the subsequent fiscal year as part of the annual budget process. The FY20 reconciliation results in \$460,687 revenue increase and \$184,843 expenditure budget increase in FY21.
- C. **Position Shift to Community Services (CS)** – DSS' Juvenile Detention Center (JDC) shifted one position, which is fully funded by revenue received from the Virginia Department of Juvenile Justice (DJJ) for the Community Placement Program (CPP), to CS. In FY20, it was decided to transfer the position to CS and DSS reimburse CS for the services utilizing the state funding. The position will change to a Senior Clinical Caseworker and provide clinical and therapeutic services for CPP youth. CS is equipped to provide clinical services and can receive the necessary clinical oversight provided by CS Managers.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Increase funding for Mandatory Private Day School Placements – Children’s Services Act (CSA)

Expenditure	\$11,272,506
Revenue	\$7,491,620
General Fund Impact	\$3,780,886
FTE Positions	0.00

a. **Description** – This initiative provides increased funding to the CSA program. These funds are necessary to reconcile DSS’ budget for FY20 placements as well as a projected 25% budget increase in FY21 as presented during a [January 21, 2020 work session](#) on this subject. These are mandated services and the expenditures continue to increase year over year. Projected FY20 Special Education (SPED) costs increased 32% year over year from \$6.4 million to \$8.4 million. The number of private day school placements has more than tripled since FY14. The increase in expenditures will require \$3.1 million in local tax support and the remainder will be offset by state funding.

b. **Service Level Impacts** – Private day school placements will be appropriately funded to provide mandated services for increasing placements.

#### 2. Homeless Prevention Contractual Support –Homeless Services

Expenditure	\$500,000
Revenue	\$0
General Fund Impact	\$500,000
FTE Positions	0.00

a. **Description** – A key factor in ending homelessness is the prevention of individuals and families from entering the homeless system. This initiative will provide Homeless Prevention assistance.

b. **Service Level Impacts** –Addresses the Wellbeing County’s Strategic Goal by reducing and preventing homelessness, increases the level of prevention service available to households, increases the level of services available homeless persons.

#### 3. Staffing Increase– BECC

Expenditure	\$539,605
Revenue	\$311,029
General Fund Impact	\$228,576
FTE Positions	6.00

a. **Description** – BECC serves PWC residents with the lowest incomes in meeting their basic needs as they move towards achieving self-sufficiency. BECC staff is responsible for reviewing applications and determining initial eligibility and ongoing renewals for benefits, which has increased due to the State mandated processing of expanded Medicaid eligibility applications. PWC DSS is in corrective action status with the state for SNAP and continues to receive audit findings in the Medicaid and Temporary Assistance for Needy Families (TANF) programs. One Human Services Manager, two Senior Human Services Specialists, two Human Services Specialists, and one Administrative Specialist is added to support quality assurance measures implemented by DSS, and the increased volume of initial applications for benefits and the review of annual benefit renewals.

b. **Service Level Impacts** – Reduced staff workload from 209 SNAP cases to 192 SNAP cases per worker and 744 Medicaid cases to 684 Medicaid cases per worker. The initiative will reduce the average



# Social Services

staff-to-supervisor ratio from 10 staff members per supervisor to 8 staff members per supervisor. Overall, the increased staffing will reduce processing time for benefit applications, reduced overdue renewals, improved accuracy of TANF, SNAP, and Medicaid cases processed.

## 4. Protective Services After-Hours Team– Protective Services

Expenditure	\$476,475
Revenue	\$241,293
General Fund Impact	\$235,182
FTE Positions	6.00

**a. Description** – The Protective Services Division is mandated by the Code of Virginia to investigate and respond to Adult Protective Services (APS) and Child Protective Services (CPS) calls 24 hours a day, 365 days a year. Daytime staff members currently work on-call shifts on a rotation basis to provide coverage for after-hour calls, resulting in employee fatigue, burnout and high turnover. The addition of a dedicated after-hours team, which includes one Human Services Case Management Manager, one Senior Human Services Caseworker, and four Human Services Caseworkers, to respond to calls outside of standard business hours would eliminate the need for on-call shifts for daytime staff.

**b. Service Level Impacts** – Dedicated staff for after-hour calls, reduced employee fatigue, reduced burnout, and reduced employee turnover.

## 5. Child Advocacy Center – Director’s Office

Expenditure	\$125,000
Revenue	\$0
General Fund Impact	\$125,000
FTE Positions	0.00

**a. Description** – Funding in DSS to establish a child-focused, facility-based program where representatives from many disciplines meet to discuss and make decisions about investigation, treatment, intervention, and prosecution of child abuse cases. Through this program professionals work together to prevent further victimization of children. Independent interviewers and juvenile sexual assault nurse examiners work with children so that they are not interviewed multiple times in multiple locations which can exacerbate trauma.

**b. Service Level Impacts** – Reduce and prevent additional trauma for child abuse victims, provides treatment for victims, reduces the cost of investigation and prosecution of child abuse cases.

## B. Budget Shift

### 1. Convert Part-Time Administrative Technician to Full-Time – Family Support Services

Budget Shift	\$37,694
Agency Impact	\$0
FTE Positions	0.47

**a. Description** – DSS is converting one existing part-time position (Administrative Technician) to a full-time position. Due to recent changes in federal foster care legislation (Family First Prevention Services Act and Title IV-E). The expense of the increased FTE will be covered through a reduction in contractual and purchase of goods expense categories.

**b. Service Level Impacts** – Maintain compliance with increased federal and state foster care mandates and minimize audit findings and program errors.



# Social Services

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Repeat adult abuse and neglect cases	3.00%	0.04%	0.10%	1.00%	2.00%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>CPS Investigations</b>	<b>\$3,413</b>	<b>\$3,643</b>	<b>\$3,585</b>	<b>\$3,797</b>	<b>\$4,357</b>
Reports of alleged child abuse/neglect received by CPS	4,547	5,115	5,022	4,700	5,250
CPS complaints investigated & assessments completed	2,475	2,380	2,248	2,500	2,500
Founded CPS cases	328	350	356	400	375
Average number of days to complete CPS investigations and assessments	65	65	50	45	45
<b>APS Investigations</b>	<b>\$668</b>	<b>\$739</b>	<b>\$905</b>	<b>\$912</b>	<b>\$1,002</b>
Reports of alleged adult abuse/neglect received by APS	882	786	807	750	850
APS complaints investigated	505	588	621	575	675
Founded APS cases	164	206	81	200	100
Average number of days to complete APS investigations and assessments	75	60	60	50	50
<b>Adult Care</b>	<b>\$81</b>	<b>\$96</b>	<b>\$164</b>	<b>\$131</b>	<b>\$199</b>
Incapacitated adults in the guardianship program	468	581	364	600	380
Medicaid long-term care assessments - Adults	474	542	695	525	725
<b>Prevention &amp; Assessments</b>	<b>\$1,088</b>	<b>\$1,109</b>	<b>\$1,045</b>	<b>\$1,073</b>	<b>\$1,202</b>
Families served in prevention and assessments	431	546	477	550	525

# Social Services

## Family Support Services

Family Support Services provides mandated services that include foster care, treatment, and permanency. The well-being and safety of children are the priority of the program and efforts are made to keep families unified.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Children in foster care finding permanent homes*	72%	51%	50%	55%	55%
Title IV-E (foster care) case and financial error percentage	-	28.0%	21.0%	<5.0%	<5.0%

\*Definition of permanency has changed to include children that return home, relative placement, and adoptions.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Foster Care</b>	<b>\$5,683</b>	<b>\$6,062</b>	<b>\$5,953</b>	<b>\$6,079</b>	<b>\$6,349</b>
Children served in custodial foster care	149	181	115	165	125
Authorized foster care families	85	124	88	125	100
<b>Family Treatment</b>	<b>\$941</b>	<b>\$886</b>	<b>\$976</b>	<b>\$1,043</b>	<b>\$1,130</b>
Families served in family treatment services	214	225	235	220	250

## Benefits, Employment & Child Care

BECC staff determine initial eligibility and ongoing renewals for public benefits. Programs include Child Care subsidies, Energy Assistance, Medicaid, Refugee Resettlement, SNAP, TANF, and Virginia Initiative for Employment Not Welfare (VIEW). The program serves PWCs residents with the lowest incomes in meeting their basic needs as they move toward achieving self-sufficiency.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
TANF participants engaged in work activities (state target is 50%)	40%	44%	51%	51%	50%
New medicaid applications processed within state mandated time frame (45 days)	77%	89%	87%	85%	97%
SNAP benefits issued w/financial errors (positive error rate). State target 3%	26%	8%	40%	3%	3%
SNAP cases processed correctly per policy (negative error rate). State target 2%	61%	45%	33%	2%	2%
Title IV-E (foster care) case and financial error percentage	-	28.0%	21.0%	<5.0%	<5.0%

# Social Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Employment Services</b>	<b>\$1,155</b>	<b>\$1,360</b>	<b>\$1,577</b>	<b>\$1,699</b>	<b>\$1,555</b>
Persons served in VIEW	352	344	282	360	254
<b>Benefits &amp; Child Care</b>	<b>\$10,157</b>	<b>\$10,865</b>	<b>\$12,164</b>	<b>\$12,268</b>	<b>\$13,552</b>
Medicaid annual renewals 30 days overdue	564	37	19	<35	<30
New Medicaid applications pending more than 45 days	159	68	26	<50	<40
Clients served - SNAP (unduplicated count)*	40,191	36,229	28,721	39,000	35,000
Clients served - TANF (unduplicated count)*	3,663	3,411	2,961	3,600	3,100
Clients served - Medicaid (unduplicated count)*	69,221	68,776	71,592	75,000	75,000

\* Virginia DSS(VDSS) changed reporting period from Calendar Year to state Fiscal Year. Prior year actuals have been restated based on VDSS restated reported numbers.

## Homeless Services

Homeless Services is a multi-faceted program that has the key responsibilities of operating US Department of Housing and Urban Development mandates: the Continuum of Care (CoC), the Homeless Management Information System (HMIS) and Coordinated Entry System (CES). Additionally, the Division directly operates the Bill Mehr Drop-In Center (DIC) and the Hilda Barg Homeless Prevention Center (HPC), while serving as contract administrator for the Overnight Shelter.

CoC responsibilities include coordination of CoC meetings, grant writing, financial oversight, HMIS data integrity, and performing grant and contract monitoring duties.

The CES was launched in March 2018. CES Information & Referral Specialists are responsible for operating the call center and assisting constituents with eviction prevention services and assisting persons who are currently homeless with accessing emergency shelter and other community services.

The DIC is operated year-long, six days a week. This program partners with community programs to aide in improving life skills and employment prospects.

The HPC is a 30-bed emergency shelter open 24/7/365 for families and single adults that offers case management toward a goal of exiting to permanent housing.

The Overnight Shelter is a year-round emergency shelter program that provides shelter to 48 single adult males and females, open daily from 6:00 p.m. to 7:00 a.m.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Utilization of HPC	78%	92%	82%	87%	84%
Point in time homeless count	400	374	277	380	380
Two-year sustainment of permanent housing	92%	100%	97%	80%	90%
Utilization of Overnight Shelter	-	100%	92%	95%	95%

# Social Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Coordinated Entry Services (2)</b>	<b>\$2,380</b>	<b>\$2,667</b>	<b>\$3,157</b>	<b>\$3,342</b>	<b>\$397</b>
Referrals for mental health services to Community Services	37	157	148	120	120
<b>Drop-In Center</b>	<b>\$50</b>	<b>\$141</b>	<b>\$89</b>	<b>\$56</b>	<b>\$139</b>
Number of clients served at Drop-In Center (1)	6,459	1,279	396	1,250	380
<b>Hilda Barg Homeless Prevention Center (2)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,368</b>
Households (singles) moving into PH at discharge	-	-	42%	-	60%
Household (families) moving into PH at discharge	-	-	64%	-	70%
Households (singles) increasing or maintaining income at discharge	-	-	65%	-	55%
Households (families) increasing or maintaining income at discharge	-	-	55%	-	50%
<b>Homeless Services Administration &amp; Grants Management (2)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,422</b>
HUD grant funds expended	-	-	97%	-	95%
VHSP grant funds expended	-	-	100%	-	95%

1) FY18 actuals & FY20 target are unduplicated clients tracked manually. Beginning in FY19 DIC clients are tracked in the HMIS System which allows for a more accurate unduplicated annual count.

2) Hilda Barg Homeless Prevention Center and Homeless Services Administration & Grants Management were under Coordinated Entry Services FY17-FY20.

## Juvenile Services

Juvenile Services provides court-ordered juvenile offenders with pro-social engagement to enhance their safety and accountability. Services range from secure detention at the Juvenile Detention Center, non-secure residence at the Molinari Juvenile Shelter, and home-based supervision through the Pre-trial Supervision program which also includes electronic monitoring.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Juvenile Pre-trial Supervision clients re-offending while in the program	2.0%	1.2%	4.0%	1.5%	4.0%
Molinari Juvenile Shelter Services clients re-offending while in the program	1.1%	2.0%	4.4%	1.5%	4.4%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Secure Detention</b>	<b>\$5,332</b>	<b>\$5,527</b>	<b>\$5,800</b>	<b>\$5,691</b>	<b>\$5,844</b>
Juveniles admitted into Secure Detention	593	404	377	450	358
<b>Juvenile Pre-trial Supervision</b>	<b>\$366</b>	<b>\$353</b>	<b>\$331</b>	<b>\$375</b>	<b>\$461</b>
Juveniles admitted into pre-trial supervision	205	223	247	220	272
<b>Molinari Juvenile Shelter Services</b>	<b>\$1,453</b>	<b>\$1,354</b>	<b>\$1,668</b>	<b>\$1,656</b>	<b>\$1,696</b>
Juveniles admitted	213	198	185	204	172

# Social Services

## Children's Services Act (CSA)

The Children's Services Act is a 1993 Virginia law that establishes a single state pool of funds to support services for eligible youth and their families. State funds, combined with local community funds, are managed by local interagency teams who plan and oversee services to youth. The CSA Division is the administrative entity that provides oversight and management of the local CSA program in PWC.

The intent of the CSA is to have a collaborative approach to service planning and access to funding for services. The following public agencies may refer clients to CSA for planning and funding when additional supports are needed to meet a child or family's needs: (1) Department of Social Services (2) School Division (3) Juvenile Court Services and (4) Community Services.

All clients served through the CSA program meet eligibility criteria set by the Code of Virginia. All service plan decisions that result in recommendations for funding through the CSA go through a collaborative review and approval by two multi-disciplinary teams: The Family Assessment and Planning Team (FAPT) and the Community Policy and Management Team (CPMT). These teams include representatives from the previously listed public agencies, as well as a private provider representative, and a parent representative. The CPMT also includes representatives from the Health Department and County Executive's Office.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Clients with improved functional assessment score upon case closure*	70%	82%	NA	75%	75%
Youth who receive only community-based services. State target is 50%	77%	75%	77%	-	75%
Youth who receive Intensive Care Coordination. State target is 75%.	-	-	-	-	75%

\*Residential or congregate care is not included in this count.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Community-Based Services</b>	<b>\$6,413</b>	<b>\$8,736</b>	<b>\$10,608</b>	<b>\$9,493</b>	<b>\$18,250</b>
Youth served in Special Education Private Day School (SPED)	94	110	144	142	218
Youth served in community-based services	345	362	385	372	404
<b>Residential Services</b>	<b>\$3,606</b>	<b>\$4,774</b>	<b>\$5,308</b>	<b>\$4,410</b>	<b>\$6,960</b>
Youth served in residential services	118	139	127	143	121
<b>Foster Care</b>	<b>\$1,237</b>	<b>\$1,107</b>	<b>\$1,373</b>	<b>\$1,988</b>	<b>\$1,978</b>
Youth served in foster care	149	181	115	165	125
<b>ARYFS Administration</b>	<b>\$372</b>	<b>\$410</b>	<b>\$341</b>	<b>\$376</b>	<b>\$389</b>
Total youth served (unduplicated)	510	531	558	520	580

# Social Services

## Director's Office

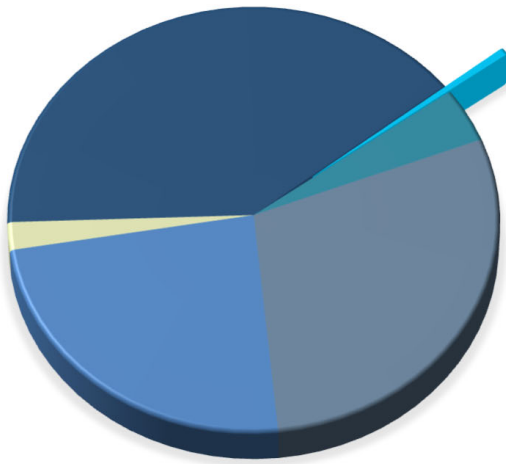
Provides overall leadership, financial management including state and federal grant monitoring, personnel functions, and information technology services for DSS. The Office engages the advice of the appointed DSS Advisory Board. The Director is the appointed Board member for the organizational entities known as Birmingham Green. Oversight is provided by seven state departments within three Secretariats. Emergency Management duties for Mass Sheltering are also a part of this office.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
County services for people who are economically disadvantaged (Comm. Survey)	75%	80%	80%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Social Services Director's Office	\$701	\$948	\$752	\$1,074	\$1,159
Technology Support	\$349	\$386	\$357	\$379	\$370
Personnel Support	\$308	\$372	\$406	\$395	\$405
Fiscal Support	\$1,170	\$1,136	\$1,213	\$974	\$1,038

## Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Polytechnic Institute and State University and Virginia State University, the Commonwealth's land grant university. Building local relationships and collaborative partnerships, Virginia Cooperative Extension helps people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.



**Human Services Expenditure Budget:**  
**\$180,702,748**

**Expenditure Budget:**  
**\$1,018,636**

*0.6% of Human Services*

### Programs:

- Nutrition Education: \$8,510
- Environment & Natural Resources: \$330,696
- 4-H Education: \$118,042
- Parent Education: \$183,517
- Financial Education & Housing Counseling: \$377,871

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Nutrition Education	\$27,160	\$8,510	\$8,700	\$8,510	\$8,510	0.00%
Environment & Natural Resources	\$195,233	\$206,507	\$216,564	\$286,946	\$330,696	15.25%
4-H Education	\$79,878	\$84,420	\$82,698	\$118,042	\$118,042	0.00%
Parent Education	\$155,219	\$156,471	\$171,297	\$184,890	\$183,517	(0.74%)
Financial Education & Housing Counseling	\$333,483	\$344,104	\$446,701	\$329,320	\$377,871	14.74%
<b>Total Expenditures</b>	<b>\$790,974</b>	<b>\$800,012</b>	<b>\$925,960</b>	<b>\$927,709</b>	<b>\$1,018,636</b>	<b>9.80%</b>

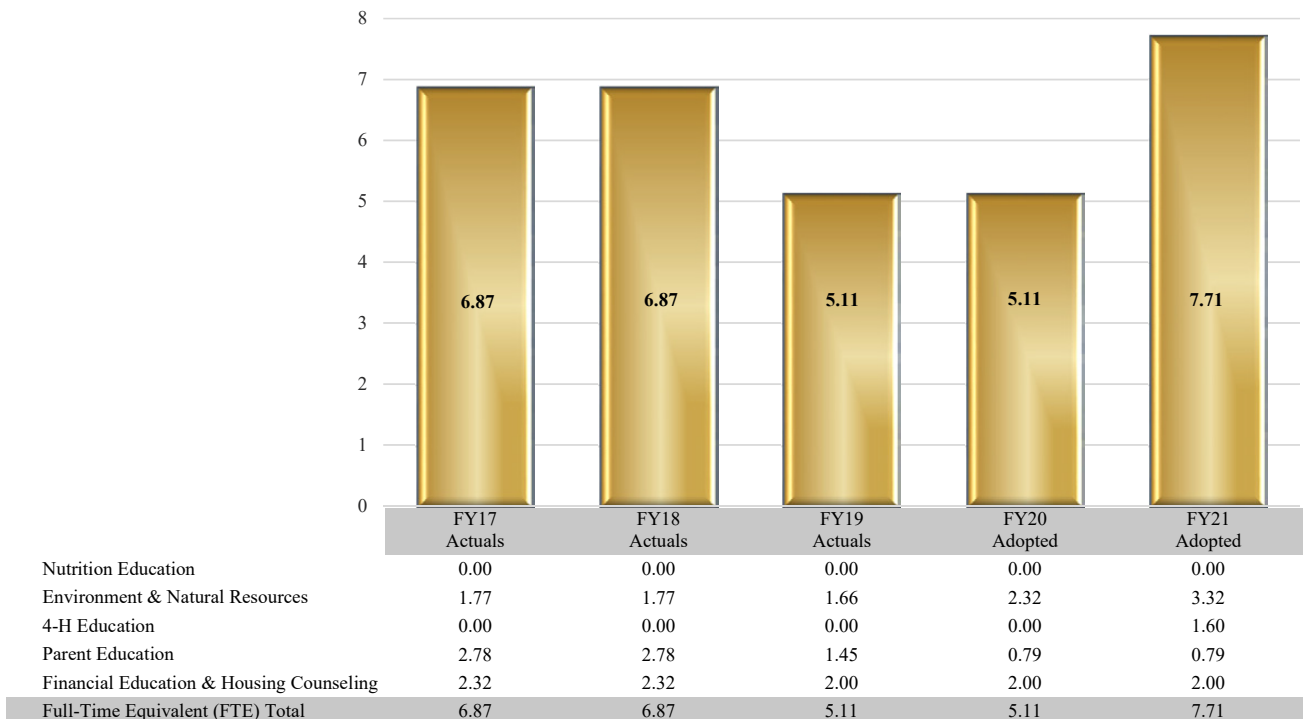
### Expenditure by Classification

Salaries and Benefits	\$681,582	\$656,625	\$762,355	\$788,284	\$879,211	11.53%
Contractual Services	\$1,845	\$10,392	\$15,757	\$9,650	\$9,650	0.00%
Internal Services	\$80,939	\$83,942	\$84,813	\$80,833	\$80,833	0.00%
Purchase of Goods & Services	\$26,608	\$49,053	\$63,036	\$48,942	\$48,942	0.00%
<b>Total Expenditures</b>	<b>\$790,974</b>	<b>\$800,012</b>	<b>\$925,960</b>	<b>\$927,709</b>	<b>\$1,018,636</b>	<b>9.80%</b>

### Funding Sources

Revenue from Federal Government	\$55,565	\$49,447	\$74,481	\$42,000	\$42,000	0.00%
Revenue from Other Localities	\$89,316	\$99,816	\$99,816	\$142,314	\$104,525	(26.55%)
Miscellaneous Revenue	\$0	\$0	\$60,316	\$0	\$0	0.00%
Charges for Services	\$17,525	\$16,700	\$12,450	\$10,000	\$10,000	0.00%
Revenue from Commonwealth	\$94,913	\$99,058	\$78,582	\$91,626	\$91,626	0.00%
Transfers In	\$267,022	\$267,022	\$267,022	\$267,022	\$293,522	9.92%
<b>Total Designated Funding Sources</b>	<b>\$524,341</b>	<b>\$532,043</b>	<b>\$592,667</b>	<b>\$552,962</b>	<b>\$541,673</b>	<b>(2.04%)</b>
<b>Net General Tax Support</b>	<b>\$266,632</b>	<b>\$267,969</b>	<b>\$333,294</b>	<b>\$374,747</b>	<b>\$476,963</b>	<b>27.28%</b>
<b>Net General Tax Support</b>	<b>33.71%</b>	<b>33.50%</b>	<b>35.99%</b>	<b>40.39%</b>	<b>46.82%</b>	

## Staff History by Program



## Future Outlook

**4-H** – Through the 4-H Program, youth-adult partnerships will be strengthened through additional experiential learning activities that offer mutual leadership training. Trainings and workshops will be offered in diverse areas of life skills development through curriculum areas such as Science, Technology, Engineering, Mathematics (STEM), agriculture, healthy living, and civic engagement. Expanded school enrichment programs will allow youth to receive 4-H Youth Development Program curricula in a classroom setting during school hours. Research based, educational experiences will engage youth in hands on learning opportunities that support the school curriculum. Youth will continue to be provided with opportunities to be contributing members of the local community and beyond through competitive and non-competitive events and workshops purposefully designed for youth development.

**Parent Education** – The Parent Education curriculum will be adapted to include current research-based resources to equip parents with education addressing the ever-changing risks youth face such as vaping, internet safety and screen time, bullying, and social media. The Parent Education program will also continue to partner with area schools to offer classes, increasing school outreach and program participation. Parent Education staff will increase community outreach efforts, collaborating with stakeholders and organizations, through participation in open houses, resource fairs, and other grass-roots community events. Staff will also provide outreach to returning citizens by offering classes at the re-entry dorm and shelters.

**Nutrition Education** – Based on the July 2018 U.S. Department of Agriculture Food and Nutrition Service report, there are 10,105 households (24,182 people) eligible for Supplemental Nutrition Assistance Program (SNAP) benefits in Prince William County (PWC). Family Nutrition Program Assistants will seek additional community collaborators and venues, so they may continue to assist SNAP recipients to stretch their food dollars, choose healthy foods, shop smarter, and keep their food safe. Family Nutrition Program Assistants will also continue to include physical activity components in addition to teaching good nutrition and cooking skills to program clientele.

**Environment & Natural Resources** – The Environment & Natural Resource (ENR) Program recognizes and responds to emerging needs in providing horticultural and agricultural technical assistance and educational programs to address plant/landscape health and water quality issues of horticultural and agricultural businesses, homeowners' associations (HOAs), and garden clubs. The ENR program will continue to support PWC in meeting Municipal Separate Storm Sewer System (MS-4) permit goals through effective educational programming and through the continuing development of certified nutrient management plans. Staff will continue to work on a regional level to provide effective educational programs for pesticide applicators and the green industry. Staff will also facilitate and provide additional technical assistance to school and community gardens to help increase health, wellbeing, and food security, increasing the reach of these programs.

**Financial Education & Housing Counseling** – There is an overwhelming need for expanded financial education and financial counseling services as over 41% of American households are not prepared to handle a \$400 emergency without borrowing money or selling something (May 22, 2018, Federal Reserve Survey). The Financial Education & Housing Counseling Program will continue to expand financial education and counseling services with online delivery and other flexible program services including apps, webinars, and Skype counseling. Staff will meet the increasing demand for pre-purchase housing counseling while maintaining service levels for post-purchase and foreclosure prevention counseling, sharing financial tools and best practices to improve financial health.

## General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Revenue Decrease for Shared Services (City) Billings** – The shared services billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, Virginia Cooperative Extension's allocation decreased \$37,789.

## Budget Initiatives

### A. Budget Shift

#### 1. Two part-time 4-H Educators – 4-H Education

Budget Shift	\$65,528
Agency Impact	\$0
FTE Positions	1.60

- a. Description** – This initiative shifts funds within VCE's budget to create 1.60 FTE for two part-time 4-H Educator positions. No additional local funding is required from the County. These two part-time positions are currently state employee part-time positions (requiring no benefits) for which the County fully reimburses the Commonwealth. Conversion to County positions will improve VCE's retention efforts as well as improve administrative efficiency because the County will not have to submit quarterly reimbursements to the state.

- b. Service Level Impacts** – Current service levels are maintained.

#### 2. Environmental Educator – Environment & Natural Resources

Budget Shift	\$47,924
Revenue	\$20,000
Agency Impact	\$20,000
FTE Positions	1.00

- a. Description** – This initiative shifts funds within VCE's budget to create 1.00 FTE for an Environmental Educator. The Environmental Educator is a state employee for which the County fully reimburses the Commonwealth. The position is currently funded through a grant from the County's Stormwater Management Fee. The total cost of the position is \$67,924. The budget shift of \$47,924 plus \$20,000 additional revenue from the Stormwater Management Fee fully funds the position. The Environmental Educator coordinates the Building Environmentally Sustainable Turf (BEST) Lawns program and provides environmental education and information as well as Master Gardner training to the public. The position also submits quarterly data to the Watershed Management branch of the Department of Public Works. Conversion to a County position will improve VCE's retention efforts

as well as improve administrative efficiency because the County will not have to submit quarterly reimbursements to the state.

## b. Service Level Impacts –

### ▪ Number of environmental education participants

*FY21 w/o Addition* | 2,000

*FY21 w/ Addition* | 4,000

### ▪ Acres provided under urban nutrient management plans (BEST Lawns)

*FY21 w/o Addition* | 40

*FY21 w/ Addition* | 60

## Program Summary

### Nutrition Education

The Nutrition Education program is federally-funded via the SNAP Education grant. The goal of the grant is to provide nutrition education and obesity prevention programs for SNAP participants and other eligible limited-resource families. Educational collaborative programming involves groups of adults and groups of youth who enroll in a series of classes involving two to eight sessions per series. Comprehensive and short-term nutrition education are offered at human services offices, homeless shelters, retail stores, free clinics, pregnancy centers, farmers markets, health centers, food pantries, schools, churches, after-school programs, low-income housing communities, Head Start, and parent meetings.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
SNAP ED youth participants improving nutritional intake per a pre and post test	100%	87%	90%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Nutrition Education</b>	<b>\$27</b>	<b>\$9</b>	<b>\$8</b>	<b>\$9</b>	<b>\$9</b>
SNAP ed families (formerly participants) enrolled in program	-	370	350	155	350

# Virginia Cooperative Extension

## Environmental & Natural Resources

ENR provides educational programs that raise awareness and change behaviors, emphasizing best management practices for sustainable landscape management and water quality protection. Activities conducted by staff and trained Master Gardener Volunteers include educational classes and hands-on demonstrations, "Ask a Master Gardener" clinics at local garden centers and Farmer's Markets, the Extension Horticulture Help Desk, an outdoor classroom called the Teaching Garden, Plant a Row produce collections at local Farmer's Markets, school and community garden site visits and technical assistance, and stormwater education. BEST Lawns, part of the Virginia Healthy Lawn program, utilizes Master Gardener volunteers who measure and soil test turf and landscape areas, and staff provides certified nutrient management plans as a result. Audiences include citizens, agricultural producers, local school systems, the green industry, pesticide applicators, homeowners' associations, non-profit organizations, and County agencies.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Participants reporting that they adopted recommended water quality practices	95%	96%	95%	90%	90%
BEST Lawn clients implementing practices that improve water quality	69%	84%	83%	70%	70%
Percentage of participants reporting satisfaction with environmental education	-	-	-	-	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Environment and Natural Resources</b>	<b>\$195</b>	<b>\$207</b>	<b>\$217</b>	<b>\$287</b>	<b>\$331</b>
Environmental education participants	4,181	4,980	3,670	4,000	4,000
Site visits for stormwater management education & community & school gardens	47	136	38	50	40
Calls received through the Horticulture Help Desk	1,547	1,980	1,722	1,500	1,500
BEST Lawns urban nutrient management plans written	300	244	236	250	250
Annual acres covered by BEST Lawns nutrient management plans	69	83	42	75	60
FTE value of volunteer hours (ENR)	8.00	7.00	7.00	7.00	7.00

## 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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Safe at Home Alone: showing increased awareness about staying home alone safely	99%	90%	89%	90%	90%

# Virginia Cooperative Extension

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>4-H Youth Education</b>	<b>\$80</b>	<b>\$84</b>	<b>\$83</b>	<b>\$118</b>	<b>\$118</b>
Youth enrolled in 4-H camps and clubs	1,431	1,842	961	850	850
Youth enrolled in 4-H special interest programs	64,083	12,420	13,652	12,000	12,000
Community service hours contributed by 4-H youth and adults	8,357	8,339	7,531	8,000	8,000
FTE value of volunteer hours (4-H)	19.25	6.90	7.84	7.00	7.00
Youth enrolled in competitive events and programs	-	-	-	-	100

community clubs, camps, and in-school and after-school programs.

## Parent Education

VCE Parent Education provides comprehensive classes to Prince William's vulnerable residents – parents and their children. Parent Education Instructors and Volunteer Parent Education Facilitators use research- and skills-based training to help parents gain parenting skills and confidence. Integrating prevention, early intervention and educational classes equips human services, courts, intake and probation officers and others with a viable, cost-effective tool to help parents improve their parenting skills, demonstrate their desire for restorative relationships with their children, in a supportive, positive parenting group. Parenting classes support the goal of decreasing recidivism for both teens and their parents which helps protect and ensure the well-being of the entire community.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
DSS clients with no founded abuse/neglect case 1 year after program completion	100%	96%	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	81%	91%	83%	75%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Parent Education</b>	<b>\$155</b>	<b>\$156</b>	<b>\$171</b>	<b>\$185</b>	<b>\$184</b>
Participants completing Systematic Training for Effective Parenting	234	153	167	230	230
Participants completing When Families Get Angry	67	63	65	75	93
Participants completing JJPP	54	35	45	75	107
FTE value of volunteer hours (parent education)	0.37	0.41	0.31	0.40	0.40

## Financial Education & Housing Counseling

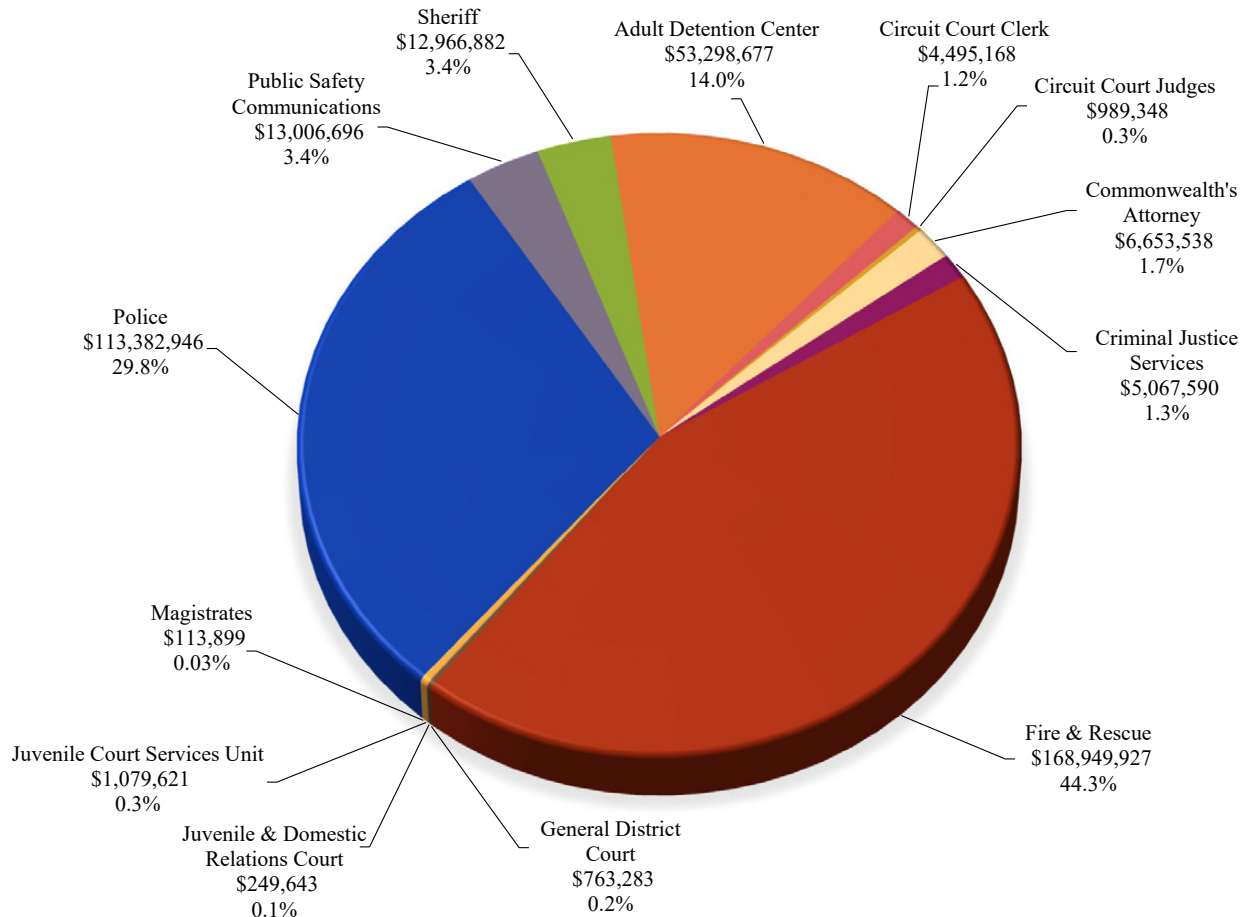
The Financial Education & Housing Counseling program promotes improved personal financial behaviors through research-based curriculum and financial counseling to develop sound financial practices for improved economic stability. VCE's Master Financial Educator volunteers lead programs on Money Saving Strategies; Improving Credit; Getting Ready for Taxes; Financial Recovery; and more. VCE is a U.S. Department of Housing & Urban Development (HUD) certified counseling agency, offering one-to-one counseling and proven best practices for better financial decision-making. The First-Time Homebuyer program outlines steps to reach homeownership, including pre-purchase planning, steps to avoid foreclosure, and credit improvement. For the past several years, Housing Counselors were able to mitigate the foreclosure process saving homes for over 90% of clients who were at risk of foreclosure. The counseling team includes HUD-approved credit counselors, foreclosure mitigation counselors, and the area expert on reverse mortgage options. The Financial Education & Housing Counseling program is a part of the Financial Empowerment Center for PWC supporting community efforts to reach low-income and underserved populations, helping our community reach financial and affordable home-ownership goals.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Counseling participants with success in adopting their financial action plan	94%	100%	83%	75%	75%
Mortgage default clients not losing their homes to foreclosure	97%	98%	97%	90%	90%
Clients with increased knowledge measured by pre/post-tests	96%	79%	77%	80%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Financial Education and Housing Counseling</b>	<b>\$334</b>	<b>\$344</b>	<b>\$425</b>	<b>\$329</b>	<b>\$378</b>
Households receiving housing counseling	368	216	253	200	200
Clients completing First Time Homebuyer Track	65	61	44	35	35
Clients attending financial literacy class	562	482	571	450	450
FTE value of volunteer hours (financial education)	0.80	0.80	0.80	0.80	0.80



# Public Safety



**Public Safety Expenditure Budget: \$381,017,218**



## Average Tax Bill

Public Safety accounted for \$917 and 21.05% of the average residential tax bill in FY21.

## Department & Agencies

- ▶ Adult Detention Center
- ▶ Circuit Court Clerk
- ▶ Circuit Court Judges
- ▶ Commonwealth's Attorney
- ▶ Criminal Justice Services

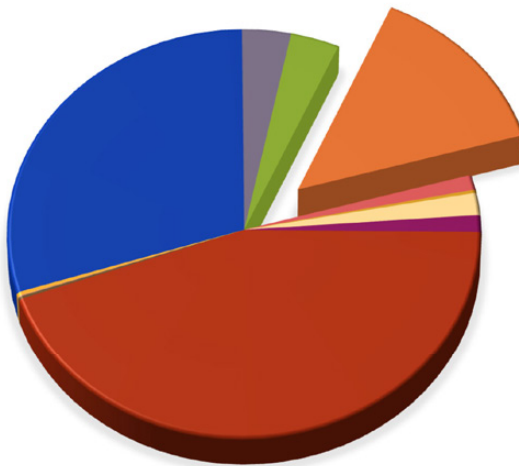
- ▶ Fire & Rescue
- ▶ General District Court
- ▶ Juvenile & Domestic Relations Court
- ▶ Juvenile Court Services Unit

- ▶ Magistrates
- ▶ 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.



**Expenditure Budget:**  
**\$53,298,677**

*14.0% of Public Safety*

### Programs:

- Executive Management & Support: \$3,904,073
- Inmate Classification: \$1,851,504
- Inmate Security: \$24,756,299
- Inmate Health Care: \$5,697,695
- Support Services: \$15,035,350
- Inmate Rehabilitation: \$2,053,755

**Public Safety Expenditure Budget:**  
**\$381,017,218**

## Mandates

The Code of Virginia requires that every county shall have a jail. The Virginia Department of Corrections sets operating standards for all Virginia jails. The Adult Detention Center provides this mandated service. Regional jail boards are mandated through state code. The Adult Detention Center serves as liaison to the Jail Board.

**State Code:** [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land), [53.1-106](#) (Members of jail or jail farm board or regional jail authority; powers; payment of pro rata costs)

# Adult Detention Center

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Executive Management & Support	\$3,564,886	\$3,094,506	\$3,226,889	\$5,263,809	\$3,904,073	(25.83%)
Inmate Classification	\$1,433,979	\$1,331,236	\$1,388,786	\$1,825,464	\$1,851,504	1.43%
Inmate Security	\$17,908,800	\$18,490,319	\$19,316,392	\$30,688,890	\$24,756,299	(19.33%)
Inmate Health Care	\$4,713,010	\$4,844,599	\$5,121,718	\$5,183,887	\$5,697,695	9.91%
Support Services	\$11,836,173	\$13,165,675	\$12,897,482	\$14,215,723	\$15,035,350	5.77%
Inmate Rehabilitation	\$2,038,617	\$2,018,320	\$2,341,678	\$2,412,574	\$2,053,755	(14.87%)
<b>Total Expenditures</b>	<b>\$41,495,466</b>	<b>\$42,944,656</b>	<b>\$44,292,944</b>	<b>\$59,590,346</b>	<b>\$53,298,677</b>	<b>(10.56%)</b>

### Expenditure by Classification

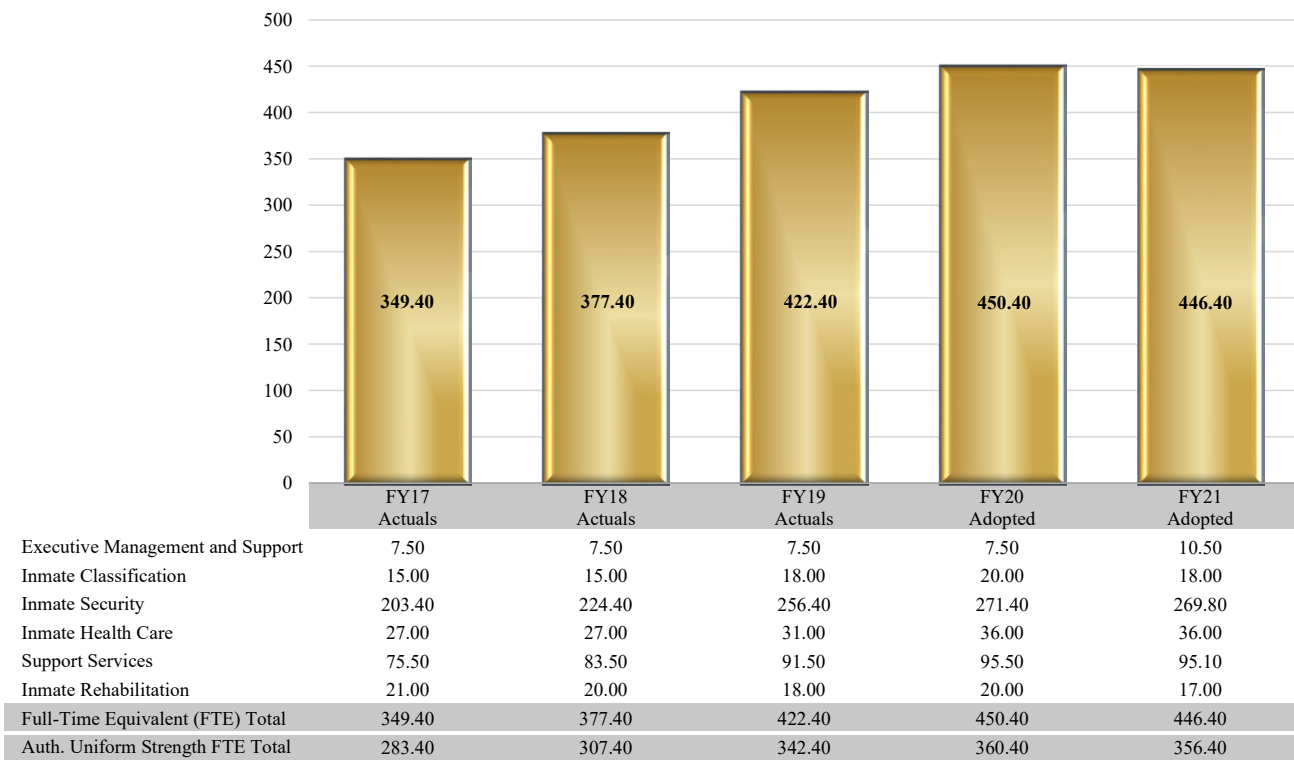
Salaries and Benefits	\$30,391,819	\$31,481,491	\$33,113,442	\$39,239,938	\$40,449,714	3.08%
Contractual Services	\$3,142,665	\$2,916,567	\$2,512,825	\$3,212,839	\$2,570,764	(19.98%)
Internal Services	\$1,234,861	\$1,328,351	\$1,436,008	\$2,006,646	\$1,745,796	(13.00%)
Purchase of Goods & Services	\$4,825,925	\$5,130,237	\$5,157,375	\$5,927,995	\$6,459,009	8.96%
Capital Outlay	\$0	\$186,333	\$110,139	\$73,487	\$0	(100.00%)
Leases & Rentals	\$280,700	\$295,640	\$301,852	\$283,200	\$114,544	(59.55%)
Transfers Out	\$1,619,496	\$1,606,037	\$1,661,303	\$8,846,241	\$1,958,850	(77.86%)
<b>Total Expenditures</b>	<b>\$41,495,466</b>	<b>\$42,944,656</b>	<b>\$44,292,944</b>	<b>\$59,590,346</b>	<b>\$53,298,677</b>	<b>(10.56%)</b>

### Funding Sources

Revenue from Federal Government	\$310,614	\$116,652	\$435,627	\$292,500	\$292,500	0.00%
Use of Money & Property	\$0	\$235	\$0	\$0	\$0	-
Revenue from Other Localities	\$6,122,619	\$4,800,707	\$5,040,238	\$4,862,003	\$4,951,163	1.83%
Miscellaneous Revenue	\$102,549	\$162,171	\$85,921	\$62,020	\$62,020	0.00%
Charges for Services	\$499,895	\$476,435	\$522,630	\$485,762	\$485,762	0.00%
Revenue from Commonwealth	\$11,220,389	\$11,676,548	\$11,772,789	\$12,624,747	\$12,624,747	0.00%
<b>Total Designated Funding Sources</b>	<b>\$18,256,066</b>	<b>\$17,232,748</b>	<b>\$17,857,204</b>	<b>\$18,327,032</b>	<b>\$18,416,192</b>	<b>0.49%</b>
<b>(Contribution To)/ Use of Fund Balance</b>	<b>(\$3,598,703)</b>	<b>(\$2,038,370)</b>	<b>(\$24,844,485)</b>	<b>\$7,697,475</b>	<b>\$1,221,572</b>	<b>-</b>
<b>Net General Tax Support</b>	<b>\$26,838,103</b>	<b>\$27,750,277</b>	<b>\$51,280,225</b>	<b>\$33,565,839</b>	<b>\$33,660,913</b>	<b>0.28%</b>
<b>Net General Tax Support</b>	<b>64.68%</b>	<b>64.62%</b>	<b>115.78%</b>	<b>56.33%</b>	<b>63.16%</b>	

# Adult Detention Center

## Staff History by Program



## Future Outlook

**Changes in Inmate Population** – The Prince William - Manassas Regional Adult Detention Center (ADC) consists of four facilities with a state-rated inmate capacity of 667 on the Manassas complex. The system-wide average daily population of the ADC has grown from a population of 178 since opening in 1982 to a system-wide average of 996 in FY19. Overall, the number inmates who are a high risk to the community has continued to increase, whereas those with a lower risk have decreased. The Phase II expansion will be completed in FY21 and will add 204 state rated beds to the complex for a total state rated capacity of 871 beds.

**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 increases in the inmate count safely and securely. Management capacity is also affected by the Administrative Segregation population. These inmates must be housed separately from others due to an identified risk level to staff and other inmates. The number of inmates assigned to Administrative Segregation housing has increased, which has a negative impact on available housing and affects management capacity.

**Inmate Medical Care** – The ADC is responsible for the medical care of the inmates in the facility. This is provided by both in-house staff and outside medical providers, when necessary. Costs are trending up due to an increase in the number of seriously ill inmates, rising pharmacy costs, and a general increase in the cost of medical care. The ADC has taken steps to try to control these increased costs with a new insurance provider for outside medical expenses, and by enrolling inmates in Medicaid. If the inmate meets the eligibility requirements, and the services meet the state criteria, those costs will be paid by the state.

# Adult Detention Center

**Evidence-Based Decision Making (EBDM)** – The ADC staff continue to participate in the EBDM project, which involves all components of the local criminal justice system. Through this data-driven initiative, the EBDM participants have identified gaps in the criminal justice system, which involves the ADC, pretrial services, probation and parole, court processes, the Magistrate, local police departments, data processes, and mental health issues. Successful outcomes of this initiative include a re-entry dorm for inmates in the ADC, implementation of re-entry and mental health services for female inmates, expansion of the Divert court docket to expedite services for individuals with mental health issues, a veteran's docket, the expansion of a crisis assessment center, expanded pre-trial services, and resource connectivity for opioid use disorder and public health needs upon release, utilizing peer navigation.

## General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Law Enforcement Officers (LEOS) Retirement System** – [BOCS Resolution 99-883](#) authorized the Superintendent and Jail Officers of the ADC to participate in the LEOS retirement program effective January 1, 2000. This program provides retirement benefits substantially equivalent to those of Fire Fighters, and State Corrections Officers. Virginia Retirement System actuaries calculated that adding this benefit increased the County's contribution rate by 0.63%. Since this percentage is applied against the entire County payroll, the FY21 transfer from the ADC will increase by \$110,109 to reflect the increased cost to the general fund.
- C. Removal of One-Time Costs for Main Building Repairs** – \$7,500,000 has been removed from the ADC's FY21 budget for one-time costs associated with repairs to the main building inmate housing areas on the second and third floors in FY20. These costs included repairs to plumbing fixtures, security systems, HVAC, furniture, and other maintenance systems that require updates.
- D. Removal of One-Time Costs for ADC Phase II Expansion** – \$699,975 has been removed from the ADC's FY21 budget for use of fund balance, one-time costs associated with the ADC Phase II Expansion in FY20. These costs included vehicles, mobile radios, portable radios, kitchen equipment, audio visual equipment for training, building maintenance supplies, computer workstations, 800 Mhz radios, as well as, WiFi coverage inside the building.
- E. Position Shift to Criminal Justice Services (CJS)** – In FY20, three positions were shifted to CJS with a salary and benefits budget of \$226,274. The addition of two probation/pretrial officers and one senior probation/pretrial officer brings CJS to 11 full-time pretrial officers dedicated to the pretrial caseload and a senior probation/pretrial officer to assist with court investigations and quality assurance. A successful pretrial process improves the efficiency and effectiveness of the criminal justice system and significantly impacts the ADC. Court defendants released to pretrial supervision are able to function in society with supervision rather than utilizing costly jail beds which should be reserved for the higher risk defendants and sentenced individuals. This shift will help directly support the Wellbeing Strategic Goal by addressing opiate abuse through treatment referrals, monitoring and addressing mental health needs. This also supports the Safe and Secure Community Strategic Goal by decreasing recidivism and crime.

# Adult Detention Center

## Budget Initiatives

### A. Budget Initiatives

#### 1. ADC Phase II Expansion – Facility Operating Costs – Executive Management & Support, Inmate Security, Inmate Health Care, and Support Services

Expenditure	\$1,242,777
Revenue	\$136,705
Use of Fund Balance (Operations)	\$1,106,072
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** – This initiative funds a full-year of facility operating costs for the ADC Phase II – 204 bed jail expansion. The FY2020 Budget included three months of facility operating costs with an expected completion date of April 2020 and occupancy in July 2020. This initiative provides the remaining facility operating costs for an entire year. Facility operating costs include utilities, building maintenance costs, food, medical, clothing and other operating supplies. Funding the ADC is shared with the City of Manassas based on the percentage of prisoner days.

b. **Service Level Impacts** – The Phase II expansion will increase the inmate management capacity of the ADC from 1,020 average daily population in FY20 to 1,320 in FY21. The ADC has consistently exceeded state rated operational capacities over the past several years. In FY19 the percentage of use by building was as follows: Central Jail 148%, Main Jail 186%, Iron Building (work release center) 94%, and Modular Jail 118%.

#### 2. ADC personnel radio replacement – Support Services

Expenditure	\$115,500
Revenue	\$0
Use of Fund Balance (Operations)	\$115,500
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** – This initiative funds the replacement of 800 MHz radios used by ADC personnel.

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

### B. Budget Reductions

#### 1. Reduction in Inmates Housed at Other Local and Regional Jails – Executive Management

Expenditure	(\$988,200)
Revenue	(\$108,702)
General Fund Impact	(\$879,498)
FTE Positions	0.00

a. **Description** – Due to overcrowding in the prior fiscal year, there was funding in the ADC budget to house an average daily population of 54 inmates per day at other local and regional jails (farmouts). Phase II of the ADC 204 bed expansion project is expected to open in November 2020. The opening of Phase II will eliminate the need for farmouts at other local and regional jails.



# Adult Detention Center

## b. Service Level Impacts –

### ▪ Inmates at Other Local or Regional Jails

FY21 w/o reduction | 54

FY21 w/ reduction | 0

## 2. Reduction in Work Release Lease and Staffing Costs – Inmate Rehabilitation

Expenditure (\$264,233)

Revenue (\$29,066)

General Fund Impact (\$235,167)

FTE Positions (1.00)

**a. Description** – Phase II of the 204-bed jail expansion project included sufficient space to incorporate 75 Work Release beds previously housed in leased space at the Iron Building in the City of Manassas. Because of administrative efficiencies gained by consolidating Work Release into the expanded ADC, a vacant First Sergeant position in the Inmate Rehabilitation program as well as budgeted lease space will be eliminated.

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

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Inmates detained without escape	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Leadership &amp; Management</b>	<b>\$3,088</b>	<b>\$2,583</b>	<b>\$2,720</b>	<b>\$4,749</b>	<b>\$3,340</b>
Foreign born inmates screened by 287(g) program	100%	100%	100%	100%	-
Commitments processed	9,787	9,895	9,994	9,950	9,971
Manassas Complex ADP	963	993	973	1,086	948
Inmates at other local or regional jails	11	42	23	54	0
<b>Planning &amp; Programming</b>	<b>\$479</b>	<b>\$512</b>	<b>\$507</b>	<b>\$515</b>	<b>\$564</b>
Jail Board reports prepared	6	6	6	6	6



# Adult Detention Center

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Average administrative segregation population	56	72	75	70	75
Inmates requiring change in classification status after initial assessment	6%	1%	1%	2%	1%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Inmate Classification</b>	<b>\$1,432</b>	<b>\$1,331</b>	<b>\$1,389</b>	<b>\$1,825</b>	<b>\$1,852</b>
Newly detained inmates classified	4,754	4,701	4,529	5,000	4,503
Number of classification reviews	12,668	14,054	13,303	13,500	13,080

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Incidents weapon and drug free	99%	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Inmate Security</b>	<b>\$16,446</b>	<b>\$17,037</b>	<b>\$17,820</b>	<b>\$28,613</b>	<b>\$23,000</b>
Inmate ADP (Manassas Complex)	963	993	973	1,086	948
<b>Inmate Transportation</b>	<b>\$1,465</b>	<b>\$1,453</b>	<b>\$1,496</b>	<b>\$2,075</b>	<b>\$1,756</b>
Transports to and from correctional facilities	231	239	171	250	211
Transports to and from medical, dental and mental health facilities	772	799	735	825	825

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Adherence to state mandated level of health care	Yes	Yes	Yes	Yes	Yes

# Adult Detention Center

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>In-house Health Care Services</b>	<b>\$2,452</b>	<b>\$2,768</b>	<b>\$2,969</b>	<b>\$3,190</b>	<b>\$3,402</b>
Inmates receiving in-house medical treatment annually	8,305	8,092	7,753	8,400	8,062
Inmates receiving prescription drugs	47%	47%	50%	45%	50%
<b>Contract Health Care Service</b>	<b>\$2,261</b>	<b>\$2,077</b>	<b>\$2,153</b>	<b>\$1,993</b>	<b>\$2,295</b>
Inmates referred for treatment to contractual doctor, dentist or psychiatrist	3,906	3,470	3,118	3,750	3,250

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Food Services</b>	<b>\$2,325</b>	<b>\$2,629</b>	<b>\$2,469</b>	<b>\$2,432</b>	<b>\$2,609</b>
Meals served monthly	98,606	102,116	100,942	103,200	100,507
<b>Maintenance Support</b>	<b>\$2,197</b>	<b>\$2,681</b>	<b>\$2,396</b>	<b>\$2,212</b>	<b>\$2,535</b>
Maintenance calls	2,540	2,300	2,262	2,600	2,500
<b>Booking/Release/Records Management Services</b>	<b>\$3,624</b>	<b>\$3,712</b>	<b>\$3,697</b>	<b>\$4,105</b>	<b>\$4,677</b>
Inmates released	9,787	9,873	10,037	9,950	10,042
Inmates committed	9,787	9,895	9,994	9,950	9,971
<b>Administration/Finance/Human Resources/Information</b>	<b>\$3,688</b>	<b>\$4,144</b>	<b>\$4,335</b>	<b>\$5,466</b>	<b>\$5,214</b>
Required training events completed	750	914	1,049	1,134	1,268
Average monthly medicaid inmate enrollments	-	-	5	25	25

# Adult Detention Center

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Work release participants who successfully complete program	79%	77%	65%	75%	75%
Work release participants who do not reoffend	79%	78%	67%	75%	75%

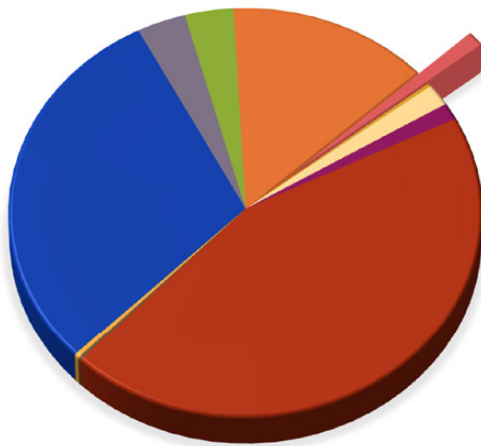
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Work Release</b>	<b>\$1,763</b>	<b>\$1,819</b>	<b>\$2,002</b>	<b>\$2,155</b>	<b>\$1,714</b>
ADP of participants in work release program	66	60	61	75	75
<b>Rehabilitation Services</b>	<b>\$276</b>	<b>\$199</b>	<b>\$339</b>	<b>\$257</b>	<b>\$339</b>
Inmates who take the GED test and graduate	10	9	19	12	15
Participants in substance abuse treatment program	90	105	91	100	100

# Circuit Court Clerk

## Mission Statement

The Circuit Court Clerk's vision for the office is to perform our duties in a professional manner, inspiring confidence in our abilities and performance; and in a complete manner, resulting in a customer who feels their needs from us were met completely.

The mission of the Circuit Court Clerk is to provide all people with equal access to the judicial system in a fair, efficient, and responsive manner, in order to expeditiously facilitate the redress of grievances and resolution of disputes; to provide professional judicial services to the people of the 31st Judicial Circuit; to provide professional administrative and paralegal services to the Circuit Court; to record, preserve, and protect legally and historically significant documents; to preserve, protect, and properly dispose of electoral ballots and associated materials; and to create, preserve, and protect land records pertaining to the 31st Judicial Circuit; and to provide access to and instruction in the use of legal resources by operating a public law library.



**Public Safety Expenditure Budget:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$4,495,168**

*1.2% of Public Safety*

### Programs:

- Executive Administration: \$691,816
- Court Administration: \$2,568,707
- Records Administration: \$1,086,436
- Law Library Services: \$148,209

## Mandates

The Circuit Court Clerk performs more than 826 duties mandated by the statute.

**State Code:** [15.2-1600](#) (Counties and cities required to elect certain officers; qualifications of attorney for the Commonwealth; duties and compensation of officers; vacancies, certain counties and cities excepted; officer's powers not to be diminished), [15.2-1634](#) (Clerks of circuit courts), [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land), [42.1-65](#) (Local law libraries in charge of circuit court clerks; computer research services; expenses), [42.1-70](#) (Assessment for law library as part of costs in civil actions; contributions from bar associations)

**County Code:** [Chapter 2, Article IV](#) (Law Library)

# Circuit Court Clerk

## Expenditure and Revenue Summary



<b>Expenditure by Program</b>	<b>FY17 Actuals</b>	<b>FY18 Actuals</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Adopted</b>	<b>% Change Budget FY20/ Budget FY21</b>
Executive Administration	\$741,440	\$636,204	\$678,231	\$635,765	\$691,816	8.82%
Court Administration	\$2,169,298	\$2,203,649	\$2,414,973	\$2,442,537	\$2,568,707	5.17%
Records Administration	\$1,412,149	\$941,045	\$958,460	\$1,064,106	\$1,086,436	2.10%
Law Library Services	\$0	\$0	\$131,784	\$142,846	\$148,209	3.75%
<b>Total Expenditures</b>	<b>\$4,322,887</b>	<b>\$3,780,897</b>	<b>\$4,183,448</b>	<b>\$4,285,254</b>	<b>\$4,495,168</b>	<b>4.90%</b>

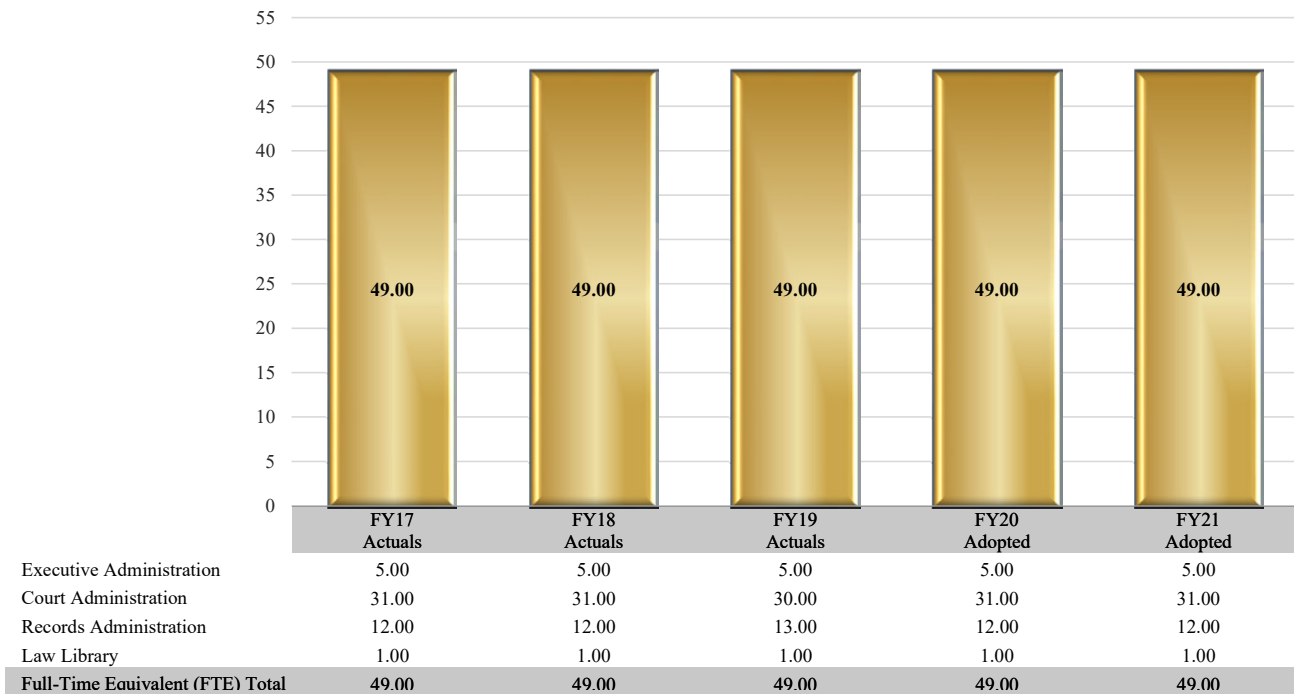
### Expenditure by Classification

Salaries and Benefits	\$3,455,670	\$3,289,128	\$3,624,825	\$3,603,144	\$3,801,058	5.49%
Contractual Services	\$342,883	\$160,427	\$253,947	\$307,977	\$307,977	0.00%
Internal Services	\$148,621	\$168,237	\$176,579	\$157,861	\$157,861	0.00%
Purchase of Goods & Services	\$88,660	\$159,382	\$115,457	\$201,417	\$213,417	5.96%
Capital Outlay	\$276,029	\$0	\$0	\$0	\$0	-
Leases & Rentals	\$7,938	\$3,723	\$12,639	\$14,855	\$14,855	0.00%
Reserves & Contingencies	\$3,086	\$0	\$0	\$0	\$0	-
<b>Total Expenditures</b>	<b>\$4,322,887</b>	<b>\$3,780,897</b>	<b>\$4,183,448</b>	<b>\$4,285,254</b>	<b>\$4,495,168</b>	<b>4.90%</b>

### Funding Sources

Fines & Forfeitures	\$16,297	\$20,205	\$33,939	\$24,500	\$24,500	0.00%
Use of Money & Property	\$3,882	\$4,262	\$5,100	\$2,800	\$2,800	0.00%
Revenue from Other Localities	\$618,048	\$690,216	\$690,215	\$711,938	\$855,574	20.18%
Charges for Services	\$1,073,361	\$826,632	\$1,062,319	\$1,080,264	\$1,088,021	0.72%
Revenue from Commonwealth	\$1,817,978	\$1,886,531	\$1,900,237	\$1,788,303	\$1,788,303	0.00%
Transfers In	\$0	\$0	\$0	\$0	\$0	-
<b>Total Designated Funding Sources</b>	<b>\$3,529,566</b>	<b>\$3,427,846</b>	<b>\$3,691,811</b>	<b>\$3,607,805</b>	<b>\$3,759,198</b>	<b>4.20%</b>
<b>(Contribution to)/Use of Fund Balance</b>	<b>\$301,819</b>	<b>(\$104,988)</b>	<b>(\$101,137)</b>	<b>\$2,394</b>	<b>\$0</b>	<b>(100.00%)</b>
<b>Net General Tax Support</b>	<b>\$622,670</b>	<b>\$589,206</b>	<b>\$592,774</b>	<b>\$675,055</b>	<b>\$735,970</b>	<b>9.02%</b>
<b>Net General Tax Support</b>	<b>14.40%</b>	<b>15.58%</b>	<b>14.17%</b>	<b>15.75%</b>	<b>16.37%</b>	

## Staff History by Program



## Future Outlook

**Technology** – The Circuit Court Clerk is currently working to improve accuracy and consistency of digital land records. It was discovered certain data files were corrupted during a technology update in 2015. Using current resources, the office is working to ensure the integrity of all images in the system. A future goal is to make over 200 years of digitized historic records available online. To accomplish this goal the office will need to expand its technological program to make these documents easily accessible to the public. To help offset technological expenses the Clerk continually seeks out and secures grant opportunities from the state.

**Training and Development** – The Circuit Court Clerk continues to put an emphasis on staff training, development, and retention. Training in leadership, management, effective communication, professionalism, and team building ensures emerging leaders are prepared to serve the community at large in a professional, effective and efficient manner in support of the office’s vision statement.

**Security Challenges** – The Circuit Court Clerk has determined that several security measures need to be taken to ensure the safety of the staff and public in the Clerk’s portion of the courthouse. These measures include safety glass with pass throughs at service windows, equipping doors with keycard access, and panic buttons that will allow immediate communication with the Sheriff’s Office in an emergency. The Clerk’s Office continues to enhance their emergency preparedness plan. Staff participate regularly in active shooter, toxic substance exposure, and natural disaster trainings and drills.

## General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Revenue Increase for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Circuit Court Clerk allocation increased \$143,636.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Presidential Election Ballot Destruction – Records Administration

Expenditure	\$12,000
Revenue	\$0
General Fund Impact	\$12,000
FTE Positions	0.00

- a. Description** – This initiative provides \$12,000 for election storage and paper ballot destruction. The Circuit Court Clerk is mandated by the state to protect and destroy used and unused election ballots. When the state used electronic voting equipment the office was able to absorb the storage and shredding costs of the smaller amount of paper ballots. With the conversion from electronic voting to paper ballots and higher voter turnout, storage and shredding costs have grown past budget capacity.
- b. Service Level Impacts** – Existing service levels are maintained.



## Program Summary

### Executive Administration

Provides administrative support to the office including budget, bookkeeping, financial reporting to the state, County, cities, and other localities, payroll, purchasing, receiving, information technology, human resources, and staff management. Processes collection of delinquent accounts, processes and issues 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, protects elections materials including paper ballots, administers oaths to public safety officials, political appointees, and elected officials.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Executive Administration respond to calls within 4 business hours	-	-	99%	99%	99%
Executive Administration respond to emails within 4 business hours	-	-	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Administration Services</b>	<b>\$741</b>	<b>\$636</b>	<b>\$678</b>	<b>\$636</b>	<b>\$692</b>
Restitution cases active	-	4,200	4,165	4,200	4,200
Restitution payments processed	-	1,150	1,817	1,500	1,825
Trust and condemnation cases active	-	268	271	275	280
Oaths administered	-	2,800	4,593	2,800	4,700

# Circuit Court Clerk

## Court Administration

Manages, maintains, and protects court records, elections records, and historic documents for PWC, City of Manassas, and City of Manassas Park; handles all civil, criminal, adoption, and other case filings in the Circuit Court from inception to final disposition or appeal; maintains all civil, criminal, and adoption records; 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 courtroom support for Circuit Court Judges; provides administrative support for Circuit Court Judges; provides paralegal service support for Circuit Court Judges; preserves, maintains, and protects evidence in court cases; transfers case transcripts to the Virginia Court of Appeals and Supreme Court of Virginia when appealed.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Court Administration respond to calls within 1 business day	-	-	98%	98%	98%
Court Administration respond to emails within 1 business day	-	-	99%	99%	99%
Complete research requests within 1 business day	-	-	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Court Case Management</b>	<b>\$2,169</b>	<b>\$2,204</b>	<b>\$2,415</b>	<b>\$2,443</b>	<b>\$2,569</b>
Circuit Court cases commenced	17,412	18,433	18,796	18,000	19,000
Hours in court	4,377	4,227	3,230	4,500	3,600
Court orders drafted and prepared	7,217	7,196	7,996	7,400	8,200
Total pages researched, written & recorded	-	1.6M	2.0M	1.6M	2.0M

## Records Administration

Records all land transactions including deeds and mortgages. Preserves, maintains, and protects land records dating back to the 1700s. Provides services to community members by issuing marriage licenses, marriage officiant credentials, and notary commissions. Provides probate services including the appointment of personal representatives and dispositions of estates; performs and/or oversees the administration of wills, trusts, estates, and acts in a semi-judicial role in probate working with the taxpayer, Commissioners of Accounts, and the bench.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Records Division respond to calls within 4 business hours	-	-	98%	98%	98%
Records Division respond to emails within 4 business hours	-	-	98%	98%	98%
Complete research requests within 2 business days	-	-	98%	98%	98%
Respond to calls and emails within one and letters within 3 business days	96%	99%	99%	-	-

# Circuit Court Clerk

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Land Records and Public Service Center</b>	<b>\$1,412</b>	<b>\$941</b>	<b>\$958</b>	<b>\$1,064</b>	<b>\$1,086</b>
Deeds, mortgages, and other records processed, indexed & recorded	93,321	95,657	78,898	96,500	80,000
Marriage licenses, notary commissions, processed, indexed & recorded*	10,129	10,025	6,583	10,000	6,000
Wills, trusts, and estates pages adjudicated	4,132	4,234	4,688	4,300	4,800

\*This category previously included recordation of trade names. In 2019, this duty was reassigned to the State Corporation Commission by legislature.

## 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 and resources for court personnel, the public, bar associations, students, law clerks, law firms, judges and law librarians. Access is provided through integrated systems, resource selection, acquisition, inter-library loan, cataloguing, processing, and collection preservation.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Print collection meeting American Association of Law Librarian Standards	50%	50%	50%	50%	60%
Online collection meeting American Association of Law Librarian Standards	50%	50%	50%	50%	90%
Users satisfied with Law Library services	NR	90%	95%	90%	95%

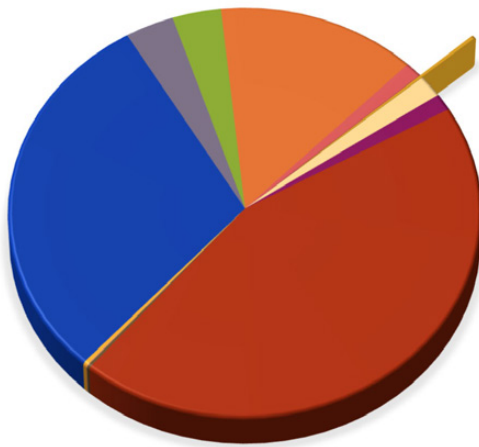
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Law Library Services*</b>	<b>\$0</b>	<b>\$0</b>	<b>\$132</b>	<b>\$143</b>	<b>\$148</b>
Patron inquiries completed within three days	NR	99%	99%	99%	99%
Patron assistance requests	NR	6,240	6,709	6,240	6,710

\*Law Library was a stand alone department prior to FY20. FY17-18 information is reported in the Expenditure Summary located in the "Budget Summary" section of the FY2021 Budget.

# Circuit Court Judges

## Mission Statement

The 31st Judicial Circuit Court has general trial court jurisdiction, including acting as an appellate court for the General District and Juvenile and Domestic Relations Courts, and is a separate and distinct branch of government. ([Article I, Section 5, Constitution of Virginia](#))



**Public Safety Expenditure Budget:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$989,348**

*0.3% of Public Safety*

### Programs:

- Circuit Court Judges Chambers:  
\$989,348

## Mandates

The Code of Virginia requires that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

**State Code:** [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land)

# Circuit Court Judges

## Expenditure and Revenue Summary

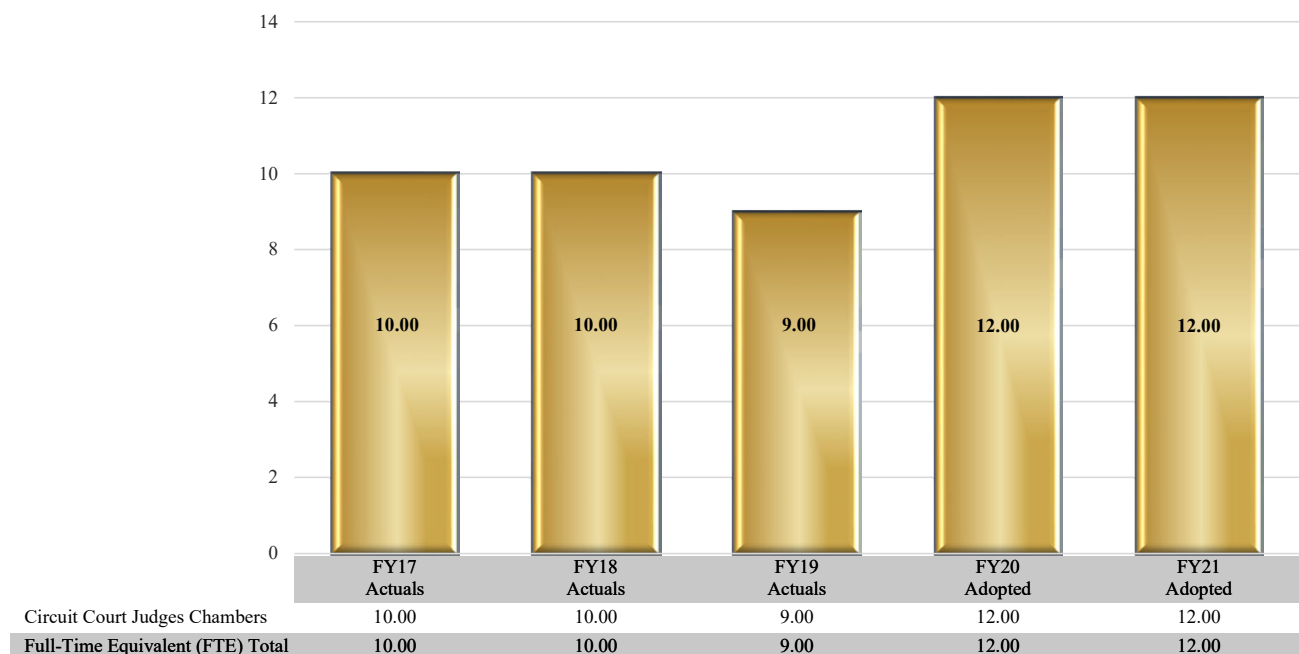


Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Circuit Court Judges Chambers	\$794,151	\$726,132	\$887,525	\$1,158,437	\$989,348	(14.60%)
<b>Total Expenditures</b>	<b>\$794,151</b>	<b>\$726,132</b>	<b>\$887,525</b>	<b>\$1,158,437</b>	<b>\$989,348</b>	<b>(14.60%)</b>

### Expenditure by Classification

Salaries and Benefits	\$744,224	\$670,522	\$814,404	\$896,411	\$917,423	2.34%
Contractual Services	\$0	\$2,818	\$182	\$108,513	\$0	(100.00%)
Internal Services	\$26,383	\$27,378	\$27,378	\$33,588	\$33,588	0.00%
Purchase of Goods & Services	\$21,242	\$22,913	\$42,770	\$117,721	\$33,845	(71.25%)
Leases & Rentals	\$2,302	\$2,501	\$2,792	\$2,204	\$4,492	103.81%
<b>Total Expenditures</b>	<b>\$794,151</b>	<b>\$726,132</b>	<b>\$887,525</b>	<b>\$1,158,437</b>	<b>\$989,348</b>	<b>(14.60%)</b>
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Net General Tax Support</b>	<b>\$794,151</b>	<b>\$726,132</b>	<b>\$887,525</b>	<b>\$1,158,437</b>	<b>\$989,348</b>	<b>(14.60%)</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

## Staff History by Program



# Circuit Court Judges

## General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-Time Costs from Circuit Court Judges Budget** – A total of \$190,101 has been removed from the Circuit Court Judges budget for one-time costs associated with the addition of 2.00 FTEs in FY20 and renovations done to office space.

## 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 six full-time judges.

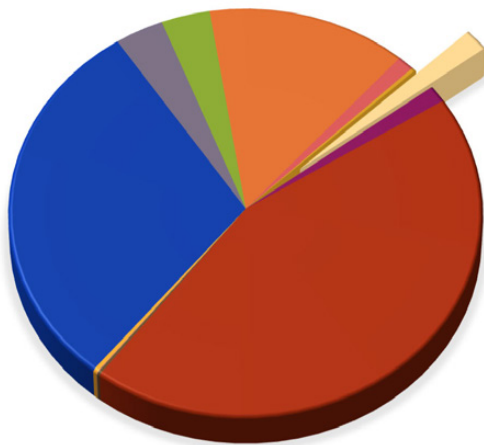
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Annual criminal disposition percentage	98.2%	87.9%	82.1%	93.1%	83.1%
Annual civil disposition percentage	90.7%	92.8%	92.5%	91.8%	92.0%
Annual miscellaneous disposition percentage	56.0%	51.4%	53.1%	53.7%	55.0%
Total average annual disposition rate	85.7%	82.7%	83.9%	84.2%	84.5%
Annual clearance rates	89.1%	86.3%	87.0%	87.2%	88.2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Court Case Docket Management and Administrative Support</b>	<b>\$794</b>	<b>\$726</b>	<b>\$888</b>	<b>\$1,158</b>	<b>\$989</b>
Cases per Circuit Court Judge	3,082	3,252	3,130	3,378	3,380
Cost per case concluded	\$44	\$45	\$45	\$44	\$45

# Commonwealth's Attorney

## Mission Statement

The Commonwealth's Attorney, a locally elected Constitutional Officer for the Commonwealth of Virginia, 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's 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:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$6,653,538**

*1.7% of Public Safety*

### Programs:

- Commonwealth's Attorney/Legal:  
\$5,617,134
- Victim Witness Support Program:  
\$1,036,404

## Mandates

The Office of the Commonwealth's Attorney is authorized in the Constitution of Virginia, [Article VII, Section 4](#) (County and city officers). The Code of Virginia provides that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county. Victim witness services are also mandated in the state code.

**State Code:** [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land), [19.2-11.01](#) (Crime victim and witness rights)

**2019 Budget Amendment:** [Item 70 #2c](#) (Commonwealth's Attorney – Body-Worn Cameras)



# Commonwealth's Attorney



## Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Commonwealth's Attorney/Legal	\$5,027,417	\$5,038,767	\$5,443,521	\$5,710,943	\$5,617,134	(1.64%)
Victim/Witness Support Program	\$609,021	\$1,305,684	\$709,374	\$907,645	\$1,036,404	14.19%
<b>Total Expenditures</b>	<b>\$5,636,438</b>	<b>\$6,344,450</b>	<b>\$6,152,894</b>	<b>\$6,618,588</b>	<b>\$6,653,538</b>	<b>0.53%</b>

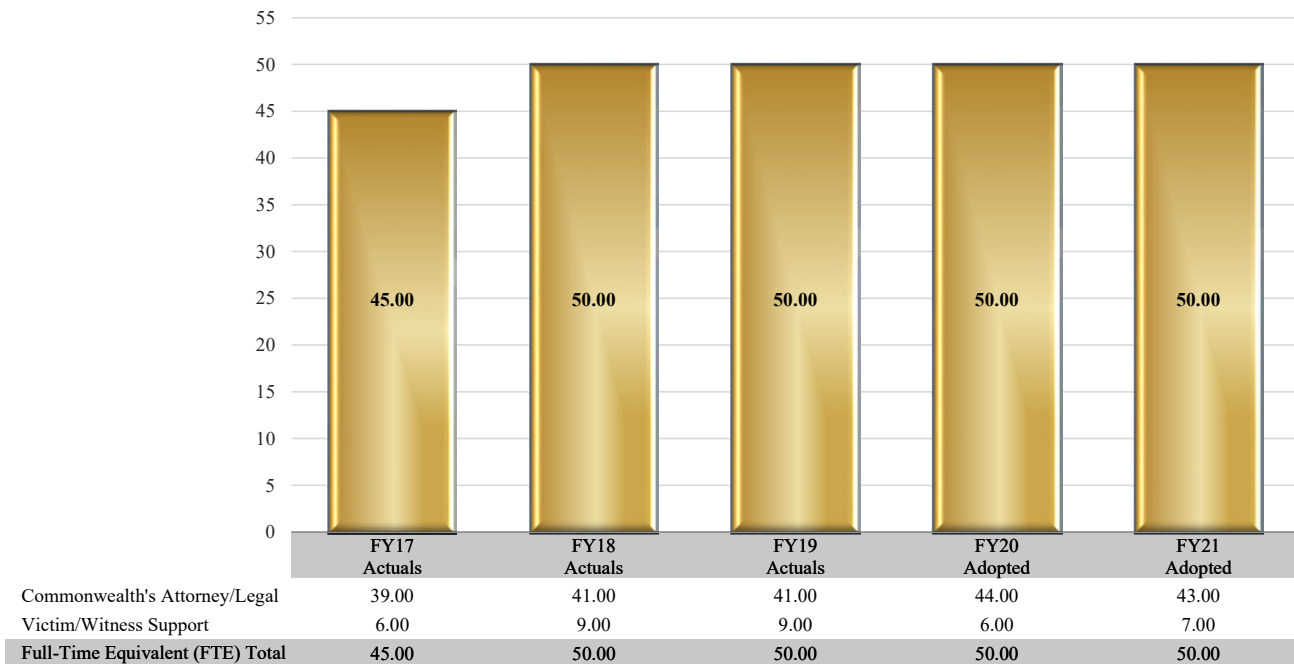
### Expenditure by Classification

Salaries and Benefits	\$5,107,460	\$5,417,153	\$5,776,769	\$6,183,263	\$6,227,153	0.71%
Contractual Services	\$54,795	\$10,343	\$13,979	\$48,557	\$14,000	(71.17%)
Internal Services	\$183,125	\$193,351	\$191,492	\$173,574	\$180,206	3.82%
Purchase of Goods & Services	\$164,834	\$149,191	\$154,598	\$182,245	\$196,576	7.86%
Capital Outlay	\$112,800	\$0	\$0	\$337	\$337	0.00%
Leases & Rentals	\$13,424	\$13,913	\$16,056	\$30,611	\$35,266	15.21%
Transfers Out	\$0	\$560,500	\$0	\$0	\$0	-
<b>Total Expenditures</b>	<b>\$5,636,438</b>	<b>\$6,344,450</b>	<b>\$6,152,894</b>	<b>\$6,618,588</b>	<b>\$6,653,538</b>	<b>0.53%</b>

### Funding Sources

Revenue from Federal Government	\$217,404	\$302,584	\$262,790	\$177,712	\$0	(100.00%)
Revenue from Other Localities	\$278,352	\$332,364	\$332,364	\$382,914	\$331,694	(13.38%)
Miscellaneous Revenue	\$0	\$0	\$0	\$35,971	\$0	(100.00%)
Charges for Services	\$18,684	\$17,496	\$20,490	\$89,143	\$89,143	0.00%
Revenue from Commonwealth	\$1,962,764	\$2,069,215	\$2,084,590	\$2,014,598	\$2,285,350	13.44%
Transfers In	\$0	\$0	\$0	-	-	-
<b>Total Designated Funding Sources</b>	<b>\$2,477,204</b>	<b>\$2,721,659</b>	<b>\$2,700,233</b>	<b>\$2,700,338</b>	<b>\$2,706,187</b>	<b>0.22%</b>
<b>Net General Tax Support</b>	<b>\$3,159,234</b>	<b>\$3,622,791</b>	<b>\$3,452,661</b>	<b>\$3,918,250</b>	<b>\$3,947,351</b>	<b>0.74%</b>
<b>Net General Tax Support</b>	<b>56.05%</b>	<b>57.10%</b>	<b>56.11%</b>	<b>59.20%</b>	<b>59.33%</b>	

## Staff History by Program



## Future Outlook

**Staffing Standards** – Amendments to the state budget approved by the 2019 General Assembly requires localities using body worn cameras (BWCs) among their local law enforcement agencies to provide staff resource funding to the Commonwealth's Attorney's Office to address the added workload impact of camera footage. The language approved allows for one full-time entry-level Assistant Commonwealth's Attorney at a rate of one Assistant for up to 75 BWCs employed for use by local law enforcement officers, and one Assistant Commonwealth's Attorney for every 75 thereafter. Based on a study report presented to the General Assembly the recommended staffing standards for the Commonwealth's Attorney's Office is the equivalent of seven new additional full-time entry-level Assistants. The Commonwealth's Attorney's Office entered into a Memorandum of Understanding ("MOU") in FY20. The County funded the salary of three full-time entry-level Assistant Commonwealth's Attorney positions for a total, additional salary of \$232,656 during the FY20 budget process, in addition to the Assistant Commonwealth's Attorney and Paralegal positions funded in FY18 at a total, current salary amount of \$132,626. These additions increases the total number of positions to five and increases funding to \$365,282 to meet the objective of the BWC MOU. The amendments approved by the General Assembly and MOU do not address additional need for administrative support staff that will be needed to assist with the daily increase in workload created by additional assistants and additional sworn officers equipped with BWCs in the various law enforcement agencies within the jurisdiction.

**Facility/Space Issues** – Space has become a major issue for the Commonwealth's Attorney's office. The staff has grown to 53 and is currently operating out of three different locations. It would be beneficial to relocate the entire office staff and victim witness case managers to one location within the courthouse or in a relatively close proximity to the courthouse for efficiency. The space should include adequate staff space, multiple conference rooms, a proper law library, and storage space for courtroom equipment.

## General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Revenue Decrease for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Commonwealth's Attorney allocation decreased \$51,220.

## Program Summary

### Commonwealth's Attorney/Legal

The Office of the Commonwealth's Attorney is responsible for the prosecution of all criminal offenses occurring within PWC and the Cities of Manassas and Manassas Park, and the Towns of Dumfries, Haymarket, Quantico, and Occoquan. In addition, the Office reviews criminal investigations, certain election matters, conflicts of interest matters, institute civil proceedings in forfeiture matters related to drug crimes, and renders legal opinions and advice, all within the guidelines established by the State Supreme Court.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Crime rate	13.7	14.0	12.9	14.5	14.0
Juvenile criminal arrests as percentage of overall arrests	12.9%	14.0%	14.0%	13.0%	13.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Legal/Executive Management Support</b>	<b>\$5,027</b>	<b>\$5,039</b>	<b>\$5,444</b>	<b>\$5,711</b>	<b>\$5,617</b>
Felony cases prosecuted	5,653	6,178	6,337	-	6,300
Grand jury indictments processed	2,954	3,802	2,987	-	3,000
Misdemeanors and traffic cases prosecuted	79,950	89,314	95,685	88,000	90,000
Felony cases prosecuted/Grand Jury indictments processed	5,653	6,178	6,337	6,300	-

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Crime rate	13.7	14.0	12.9	14.5	14.0

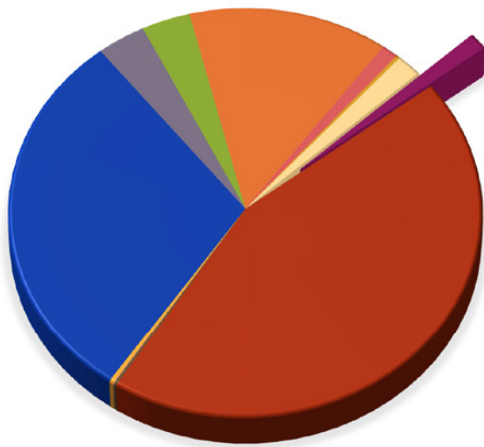
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Victim/Witness Support</b>	<b>\$349</b>	<b>\$359</b>	<b>\$365</b>	<b>\$406</b>	<b>\$586</b>
Clients served	7,536	8,898	9,004	9,300	9,350
Cost per client*	\$46.37	\$40.33	\$40.54	\$42.61	\$43.42
<b>Sexual Assault Victims Advocacy Service (SAVAS)</b>	<b>\$260</b>	<b>\$947</b>	<b>\$344</b>	<b>\$501</b>	<b>\$450</b>
Total SAVAS clients	883	746	631	800	800
New SAVAS clients	443	352	336	350	350

\*In the FY2019 Budget, cost per client was calculated based on the entire budget to include grant funds, it was determined to remove grant funds and only show County funding.

# Criminal Justice Services

## Mission Statement

Prince William County Criminal Justice Services promotes public safety by reducing recidivism. We serve the courts and community by providing efficient, effective, innovative assessment and supervision programs that empower clients to achieve success and improve individual growth.



**Expenditure Budget:**  
**\$5,067,590**

*1.3% of Public Safety*

### Programs:

- Criminal Justice Support: \$772,841
- Community Supervision: \$4,294,749

**Public Safety Expenditure Budget:**  
**\$381,017,218**

## 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 Criminal Justice Services provides these mandated services. The establishment of a Community Criminal Justice Board is mandated by Section [9.1-178](#) of the Code of Virginia. Criminal Justice Services serves as the liaison to this advisory board.

**State Code:** [19.2-152.2](#) thru [19.2-152.7](#), [19.2-152.4:3](#), and [53.1-82.1](#) (Pretrial Services), [9.1-173](#) thru [9.1-183](#) (Comprehensive Community Corrections Program), [19.2-303](#) (Suspension or modification of sentence; probation; taking of fingerprints and blood, saliva, or tissue sample as condition of probation)

# Criminal Justice Services



## Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Criminal Justice Support	\$525,207	\$640,612	\$681,064	\$674,014	\$772,841	14.66%
Community Supervision	\$3,329,104	\$3,327,972	\$3,627,569	\$3,859,873	\$4,294,749	11.27%
<b>Total Expenditures</b>	<b>\$3,854,312</b>	<b>\$3,968,584</b>	<b>\$4,308,633</b>	<b>\$4,533,887</b>	<b>\$5,067,590</b>	<b>11.77%</b>

### Expenditure by Classification

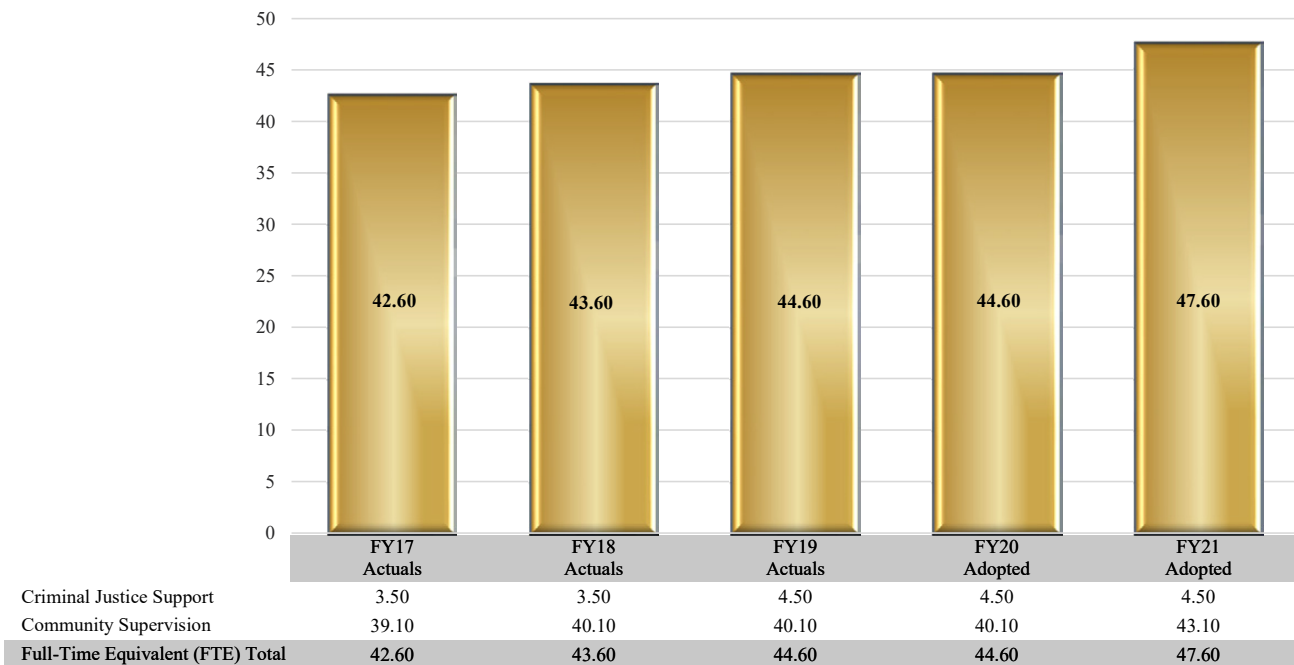
Salaries and Benefits	\$3,314,132	\$3,374,420	\$3,695,650	\$3,843,046	\$4,354,123	13.30%
Contractual Services	\$111,432	\$138,658	\$130,123	\$235,062	\$223,276	(5.01%)
Internal Services	\$183,845	\$187,513	\$193,936	\$170,500	\$179,816	5.46%
Purchase of Goods & Services	\$236,692	\$261,576	\$260,625	\$277,896	\$302,991	9.03%
Capital Outlay	\$0	\$0	\$23,283	\$0	\$0	-
Leases & Rentals	\$8,212	\$6,416	\$5,016	\$7,383	\$7,383	0.00%
<b>Total Expenditures</b>	<b>\$3,854,312</b>	<b>\$3,968,584</b>	<b>\$4,308,633</b>	<b>\$4,533,887</b>	<b>\$5,067,590</b>	<b>11.77%</b>

### Funding Sources

Revenue from Federal Government	\$31,235	\$31,235	\$31,235	\$31,235	\$31,235	0.00%
Revenue from Other Localities	\$307,513	\$90,767	\$166,904	\$123,481	\$123,481	0.00%
Charges for Services	\$118,754	\$136,741	\$130,566	\$197,458	\$197,458	0.00%
Revenue from Commonwealth	\$1,043,854	\$1,056,131	\$1,057,246	\$1,028,759	\$1,028,759	0.00%
<b>Total Designated Funding Sources</b>	<b>\$1,501,355</b>	<b>\$1,314,875</b>	<b>\$1,385,951</b>	<b>\$1,380,933</b>	<b>\$1,380,933</b>	<b>-</b>
<b>Net General Tax Support</b>	<b>\$2,352,957</b>	<b>\$2,653,709</b>	<b>\$2,922,681</b>	<b>\$3,152,954</b>	<b>\$3,686,657</b>	<b>16.93%</b>
<b>Net General Tax Support</b>	<b>61.05%</b>	<b>66.87%</b>	<b>67.83%</b>	<b>69.54%</b>	<b>72.75%</b>	

# Criminal Justice Services

## Staff History by Program



## Future Outlook

**Pretrial Workload Growth** – By FY25, the Pretrial Supervision Program is expected to grow an additional 183%. Without additional pretrial officers, the Criminal Justice Services (CJS) will not be able to effectively and safely manage the pretrial defendant population. The Pretrial Supervision Program is an important component of the CJS’s mission, it has grown significantly in recent years. The reasons for this growth are multiple and varied:

- Increased court reliance on use of alternatives to pretrial detention (jail).
- Increased length awaiting trial in the Circuit Court.
- Increased population of the community.
- Change in jail/bond philosophy.

**Effective Pretrial Caseload Size** – Pretrial officers can effectively manage 80 pretrial cases per officer at a time. CJS currently has nine full time pretrial officers dedicated to the pretrial caseload. In FY20, there were 876 active pretrial cases, resulting in a net deficit of two pretrial officers. The average pretrial caseload has increased 40% in the past three years and 22% in the past year alone. Over the past five years, the average pretrial caseload has increased by 101%. On average the average daily caseload increased by 19% per year.



# Criminal Justice Services

## General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Position Shift from Adult Detention Center (ADC)** – In FY20, three positions were shifted from the ADC with a salary and benefits budget of \$226,274 to CJS. The addition of two probation/pretrial officers and one senior probation/pretrial officer brings CJS to 11 full-time pretrial officers dedicated to the pretrial caseload and a senior probation/pretrial officer to assist with court investigations and quality assurance. A successful pretrial process improves the efficiency and effectiveness of the criminal justice system and significantly impacts the ADC. Court defendants released to pretrial supervision are able to function in society with supervision rather than utilizing costly jail beds which should be reserved for the higher risk defendants and sentenced individuals. The average pretrial caseload has increased 40% in the past three years and 22% in the past year alone. Over the past five years, the average pretrial caseload has increased by 101%. On average the average daily caseload increased by 19% per year. By FY25, the Pretrial Supervision Program is expected to grow an additional 183%. There were 876 active pretrial cases in FY20, and the shift of positions is counterbalancing a net deficit of two pretrial officers. This shift will help directly support the Wellbeing Strategic Goal by addressing opiate abuse through treatment referrals, monitoring and addressing mental health needs. This also supports the Safe and Secure Community Strategic Goal by decreasing recidivism and crime.

## Program Summary

### Criminal Justice Support

The program includes the agency administration, vital to the agency's mission of enhancing public safety. In addition, the program assists with local criminal justice system planning by serving as staff to the Community Criminal Justice Board, managing state and federal grants that support offender supervision services and domestic violence programs, as well as other special project grants. It serves as liaison to Volunteer Prince William, which supervises community service placements. The program provides for monitoring and reporting on protective orders for domestic violence cases and serves as a clearinghouse and coordinator for local domestic violence resources and special activities.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Domestic violence closed cases not returning to court on violation	86%	97%	96%	96%	96%
Supervision program participants satisfied with services	84%	87%	88%	88%	88%

# Criminal Justice Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Local Criminal Justice Support</b>	<b>\$416</b>	<b>\$530</b>	<b>\$573</b>	<b>\$565</b>	<b>\$613</b>
Community service placements	407	411	452	450	470
<b>Community Domestic Violence Coordination</b>	<b>\$108</b>	<b>\$109</b>	<b>\$108</b>	<b>\$109</b>	<b>\$160</b>
Domestic violence final protective orders tracked	253	234	202	250	220

## Community Supervision

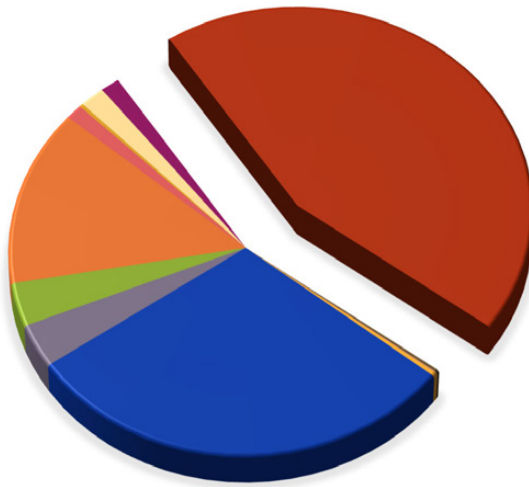
Provides community assessment and supervision of pretrial defendants and post-trial offenders for the court. The program has adopted and integrated evidence-based practices that address risks, needs, and responsiveness. These practices include assessments and interventions that are proven to enhance public safety by ensuring the appearance in court of pretrial defendants and reducing the risk of repeat offenders.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Adult reconviction	18%	26%	23%	20%	20%
Successful completion of program referrals	84%	84%	82%	86%	84%
Pretrial cases closed in compliance with court conditions of release	89%	87%	82%	85%	85%
Failure to appear rate	-	-	-	-	93%
Public safety rate (CJS annual report)	-	-	-	-	94%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Pretrial Defendant Supervision</b>	<b>\$1,329</b>	<b>\$1,383</b>	<b>\$1,511</b>	<b>\$1,629</b>	<b>\$1,886</b>
Pretrial interviews completed	3,371	3,474	3,501	3,600	3,700
Pretrial Average daily caseload	507	578	709	650	1,003
Pretrial average daily caseload per officer	-	-	-	-	80
<b>Post-trial Offender Supervision</b>	<b>\$2,001</b>	<b>\$1,947</b>	<b>\$2,117</b>	<b>\$2,231</b>	<b>\$2,409</b>
Average daily case load	-	-	-	-	1,050
Average daily case load per officer	-	-	-	-	100
Average stay (# of days) per offender	275	252	258	255	255
Placement services provided	2,122	2,743	2,437	2,700	-

## 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:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$168,949,927**

*44.3% of Public Safety*

### Programs:

- Operations: \$109,372,975
- Office of the Chief: \$1,468,356
- Community Safety: \$5,599,177
- Systems Support: \$31,037,699
- Station/Company Operating Services: \$20,782,848
- Public Safety Resilience: \$688,873

## Mandates

The County operates under a state mandate to maintain an agency of emergency management in accordance with state disaster preparedness plans and programs. Fire & Rescue provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Fire & Rescue service has responsibility.

**State Code:** [44-146.19](#) (Powers and duties of political subdivisions)

**County Code:** [Chapter 3](#) (Amusements), [Chapter 5, Article V](#) (Smoke Detectors), [Chapter 7](#) (Emergency Services), [Chapter 9.2](#) (Fire Prevention and Protection), [Chapter 12](#) (Massage Establishments), [Chapter 32](#) (Zoning)

# Fire & Rescue

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Operations	\$76,150,352	\$88,870,086	\$97,686,950	\$107,704,153	\$109,372,975	1.55%
Office of the Chief	\$1,329,081	\$1,418,234	\$1,540,064	\$1,545,174	\$1,468,356	(4.97%)
Community Safety	\$4,790,202	\$5,429,505	\$5,585,166	\$5,215,633	\$5,599,177	7.35%
Systems Support	\$29,441,057	\$33,818,236	\$46,384,575	\$30,071,552	\$31,037,699	3.21%
Station/Company Operating Services	\$23,115,261	\$17,543,910	\$18,237,755	\$21,920,448	\$20,782,848	(5.47%)
Public Safety Resilience	-	-	\$235,998	\$676,588	\$688,873	1.82%
<b>Total Expenditures</b>	<b>\$134,825,953</b>	<b>\$147,079,971</b>	<b>\$169,670,508</b>	<b>\$167,133,546</b>	<b>\$168,949,927</b>	<b>1.09%</b>

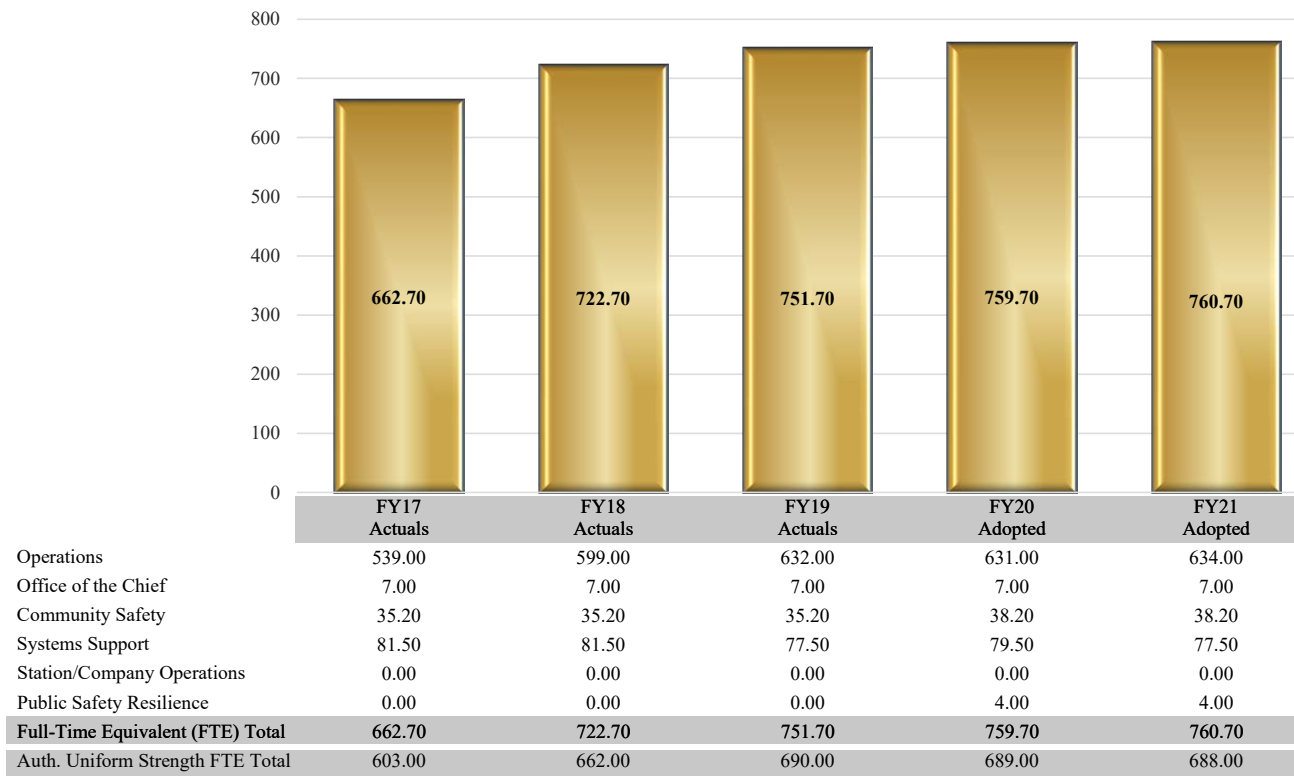
### Expenditure by Classification

Salaries and Benefits	\$74,080,430	\$76,963,832	\$84,162,521	\$91,143,948	\$93,299,787	2.37%
Contractual Services	\$8,887,420	\$7,809,882	\$8,099,006	\$10,002,358	\$10,314,196	3.12%
Internal Services	\$9,599,594	\$9,921,240	\$10,051,932	\$8,681,775	\$8,539,301	(1.64%)
Purchase of Goods & Services	\$12,128,588	\$12,219,544	\$19,617,501	\$12,966,524	\$13,527,731	4.33%
Capital Outlay	\$10,529,114	\$4,736,624	\$5,602,448	\$10,029,179	\$8,110,924	(19.13%)
Leases & Rentals	\$183,476	\$166,957	\$200,235	\$348,585	\$332,685	(4.56%)
Reserves & Contingencies	(\$3,898,565)	(\$545,877)	(\$545,877)	\$1,201,451	\$1,201,451	0.00%
Debt Maintenance	\$1,437,927	\$1,339,775	\$1,052,570	\$280,585	\$360,585	28.51%
Transfers Out	\$21,877,969	\$34,467,993	\$41,430,172	\$32,479,141	\$33,263,268	2.41%
<b>Total Expenditures</b>	<b>\$134,825,953</b>	<b>\$147,079,971</b>	<b>\$169,670,508</b>	<b>\$167,133,546</b>	<b>\$168,949,927</b>	<b>1.09%</b>

### Funding Sources

Revenue from Federal Government	\$82,258	\$624,135	\$601,261	\$261,804	\$261,804	0.00%
Permits & Fees	\$641,811	\$655,840	\$665,695	\$646,286	\$646,286	0.00%
Use of Money & Property	\$19,490	\$33,376	\$15,190	\$1,405,000	\$385,734	(72.55%)
Miscellaneous Revenue	\$21,931	\$218,705	\$29,396	\$512	\$75,512	14,648.44%
Non-Revenue Receipts	\$344,285	\$14,009	\$22,242	-	-	-
Other Local Taxes	-	\$30	\$0	-	-	-
General Property Taxes	\$39,228,971	\$44,582,829	\$47,099,965	\$49,309,973	\$51,674,528	4.80%
Charges for Services	\$5,376,063	\$6,276,657	\$6,114,959	\$6,244,845	\$6,424,845	2.88%
Revenue from Commonwealth	\$1,696,767	\$1,716,528	\$1,783,308	\$1,256,001	\$1,635,382	30.21%
Transfers In	\$18,311,675	\$26,387,743	\$38,136,643	\$29,547,574	\$30,522,574	3.30%
<b>Total Designated Funding Sources</b>	<b>\$65,723,250</b>	<b>\$80,509,852</b>	<b>\$94,468,658</b>	<b>\$88,671,995</b>	<b>\$91,626,665</b>	<b>3.33%</b>
<b>Use/(Contribution) of Fund Balance</b>	<b>\$8,513,482</b>	<b>\$5,669,021</b>	<b>\$8,757,200</b>	<b>\$7,213,951</b>	<b>\$5,489,855</b>	<b>(23.90%)</b>
<b>Net General Tax Support</b>	<b>\$60,589,221</b>	<b>\$60,901,098</b>	<b>\$66,444,650</b>	<b>\$71,247,601</b>	<b>\$71,833,407</b>	<b>0.82%</b>
<b>Net General Tax Support</b>	<b>44.94%</b>	<b>41.41%</b>	<b>39.16%</b>	<b>42.63%</b>	<b>42.52%</b>	

## Staff History by Program



In FY20, two uniform positions were converted to non-uniform positions to support the ongoing needs of Fire & Rescue.

## Future Outlook

**Service Delivery Enhancements** – The Prince William County Fire & Rescue System (PWCFRS) implemented a comprehensive restructuring plan beginning in FY20 to assure consistent and sustainable service delivery. The plan makes a commitment to improve response times and ensure essential 24/7/365 staffing levels in the most efficient and financially cost-effective means. Moving forward, data and metrics will be utilized to identify gaps in response strategies and explore response time improvements through dialogue with stakeholders, innovation, and monitoring of new initiatives.

This restructuring plan continues the commitment to the PWCFRS by the sustained use of volunteers in the staffing model and dedicating resources to the development of programs for volunteer recruitment and retention.

The PWCFRS is committed to developing a dedicated reserve apparatus fleet and centralized apparatus maintenance program. A system-wide Fleet Maintenance Coordinator position has been established to coordinate PWCFRS maintenance efforts to ensure apparatus is maintained properly and ready to respond to emergency incidents.

**Recruitment and Retention** – The recruitment and retention of career and volunteer members is essential to maintain the level of service provided to citizens. A system-wide recruitment and retention strategy that is coordinated with and complements the existing individual efforts of the volunteer companies is being developed. The goal is to continue the PWC volunteer companies' rich tradition of neighbor helping neighbor. Partnering with PWC Schools, the PWCFRS has created a High School Cadet Program that will begin in the 2020-2021 school year. This program will allow the PWCFRS to provide higher education and training to high school students and expose them to the life of a firefighter/EMT while at the same time recruit the students to become volunteers and/or career firefighter/EMT's in the community.

**Comprehensive Plan Standard/Construction of New Fire & Rescue Stations** – The Comprehensive Plan establishes workload and response time standards to maintain a safe community reducing loss of life, injury, and property loss. The goal is to efficiently provide Fire & Rescue service that ensures timely responses throughout the County. The location and need for newly constructed Fire & Rescue stations is based on a comprehensive analysis to determine optimal coverage. To ensure the greatest level of service to the community, each new station will be County operated and have at a minimum a 24/7 engine company and medic unit staffed by career personnel. With the opening of Station 26 on Davis Ford Road, the current need is seven new stations based on existing population, residential and commercial infrastructure, and station workload and response times. Three stations, Groveton Station (Station 22), Station 27, and Station 28, are included in the Capital Improvement Plan (CIP). Deployment locations will be determined by the priority level of the type of units staffed, incident volume, and response times. To meet the demands of the growing community, new Fire & Rescue stations should be planned and budgeted every other year. Toward this goal, land should be secured for future stations before it is developed, as the proper location is essential to maximizing response time improvements.

**Public Safety Training Academy Expansion** – An expansion of the Public Safety Training Academy facility is needed to accommodate the growing needs and training requirements of public safety agencies. A Master Plan Space Study completed in 2005 identifies the need for an additional 250,000 square foot of facility space. Land has been acquired to support the expansion of the academy to meet the needs of public safety agencies. The needed space includes classrooms, administrative space, auditorium, high bay, residential burn building, fuel facility, expanded firearms range(s), Public Works hub, and building mock-up. A fuel facility and additional parking are needed to support daily activities at the center.

**Healthcare Evolution** – The PWC Emergency Medical System (EMS) will proactively review the overall structure and scope of practice for the advancement of patient care based on data collection outcomes and community needs. The future of EMS will be data driven utilizing situational awareness software providing information that directs care based on the science of patient outcomes and results. Fire & Rescue continues to enhance the Cardiac Arrest Survival program, to include additional technologies, with the goal to increase survivability and quality of life of cardiac arrest patients. EMS will need to partner and work collaboratively with other County agencies and key stakeholders to address relevant issues including active violence events, the opioid crisis, mental health, and the aging community.

## General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.



# Fire & Rescue

- B. Position Shift to Fire & Rescue** – A position with a salary and benefits budget of \$125,969 has been shifted from the Office of Executive Management (OEM), Equality, Affirmative Employment, & Diversity program to the Department of Fire & Rescue, Systems Support program. This results in 1.00 FTE decrease in OEM and a 1.00 FTE increase in Fire & Rescue. The position has been reclassified to support personnel related investigations. Additional support funds of \$3,919 have also been shifted. This is a shift of existing resources with no net impact to the general fund.
- C. Position Shifts Between Systems Support and Fire Operations** – Five Fire & Rescue Lieutenant FTEs were redeployed to Fire & Rescue from Public Safety Communications Center in FY20. This has allowed more direct community support and has improved emergency response times in support of the Safe & Secure Community Strategic Goal. Due to the redeployment, the positions were reallocated from the Systems Support program within Fire & Rescue to the Fire Operations program. This shifts a total of \$714,117 in salary and benefits from Systems Support to Fire Operations.
- D. Fire Levy Rate** – The FY2021 Budget utilizes a levy rate of \$0.08, which is unchanged from FY20 and provides \$51.6 million in fire levy revenue. This revenue supports system-wide initiatives including debt service for Groveton Station (Station 22) which begins in FY21.
- E. 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 the FY2021 Budget, the indirect cost transfer amount reimbursing the general fund for Fire & Rescue Fire Marshall Office increases by \$123,461 from \$106,474 in FY20 to \$229,935 in FY21.
- F. Adjustment to Uniform Strength** – One uniform position was reclassified to a non-uniform position in FY20 to support the ongoing needs of the Fire & Rescue personnel division which handles human resources, including increased FMLA claims and supervision of two human resource analysts. The non-uniform position knowledge base will provide expertise and training skills to both uniform and non-uniform staff.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Engine 519 Replacement – State Fire Programs

Expenditure	\$750,000
Use of Fund Balance (State Fire Programs)	\$750,000
General Fund Impact	\$0
FTE Positions	0.00

- a. Description** – This initiative funds the cost of an engine replacement at the Public Safety Training Center facility. The engine unit is used to train new PWCFRS recruits as well as provide in-service training for the PWCFRS.
- b. Service Level Impacts** – Existing service levels are maintained.



## 2. Fire & Rescue System Cadet Program – Systems Support

Expenditure	\$242,897
Budget Shift	\$167,897
Revenue	\$75,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** – The Cadet Program is a collaboration between PWCFRS and PWC High Schools and will run similar to a basic recruit school to include classroom, fire suppression, and EMS practical training. Students who successfully complete the program will receive Virginia Department of Fire Programs certifications in Firefighter I and II. A vacant position was shifted from the Fire Operations program to the Systems Support program to assist in the development and management of the PWC Cadet Program. This position, along with a position provided in FY20, will support the Cadet Program at selected high schools beginning in the 2020-2021 school year. Additionally, support from PWC Schools has been established to support student and program operating expenses. The goal of this program is to increase interest and participation in the career and volunteer fire service.

**b. Service Level Impacts** – This initiative increases the number of career and volunteer providers in the PWCFRS.

## 3. EMS Billing and Revenue Increase – Fire Operations

Expenditure	\$0
Revenue	\$180,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** – The EMS billing program began in 2011 to support EMS operations resulting in patient transports to hospitals. Under the program, transported patient's health insurance company is billed for provided services. The EMS billing program waives fees incurred by County residents in excess of insurance coverage. EMS fees have remained unchanged since 2011. This initiative increases EMS service fees to align with a FY18 third-party vendor contract increase of \$150,000. In FY19, Internal Audit performed a review of the County's EMS billing program. In the report, [Emergency Medical Services Billing](#), a comparative analysis showed PWC charges lower fees, in most cases, than other jurisdictions compared in Northern Virginia. This initiative also addresses the comparative analysis. The table below summarizes the County's fee increases and the fee structure of nearby jurisdictions.

EMS Billing - PWC and Nearby Jurisdictions						
Service Type	PWC FY20 Adopted	PWC FY21 Adopted	Fairfax County	Arlington County	Loudoun County	City of Alexandria
Advanced Life Support (ALS1)	\$500	\$600	\$650	\$650	\$660	\$500
Advanced Life Support (ALS2)	\$700	\$800	\$800	\$850	\$850	\$675
Basic Life Support (BLS)	\$400	\$500	\$500	\$500	\$467	\$400
Transportation Distance	\$10/mile	\$11/mile	\$12/mile	\$12/mile	\$11/mile	\$10/mile

**b. Service Level Impacts** – Revenue generated by this initiative will be used to fund the ongoing and increasing costs of standardized EMS equipment including cardiac monitors/defibrillators, stretchers, and stairchairs in medic units.

## 4. Use of Fire Levy Fund Balance Initiatives – Station/Company Operating Services

Expenditure	\$5,040,810
Use of Fund Balance (Fire Levy)	\$5,040,810
General Fund Impact	\$0
FTE Positions	0.00

- a. Description** – A total use of \$5.04 million of fire levy fund balance will be used to fund \$3.84 million for apparatus/vehicle replacements, \$1.15 million for station improvements and equipment, and \$0.05 million for marquee signage maintenance and replacement. The detailed use of fund balance in the FY2021 Budget is as follows:

FY2021 Use of Fund Balance Summary			
Antioch—Kitchen Repairs	\$50,000	OWL—Fire Hose Standardization	\$84,000
Antioch—Marquee Signage	\$50,000	OWL—Public Restroom Renovation	\$125,000
Coles—Battery Powered Vehicle Extrication Equipment	\$80,000	OWL—Replace Diesel Fuel Tank	\$35,000
Coles—Engine 560B Replacement	\$750,000	OWL—Replace Generator	\$75,000
Coles—Rescue 506 Replacement	\$1,000,000	River Oaks—Parking Lot Paving	\$92,810
Dale City—Ambulance Replacement	\$285,000	Stonewall Jackson—Locker Room Renovation	\$150,000
Dumfries-Triangle—Heavy Maintenance Vehicle Replacement	\$80,000	Stonewall Jackson—Concrete Pad Replacement	\$125,000
Evergreen—Ramp Repair	\$100,000	Systemwide Capital—F&R Medic 512 Replacement	\$325,000
Evergreen—Tanker Replacement	\$750,000	Systemwide Capital—F&R Medic 517 Replacement	\$325,000
Gainesville—Ramp and Bay Floor Maintenance	\$150,000	Systemwide Capital—F&R Medic 524B Replacement	\$325,000
OWL—Air Duct Cleaning	\$84,000	<b>FY2021 Total Use of Fund Balance</b>	<b>\$5,040,810</b>

## B. Budget Reduction

### 1. 800MHz Radio Replacement Fund Transfer Reduction – Fire Operations and Systems Support

Expenditure	(\$553,603)
Revenue	\$0
General Fund Impact	(\$553,603)
FTE Positions	0.00

- a. Description** – Due to the financial impacts of COVID-19, there will be a one-time operating budget reduction and subsequent transfer reduction to the 800MHz Replacement Fund in the County's Capital Projects Fund for the Police Department, Department of Fire & Rescue, Sheriff's Office, and the Public Safety Communications Center. The one-time reduction for Fire & Rescue is \$553,603.
- b. Service Level Impacts** – Existing service levels are maintained.

# Fire & Rescue

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less	53%	39%	48%	55%	50%
Fire and Emergency Medical responders provide high quality service	97%	98%	97%	97%	97%
Fire and Emergency Medical responders are professional	96%	99%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Emergency Response</b>	<b>\$70,467</b>	<b>\$83,202</b>	<b>\$91,981</b>	<b>\$102,407</b>	<b>\$104,055</b>
Fire responses (systemwide)	22,345	22,272	22,020	23,000	22,500
EMS responses (systemwide)	64,638	63,138	69,081	65,000	70,000
Patients transported	19,930	20,515	21,794	21,000	22,000
<b>Emergency Medical Services Administration</b>	<b>\$5,683</b>	<b>\$5,668</b>	<b>\$5,706</b>	<b>\$5,297</b>	<b>\$5,318</b>
Uniform FTEs with ALS certification	39%	32%	35%	32%	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 Deputy and Assistant Fire & Rescue Chiefs, Executive Officer to the Chief and Operational Medical Director. In addition, the Fire & Rescue Chief is chief of the PWCFRS and, with advice and counsel from the PWCFRS Executive Committee, determines policy, procedures, and implementation for all fire, rescue, and medical service operations.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Advanced Life Support responses to all ALS emergencies in 8 minutes or less	85%	86%	85%	90%	90%
Basic Life Support (BLS) responses in 4 minutes or less (systemwide)	54%	54%	49%	60%	60%
Fire suppression unit on scene (fire only) in 4 minutes or less (systemwide)	40%	40%	39%	50%	50%

# Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Leadership and Management Oversight</b>	<b>\$1,329</b>	<b>\$1,418</b>	<b>\$1,540</b>	<b>\$1,545</b>	<b>\$1,468</b>
Volunteer members	568	607	610	750	750
Fire incidents (systemwide)	8,070	9,069	8,619	9,500	9,000
EMS incidents (systemwide)	29,532	29,730	30,922	30,000	31,000
Hazmat incidents	72	65	74	85	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Fire related injuries per 100,000 population	5	12	2	5	5
Inspections conducted on day requested	100%	100%	100%	97%	97%
Fire protection plan approval on first review	90%	83%	85%	81%	81%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Fire Marshal's Office</b>	<b>\$3,652</b>	<b>\$3,900</b>	<b>\$4,078</b>	<b>\$4,018</b>	<b>\$4,424</b>
Inspections conducted by code compliance inspectors	1,971	6,734	6,298	5,500	6,250
Operational use permits issued	557	608	533	550	550
Investigations (includes fire, hazmat, environmental and explosives)	180	220	334	200	220
<b>Community Relations</b>	<b>\$204</b>	<b>\$167</b>	<b>\$206</b>	<b>\$230</b>	<b>\$236</b>
Public education program participants	31,712	30,612	29,726	28,000	28,000
Child passenger safety seat inspections & education	1,299	842	168	1,000	-
<b>Office of Emergency Management</b>	<b>\$934</b>	<b>\$1,363</b>	<b>\$1,301</b>	<b>\$967</b>	<b>\$939</b>
Complaints investigated	16	9	10	15	10
Training hours for emergency management	2,015	1,052	1,777	2,000	2,000

# Fire & Rescue

## System Support

System Support provides services to internal customers. System Support manages department programs and activities to ensure prompt, efficient, and effective service to the community. This section includes human resources, training, administrative support, health and safety, fleet, facilities, self-contained breathing apparatus, budgeting and accounting, planning and analysis, information technology, logistical support, and communications. Both uniform and non-uniform members staff this section, providing a diverse mix of internal services to the PWCFRS and its members.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Customer satisfaction with Systems Support	95%	86%	84%	90%	90%
Fire & Rescue 911 emergency calls dispatched within 60 seconds	17%	18%	36%	25%	30%
OSHA Recordable Incident Rate among Fire & Rescue employees	9	11	7	7	7
Uniform turnover rate without retirement	6%	6%	7%	5%	5%
Personnel in compliance with FRA uniform rank structure	85%	92%	96%	97%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Human Resources</b>	<b>\$7,709</b>	<b>\$5,775</b>	<b>\$5,984</b>	<b>\$7,831</b>	<b>\$8,405</b>
Students trained (county, volunteers, other jurisdictions)	6,661	4,252	5,029	6,500	6,500
<b>Logistics</b>	<b>\$9,749</b>	<b>\$16,025</b>	<b>\$28,209</b>	<b>\$8,979</b>	<b>\$9,968</b>
Warehouse orders processed	2,281	2,341	3,278	2,500	2,600
Breathing apparatus services conducted	3,853	3,917	1,480	2,050	1,250
<b>Administrative Services</b>	<b>\$1,650</b>	<b>\$1,645</b>	<b>\$1,620</b>	<b>\$1,913</b>	<b>\$1,916</b>
<b>Communication and Information Technology</b>	<b>\$8,321</b>	<b>\$8,439</b>	<b>\$8,602</b>	<b>\$9,549</b>	<b>\$9,024</b>
Tasks completed resulting from customer service generated tickets	5,212	2,902	2,537	6,000	3,000
<b>Health and Safety</b>	<b>\$2,012</b>	<b>\$1,934</b>	<b>\$1,969</b>	<b>\$1,799</b>	<b>\$1,725</b>
Work hours lost due to injury	2,900	1,485	1,434	1,200	1,300

## Station/Company Operating Services

The PWCFRS is a combined career/volunteer service. There are eight volunteer Fire & Rescue companies in PWC that operate 16 stations and the Department of Fire & Rescue operates seven stations. All Fire & Rescue company and station operations and facilities are funded in this program which include: eight volunteer Fire & Rescue companies and membership expenses; 22 Fire & Rescue stations and all expenses associated with operating these facilities and maintaining these buildings (insurance, utilities, operations and grounds maintenance, etc.); all PWCFRS emergency response apparatus including insurance, fuel and maintenance (excluding 12 County owned medic units); and all outfitting needs for volunteer Fire & Rescue service providers.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Turn out time in 1 minute or less	34%	40%	56%	50%	60%

# Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Station/Company Support Services*</b>	<b>\$23,115</b>	<b>\$17,544</b>	<b>\$18,238</b>	<b>\$21,920</b>	<b>\$20,783</b>
Gainesville	\$1,575	\$332	\$1,144	\$670	\$820
Coles	\$426	\$413	\$441	\$821	\$2,651
Evergreen	\$1,389	\$519	\$230	\$1,242	\$1,442
Groveton Station (Station 22)	\$0	\$5	\$0	\$0	\$300
River Oaks	\$857	\$505	\$1,283	\$570	\$663
Antioch	\$993	\$531	\$491	\$1,267	\$717
Davis Ford	\$2,171	\$326	\$157	\$1,150	\$500
Buckhall	\$530	\$855	\$565	\$1,248	\$698
Dale City	\$4,008	\$5,485	\$3,757	\$3,839	\$3,749
Dumfries Fire	\$1,896	\$1,430	\$1,464	\$1,498	\$1,494
Dumfries Rescue	\$961	\$530	\$73	\$335	\$335
Lake Jackson	\$731	\$765	\$807	\$716	\$716
Nokesville	\$2,516	\$1,592	\$1,827	\$1,625	\$1,575
OWL	\$3,205	\$2,641	\$4,454	\$4,510	\$3,343
Stonewall Jackson	\$1,275	\$772	\$899	\$1,240	\$1,190
Yorkshire	\$581	\$841	\$645	\$1,188	\$588

\*These amounts include one-time apparatus replacements. Expenditure totals can vary from one fiscal year to the next.

## Public Safety Resilience Program

Promotes resilience in public safety personnel through the provision of behavioral health and wellness promotion, crisis intervention, crisis support, and behavioral health counseling services.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Response to emergency requests for services within one hour	100%	100%	100%	100%	100%

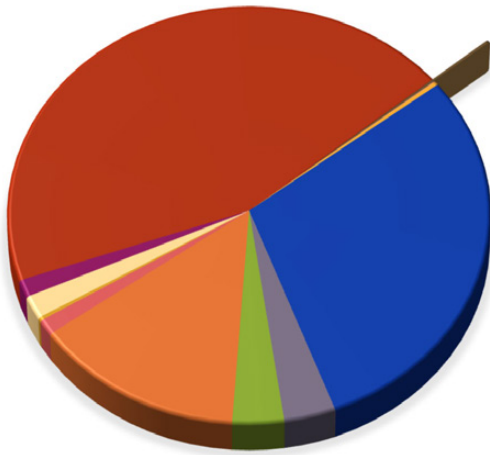
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Public Safety Resilience*</b>	<b>\$0</b>	<b>\$0</b>	<b>\$236</b>	<b>\$677</b>	<b>\$689</b>
Number of behavioral health services provided	651	1,115	1,322	1,000	1,200
24-hr response to non-emergency service requests	99%	100%	100%	90%	90%

\*Public Safety Resilience Program was shifted from Community Services to Fire & Rescue during FY19.

# General District Court

## Mission Statement

The purpose of the General District Court is to process criminal, traffic, and civil cases heard by District Court Judges and to hold preliminary hearings for felonies.



**Public Safety Expenditure Budget:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$763,283**

*0.2% of Public Safety*

### Programs:

- Local Support: \$763,283

## Mandates

Code of Virginia mandates that every county shall provide a courthouse with suitable space and facilities to accommodate the various courts and officials serving the County.

**State Code:** [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land)



# General District Court

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Local Support	\$202,950	\$209,192	\$204,900	\$680,915	\$763,283	12.10%
<b>Total Expenditures</b>	<b>\$202,950</b>	<b>\$209,192</b>	<b>\$204,900</b>	<b>\$680,915</b>	<b>\$763,283</b>	<b>12.10%</b>

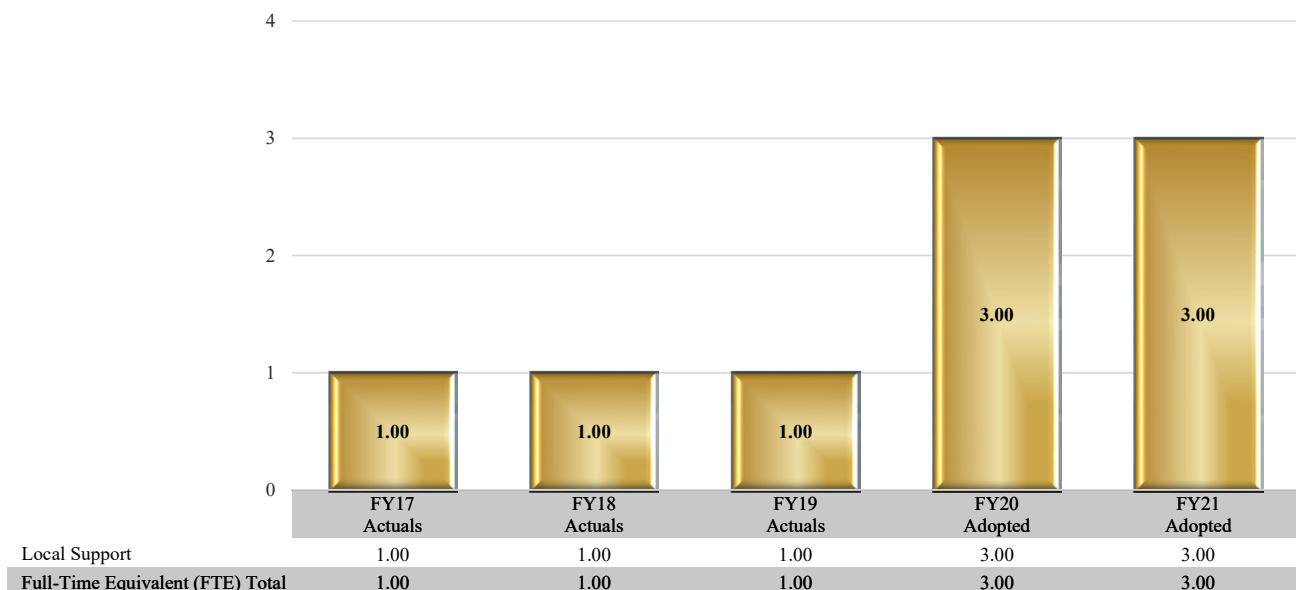
### Expenditure by Classification

Salaries and Benefits	\$63,381	\$65,283	\$54,326	\$181,581	\$545,331	200.32%
Contractual Services	\$53,021	\$37,888	\$49,039	\$240,352	\$112,688	(53.12%)
Internal Services	\$25,572	\$27,967	\$28,013	\$33,800	\$33,800	0.00%
Purchase of Goods & Services	\$52,035	\$56,895	\$66,163	\$210,630	\$56,912	(72.98%)
Leases & Rentals	\$8,941	\$21,160	\$7,360	\$14,552	\$14,552	0.00%
<b>Total Expenditures</b>	<b>\$202,950</b>	<b>\$209,192</b>	<b>\$204,900</b>	<b>\$680,915</b>	<b>\$763,283</b>	<b>12.10%</b>

### Funding Sources

Fines & Forfeitures	\$2,055,827	\$2,229,832	\$2,504,725	\$2,327,430	\$2,327,430	0.00%
Use of Money & Property	\$35,809	\$29,176	\$36,242	\$17,000	\$17,000	0.00%
Charges for Services	\$42,822	\$30,609	\$30,924	\$25,500	\$25,500	0.00%
Revenue from Commonwealth	\$24,458	\$24,941	\$31,386	\$23,000	\$23,000	0.00%
<b>Total Designated Funding Sources</b>	<b>\$2,158,916</b>	<b>\$2,314,559</b>	<b>\$2,603,276</b>	<b>\$2,392,930</b>	<b>\$2,392,930</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>(\$1,955,966)</b>	<b>(\$2,105,366)</b>	<b>(\$2,398,376)</b>	<b>(\$1,712,015)</b>	<b>(\$1,629,647)</b>	<b>(4.81%)</b>
<b>Net General Tax Support</b>	<b>(963.77%)</b>	<b>(1,006.43%)</b>	<b>(1,170.51%)</b>	<b>(251.43%)</b>	<b>(213.50%)</b>	

## Staff History by Program



# General District Court

## General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-Time Costs from General District Court** – A total of \$281,382 has been removed from the General District Court budget for one-time costs associated with the addition of 2.00 FTEs in FY20 and renovations to office space.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Public Defenders Office – Local Support Program

Expenditure	\$350,000
Revenue	\$0
General Fund Impact	\$350,000
FTE Positions	0

- a. Description** – The Commonwealth’s approved budget includes \$2.7 million to fund a Public Defenders Office in PWC. The new office will consist of 24 attorneys and 11 administrative staff, with base salary and benefits costs funded by the state. This provision in the budget is sufficient to provide a 15% local salary supplement of \$350,000 to recruit and retain staff consistent with surrounding Northern Virginia jurisdictions.
- b. Service Level Impacts** – There are no service level impacts.

# General District Court

## Program Summary

### Local Support Program

There is a General District Court in each city and county in Virginia. The General District Court handles traffic violations, hears minor criminal cases known as misdemeanors, and conducts preliminary hearings for more serious criminal cases called felonies. General District Courts have exclusive authority to hear civil cases with claims of \$4,500 or less and share authority with the circuit courts to hear cases with claims between \$4,500 and \$25,000. Examples of civil cases are landlord and tenant disputes, contract disputes, and personal injury actions. All General District Court personnel are state employees with the exception of three locally funded positions.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Traffic, criminal, and civil cases	109,145	117,330	124,677	141,960	131,825
Final judgments	59,308	62,039	66,317	65,520	69,335
Waived/Removed	40,728	45,152	47,389	55,506	49,451
Cases concluded	108,394	116,781	124,254	131,700	131,060
Cases concluded - %	92%	92%	100%	92%	99%

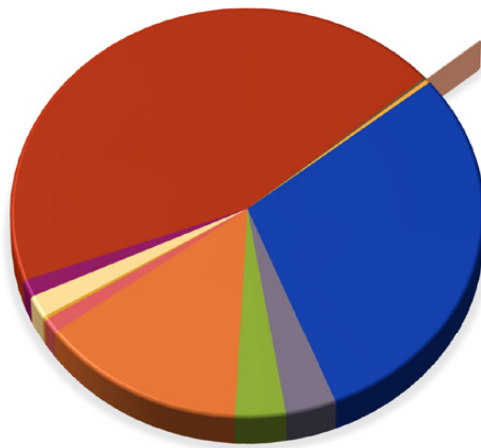
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Traffic and Criminal Case Management</b>	<b>\$202</b>	<b>\$208</b>	<b>\$203</b>	<b>\$679</b>	<b>\$411</b>
Traffic and criminal cases processed	81,080	87,970	93,266	95,870	97,954
<b>Civil Case Management</b>	<b>\$1</b>	<b>\$2</b>	<b>\$2</b>	<b>\$2</b>	<b>\$352</b>
Civil cases processed	28,065	29,360	31,411	29,266	33,871

# 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:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$249,643**

*0.1% of Public Safety*

### Programs:

- Local Support: \$249,643

## Mandates

The Code of Virginia mandates that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

**State Code:** [15.2-1638](#), (County or city governing body to provide courthouse, clerk’s office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land)

# Juvenile & Domestic Relations Court

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Local Support Program	\$95,006	\$93,804	\$89,334	\$420,361	\$249,643	(40.61%)
<b>Total Expenditures</b>	<b>\$95,006</b>	<b>\$93,804</b>	<b>\$89,334</b>	<b>\$420,361</b>	<b>\$249,643</b>	<b>(40.61%)</b>

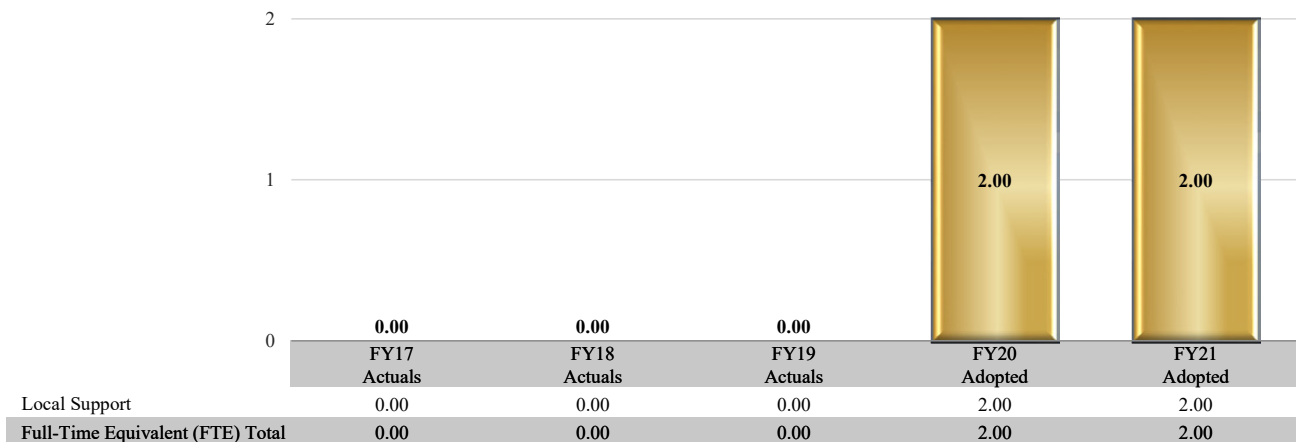
### Expenditure by Classification

Salaries and Benefits	\$0	\$0	\$0	\$111,932	\$134,305	19.99%
Contractual Services	\$13,335	\$15,770	\$12,740	\$149,812	\$10,939	(92.70%)
Internal Services	\$22,421	\$24,089	\$24,089	\$30,299	\$30,299	0.00%
Purchase of Goods & Services	\$33,274	\$36,843	\$36,538	\$109,318	\$55,100	(49.60%)
Capital Outlay	\$7,791	\$0	\$0	\$0	\$0	-
Leases & Rentals	\$18,185	\$17,102	\$15,966	\$19,000	\$19,000	0.00%
<b>Total Expenditures</b>	<b>\$95,006</b>	<b>\$93,804</b>	<b>\$89,334</b>	<b>\$420,361</b>	<b>\$249,643</b>	<b>(40.61%)</b>

### Funding Sources

Fines & Forfeitures	\$31,992	\$30,306	\$37,151	\$59,582	\$59,582	0.00%
Use of Money & Property	\$876	\$1,135	\$1,228	\$731	\$731	0.00%
Charges for Services	\$698	\$692	\$1,785	\$0	\$0	-
Revenue from Commonwealth	\$20,000	\$20,000	\$20,000	\$21,204	\$21,204	0.00%
<b>Total Designated Funding Sources</b>	<b>\$53,566</b>	<b>\$52,133</b>	<b>\$60,164</b>	<b>\$81,517</b>	<b>\$81,517</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>\$41,440</b>	<b>\$41,671</b>	<b>\$29,170</b>	<b>\$338,844</b>	<b>\$168,126</b>	<b>(50.38%)</b>
<b>Net General Tax Support</b>	<b>43.62%</b>	<b>44.42%</b>	<b>32.65%</b>	<b>80.61%</b>	<b>67.35%</b>	

## Staff History by Program



# Juvenile & Domestic Relations Court

## General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-Time Costs from Juvenile Domestic Relations Court (JDRC)** – A total of \$193,091 has been removed from the JDRC budget for one-time costs associated with the addition of 2.00 FTEs in FY20 and renovations to office space.

## Program Summary

### Local Support Program

There is a 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.

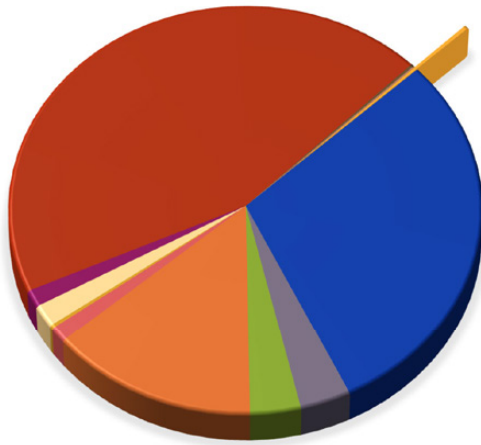
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Juvenile cases concluded from prior years	11,741	10,273	10,088	11,193	10,701
Adult cases concluded from prior years	9,274	8,225	9,188	8,867	8,896

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Juvenile Court Case Management</b>	<b>\$66</b>	<b>\$65</b>	<b>\$68</b>	<b>\$387</b>	<b>\$216</b>
New juvenile cases	11,233	10,067	9,885	10,750	10,395
Juvenile cases continued from prior years	20,578	16,684	17,600	19,421	18,287
<b>Adult Court Case Management</b>	<b>\$29</b>	<b>\$28</b>	<b>\$22</b>	<b>\$33</b>	<b>\$33</b>
New adult cases	8,313	7,543	8,815	8,169	8,224
Adult cases continued from prior years	16,685	15,159	18,205	16,372	16,683

# Juvenile Court Service Unit

## Mission Statement

The Juvenile Court Service Unit protects the public by preparing court-involved youth to be successful citizens.



**Public Safety Expenditure Budget:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$1,079,621**

*0.3% of Public Safety*

### Programs:

- Intake Services: \$35,413
- Standard Supervision: \$142,823
- Intensive Supervision: \$654,937
- Dispute Resolution Services: \$246,448

## Mandates

Prince William County operates under a state mandate to provide intake services and standard supervision to juveniles placed on probation and parole. The Juvenile Court Service Unit provides these mandated services.

**State Code:** [16.1-234](#) (Duties of Department; provision of quarters, utilities, and office equipment to court service unit), [16.1-235](#) (How probation, parole and related court services provided), [16.1-235.1](#) (Provision of court services; replacement intake officers), [16.1-237](#) (Powers, duties and functions of probation and parole officers), [16.1-255](#) (Limitation on issuance of detention orders for juveniles; appearance by juvenile), [16.1-260](#) (Intake; petition; investigation)



# Juvenile Court Service Unit

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Intake Services	\$23,306	\$25,030	\$77,885	\$35,413	\$35,413	0.00%
Standard Supervision	\$145,501	\$150,969	\$131,932	\$150,250	\$142,823	(4.94%)
Intensive Supervision	\$489,234	\$532,284	\$452,249	\$600,683	\$654,937	9.03%
Dispute Resolution Services	\$180,892	\$181,495	\$221,856	\$225,595	\$246,448	9.24%
<b>Total Expenditures</b>	<b>\$838,933</b>	<b>\$889,778</b>	<b>\$883,921</b>	<b>\$1,011,941</b>	<b>\$1,079,621</b>	<b>6.69%</b>

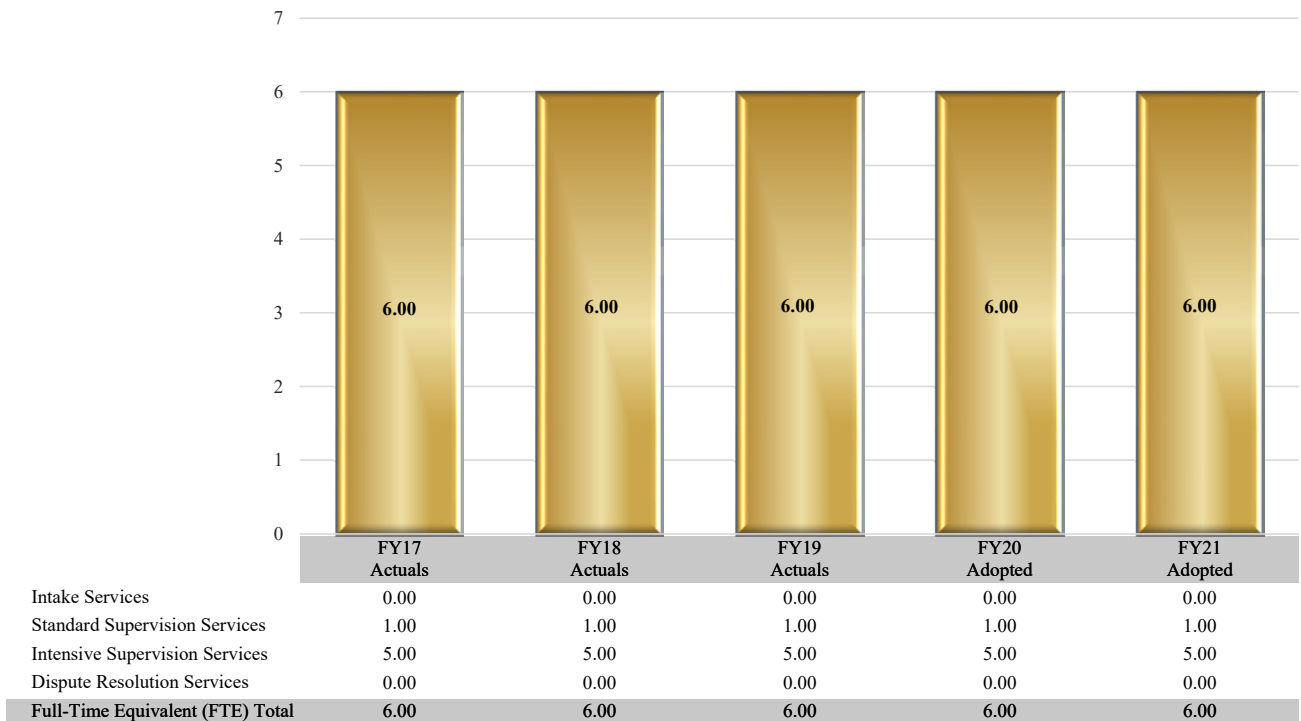
### Expenditure by Classification

Salaries and Benefits	\$559,764	\$601,981	\$489,143	\$584,468	\$631,295	8.01%
Contractual Services	\$181,981	\$180,999	\$284,297	\$223,421	\$236,332	5.78%
Internal Services	\$86,853	\$94,729	\$95,152	\$81,404	\$81,404	0.00%
Purchase of Goods & Services	\$8,853	\$10,586	\$14,094	\$121,066	\$129,008	6.56%
Leases & Rentals	\$1,482	\$1,482	\$1,236	\$1,582	\$1,582	0.00%
<b>Total Expenditures</b>	<b>\$838,933</b>	<b>\$889,778</b>	<b>\$883,921</b>	<b>\$1,011,941</b>	<b>\$1,079,621</b>	<b>6.69%</b>

### Funding Sources

Revenue from Commonwealth	\$5,635	\$4,738	\$4,008	\$5,264	\$0	(100.00%)
<b>Total Designated Funding Sources</b>	<b>\$5,635</b>	<b>\$4,738</b>	<b>\$4,008</b>	<b>\$5,264</b>	<b>\$0</b>	<b>(100.00%)</b>
<b>Net General Tax Support</b>	<b>\$833,298</b>	<b>\$885,039</b>	<b>\$879,913</b>	<b>\$1,006,677</b>	<b>\$1,079,621</b>	<b>7.25%</b>
<b>Net General Tax Support</b>	<b>99.33%</b>	<b>99.47%</b>	<b>99.55%</b>	<b>99.48%</b>	<b>100.00%</b>	

## Staff History by Program



# Juvenile Court Service Unit

## Future Outlook

**Department of Juvenile Justice Transformation** – The Juvenile Court Service Unit (JCSU) will be implementing the Standardized Disposition Matrix, a data-driven tool to help make fair and objective dispositional recommendations based on the youth’s risk-level and offense severity. This ensures the most intense interventions are reserved for youth with the highest risk of future delinquency and ensures low-risk youth are diverted or receive alternative dispositions, which do not require probation or formal court involvement. Additionally, youth with similar characteristics will experience similar and appropriate decisions regarding their case dispositions. Caseload sizes continue to decrease keeping low-risk youth out of the system focusing supervision and resources on the moderate to high-risk youth.

**Racial and Ethnic Disparities** – The Department of Juvenile Justice (DJJ) is working to address the problem of racial and ethnic disparities (REDs) and, in particular, the disparate and disproportionately high number of African American youth in the system. Efforts in the coming year will focus on the DJJ Equity Work Group ensuring state and local stakeholders have a shared understanding of REDs and effective strategies for eliminating disparities.

**Northern Virginia Regional Gang Task Force (NVRGTF) Intervention, Prevention, Education** – NVRGTF is focusing on initiatives to address human trafficking of at-risk youth in conjunction with the PWC Human Trafficking Task Force. The local Gang Response Intervention Team (GRIT) Coordinators in the Northern Region and the Intervention, Prevention and Education programming by Northern Virginia Family Service are working with community partners to continue to ensure gang involved youth, and youth at risk for gang involvement, have increased abilities to resist the destructiveness of gang involvement.

**Truancy and Juvenile Recidivism** – Truancy continues to be a major emphasis of JCSU as youth not attending schools have a greater chance of becoming involved in delinquent activities. The JCSU, in conjunction with a truancy intervention component offered by the Office of Dispute Resolution Services, has expanded its truancy initiative by working closely with the school districts to divert youth from the court system to resources offered by the schools and the JCSU.

## General Overview

- A. **Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.

# Juvenile Court Service Unit

## Budget Initiatives

### A. Budget Initiatives

#### 1. Contractual Funds Increase for Restorative Justice – Dispute Resolution Services

Expenditure	\$12,911
Revenue	\$0
General Fund Impact	\$12,911
FTE Positions	0.00

a. **Description** – This initiative provides funding for \$12,911 in contractual escalation costs. Piedmont Dispute Resolution Center (PDRC) provides two crucial services for JCSU. PDRC performs mediation services for custody, visitation, child and spousal support, and restorative justice programming referred from Juvenile & Domestic Relations and General District Courts. Restorative Justice helps young offenders take responsibility for their detrimental actions and repair the harm caused to victims and the community. This increase supports the Wellbeing and Safe and Secure Community Strategic Goals by addressing truancy and juvenile recidivism. Without an increase in funding many mediation and restorative justice cases would return to the courts.

#### b. Service Level Impacts –

▪ **Disputes referred to mediation that are resolved without further court action**

<i>FY21 w/o Addition</i>	0%
<i>FY21 w/ Addition</i>	72%

▪ **Cases removed from the court docket due to mediation**

<i>FY21 w/o Addition</i>	0
<i>FY21 w/ Addition</i>	1,175

▪ **Youth not re-offending within one year of program participation**

<i>FY21 w/o Addition</i>	0%
<i>FY21 w/ Addition</i>	92%

## Program Summary

### Intake Services

Intake Services provides state mandated processing of domestic relations civil complaints to include child support, custody and visitation, family abuse protective orders, child abuse and neglect, termination of parental rights, visitation rights, paternity, and emancipation. ACTS/Turning Points provides support and services to clients seeking protective orders assisting with the court process. Juveniles accused of committing offenses are processed for formal court action or provided diversion. First-time offenders and juveniles with truancy issues are referred to other community resources or the Restorative Justice Program with Dispute Resolution Services when appropriate. Electronic Monitoring Services are offered as an enhancement for probation supervision services and a less restrictive alternative to juvenile detention.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Delinquent first time offenders diverted from court	49%	59%	40%	48%	49%
Technical probation violations requiring secure detention orders	35%	29%	31%	33%	32%

# Juvenile Court Service Unit

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Intake</b>	<b>\$23</b>	<b>\$20</b>	<b>\$78</b>	<b>\$25</b>	<b>\$25</b>
Cases processed through Intake Services	8,527	7,799	7,610	8,502	7,978
<b>Electronic Monitoring</b>	<b>\$1</b>	<b>\$5</b>	<b>\$0</b>	<b>\$11</b>	<b>\$11</b>
Youth placed on electronic monitoring	216	216	189	201	207
Days of electronic monitoring supervision provided	3,478	3,124	2,942	3,029	3,181

## Standard Supervision Services

Standard Supervision Services provides state mandated community supervision to juveniles placed on probation by the Juvenile Court or released on parole from a juvenile correctional facility. Enforces probation or parole rules and orders of the court by imposing informal sanctions or taking court action. Collaborates with community agencies, schools, and correctional center staff to develop and manage supervision plans for juveniles to prepare them to be successful citizens. Coordinates gang intervention and prevention programs through the local GRIT. Links service needs gang prevention and intervention resources by providing gang awareness and prevention education for the community.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Youth not re-offending within two years of release from program	70%	74%	72%	73%	72%
Parents and youth satisfied with service	96%	79%	94%	92%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Standard Supervision</b>	<b>\$40</b>	<b>\$45</b>	<b>\$47</b>	<b>\$38</b>	<b>\$38</b>
Juveniles supervised monthly	480	401	341	463	407
Supervision caseload per FTE	27	23	21	26	24
<b>GRIT</b>	<b>\$105</b>	<b>\$106</b>	<b>\$85</b>	<b>\$112</b>	<b>\$105</b>
GRIT community presentations	24	13	10	22	22

## Intensive Supervision Services

Intensive Supervision Services provides community based juvenile probation supervision serving high-risk and serious offenders who require more supervision contacts than those provided by Standard Supervision Services. Intensive Supervision Officers provide crisis intervention, life skills, networking of services, utilization of community-based services, monitoring, and numerous weekly supervision contacts with these high-risk youth, their families, and service providers to ensure compliance with laws, court orders, and crucial services. Intensive Supervision enhances public safety by reducing new criminal offenses by high-risk court involved youth by reducing their risk to re-offend allowing their return to Standard Supervision Services or release from probation.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Youth not re-offending while on Intensive Supervision Services	88%	86%	88%	86%	87%
Youth not re-offending within one year of discharge	83%	85%	79%	84%	82%

# Juvenile Court Service Unit

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Intensive Supervision</b>	<b>\$489</b>	<b>\$532</b>	<b>\$452</b>	<b>\$601</b>	<b>\$655</b>
Juveniles served annually	136	141	153	140	143
Contacts monthly	506	597	490	526	531

## Dispute Resolution Services

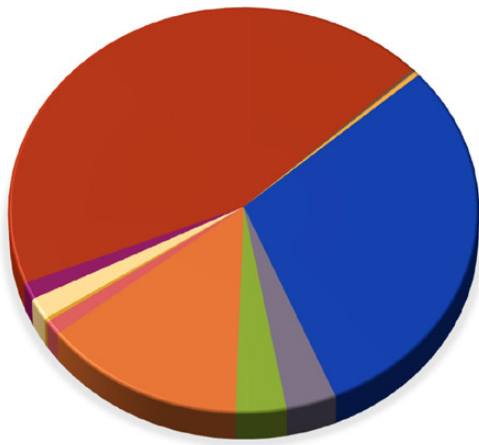
Mediation services assist adults in court cases involving child custody, visitation, child and spousal support, landlord tenant, and consumer merchant issues to resolve their disputes prior to a court hearing, thus reducing court dockets. Restorative Justice Services hold first-time juvenile offenders accountable for their wrongdoing through victim impact classes and face-to-face conferences attended by their families and victims. Restorative Justice Services also offer a truancy intervention program for cases referred by Intake Services and the Juvenile Court.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Disputes referred to mediation that are resolved without further court action	74%	71%	70%	73%	72%
Cases removed from the court docket due to mediation	1,279	1,132	1,114	1,303	1,175
Youth not re-offending within one year of program participation	94%	89%	93%	91%	92%
Youth not receiving a new petition for truancy after program participation	-	-	60%	-	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Dispute Resolution</b>	<b>\$181</b>	<b>\$181</b>	<b>\$222</b>	<b>\$226</b>	<b>\$246</b>
Court petitions referred	3,129	2,565	2,778	3,128	2,824
Mediations conducted	842	818	770	896	810
Juveniles referred	65	64	144	300	200
Juveniles attending Victim Impact Program classes	51	53	109	78	160
Restorative Justice conferences conducted	13	18	12	27	24
Truancy conferences conducted	-	-	10	-	20

## 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, Haymarket, Occoquan, and Quantico on a 24-hour per day, 365 days per year basis.



**Public Safety Expenditure Budget:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$113,899**

*0.03% of Public Safety*

### Programs:

- Local Support: \$113,899

## Mandates

The Code of Virginia mandates that there will be as many magistrates as are necessary for the effective administration of justice. Magistrate positions are authorized by the state Committee on District Courts. The County shall also provide all furniture and other equipment necessary for the efficient operation of the office.

**State Code:** [19.2-34](#) (Number of magistrates), [19.2-48.1](#) (Quarters for magistrates), [16.1-69.33](#) (Committee on District Courts)



## Expenditure and Revenue Summary

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
<b>Expenditure by Program</b>						
Local Support	\$125,654	\$112,647	\$110,463	\$115,667	\$113,899	(1.53%)
<b>Total Expenditures</b>	<b>\$125,654</b>	<b>\$112,647</b>	<b>\$110,463</b>	<b>\$115,667</b>	<b>\$113,899</b>	<b>(1.53%)</b>

### Expenditure by Classification

Salaries and Benefits	\$104,349	\$88,732	\$88,732	\$90,500	\$88,732	(1.95%)
Contractual Services	\$0	\$0	\$0	\$1,250	\$1,250	0.00%
Internal Services	\$13,415	\$15,353	\$15,353	\$15,353	\$15,353	0.00%
Purchase of Goods & Services	\$5,680	\$6,288	\$3,863	\$7,162	\$7,162	0.00%
Leases & Rentals	\$1,860	\$2,275	\$2,516	\$1,402	\$1,402	0.00%
Debt Maintenance	\$348	\$0	\$0	\$0	\$0	-
<b>Total Expenditures</b>	<b>\$125,654</b>	<b>\$112,647</b>	<b>\$110,463</b>	<b>\$115,667</b>	<b>\$113,899</b>	<b>(1.53%)</b>
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Net General Tax Support</b>	<b>\$125,654</b>	<b>\$112,647</b>	<b>\$110,463</b>	<b>\$115,667</b>	<b>\$113,899</b>	<b>(1.53%)</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

## Program Summary

### Local Support

Magistrates are independent judicial officers who work directly for the Supreme Court of Virginia, Office of the Executive Secretary. The principal function of the magistrate is to provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the general public. Magistrate duties include issuing various types of processes such as arrest warrants, summonses, bonds, search warrants, and medical detention orders. Magistrates also conduct bail hearings in instances in which an individual is arrested on a warrant charging him or her with a criminal offense. Magistrates provide services 24-hours per day, 365 days per year to Prince William County, the Cities of Manassas and Manassas Park, and the Towns of Dumfries, Haymarket, Occoquan, and Quantico.

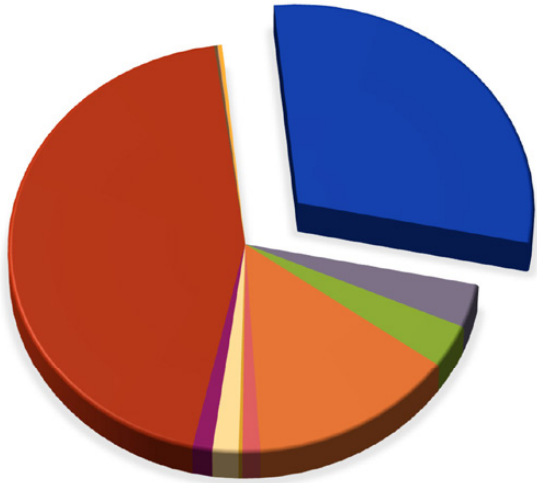
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Cost per criminal process handled	\$2.66	\$2.53	\$2.58	\$2.57	\$2.56
Total criminal processes administered per Magistrate	3,376	3,175	2,523	3,214	2,618

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Magistrates Services</b>	<b>\$126</b>	<b>\$113</b>	<b>\$110</b>	<b>\$116</b>	<b>\$114</b>
Total criminal processes handled	47,271	44,446	42,889	45,000	44,500



## Mission Statement

The Police Department will enhance the quality of life by providing police services through shared responsibility with the public.



**Expenditure Budget:**  
**\$113,382,946**

*29.8% of Public Safety*

### Programs:

- Office of the Chief: \$5,433,086
- Support Services: \$20,910,668
- Operations: \$56,664,178
- Criminal Investigations: \$20,993,377
- Financial & Technical Services: \$9,381,637

**Public Safety Expenditure Budget:**  
**\$381,017,218**

## Mandates

Public safety in Virginia counties is mandated through the Sheriff's Office. Counties can choose through local referendum to establish a county police department. The Prince William County Police Department was authorized by County residents through general referendum in 1969 and was established as a department in the County government in July 1970. State code mandates that a local advisory board be created with the enactment of a local towing ordinance ([Code of Virginia 46.2-1233.2](#)). The Police Department serves as the liaison to this board.

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

**State Code:** [3.2-6546](#) (County or City Public Animal Shelters; Confinement and Disposition of Animals), [3.2-6542](#) (Establishment of Dangerous Dog Registry)

**County Code:** [Chapter 2](#) (Police Auxiliary), [Chapter 2.5](#) (Alarm Systems), [Chapter 3](#) (Amusements), [Chapter 4](#) (Animals and Fowl), [Chapter 12](#) (Massage Establishments), [Chapter 13](#) (Motor Vehicles and Traffic), [Chapter 14](#) (Noise), [Chapter 16](#) (Miscellaneous Offenses), [Chapter 18](#) (Peddlers, Solicitors and Itinerant Vendors), [Chapter 19](#) (Personnel), [Chapter 20](#) (Police), [Chapter 20.5](#) (Precious Metals Dealers), [Chapter 27](#) (Taxicabs)

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Office of the Chief	\$4,770,966	\$5,567,309	\$6,369,486	\$5,307,434	\$5,433,086	2.37%
Support Services	\$21,984,744	\$21,566,787	\$21,625,916	\$20,127,341	\$20,910,668	3.89%
Operations	\$43,503,829	\$48,441,642	\$53,353,579	\$59,180,142	\$56,664,178	(4.25%)
Criminal Investigations	\$18,112,669	\$19,047,868	\$20,965,347	\$20,212,951	\$20,993,377	3.86%
Financial & Technical Services	\$8,553,889	\$8,380,559	\$8,446,317	\$9,343,800	\$9,381,637	0.40%
<b>Total Expenditures</b>	<b>\$96,926,097</b>	<b>\$103,004,164</b>	<b>\$110,760,644</b>	<b>\$114,171,668</b>	<b>\$113,382,946</b>	<b>(0.69%)</b>

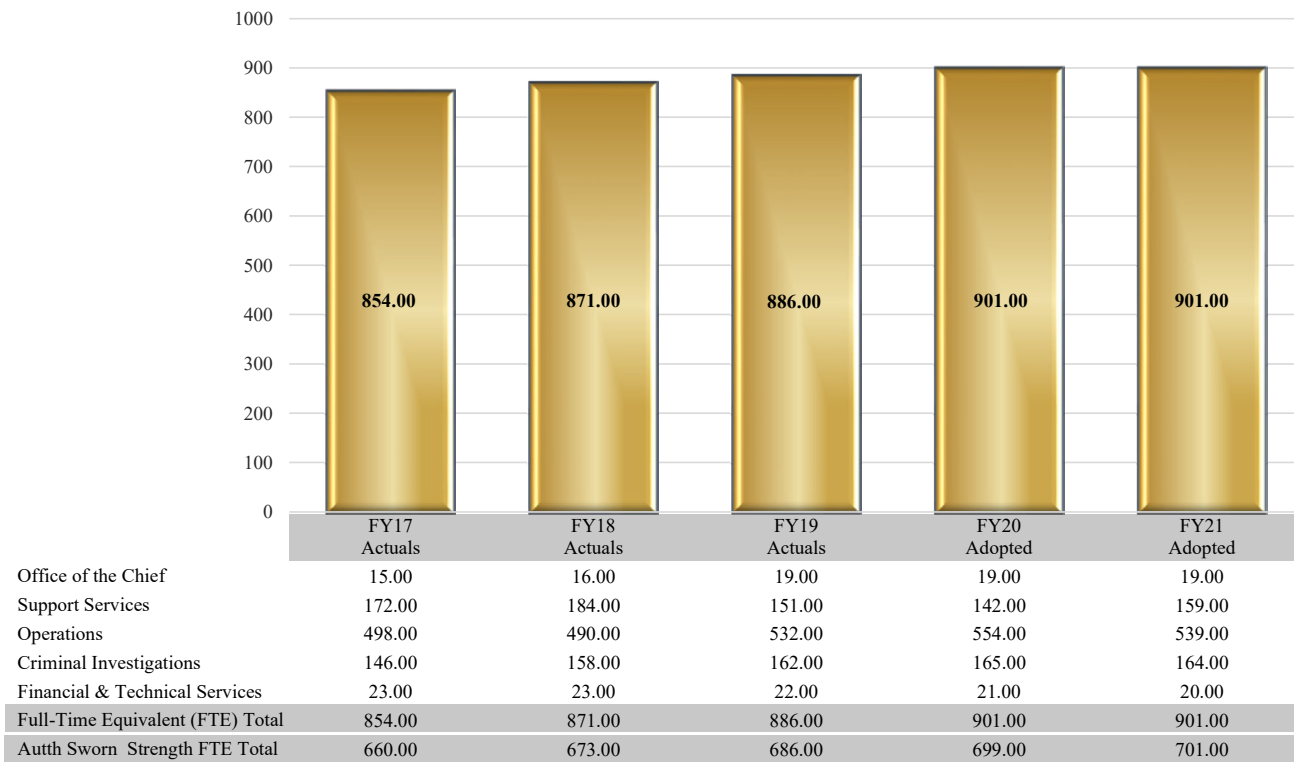
## Expenditure by Classification

Salaries and Benefits	\$78,118,096	\$83,155,147	\$89,422,479	\$93,295,394	\$93,704,196	0.44%
Contractual Services	\$1,786,816	\$1,345,704	\$1,331,636	\$1,695,164	\$1,813,007	6.95%
Internal Services	\$11,044,686	\$12,062,295	\$13,052,455	\$11,509,802	\$11,092,382	(3.63%)
Purchase of Goods & Services	\$4,795,177	\$4,367,056	\$4,345,830	\$5,307,310	\$4,810,538	(9.36%)
Capital Outlay	\$263,673	\$1,112,897	\$1,145,629	\$1,415,429	\$903,533	(36.17%)
Leases & Rentals	\$468,648	\$557,035	\$567,187	\$554,540	\$559,290	0.86%
Amortization Parent	\$0	\$0	\$1,400	\$0	\$0	-
Transfers Out	\$449,002	\$404,029	\$894,029	\$394,029	\$500,000	26.89%
<b>Total Expenditures</b>	<b>\$96,926,097</b>	<b>\$103,004,164</b>	<b>\$110,760,644</b>	<b>\$114,171,668</b>	<b>\$113,382,946</b>	<b>(0.69%)</b>

## Funding Sources

Revenue from Federal Government	\$261,087	\$261,286	\$694,893	\$0	\$0	-
Permits & Fees	\$349,817	\$368,617	\$326,000	\$315,940	\$315,940	0.00%
Fines & Forfeitures	\$605,356	\$731,874	\$825,518	\$697,259	\$997,259	43.03%
Use of Money & Property	\$7,034	\$5,427	\$6,926	\$6,000	\$6,000	0.00%
Revenue from Other Localities	\$26,065	\$8,210	\$5,680	\$50,000	\$50,000	0.00%
Miscellaneous Revenue	\$121,162	\$92,979	\$168,291	\$206,200	\$206,200	0.00%
Charges for Services	\$754,036	\$748,262	\$846,020	\$717,286	\$717,286	0.00%
Revenue from Commonwealth	\$9,799,763	\$10,085,381	\$10,147,604	\$10,155,840	\$10,155,840	0.00%
Transfers In	\$54,973	\$10,000	\$0	\$0	\$0	-
<b>Total Designated Funding Sources</b>	<b>\$11,979,292</b>	<b>\$12,312,037</b>	<b>\$13,020,933</b>	<b>\$12,148,525</b>	<b>\$12,448,525</b>	<b>2.47%</b>
<b>Net General Tax Support</b>	<b>\$84,946,805</b>	<b>\$90,692,127</b>	<b>\$97,739,711</b>	<b>\$102,023,143</b>	<b>\$100,934,421</b>	<b>(1.07%)</b>
<b>Net General Tax Support</b>	<b>87.64%</b>	<b>88.05%</b>	<b>88.24%</b>	<b>89.36%</b>	<b>89.02%</b>	

## Staff History by Program



## 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 with our community outreach programs and maintaining the public trust in partnership with a growing and diverse county. In an effort to maintain a culture of transparency and accountability, the Police Department established a Citizen Advisory Board (CAB) and Body-Worn Camera (BWC) program. The mission of the CAB is to enhance trust, communication and collaboration between the community and the Police Department in order to increase knowledge and understanding. Body-Worn Cameras (BWCs), coupled with training, policies and procedures reflective of community values, are also mechanisms for maintaining trust, transparency, and accountability. These initiatives have assisted in facilitating a 92% satisfaction rating for the Police Department within the County.

Other key issues for the Police Department include:

**Greater Department Diversity** – As diversity in the community has increased, the Police Department has strived to improve its promotional, recruitment, and hiring practices to increase the diversity of its employees. Ongoing review of best practices regarding hiring and recruiting continues. It should be noted, based on the 2018 Community Survey, 88% of residents generally believe the Police Department treats residents fairly, regardless of race, gender or ethnic/national origin.

**National/Regional Trends** – Ongoing national and regional attention is being focused on active violence incidents, school violence, homeland security, cyber-crimes, drug trafficking, criminal gangs, violent crime, mental health calls for service, traffic safety, and overdose deaths. Accordingly, there are increased expectations and demands for police services and resources to include staffing, training facilities, equipment, and technology.

## General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-time Costs** – A total of \$1,027,941 has been removed from the Police Department's FY2021 Budget for one-time costs associated with non-recurring expenses (vehicles, equipment, and supplies) for 13 sworn officers added in the FY20 budget.
- C. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation decreased the Police Department's FY2021 Budget by \$481,180. This is a reallocation of the existing fleet maintenance budget. The County's overall budget for fleet maintenance did not change.
- D. Position Shifts from Police to Public Safety Communications** – Three FTE were shifted from the Police Department to the Public Safety Communications Center (PSCC) to consolidate the Teletype and Warrant Units into one unit assigned to PSCC. These positions, one Administrative Coordinator and two Public Safety Records Assistants, were shifted to improve workflow processes, reduce redundancy, and provide 24-hour staffing for the Teletype and Warrant Units. The total cost of the shifted positions is \$205,861.
- E. Increase in Department Revenue** – The department's revenue budget is increased by \$300,000 due to the imposition of an electronic summons fee (eSummons). County Code Sections [26-204](#) through [26-209](#) allow the assessment of the sum of \$5 in each criminal and traffic case in which the defendant is convicted of a violation of any of the laws of the Commonwealth, the ordinances of PWC, or the ordinances of any town located within geographic PWC. This fee is expected to increase the Police Department revenue by approximately \$300,000 per fiscal year.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Police and Community Services Co-Responder Program – Police Operations

Expenditure	\$490,624
Revenue	\$0
General Fund Impact	\$490,624
FTE Positions	3.00

- a. Description** – This initiative expands on a small pilot program in which Community Services' Emergency Services staff partners with police officers on mental health-related calls for service. The funding provides 3.00 FTE police officers as well as one-time costs for vehicles and equipment

to partner with 4.00 Emergency Services staff in Community Services to cover 16 shifts per week. The goal of the Co-Responder Program is to de-escalate mental health crisis situations and to assess whether the person should be referred for immediate behavioral health services.

- b. **Service Level Impacts** – Emergency Services presence at the initial contact saves significant time for officers and provides a better experience for the client. Service impacts will include de-escalation of situations that have historically resulted in arrest and immediate interventions for those in need of behavioral health services.

## 2. Community Partner – ACTION in Community Through Service (ACTS) Lethality Assessment Program (LAP) Coordinator – Police Operations

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

- a. **Description** – This initiative provides funding to ACTS for the creation of a Domestic Violence Specialist – LAP Coordinator. The LAP Coordinator will manage the overall operations of the LAP program and serve as the main contact for law enforcement and the public. The LAP is a nationally recognized program that uses a standardized, evidence-based lethality assessment instrument to identify victims of domestic violence who are at the highest risk of being seriously injured or killed by their intimate partners, and immediately connect them to the local domestic violence program. The goal of the program is to increase the safety of domestic violence victims as well as increase the level of accountability for perpetrators.
- b. **Service Level Impacts** – It is anticipated that approximately 80% of domestic violence victims will be connected with services if the LAP instrument shows a high risk of being seriously injured or killed by the intimate partner.

## B. Budget Reduction

### 1. Reduce Radio Replacement Budget – Police Support Services

Expenditure	(\$394,029)
Revenue	\$0
General Fund Impact	(\$394,029)
FTE Positions	0.00

- a. **Description** – This initiative is a one-time reduction in a transfer to the capital projects fund for the replacement of 800-mhz radios for the Police Department, Department of Fire & Rescue, Sheriff's Office, and the Public Safety Communications Center. Due to the financial impacts of COVID-19, the capital projects fund will not receive the annual allotment in FY21. The one-time reduction for the Police Department is \$394,029.
- b. **Service Level Impacts** – Existing service levels are maintained.

## Program Summary

### Office of the Chief

The Office of the Chief of Police provides overall leadership and management oversight for Police in an effort to deliver efficient and effective police service to the residents and foster public trust. Plans and directs all department activities and is the final authority in all matters of policy, operations, investigating citizen complaints and allegations of employee misconduct. Located within the Office of the Chief are the Public Information Office and the Office of Professional Standards and Accreditation.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Crime rate in the lowest third of COG communities	Yes	Yes	Yes	Yes	Yes
Crime rate	13.7	14.0	12.9	14.5	14.0
Residents feel safe in their neighborhoods (community survey)	93%	96%	96%	94%	94%
Compliance with CALEA National Accreditation Standards	100%	100%	100%	100%	100%
Officers per 1,000 residents	1.5	1.5	1.5	1.5	1.5
Citizen complaints per 1,000 Police contacts	0.2	0.2	0.2	0.2	0.3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Police Leadership &amp; Management</b>	<b>\$4,351</b>	<b>\$5,139</b>	<b>\$5,825</b>	<b>\$4,874</b>	<b>\$4,981</b>
<b>Police Public Information</b>	<b>\$410</b>	<b>\$428</b>	<b>\$545</b>	<b>\$434</b>	<b>\$452</b>
Social media followers	-	-	170,622	175,000	180,000
News Releases issued	-	-	102	120	120
Media interviews conducted	-	-	122	200	150

### Support Services

The Support Services Division provides support services to the Office of the Chief, the Financial & Technical Services Division, the Operations Division, and the Criminal Investigations Division. Located within the Support Services Division are the Administrative Support Bureau, the Personnel Bureau, the Wellness and Resiliency Unit, the Animal Control Bureau, the Criminal Justice Academy, and Public Safety Communications (which is jointly administered with the Department of Fire & Rescue).

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
OSHA recordable incident rate among police employees	11.7	11.4	7.0	10.0	10.0
Animal Control effectively protects citizens and animals (community survey)	89%	92%	92%	91%	91%
Total number of identifications made from fingerprint impressions	332	349	407	350	375
Sworn turnover rate without retirement and terminations	7.3%	4.5%	6.8%	5.0%	7.0%
Property evidence material audit discrepancies	0	0	0	0	0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Administrative Services Bureau</b>	<b>\$7,714</b>	<b>\$7,504</b>	<b>\$7,878</b>	<b>\$6,094</b>	<b>\$5,646</b>
Property received entered into systems within 48 hours	100%	100%	100%	100%	100%
Permits and licenses processed	4,700	4,629	3,266	4,750	3,800
Annual inspections conducted	-	211	192	200	195
Parking Citations Processed	-	21,534	20,292	22,000	20,700
New Alarms Registered	-	2,839	2,629	2,750	2,700
False Alarms Processed	-	11,940	11,696	11,000	12,000
Calls handled by Tele-Serv	3,008	3,609	2,553	3,000	2,400
Calls handled by online reporting	2,216	2,351	2,179	2,000	1,800
<b>Records Section</b>	<b>\$1,577</b>	<b>\$1,662</b>	<b>\$1,648</b>	<b>\$1,674</b>	<b>\$1,750</b>
Records service requests	33,996	34,786	36,028	34,000	34,000
<b>Identification Bureau</b>	<b>\$1,425</b>	<b>\$1,445</b>	<b>\$1,387</b>	<b>\$1,477</b>	<b>\$1,615</b>
Fingerprint packages recovered	931	1,111	961	1,200	1,200
<b>Personnel Bureau</b>	<b>\$2,000</b>	<b>\$2,302</b>	<b>\$2,651</b>	<b>\$2,620</b>	<b>\$2,911</b>
Employment applications received including personal history statement	-	-	626	650	642
<b>In-Service Training Section</b>	<b>\$7,292</b>	<b>\$6,118</b>	<b>\$5,313</b>	<b>\$4,726</b>	<b>\$5,525</b>
Total hours of in-service training	54,346	41,550	36,553	42,000	42,000
Compliance with VA mandatory training standards	100%	100%	100%	100%	100%
<b>Basic Recruit Training Section*</b>	<b>\$0</b>	<b>\$305</b>	<b>\$565</b>	<b>\$1,174</b>	<b>\$1,090</b>
Basic training hours	73,632	58,582	31,984	60,000	60,000
Supervisors & training officers reporting satisfactory preparedness of recruits	100%	100%	100%	100%	100%
<b>Animal Enforcement Section</b>	<b>\$901</b>	<b>\$157</b>	<b>\$215</b>	<b>\$259</b>	<b>\$774</b>
Calls for Animal Control services	8,373	7,821	8,154	7,600	8,000
<b>Animal Care Section</b>	<b>\$1,097</b>	<b>\$2,082</b>	<b>\$1,981</b>	<b>\$2,103</b>	<b>\$1,600</b>
Adjusted live release rate	-	-	91	-	75
Animals entering shelter	4,121	4,024	3,704	4,000	3,800
Animals adopted	47%	51%	50%	50%	-

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Police officers are courteous and helpful to all community members	92%	92%	92%	92%	92%
Police emergency response time (minutes)	5.2	5.1	5.1	5.5	5.5
Total calls for service	217,306	228,639	245,584	230,000	230,000
Calls for service requiring officer response	90,165	89,672	88,374	90,000	90,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Patrol Services</b>	<b>\$35,577</b>	<b>\$39,683</b>	<b>\$43,829</b>	<b>\$49,546</b>	<b>\$46,295</b>
Criminal arrests made	8,610	10,937	12,166	10,000	10,000
Traffic citations issued	-	36,676	37,910	37,000	37,000
<b>Crime Prevention Unit</b>	<b>\$650</b>	<b>\$718</b>	<b>\$828</b>	<b>\$864</b>	<b>\$895</b>
Crime Prevention programs conducted	287	157	271	150	200
Number of community watch groups	-	-	578	625	590
<b>Special Operations, Traffic Safety &amp; Accident Investigation</b>	<b>\$5,509</b>	<b>\$6,214</b>	<b>\$6,795</b>	<b>\$6,517</b>	<b>\$6,831</b>
Reportable traffic crashes	4,228	4,198	4,431	4,500	4,200
Traffic arrests made	34,169	36,676	36,766	36,500	34,000
Hours of speed control via radar	9,333	10,276	11,285	10,000	10,000
Hours monitoring high-risk intersections	4,089	6,032	6,568	4,500	5,000
<b>Crossing Guard Safety Programs</b>	<b>\$1,597</b>	<b>\$1,660</b>	<b>\$1,752</b>	<b>\$1,982</b>	<b>\$2,347</b>
Safety programs conducted	378	373	372	370	370
Community/School satisfaction with Crossing Guard services	100%	98%	93%	100%	100%
School crossings that are safe	100%	100%	100%	100%	-
<b>Parking Enforcement</b>	<b>\$160</b>	<b>\$164</b>	<b>\$143</b>	<b>\$271</b>	<b>\$297</b>
Parking tickets issued	9,372	10,579	8,972	11,500	11,000

## 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Violent crime closure rate (murders, rapes, robberies)	55%	52%	49%	50%	50%
Hours logged by officers in schools	28,863	32,274	44,017	37,000	52,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Violent Crimes</b>	<b>\$8,895</b>	<b>\$8,702</b>	<b>\$8,741</b>	<b>\$9,111</b>	<b>\$9,358</b>
Total crimes against persons	3,847	4,165	4,511	4,200	4,200
Total crimes against property	8,994	8,888	8,119	9,500	9,200
Total crimes against society	2,570	3,616	3,995	3,000	3,200
<b>Special Investigations Bureau</b>	<b>\$3,800</b>	<b>\$3,886</b>	<b>\$3,624</b>	<b>\$3,334</b>	<b>\$3,585</b>
Total drug arrests	1,572	2,100	2,581	1,800	2,000
<b>Youth Services &amp; Special Victims Bureau</b>	<b>\$5,417</b>	<b>\$6,460</b>	<b>\$8,593</b>	<b>\$7,768</b>	<b>\$8,050</b>
Juvenile violent crime arrests as a percentage of all violent crime arrests	17%	14%	7%	14%	10%
Juvenile criminal arrests as percentage of overall arrests	13%	14%	14%	13%	13%

## Financial & Technical Services

The Financial & Technical Services Division includes the Fiscal & Policy Management Bureau and the Information Technology Bureau. This Division coordinates and manages all fiscal matters including budget, payroll, grants, accounts payable and receivable, procurement, policy review, and facility planning; provides support of the department's information technology needs including implementation, operations and maintenance.

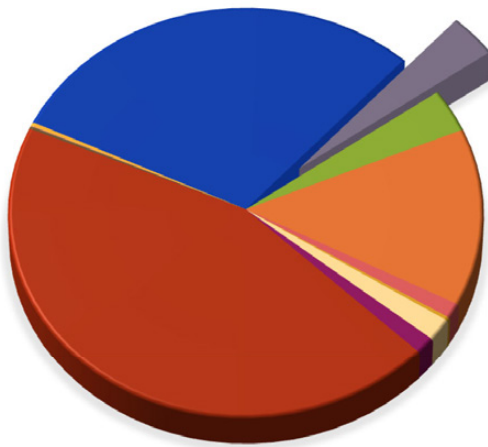
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Annual unplanned unavailability of mobile data computers based on 8,760 hours	3	13	14	5	5
Internal processes reviewed that require corrective action	-	-	11%	2%	7%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Financial &amp; Technical Services</b>	<b>\$5,586</b>	<b>\$5,750</b>	<b>\$5,566</b>	<b>\$5,570</b>	<b>\$5,468</b>
Value of vendor transactions completed	-	-	\$6.3M	\$8.4M	\$6.4M
Number of vendor transactions completed	-	966	3,386	1,085	3,800
Value of payroll payments issued	-	-	\$86M	\$91M	\$96M
Number of payroll payments issued	-	21,759	16,964	23,853	17,982
<b>Information Technology Management Bureau</b>	<b>\$2,968</b>	<b>\$2,628</b>	<b>\$2,880</b>	<b>\$3,774</b>	<b>\$3,914</b>
Total Police Technology Projects	5	5	5	1	3
Special projects and studies conducted	-	200%	200%	200%	200%
Total Police Capital Projects	4	3	4	3	2

# Public Safety Communications

## Mission Statement

The mission of the Public Safety Communications Center is to enhance the quality of life in Prince William County through the prompt, efficient, and professional handling of calls for service and the dispatching of public safety services, thus making Prince William County a safer community in which to live, work, and visit.



**Public Safety Expenditure Budget:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$13,006,696**

*3.4% of Public Safety*

### Programs:

- Public Safety Communications:  
\$13,006,696

## Mandates

Every county, city, or town in the state shall be served by E-911. The Public Safety Communications Center provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Public Safety Communications Center has responsibility.

**State Code:** [52-16](#) (Governor may establish and maintain radio and teletype system to aid police), [52-34.3](#) (Activation of Amber Alert Program upon an incident of child abduction), [56-484.16](#) (Local emergency telecommunications requirements; text messages; use of digits “911”)

**County Code:** [Chapter 7](#) (Emergency Medical Services), [Chapter 9.2](#) (Fire Prevention and Protection), [Chapter 13](#) (Enforcement of Parking Restrictions on Private Property)

# Public Safety Communications

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Public Safety Communications	\$10,125,469	\$10,336,004	\$10,770,016	\$11,741,791	\$13,006,696	10.77%
<b>Total Expenditures</b>	<b>\$10,125,469</b>	<b>\$10,336,004</b>	<b>\$10,770,016</b>	<b>\$11,741,791</b>	<b>\$13,006,696</b>	<b>10.77%</b>

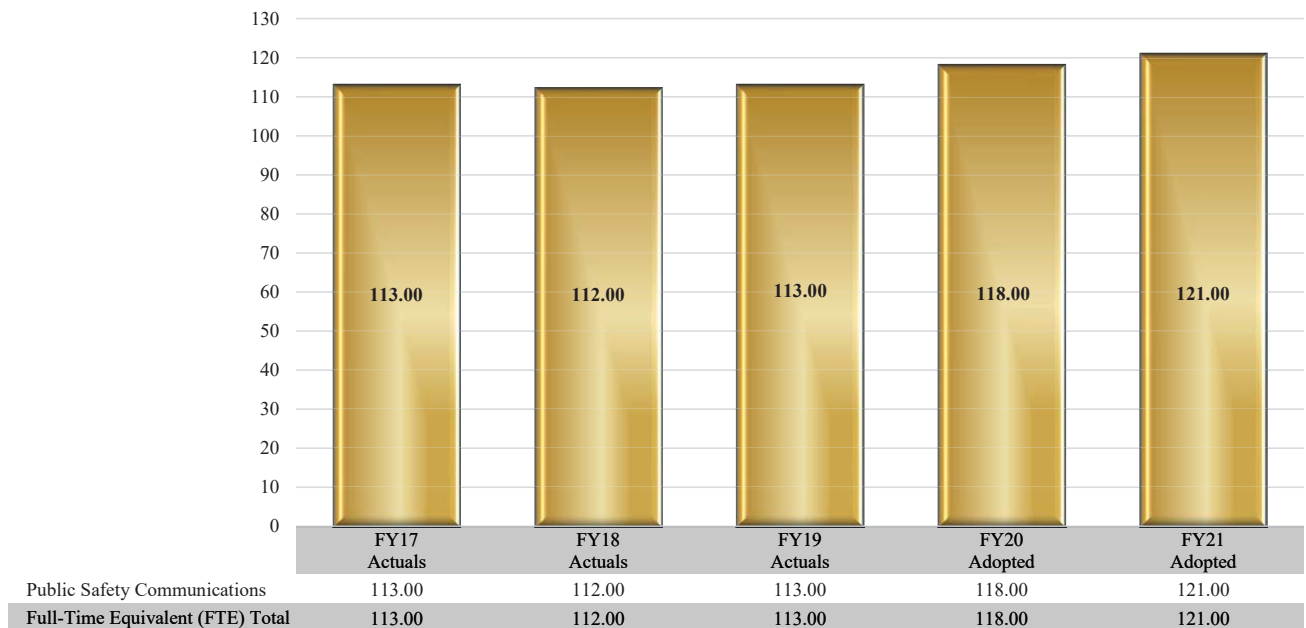
### Expenditure by Classification

Salaries and Benefits	\$8,765,676	\$8,950,883	\$9,277,398	\$9,755,340	\$10,720,175	9.89%
Contractual Services	\$506,109	\$704,664	\$740,217	\$1,178,992	\$1,482,236	25.72%
Internal Services	\$353,452	\$347,037	\$352,235	\$297,505	\$297,505	0.00%
Purchase of Goods & Services	\$456,506	\$330,245	\$396,993	\$492,658	\$492,658	0.00%
Capital Outlay	\$31,301	\$0	\$0	\$2,342	\$2,342	0.00%
Leases & Rentals	\$9,250	\$0	\$0	\$11,780	\$11,780	0.00%
Transfers Out	\$3,174	\$3,174	\$3,174	\$3,174	\$0	(100.00%)
<b>Total Expenditures</b>	<b>\$10,125,469</b>	<b>\$10,336,004</b>	<b>\$10,770,016</b>	<b>\$11,741,791</b>	<b>\$13,006,696</b>	<b>10.77%</b>

### Funding Sources

Revenue from Other Localities	\$284,373	\$284,373	\$284,373	\$249,640	\$249,640	0.00%
Revenue from Commonwealth	\$2,242,604	\$2,233,547	\$2,605,667	\$3,070,885	\$3,406,006	10.91%
Transfers In	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	-
<b>Total Designated Funding Sources</b>	<b>\$2,596,977</b>	<b>\$2,587,920</b>	<b>\$2,960,040</b>	<b>\$3,390,525</b>	<b>\$3,725,646</b>	<b>9.88%</b>
<b>Net General Tax Support</b>	<b>\$7,528,491</b>	<b>\$7,748,083</b>	<b>\$7,809,976</b>	<b>\$8,351,266</b>	<b>\$9,281,050</b>	<b>11.13%</b>
<b>Net General Tax Support</b>	<b>74.35%</b>	<b>74.96%</b>	<b>72.52%</b>	<b>71.12%</b>	<b>71.36%</b>	

## Staff History by Program



## Future Outlook

**Recruiting and Retention** – Staffing shortages in 911 centers is a national epidemic that is mostly caused by an ineffective selection process, employee burnout, improper job classification, and low starting salaries, therefore, recruiting is a high priority for Public Safety Communications Center (PSCC). Extensive background investigations are required for all applicants of the PSCC, which is mandated by state and federal law due to the sensitive and confidential criminal justice information they will be exposed to. From the time a potential candidate applies to become a telecommunicator, to the time they are working without a trainer, can take up to six months. The current hiring process will be replaced with a new process which outsources background investigations thereby expediting the recruitment and hiring of qualified candidates.

**Call Complexity** – Approximately 85% of all 911 calls are initiated by cellular telephones. Therefore, a constant challenge for call takers is working with callers to confirm the location of the incident. Location accuracy, along with the future capability that will allow citizens to transmit photos and videos to 911 will require enhanced Next Generation 911 (NG911) technical capabilities, as well as staffing to process data sets that have never been sent to the 911 center.

**Future Technologies** – Alarm calls (fire, medical, law enforcement) represent 3.86% or 15,740 calls received in calendar year 2018. PSCC intends to streamline this effort by working with technology that will allow most private alarm companies to transmit calls for service from their computer aided dispatch (CAD) directly into PSCC creating a CAD-to-CAD environment and bypassing the call taker process. This will not only allow a call taker to remain available for other calls for service but may potentially decrease the dispatch time of alarm calls as they will be sent directly to the dispatcher. This technical capability is known as Automated Secure Alarm Protocol to Public Safety Answering Points and is currently in place at 911 centers across the United States. Prince William County's (PWC) membership is pending in the regional CAD-to-CAD functionality and will remain a high priority.

## General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Position Shifts from Police Department to PSCC** – Three FTEs were shifted from the Police Department to PSCC to consolidate the Teletype and Warrant Units into one unit assigned to PSCC. These positions, one Administrative Coordinator and two Public Safety Technicians, were shifted to improve workflow processes, reduce redundancy, and provide 24-hour staffing related to the Teletype and Warrant Units. The total cost of the shifted positions is \$205,861.
- C. **NG911 – Public Safety Communications Center** – The implementation of NG911 in fall 2020 will allow PSCC to migrate from a legacy, circuit switch to a regional 911 system supported by a modern Internet Protocol-enabled emergency network. The full-year cost of NG911 in FY21 is \$722,754 and will be funded by the Virginia 911 Services Board. This project fully supports the Safe & Secure Community strategic goal.

# Public Safety Communications

## Program Summary

### Public Safety Communications Center

PSCC is a 24-hour consolidated call processing and dispatch center for all 911 and non-emergency requests for the Police Department and Fire & Rescue services within PWC and the incorporated towns. Also, Fire & Rescue calls for service are processed and dispatched for the City of Manassas and the City of Manassas Park. Additionally, teletype requests for missing, endangered, and wanted persons are processed. Stolen vehicles, towed vehicles and property that meet certain criteria are entered into automated systems such as the National Crime Information Center and Virginia Crime Information Network. Requests for criminal history checks are processed within PSCC. The Teletype Unit backs up the Warrant Control office.

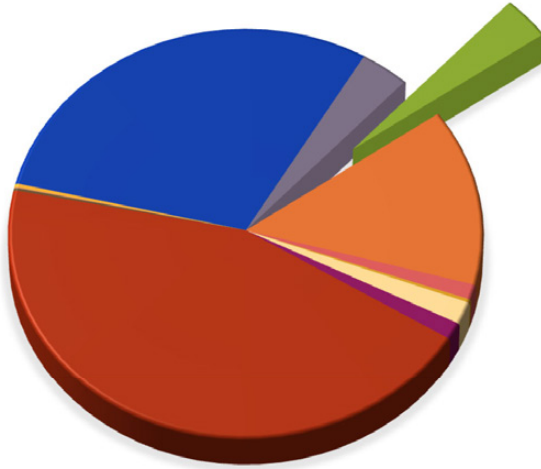
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Police calls that require more than 1 continuous hour of dispatcher time	30%	31%	31%	30%	30%
Fire & Rescue calls that require more than 1 continuous hour of dispatcher time	45%	41%	43%	49%	45%
911 calls answered in 10 seconds	77%	87%	88%	88%	88%
Police emergency calls received through 911 dispatched within 120 seconds	45%	50%	65%	55%	55%
Fire & Rescue emergency calls received through 911 dispatched within 120 seconds	73%	71%	89%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Telephone Call Processing</b>	<b>\$5,595</b>	<b>\$5,630</b>	<b>\$6,118</b>	<b>\$6,613</b>	<b>\$7,431</b>
Calls answered on E-911 (emergency) phone lines	163,507	156,910	158,192	189,000	160,000
Calls answered on non-emergency phone lines	254,583	258,757	250,356	300,000	259,000
Outbound calls completed	155,000	153,538	159,686	155,000	160,000
<b>Police and Fire &amp; Rescue Dispatch Services</b>	<b>\$4,180</b>	<b>\$4,395</b>	<b>\$4,319</b>	<b>\$4,741</b>	<b>\$5,111</b>
Police incidents dispatched	111,012	111,293	111,543	107,000	111,000
Fire & Rescue incidents dispatched	39,972	44,918	46,068	41,000	45,000
<b>Teletype Processing</b>	<b>\$351</b>	<b>\$311</b>	<b>\$333</b>	<b>\$388</b>	<b>\$465</b>
Record requests processed	8,358	11,224	10,349	10,000	10,500
Criminal history requests processed	5,063	9,527	8,904	7,500	9,600
Towed vehicle records processed	4,871	4,274	4,847	4,300	4,300



## Mission Statement

The Sheriff's Office, in partnership with elected leaders, staff, and citizens, 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 our partners.



**Public Safety Expenditure Budget:**  
**\$381,017,218**

**Expenditure Budget:**  
**\$12,966,882**

*3.4% of Public Safety*

### Programs:

- Operations: \$4,379,712
- Court Services: \$5,852,431
- Administration: \$2,734,738

## 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:** [15.2-1603](#) (Appointment of Deputies; their powers; how removed), [1606](#) (Defense of Constitutional Officers; appointment of counsel), [1609](#) (Sheriff), [1636.14](#) (Proportion borne by Commonwealth and by localities), [1711](#) (Providing legal fees and expenses for law-enforcement officers; repayment to locality of two-thirds of amount by Compensation Board), [2.2-1840](#) (Blanket surety bond plan for state and local employees), [1841](#) (Blanket surety bond plan for moneys under control of court), [15.2-1527](#) (Bonds of officers), [1528](#) (Penalties of bonds of sheriffs, clerks of the circuit court and commissioners of the revenue), [19.2-80](#) (Duty of arresting officer; bail), [37.2-808](#) (Emergency custody; issuance and execution of order), [809](#) (Involuntary temporary detention; issuance and execution of order), [8.01-293](#) (Authorization to serve process, capias or show cause order; execute writ of possession and levy upon property), [53.1-67.5](#) (Board to prescribe standards), [113](#) (Transportation of prisoners to jail or jail farm), [19.2-182.9](#) (Emergency custody of conditionally released acquittee), [310.2](#) (Blood, saliva, or tissue sample required for DNA analysis upon conviction of certain crimes; fee)

**County Code:** [Chapter 16](#) (Riots and unlawful assemblies)

# Sheriff's Office

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Operations	\$3,742,041	\$3,987,207	\$4,318,326	\$4,426,640	\$4,379,712	(1.06%)
Court Services	\$4,692,344	\$4,667,554	\$4,731,290	\$5,192,730	\$5,852,431	12.70%
Administration	\$1,599,853	\$1,666,573	\$1,874,862	\$2,242,907	\$2,734,738	21.93%
<b>Total Expenditures</b>	<b>\$10,034,237</b>	<b>\$10,321,333</b>	<b>\$10,924,478</b>	<b>\$11,862,276</b>	<b>\$12,966,882</b>	<b>9.31%</b>

### Expenditure by Classification

Salaries and Benefits	\$8,756,249	\$9,017,912	\$9,407,546	\$10,256,084	\$11,569,281	12.80%
Contractual Services	\$127,141	\$71,619	\$74,846	\$73,163	\$73,163	0.00%
Internal Services	\$772,297	\$852,278	\$865,910	\$779,346	\$772,711	(0.85%)
Purchase of Goods & Services	\$320,191	\$291,885	\$512,744	\$500,460	\$471,809	(5.72%)
Capital Outlay	\$0	\$29,285	\$0	\$192,040	\$71,518	(62.76%)
Leases & Rentals	\$5,575	\$5,571	\$10,650	\$8,400	\$8,400	0.00%
Transfers Out	\$52,783	\$52,783	\$52,783	\$52,783	\$0	(100.00%)
<b>Total Expenditures</b>	<b>\$10,034,237</b>	<b>\$10,321,333</b>	<b>\$10,924,478</b>	<b>\$11,862,276</b>	<b>\$12,966,882</b>	<b>9.31%</b>

### Funding Sources

Permits & Fees	\$143	\$0	\$0	\$0	\$0	-
Revenue from Other Localities	\$933,492	\$1,069,452	\$1,069,451	\$1,167,623	\$1,117,965	(4.25%)
Miscellaneous Revenue	\$0	\$1,500	\$1,544	\$0	\$0	-
Charges for Services	\$615,188	\$662,650	\$705,836	\$585,834	\$585,834	0.00%
Revenue from Commonwealth	\$1,770,897	\$1,844,875	\$1,859,457	\$1,913,741	\$1,913,741	0.00%
<b>Total Designated Funding Sources</b>	<b>\$3,319,719</b>	<b>\$3,578,477</b>	<b>\$3,636,288</b>	<b>\$3,667,198</b>	<b>\$3,617,540</b>	<b>(1.35%)</b>
<b>Net General Tax Support</b>	<b>\$6,714,518</b>	<b>\$6,742,856</b>	<b>\$7,288,190</b>	<b>\$8,195,078</b>	<b>\$9,349,342</b>	<b>14.08%</b>
<b>Net General Tax Support</b>	<b>66.92%</b>	<b>65.33%</b>	<b>66.71%</b>	<b>69.09%</b>	<b>72.10%</b>	

## Staff History by Program



## Future Outlook

The Prince William County (PWC) Sheriff's Office strives to uphold unprecedented levels of standards in all organizations' functions. As the first Sheriff's Office in the Commonwealth of Virginia to receive accreditation by the Virginia Law Enforcement Professional Standards Commission, an exceptionally high standard is supported by teamwork and dedication to the community. The Sheriff's Office proudly provides support to the public safety agencies of PWC and the cities of Manassas and Manassas Park. As the Sheriff's Office strives to enhance quality of life, citizen satisfaction, and local law enforcement support, it is of utmost importance for the Sheriff's Office to meet the challenges of proper staffing, technology, and infrastructure.

**Mission Critical Needs** – The Sheriff's Office is responsible for providing the highest quality service for those that live, work, and visit in PWC. In order to provide a safe and secure judicial center and surrounding campus, it is necessary for mission critical needs to be met with upgraded x-ray and metal detectors, body-worn cameras, and enhanced information technology. These mission critical needs will promote greater accountability, reduce liability, and increase transparency and public trust while protecting civil liberties. The implementation of the above items will help promote, advance, and support the strategic outcomes outlined in the PWC Strategic Plan.

**Judicial Center and Campus Anti-Terrorism Measures** – To help keep the judicial center and campus safe from the threat posed by terrorism or other hostile activity, anti-terrorism measures such as non-removable barricades, permanent bollards, chain fences around the exterior of the courthouse, and fenced parking for judges and staff, and emergency call boxes for the parking lots are a necessity. This will ensure a safe and secure environment while enhancing quality of life for all citizens who utilize the judicial center and campus, in conjunction with supporting the mission of all public safety partners within PWC and meeting strategic outcomes.

**Dedicated Multi-Purpose Complex for Citizen Services and Employees** – To meet the ever-growing needs of the community, a dedicated Sheriff's Office will provide multi-purpose benefits for citizens while doing so in a safe and secure environment. This facility will have the necessary space to handle the operational tempo of the day-to-day needs of the Sheriff's Office. The multi-purpose complex will provide ample space for the growing number of Sheriff services the community demands. The separation of services from the judicial center and the Sheriff's Office will enhance the quality of life for the citizens and communities of PWC by providing a separate established location for all Sheriff's Office responsibilities not requiring use of the judicial center.

## General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-Time Costs from Sheriff** – A total of \$252,546 has been removed from the Sheriff's FY2021 Budget for one-time costs associated with the addition of 4.00 FTEs in the FY2020 Budget. One-time costs included vehicles as well as a van suitable for transporting the disabled and equipment for public safety personnel, including computer hardware, guns, ammunition, and uniforms.
- C. Revenue Decrease for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Sheriff's Office allocation decreased \$49,658.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Project Lifesaver – Sheriff Administration

Expenditure	\$178,942
Revenue	\$0
General Fund Impact	\$178,942
FTE Positions	1.00

- a. Description** – This initiative funds additional staffing of one deputy, including one-time costs of \$99,559 for a vehicle and equipment. This Project Lifesaver program allows the Sheriff's Office to manage the growing needs of the County, serving clients with autism, dementia, down syndrome, and traumatic brain injuries, thereby decreasing search times, saving lives, and ensuring the safety and wellbeing of all County residents.
- b. Service Level Impacts** – The Project Lifesaver program allows the continuation of a 100% recovery rate of lost, vulnerable individuals while reducing recovery times from days to minutes and reducing costs for all public safety agencies.

## B. Budget Reduction

### 1. 800MHz Radio Replacement Fund Transfer Reduction – Sheriff Operations

Expenditure	(\$52,783)
Revenue	\$0
General Fund Impact	(\$52,783)
FTE Positions	0.00

- a. **Description** – Due to the financial impacts of COVID-19, there will be a one-time operating budget reduction and subsequent transfer reduction to the 800MHz Replacement Fund in the County's Capital Projects Fund for the Police Department, Department of Fire & Rescue, Sheriff's Office, and the Public Safety Communications Center. The one-time reduction in the Sheriff's Office is \$52,783.
- b. **Service Level Impacts** – Existing service levels are maintained.

## Program Summary

### Operations

The Operations program is dedicated to the safe, efficient, and legal service of court documents. Deputies in this program spend most of their time in the community serving civil papers and criminal warrants. Additional responsibilities include traffic control and summons, disabled motorist assistance, and secondary assistance to adjoining agencies within the County for criminal and traffic related matters. This program is comprised of three areas: Civil Process, Transportation, and Warrants. The Civil Process section is responsible for the timely service of legal documents within PWC, the cities of Manassas and Manassas Park, and the towns of Dumfries, Haymarket, Occoquan, and Quantico. The Transportation section provides prisoner transport to and from criminal justice facilities throughout Virginia. In addition, it assists mental health transports. The Warrants section is responsible for all child support and post-conviction warrants for local, out-of-county, and out-of-state offenders. It is also responsible for conducting extraditions throughout the United States and assisting the U.S. Marshall Service Task Force when it operates within the County.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Civil Process</b>	<b>\$2,098</b>	<b>\$2,241</b>	<b>\$2,188</b>	<b>\$2,505</b>	<b>\$1,972</b>
Civil process papers served	78,567	71,694	68,660	80,000	70,000
<b>Warrants</b>	<b>\$501</b>	<b>\$540</b>	<b>\$410</b>	<b>\$501</b>	<b>\$359</b>
Criminal warrants served	270	269	337	300	345
Extraditions completed	38	32	31	40	31
<b>Sheriff Transportation</b>	<b>\$1,142</b>	<b>\$1,207</b>	<b>\$1,720</b>	<b>\$1,420</b>	<b>\$2,049</b>
Civil transports	907	1,317	1,311	2,500	1,340
Prisoner transports	2,732	2,673	2,391	4,500	2,300

## Court Services

The Court Services Program maintains the safety and security of the Judicial Center. The program is comprised of three areas: Court Security, Courthouse Security, and Vertical Deployment. The Court Security section maintains security and order in the courtrooms. This section also provides support services to judges, manages jurors in the courtroom, and other court related tasks and duties as required. Courthouse Security screens all individuals entering the courthouse. These deputies often respond to unusual circumstances and situations within and around the courthouse and are often the first responders when someone suffers a medical emergency. Vertical Deployment escorts inmates to and from the courtrooms, collects DNA for state forensic labs, and updates sex offender information. Court Services is also responsible for inmate fingerprinting, processing citizens taken into custody from courts, and conducting criminal background checks for citizens applying for concealed weapon permits.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Hours spent providing Judicial Center Security	-	-	-	-	68,500
Hours spent providing courtroom security	52,027	39,322	34,198	45,000	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Courthouse Security</b>	<b>\$1,984</b>	<b>\$1,856</b>	<b>\$1,526</b>	<b>\$2,102</b>	<b>\$1,633</b>
Security screenings conducted with magnetometer	450,147	490,396	524,411	500,000	515,000
<b>Courtroom Security</b>	<b>\$2,709</b>	<b>\$2,811</b>	<b>\$3,205</b>	<b>\$3,091</b>	<b>\$4,220</b>
Docketed court cases	228,955	240,432	212,053	235,000	225,000
Total prisoners escorted to and from court	11,350	10,906	11,776	11,500	12,000

# Sheriff's Office

## Administration

The Administration Program provides the support required to ensure the Sheriff's Office meets the goals and mission of the agency. Human Services activity provides support for staff and assists in the hiring of new deputies and administrative staff and conducting background investigations on qualified applicants. This program is also responsible for training and ensuring department employees are knowledgeable in every aspect of their job.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Maintain state law accreditation	Yes	Yes	Yes	Yes	Yes
FTE equivalent of volunteer hours contributed (Sheriff)	0.11	0.06	0.17	0.06	0.06

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Accreditation</b>	<b>\$238</b>	<b>\$242</b>	<b>\$163</b>	<b>\$270</b>	<b>\$184</b>
Maintain proof of compliance (documentation) as determined by VLEPSC	100%	100%	100%	100%	100%
<b>Sheriff Human Services</b>	<b>\$48</b>	<b>\$49</b>	<b>\$44</b>	<b>\$44</b>	<b>\$50</b>
Applicants processed (Sheriff)	376	186	327	500	335
<b>Internal Affairs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1</b>	<b>\$1</b>
Disciplinary actions as a result of internal affairs investigations	4	0	4	0	0
<b>Community Services</b>	<b>\$77</b>	<b>\$72</b>	<b>\$77</b>	<b>\$74</b>	<b>\$89</b>
Funeral escorts	371	335	351	400	360
Identification cards issued	4,600	4,594	3,878	4,600	3,950
<b>Training</b>	<b>\$71</b>	<b>\$64</b>	<b>\$70</b>	<b>\$120</b>	<b>\$44</b>
Staff training hours	7,123	7,500	8,491	9,000	8,900
<b>Administrative Service</b>	<b>\$1,166</b>	<b>\$1,239</b>	<b>\$1,521</b>	<b>\$1,734</b>	<b>\$2,368</b>
Customers served at lobby service counter	40,182	43,272	43,766	45,000	44,500
Payment transactions	702	779	855	900	870
Background checks for concealed weapons permits	5,604	6,658	4,945	6,700	5,100
Hours Sheriff's Office spent supporting public safety agencies	-	-	-	-	6,100
Hours supporting other public safety agencies	459	477	164	500	-







## Prince William County

PUBLIC SCHOOLS

*Providing a World-Class Education*



**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.



Northern Virginia Community College - Workforce Development Center



George Mason Univ. - PW Campus



Patriot High School



Northern Virginia Community College - Manassas Campus

# 2017-2020 Strategic Plan

## 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 \$2,492 and 57.23% of the average residential tax bill in FY21. An additional \$7 and 0.17% of the average residential tax bill in FY21 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.

# Prince William County Public Schools

## Expenditure and Revenue Summary



Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Operating Fund	\$941,862,727	\$1,011,979,370	\$1,020,967,900	\$1,134,421,452	\$1,191,030,566	4.99%
Debt Service Fund	\$89,224,373	\$100,896,943	\$105,584,145	\$106,159,888	\$109,437,539	3.09%
Construction Fund	\$165,677,017	\$105,116,967	\$144,145,245	\$87,039,323	\$175,371,451	101.49%
Food Service Fund	\$41,836,973	\$44,375,403	\$46,773,393	\$51,595,000	\$50,000,000	(3.09%)
Distribution Center Fund	\$67,214	\$204,195	(\$88,504)	\$5,000,000	\$5,000,000	0.00%
Facilities Use Fund	\$1,506,005	\$1,397,454	\$1,319,007	\$1,755,200	\$1,794,638	2.25%
Self Insurance Fund	\$5,049,723	\$4,642,420	\$4,835,241	\$5,627,478	\$5,768,836	2.51%
Health Insurance Fund	\$71,425,147	\$66,444,770	\$85,155,561	\$110,153,121	\$108,095,019	(1.87%)
Regional School Fund	\$6,646,055	\$4,768,568	\$2,471,048	\$46,813,026	\$26,046,907	(44.36%)
Governor's School @ Innovation Park	\$1,142,529	\$1,249,691	\$1,205,284	\$1,004,340	\$1,158,015	15.30%
School Age Child Care Program Fund	\$747,176	\$620,019	\$684,110	\$550,000	\$550,000	0.00%
Aquatics Center Fund	\$0	\$0	\$1,368,609	\$1,314,906	\$1,455,279	10.68%
Imaging Center Fund	\$0	\$0	\$0	\$635,516	\$668,041	5.12%
Student Activity Fund	\$0	\$0	\$0	\$0	\$15,200,000	-
<b>Total Schools</b>	<b>\$1,325,184,939</b>	<b>\$1,341,695,801</b>	<b>\$1,414,421,039</b>	<b>\$1,552,069,250</b>	<b>\$1,691,576,291</b>	<b>8.99%</b>

### Funding Sources

Revenue from Federal Government	\$0	\$73,230	\$0	\$67,019,864	\$67,164,921	0.22%
Use of Money & Property	\$1,234,742	\$1,618,276	\$2,976,996	\$2,464,922	\$2,443,438	(0.87%)
Revenue from Other Localities	\$662,776	\$224,240	\$0	\$46,787,026	\$26,020,907	(44.38%)
Miscellaneous Revenue	\$610,799,624	\$636,030,629	\$647,987,682	\$4,251,796	\$18,907,346	344.69%
Non-Revenue Receipts	\$84,214,843	\$127,266,288	\$0	\$119,347,792	\$123,304,428	3.32%
Charges for Services	\$92,073,588	\$97,417,663	\$106,201,530	\$140,902,244	\$138,233,173	(1.89%)
Revenue from Commonwealth	\$0	\$0	\$0	\$558,487,973	\$582,955,818	4.38%
Transfers In	\$595,607,395	\$595,235,289	\$624,536,030	\$651,862,680	\$674,442,563	3.46%
<b>Total Designated Funding Sources</b>	<b>\$1,384,592,968</b>	<b>\$1,457,865,615</b>	<b>\$1,381,702,238</b>	<b>\$1,591,124,297</b>	<b>\$1,633,472,594</b>	<b>2.66%</b>
<b>Net (Increase)/Decrease to Fund Balance</b>	<b>(\$59,408,029)</b>	<b>(\$116,169,814)</b>	<b>\$32,718,801</b>	<b>(\$39,055,047)</b>	<b>\$58,103,697</b>	<b>(248.77%)</b>

## Mission Statement

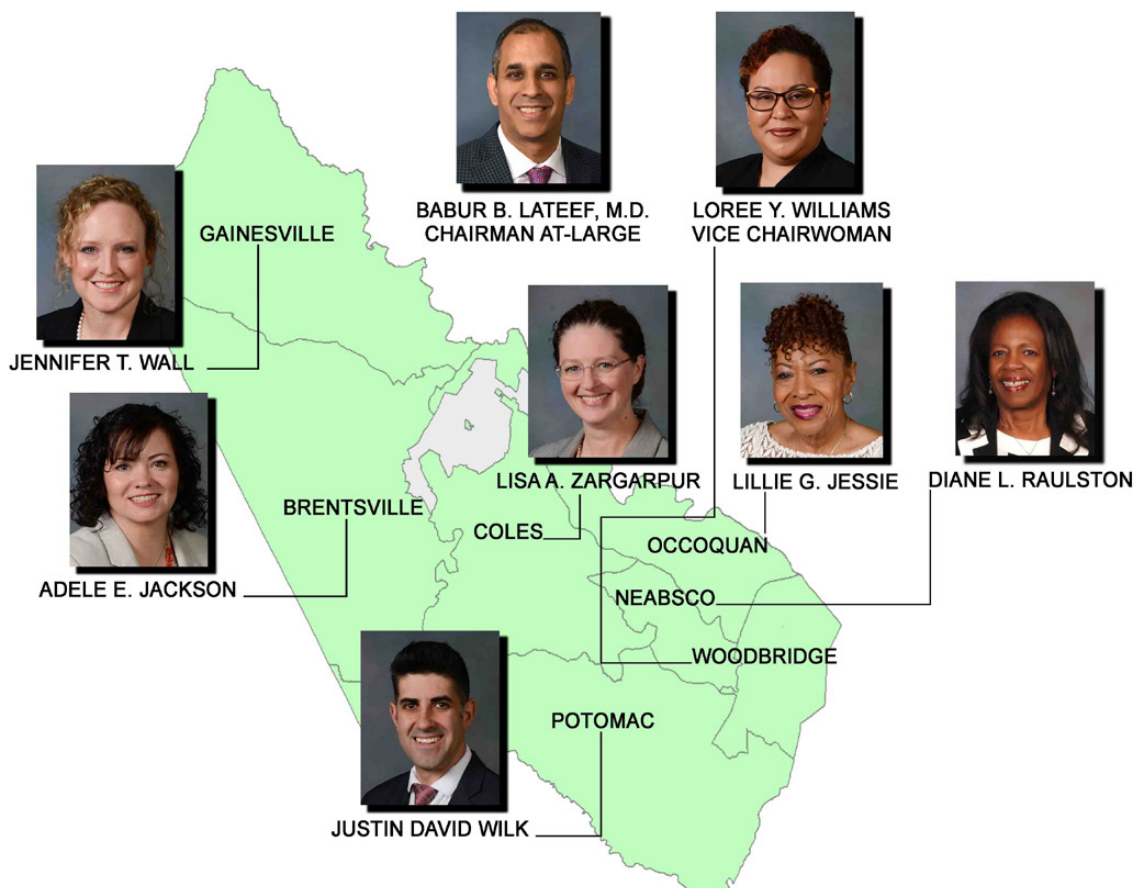
### Providing a World-Class Education

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.
- We support the Developmental Assets® for students.
- Schools and offices are inviting, welcoming, and customer oriented.
- We will accomplish our Strategic Plan by working together.

## 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, 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.





# Prince William County Public Schools

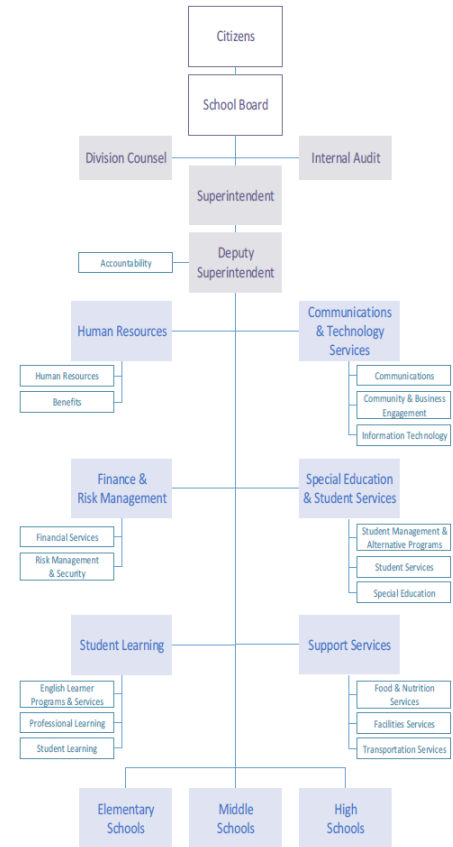
## Organization

PWCS is organized to focus on meeting the needs of its projected 92,048 students while managing 100 schools and centers. 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.



## 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 FY2021 Budget for Prince William County Schools (PWCS) includes a total local County transfer of \$629,639,700. Details of the County transfer are summarized in the table and narrative below.

Summary of School Transfer to PWCS			
	FY20 Adopted	FY21 Adopted	\$ Change
Schools Share of General Revenue (57.23%)	\$607,264,096	\$625,342,481	\$18,078,385
Federal government debt service reimbursement on Qualified School Construction Bonds & Virginia Public School Authority (VPSA) Debt	\$1,259,145	\$1,204,473	(\$54,672)
Class Size Reduction Grant	\$1,000,000	\$1,000,000	\$0
13th High School Debt Service Equivalent	\$870,013	\$851,331	(\$18,682)
Cable Grant - Schools Share (57.23%)	\$847,290	\$741,415	(\$105,875)
School Security Pilot Program (Transfer from Police Dept)	\$500,000	\$500,000	\$0
<b>Total School Transfer</b>	<b>\$611,740,544</b>	<b>\$629,639,700</b>	<b>\$17,899,156</b>

- 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 FY2021 Budget adheres to current adopted policy whereby the Schools receive 57.23% of general revenues, excluding recordation tax revenue, and the County government receives 42.77%.



# Prince William County Public Schools

- 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 5.9% less than originally planned.
- 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 was 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.
- E. **13th High School (Gainesville High) Debt Service Equivalent** – In recognition of higher student enrollment than anticipated by PWCS, the BOCS approved BOCS [Resolution 17-18](#) on January 10, 2017 which transferred \$10,675,000 to the Schools for school site acquisition, renovations, and new school construction in the eastern portion of the County. The BOCS also directed the County Executive to include in the FY2018 Budget annual debt service costs necessary to finance an additional \$10,675,000 for additional capital project expenses at the 13th High School. This is an additional transfer to the Schools over and above the Schools' share of general revenue identified in the County/Schools Revenue Agreement. Board action was in response to the PWCS Board approving an alternative design for the 13th High School on January 4, 2017 that increases student capacity at the new school by over 500 students and increases the cost by \$10,675,000.
- 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 Program** – The budget continues to transfer \$500,000 to the Schools for enhancing security at elementary schools in the County. The program includes six staff members including five community security officers and one community safety officer supervisor. The personnel are school employees and takes advantage of state law that allows school systems to hire retired law enforcement officers to serve as armed security. The funding is transferred to the Schools from the Police Department budget.
- H. **Student Enrollment Growth** is projecting a growth rate of approximately 0.7% per year over the next five years (FY21-25). The School Board estimates that 524 additional students will enroll in FY21 (Sept 2020), bringing the total student enrollment to 92,048 students. Note, this information is sourced from the School's Proposed Budget Executive Summary.

# 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
- Jenkins
- 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

## Non-Departmental Overview

The Non-Departmental budget is a miscellaneous collection of budgets not attributed to specific agency operations. As such, the budgets do not directly impact agency services provided to the community. The budget includes the following program areas:

- Budgetary support for countywide insurance expenditures (medical, casualty, property, and workers compensation).
- Restricted use funds that may only be expended for a specific purpose as mandated by the Code of Virginia (transient occupancy taxes for tourism and transportation purposes, proffers, transportation districts) or by County policy (recording tax for transportation).
- Accounts where the County acts in a trustee capacity for another organization (library donations and other trust/fiduciary funds).
- Accounts where the County acts merely as a collecting agent and remits all revenue received to the Commonwealth or a Community Development Authority.
- Other miscellaneous expenditures including the Contingency budget and contributions to the Hylton Performing Arts Center and Northern Virginia Community College (NVCC).

Please see the General Overview section for a more detailed description of each program area.

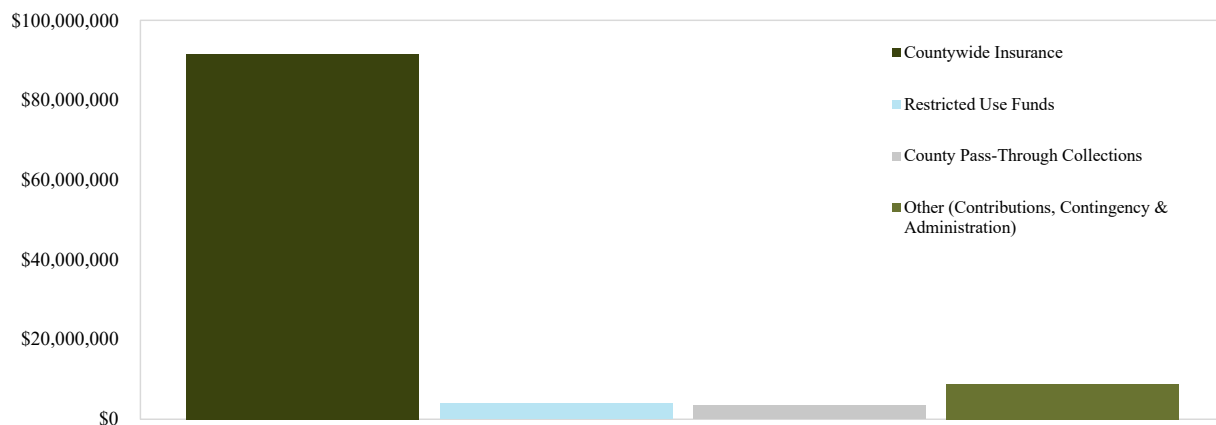
## Mandates

The following mandated services are reported in the Non-Departmental section of the budget.

**Federal Code:** The unemployment insurance system, created by the [Social Security Act of 1935](#), is administered by each state.

**State Code:** The unemployment insurance system is administered in Virginia through Title [65.2](#) (Workers' Compensation). Title [2.2-1204](#) (Health Insurance Program for Employees) requires local governments to make health insurance plans available to employees. The Auditor of Public Accounts for the Commonwealth requires political subdivisions in Virginia to adhere to financial reporting standards defined by the Governmental Accounting Standards Board. [58.1-3819](#) (Transient occupancy tax), [58.1-1744](#) (local transportation transient occupancy tax)

### Non-Departmental Expenditure Budget by Program Area



# Non-Departmental

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
<b>Countywide Insurance:</b>						
Medical Insurance Internal Service	\$55,360,887	\$56,902,017	\$59,229,584	\$78,932,000	\$83,719,000	6.06%
Workers Compensation	\$8,415,302	\$6,317,208	\$3,085,609	\$5,170,414	\$5,170,414	0.00%
Casualty Pool	\$1,327,760	\$2,547,340	\$1,783,720	\$1,575,701	\$1,575,701	0.00%
Property & Miscellaneous Insurance	\$827,002	\$776,147	\$1,113,854	\$995,375	\$995,375	0.00%
Unemployment Insurance	\$78,514	\$89,412	\$65,133	\$125,000	\$125,000	0.00%
<b>Restricted Use Funds:</b>						
Transient Occupancy Tax for Tourism	\$2,100,000	\$719,714	\$721,079	\$1,073,189	\$246,943	(76.99%)
Proffers	\$20,586,614	\$9,713,740	\$7,415,659	\$2,492,280	\$1,008,180	(59.55%)
Recordation Tax for Transportation	\$6,082,753	\$4,746,716	\$3,420,000	\$0	\$0	-
Cable Equipment Capital Grant	\$1,488,696	\$1,346,396	\$1,326,537	\$847,290	\$741,415	(12.50%)
Transportation Districts	\$276,200	\$324,200	\$467,700	\$499,530	\$599,530	20.02%
Additional TOT 2% (formerly NVTAs Taxes)	\$0	\$0	\$0	\$1,400,000	\$1,400,000	0.00%
<b>County Pass-Through Collections:</b>						
Community Development Authorities	\$2,592,701	\$2,850,429	\$2,915,581	\$2,971,000	\$3,012,000	1.38%
Commonwealth Taxes	\$486,108	\$427,207	\$466,533	\$500,000	\$500,000	0.00%
NVTA Taxes (TOT 2%)	\$1,576,183	\$1,608,437	\$534,926	\$0	\$0	-
<b>Trust/Fiduciary Funds:</b>						
OPEB/LODA Trusts	\$3,877,189	\$3,630,723	\$4,114,914	\$0	\$0	-
Police/Fire Supp. Retirement/LOSAP	\$3,207,269	\$2,976,409	\$2,958,941	\$0	\$0	-
Library Donations	\$140,996	\$125,765	\$115,707	\$0	\$0	-
Innovation Property Owners Association	\$1,889,847	\$4,073,309	\$375,344	\$0	\$0	-
<b>Other:</b>						
Contributions - Hylton Performing Arts/NVCC	\$2,906,680	\$3,038,356	\$3,029,278	\$3,062,993	\$3,079,243	0.53%
Contingency	\$10,000	\$1,745,000	\$448,429	\$688,917	\$3,100,206	350.01%
Administration	\$5,765,912	\$1,009,690	\$52,675,311	\$227,620	\$2,710,079	1,090.62%
<b>Total Expenditures</b>	<b>\$118,996,612</b>	<b>\$104,968,215</b>	<b>\$146,263,840</b>	<b>\$100,561,309</b>	<b>\$107,983,086</b>	<b>7.38%</b>

# Non-Departmental

## Expenditure and Revenue Summary



Expenditure by Classification	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Salaries and Benefits	\$3,852,884	\$3,744,906	\$3,497,702	\$1,384,024	\$1,182,814	(14.54%)
Contractual Services	\$5,949,496	\$6,136,925	\$6,675,087	\$7,600,269	\$6,224,269	(18.10%)
Internal Services	\$351,620	\$393,607	\$663,235	\$6,040,711	\$8,795,380	45.60%
Purchase of Goods & Services	\$69,016,181	\$68,966,574	\$66,660,628	\$77,653,016	\$84,172,555	8.40%
Capital Outlay	\$0	\$0	\$35,449	\$0	\$0	-
Leases & Rentals	\$2,125	\$2,725	\$2,485	\$0	\$0	-
Payments to Other Local Agencies	\$3,790,631	\$2,842,259	\$2,908,081	\$2,971,000	\$3,004,500	1.13%
Transfers Out	\$36,033,674	\$22,881,219	\$65,821,173	\$4,912,289	\$4,603,568	(6.28%)
<b>Total Expenditures</b>	<b>\$118,996,612</b>	<b>\$104,968,215</b>	<b>\$146,263,840</b>	<b>\$100,561,309</b>	<b>\$107,983,086</b>	<b>7.38%</b>

### Funding Sources

Revenue from Federal Government	\$0	\$271,290	\$0	\$0	\$0	-
Permits & Fees	\$1,427,852	\$1,378,873	\$1,326,537	\$1,480,500	\$1,295,500	(12.50%)
Use of Money & Property	\$11,249,109	\$9,153,343	\$9,453,577	\$565,000	\$662,000	17.17%
Miscellaneous Revenue	\$36,979,108	\$25,415,584	\$24,151,983	\$7,631,279	\$5,896,483	(22.73%)
Non-Revenue Receipts	\$4,504,309	\$1,330,896	\$3,617,387	\$500,000	\$500,000	0.00%
Other Local Taxes	\$10,648,169	\$9,682,538	\$18,221,779	\$3,912,500	\$3,080,000	(21.28%)
General Property Taxes	\$2,869,215	\$3,182,443	\$3,315,392	\$3,470,530	\$3,611,530	4.06%
Charges for Services	\$59,328,420	\$63,467,490	\$67,454,157	\$61,697,000	\$66,851,000	8.35%
Revenue from Commonwealth	\$0	\$54,258	\$0	\$0	\$0	-
Transfers In	\$1,516,105	\$1,611,304	\$53,314,578	\$1,829,041	\$5,739,150	213.78%
<b>Total Designated Funding Sources</b>	<b>\$128,522,286</b>	<b>\$115,548,019</b>	<b>\$180,855,390</b>	<b>\$81,085,850</b>	<b>\$87,635,663</b>	<b>8.08%</b>
<b>(Contribution To) / Use of Cable Equipment Capital Grant</b>	<b>\$60,844</b>	<b>(\$32,478)</b>	<b>\$0</b>	<b>(\$633,210)</b>	<b>(\$554,085)</b>	<b>(12.50%)</b>
<b>(Contribution To) / Use of County- wide Insurance Internal Service Funds</b>	<b>\$1,532,188</b>	<b>(\$2,139,150)</b>	<b>(\$8,998,379)</b>	<b>\$12,153,000</b>	<b>\$11,694,000</b>	<b>(3.78%)</b>
<b>(Contribution To) / Use of Trust/ Fiduciary Fund Balance</b>	<b>(\$13,700,617)</b>	<b>(\$12,648,875)</b>	<b>(\$11,649,655)</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>(Contribution To) / Use of Transportation District Fund Balance</b>	<b>(\$314)</b>	<b>(\$7,814)</b>	<b>(\$8,891,426)</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Net General Tax Support</b>	<b>\$2,582,225</b>	<b>\$4,248,513</b>	<b>\$5,052,090</b>	<b>\$7,955,669</b>	<b>\$9,207,508</b>	<b>15.74%</b>
<b>Net General Tax Support</b>	<b>2.17%</b>	<b>4.05%</b>	<b>3.45%</b>	<b>7.91%</b>	<b>8.53%</b>	

## General Overview

The components of the Non-Departmental budget are discussed below.

### A. Countywide Insurance:

- 1. Medical Insurance Internal Service Fund** – Prince William County (PWC) established a health insurance fund to self-insure for employee medical coverage as well as provide fully insured dental, vision, and flexible spending benefits. The fund also provides additional insurance credits for retirees as well as required self-insured contributions for Line of Duty Death Act (LODA) benefits. Countywide medical and dental premiums are paid from the medical insurance internal service fund, which is funded primarily from charges to County departments. The FY21 medical insurance budget is \$83,719,000.
- 2. Casualty Pool, Workers Compensation, and Property and Miscellaneous Self-Insurance Programs** – The County maintains self-insurance programs for general liability, automobile, public official, law enforcement professional liability, pollution liability, and workers compensation insurance through the Prince William 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 FY21 general fund workers compensation budget is \$5,170,414 and the casualty pool budget is \$1,575,701. The FY21 property and miscellaneous insurance budget is \$995,375.  
  
These activities are reported in an internal services fund. Revenues come primarily from other County funds through “premiums” set to cover estimated self-insured claims and liabilities, excess, other insurance premiums, and operating expenses. Claims filed or to be filed through the end of the previous fiscal year are accrued liabilities.
- 3. Unemployment Insurance** – The Virginia Employment Commission administers an unemployment insurance program that provides protection against loss of wages to individuals who become unemployed through no fault of their own. The FY21 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 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. In addition, investment income, or proffer interest, is used to support agency operating budgets. Please see the Budget Initiatives section and the Capital Improvement Program (CIP) section for detail on projected proffers and proffer interest in the 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 Circuit Court Clerk. Approximately 74% of recordation tax revenue is dedicated by Board of County Supervisors (BOCS) policy to support transportation initiatives in the County. Recordation tax



revenue 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 \$1,295,500 in FY21, which is a \$185,000 reduction from FY20. Of this amount, the Schools receive \$741,415 and the County share is \$554,085. Both the County and Schools use cable equipment grant proceeds to support informational programming on their respective access channels. Cable equipment grant receipts are evaluated on an annual basis for potential, future adjustments.
5. **Additional 2% TOT to Support Transportation Purposes** – Section [58.1-1744](#) authorizes the local tax on transient occupancy as an additional 2% levied to support transportation improvements authorized as part of the Northern Virginia Transportation Authority (NVTa) legislation. The revenue is collected by the County and was previously remitted to the state and then NVTa; however, recent changes to the law no longer require remittance to the state. The revenue must be used for public transportation purposes.
6. **Transportation Districts** – The Route 234 Bypass Transportation Improvement District was created in 1991 after landowners within the District boundaries petitioned the BOCS to create a special taxing district. The Route 234 Bypass Transportation District rate is \$0.02 per \$100 of assessed value and is levied on property zoned or used for commercial or industrial purposes within the district boundaries. Revenue generated by the district reimburses the County's general fund for debt service paid to finance the Route 234 Bypass road bond project approved by voters in 1988. The transportation district will expire December 27, 2026.

## C. County Pass-Through Collections:

1. **Community Development Authorities (CDA)** – CDAs are governed under Section [15.2-5152](#) of the Code of Virginia. CDAs are created to promote economic development in the County. Properties within established boundaries are levied a CDA assessment to provide certain public infrastructure such as road improvements, bridges, stormwater, and water and sewer improvements within the district. There are three CDAs in PWC: Virginia Gateway (created in 1998), Heritage Hunt (created in 1999), and Cherry Hill (created in 2013). Property owners within each CDA boundary petitioned the County to create each CDA.

In accordance with Section [15.2-5158](#) of the Code of Virginia, all three CDAs in the County request annually that the County levy and collect a special tax on taxable real property within the development authority's jurisdiction to finance the services and facilities provided by the authority. This code section also requires that all revenue received by the County will be paid over to the development authority subject to annual appropriation. The budget includes \$3,012,000 in a special revenue fund for the three CDAs in the County: Cherry Hill (\$1,892,000), Virginia Gateway (\$940,000), and Heritage Hunt (\$180,000). There is no impact on the County's general fund.

2. **Pass-Through Collections to Commonwealth for Sheriff Fees** – PWC collects Sheriff fee revenue on behalf of the Commonwealth of Virginia. The revenue is collected by the County and remitted to the Commonwealth.



# Non-Departmental

## D. Trust/Fiduciary Funds:

1. **Trust/Fiduciary Funds** – Fiduciary funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, or other governments. Agency funds are custodial in nature whereby assets equal liabilities and do not measure results of County operations. Trust/Fiduciary funds do not require budget and appropriation by the BOCS. Each respective fund is administered by a board of trustees. Trust/Fiduciary funds included in Non-Departmental are:

- Other Post-Employment Benefits (OPEB) – Police Officer, Uniformed Fire & Rescue, Sheriff, and Adult Detention Center Personnel Supplemental Retirement
- OPEB – Length of Service Award Program (LOSAP)
- OPEB – Post-Retirement Medical Benefits Credit Plan
- OPEB – Line of Duty Act (LODA)
- Innovation Property Owners Association
- 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 (CAFR) in [Finance and Revenue Publications](#).

## E. Other:

1. **Contributions to the Hylton Performing Arts Center (HPAC) and Northern Virginia Community College (NVCC)** – County contributions to the HPAC (\$1,991,363) and the NVCC (\$1,087,880) are included in the Non-Departmental budget. The FY21 contribution to the HPAC provides \$1,841,363 for debt service and \$150,000 for capital expenses. Please see the detail below for County contributions to the HPAC in next five years.

	FY21	FY22	FY23	FY24	FY25
Debt Service	\$1,841,363	\$1,842,900	\$1,843,875	\$1,844,325	\$1,840,395
Capital	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
<b>Total</b>	<b>\$1,991,363</b>	<b>\$1,992,900</b>	<b>\$1,993,875</b>	<b>\$1,994,325</b>	<b>\$1,990,395</b>

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 \$1,041,853 to NVCC in FY21. The second component includes a \$46,027 allocation to support maintenance and operations at NVCC.

2. **Contingency** – The budget includes a contingency budget of \$500,000 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.” In addition, for FY21 a \$2.6 million increase is added to contingency to support unknown, emerging issues such as emergency response or mitigating the economic impact of the COVID-19 pandemic.
3. **Administration** – The Unclassified Administrative area of the budget includes those general fund expenditures which are not assigned to specific agency budgets. In FY21, \$2.5 million in additional operating costs are internal services billings for information technology and infrastructure systems support activities. During the course of the fiscal year, many of these dollars are allocated against agency budgets to properly account for where the expenditures actually occur. As a program becomes established, an unclassified administrative budget item will often be assigned to an agency on a permanent basis. The funds would then be transferred from Unclassified Administrative to the agency budget. Due to the many items coming into and out of this budget area between budget years, it is difficult to compare different fiscal year totals.

# Non-Departmental

- F. Transfer from Adult Detention Center (ADC) Fund** – The transfer of \$1,841,150 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 pay plan, compensation plan study or pay-for-performance adjustments. This total compensation figure is adjusted in the budget to account for turnover and the associated savings when longer term employees are replaced by individuals hired at lower points in the County's pay scale. The Non-Departmental budget includes a negative expenditure budget of \$1,067,131 in budgeted salary lapse to support general savings throughout the organization.
- H. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation increased the Non-Departmental FY21 budget by \$165,000.

## Budget Initiatives

### 1. Contingency Increase

Expenditure	\$2,600,206
Revenue	\$0
General Fund Impact	\$2,600,206
FTE Positions	0.00

- a. Description** – This initiative includes a one-time increase of \$2,600,206 to the contingency budget to provide funding for unknown, emerging issues such as emergency response, recovery and economic impact of COVID-19 pandemic. The total contingency budget for FY21 will be \$3.1 million.

### 2. Information Technology Capital Project Operating Costs

Expenditure	\$2,391,526
Revenue	\$0
General Fund Impact	\$2,391,526
FTE Positions	0.00

- a. Description** – Funding is provided for operating costs to support license and subscription costs for two information technology capital projects, the Human Capital Management (\$1.2 million) and Technology Infrastructure Modernization (\$1.0 million). In addition, funding is provided to support operating costs for security access control to county facilities (\$0.2 million). Please refer to the [CIP section](#) of this document and [Department of Information Technology section](#) of this document for additional information regarding these projects.

# Non-Departmental

## 3. County Proffers and Proffer Interest for Operating

Expenditure	\$329,934
Revenue	\$329,934
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – Funding is transferred from proffer accounts to support operating budgets, specifically for development inspections at Potomac Shores and site development activities. The transfer for development inspections at Potomac Shores is increased \$17,000; the total amount transferred in FY21 is \$140,000. The transfer for site development activities is increased \$312,934; the total amount transferred in FY21 is \$800,000. The support for site development activities is provided by proffer interest, which is investment income generated by the monetary proffer account.

## 4. County Proffers for Capital Projects

Expenditure	\$58,180
Revenue	\$58,180
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – Funding is transferred from proffer accounts to support capital projects, specifically a stream restoration in the Powells Creek watershed. This amount is budgeted for capital projects in the FY2021-2026 CIP. Please refer to the CIP section of this document for additional information regarding proffers and specific projects. This is a one-time transfer of proffer funds to the capital project fund.

## 5. Allocation of TOT Revenue Designated for Tourism

Expenditure	(\$762,408)
Revenue	(\$832,500)
Use of Fund Balance	\$72,735
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – TOT revenue designated for tourism in Non-Departmental has decreased significantly due to the impact of the COVID-19 pandemic. The projected revenue in FY21 is \$1,680,000, which is a \$832,500 loss of revenue, compared to FY20 at \$2,512,500.

TOT supported expenditures for tourism in the budget total \$1,752,735 and are allocated as follows:

- The budget provides \$166,568 to the Parks, Recreation & Tourism, Historic Preservation program and \$1,505,792 to the Parks, Recreation & Tourism, Tourism program. This is a significant reduction from the prior year and is a result of the projected revenue loss. There are not expenditure reductions in the Historic Preservation program in FY21, however the expenditures are no longer supported by a TOT revenue transfer. Additional information can be found in the Parks, Recreation & Tourism budget pages in the Community Development section of this document.
- The budget includes funding for community partners from TOT funding, including the Dumfries Weems-Botts Museum (\$42,109), Prince William Soccer, Inc. (\$30,078) and Occoquan Mill House Museum (\$6,016). Funding for each of these community partners include a 7.9% increase funded by TOT revenue.

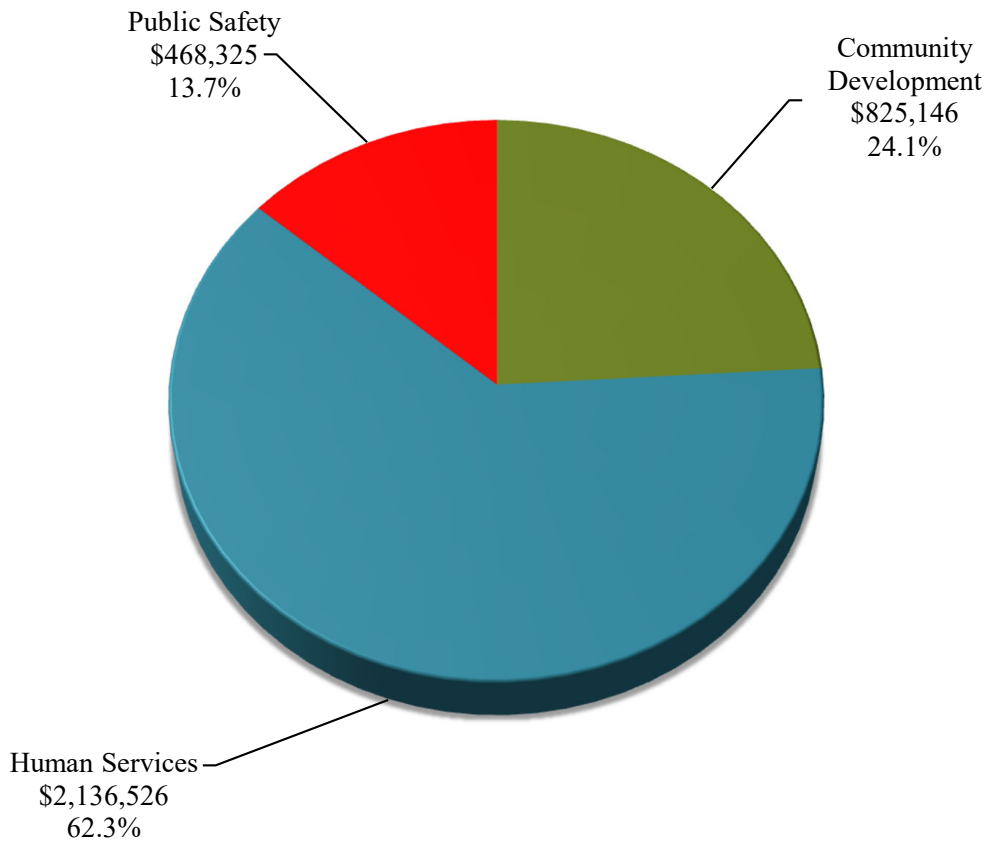
# Non-Departmental

The expenditure budget in Non-Departmental will decrease \$826,246 and the Parks, Recreation & Tourism budget will increase \$63,838 for a total reduced expenditure budget of \$762,408 to be supported by TOT revenue and fund balance. The planned allocations are shown in the table below:

TOT Tourism (Fund 1003) Allocations for FY2021	
The Non-Departmental budget allocates the TOT Tourism funding in the following manner:	Amount
1. Transfer to Parks, Recreation & Tourism - Historic Preservation program	\$168,740
2. Dumfries Weems-Botts Museum	\$42,109
3. Prince William Soccer, Inc.	\$30,078
4. Occoquan Mill House Museum	\$6,016
<b>Non-Departmental TOT Allocated Subtotal</b>	<b>\$246,943</b>
The Parks & Recreation budget allocates the TOT Tourism funding in the following manner:	Amount
5. Parks, Recreation & Tourism - Tourism program	\$1,505,792
<b>Parks, Recreation &amp; Tourism TOT Allocated Subtotal</b>	<b>\$1,505,792</b>
<b>TOT Allocated Grand Total</b>	<b>\$1,752,735</b>
<b>FY21 TOT Revenue Projection</b>	<b>\$1,680,000</b>
<b>Contribution To/(Use Of) TOT Fund Balance</b>	<b>(\$72,735)</b>



# Community Partners



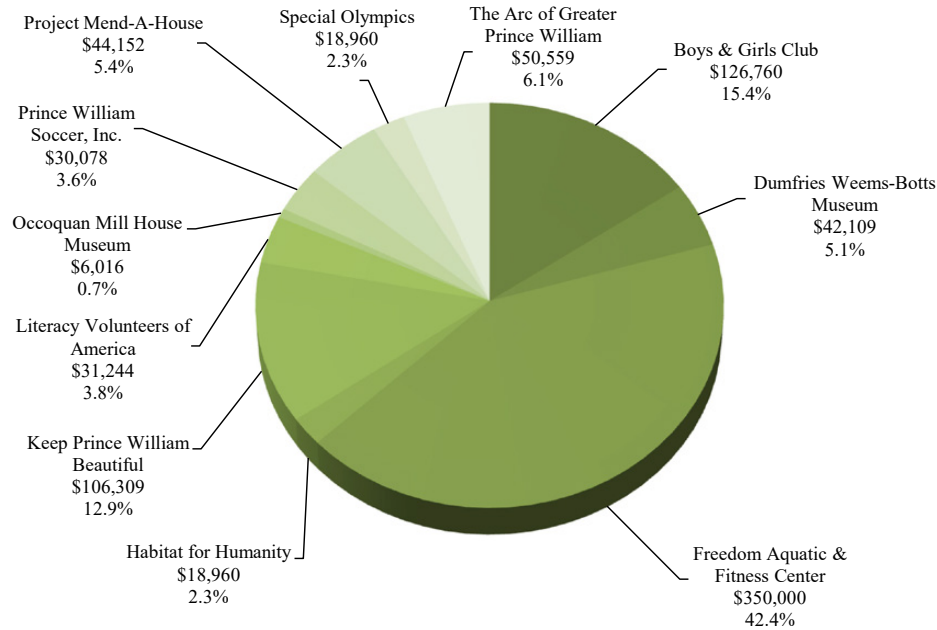
**Total Expenditure Budget: \$3,429,997**

## Partners

<ul style="list-style-type: none"> <li>▶ Action in the Community Through Service</li> <li>▶ American Red Cross</li> <li>▶ The Arc of Greater Prince William</li> <li>▶ Boys &amp; Girls Club</li> <li>▶ Catholics for Housing</li> <li>▶ Dumfries Weems-Botts Museum</li> <li>▶ Free Clinic</li> <li>▶ Freedom Aquatic &amp; Fitness Center</li> <li>▶ Good News Community Kitchen</li> <li>▶ Good Shepherd Housing Foundation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Habitat for Humanity</li> <li>▶ House of Mercy</li> <li>▶ Human Services Alliance of Greater Prince William</li> <li>▶ Independence Empowerment Center</li> <li>▶ Keep Prince William Beautiful</li> <li>▶ Legal Services of Northern Virginia</li> <li>▶ Literacy Volunteers of America</li> <li>▶ The Metropolitan Washington Ear</li> <li>▶ Northern Virginia Family Service</li> </ul>	<ul style="list-style-type: none"> <li>▶ Occoquan Mill House Museum</li> <li>▶ Prince William County Community Foundation</li> <li>▶ Prince William Soccer, Inc.</li> <li>▶ Project Mend-A-House</li> <li>▶ Rainbow Riding Center</li> <li>▶ Special Olympics</li> <li>▶ StreetLight Community Outreach Ministries</li> <li>▶ Volunteer Prince William</li> </ul>
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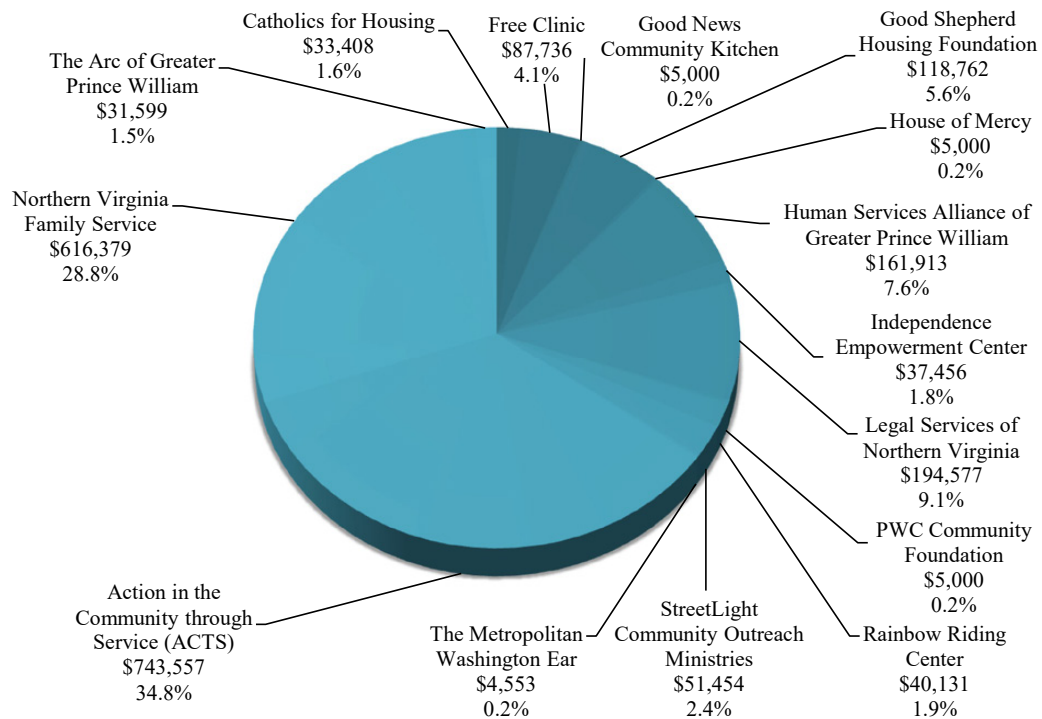
# Community Partners

## Community Development



**Total Expenditure Budget: \$825,146**

## Human Services

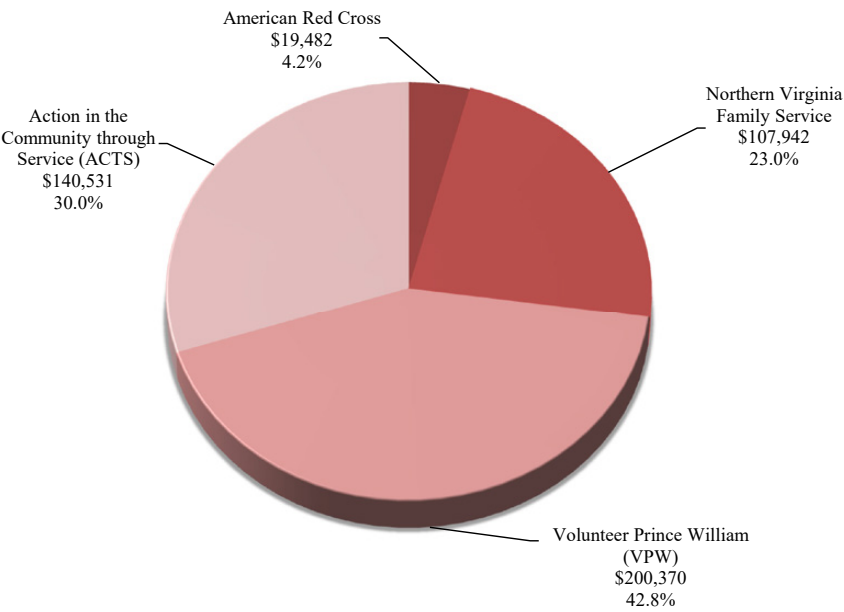


**Total Expenditure Budget: \$2,136,526**



# Community Partners

## Public Safety



**Total Expenditure Budget: \$468,325**

# 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. For more information, please view the County's [Community Partner policy](#).
- 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 the FY2021 Budget** – Good News Community Kitchen, House of Mercy, and Prince William County (PWC) Community Foundation are new community partners funded in FY21. The FY2021 Budget includes a 7.9% donation increase for current community partners. Additionally, a new category for Action in the Community Through Service (ACTS) was included to account for additional funds provided to this community partner for the Lethality Assessment Program (LAP). The LAP identifies victims of domestic violence who are at highest risk of being seriously injured or killed by their intimate partners and connects them to the local domestic violence program. The FY2021 Budget eliminates funding for Prince William Humane Society which ceased operation in FY20.

# Community Partners

## Funding Provided to Community Partners

Host Agency	FY20 Adopted	FY21 Adopted	Funding Source
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### I. DONATIONS: Funding provided via donation and in accordance with a memorandum of understanding.

#### COMMUNITY DEVELOPMENT

##### Library

• Literacy Volunteers of America	\$28,945	\$31,244	General Fund
<b>Total Library</b>	<b>\$28,945</b>	<b>\$31,244</b>	

##### Parks, Recreation & Tourism

• The Arc of Greater Prince William	\$46,839	\$50,559	General Fund
• Boys & Girls Club	\$117,433	\$126,760	General Fund
• Dumfries Weems-Botts Museum	\$39,010	\$42,109	Transient Occupancy Tax
• Freedom Aquatic & Fitness Center	\$350,000	\$350,000	General Fund
• Occoquan Mill House Museum	\$5,573	\$6,016	Transient Occupancy Tax
• Prince William Soccer, Inc.	\$27,865	\$30,078	Transient Occupancy Tax
• Special Olympics	\$17,565	\$18,960	General Fund
<b>Total Parks, Recreation &amp; Tourism</b>	<b>\$604,285</b>	<b>\$624,481</b>	

##### Public Works

• Habitat for Humanity	\$17,565	\$18,960	General Fund
• Keep Prince William Beautiful - Litter Control	\$81,768	\$88,263	Solid Waste Fee
• Keep Prince William Beautiful - Recycling	\$16,719	\$18,047	Solid Waste Fee
• Project Mend-A-House	\$40,903	\$44,152	General Fund
<b>Total Public Works</b>	<b>\$156,955</b>	<b>\$169,420</b>	

<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$790,185</b>	<b>\$825,146</b>	
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Note: Totals may not add due to rounding.

# Community Partners

## Funding Provided to Community Partners

Host Agency	FY20 Adopted	FY21 Adopted	Funding Source
<b>HUMAN SERVICES</b>			
<b>Aging</b>			
• Independence Empowerment Center	\$34,700	\$37,456	General Fund
• Legal Services of Northern Virginia	\$180,260	\$194,577	General Fund
<b>Total Aging</b>	<b>\$214,960</b>	<b>\$232,033</b>	
<b>Community Services</b>			
• ACTS (Total)	\$436,439	\$471,102	General Fund
◦ Behavioral Intervention Program	\$6,894	\$7,441	
◦ Emergency Shelter	\$326,150	\$352,054	
◦ Helpline	\$103,395	\$111,607	
• The Arc of Greater Prince William	\$29,274	\$31,599	General Fund
• Good Shepherd Housing Foundation	\$85,238	\$92,007	General Fund
• Rainbow Riding Center	\$37,179	\$40,131	General Fund
<b>Total Community Services</b>	<b>\$588,129</b>	<b>\$634,840</b>	
<b>Public Health</b>			
• Free Clinic	\$81,281	\$87,736	General Fund
• Northern Virginia Family Service - Pharmacy Central	\$87,670	\$94,633	General Fund
• The Metropolitan Washington Ear	\$4,218	\$4,553	General Fund
<b>Total Public Health</b>	<b>\$173,168</b>	<b>\$186,922</b>	
<b>Social Services</b>			
• ACTS (Total)	\$252,409	\$272,456	General Fund
◦ Homeless Shelter	\$163,346	\$176,319	
◦ Permanent Supportive Housing	\$58,113	\$62,729	
◦ Rapid Re-Housing	\$30,950	\$33,408	
• Catholics for Housing	\$30,950	\$33,408	General Fund
• Good News Community Kitchen	\$0	\$5,000	General Fund
• Good Shepherd Housing Foundation	\$24,786	\$26,755	General Fund
• House of Mercy	\$0	\$5,000	General Fund
• Human Services Alliance of Greater Prince William	\$150,000	\$161,913	General Fund
• Northern Virginia Family Service (Total)	\$483,357	\$521,746	General Fund
◦ Healthy Families	\$189,516	\$204,568	
◦ Homeless Prevention	\$30,949	\$33,408	
◦ Rapid Rehousing	\$30,950	\$33,408	
◦ SERVE Homeless Shelter	\$231,942	\$250,363	

# Community Partners

## Funding Provided to Community Partners

Host Agency	FY20 Adopted	FY21 Adopted	Funding Source
• Prince William County Community Foundation	\$0	\$5,000	General Fund
• StreetLight Community Outreach Ministries <b>(Total)</b>	\$47,668	\$51,454	General Fund
◦ Homeless Prevention	\$30,949	\$33,408	
◦ Supportive Housing Program	\$16,719	\$18,047	
<b>Total Social Services</b>	<b>\$989,170</b>	<b>\$1,082,731</b>	
<b>TOTAL HUMAN SERVICES</b>	<b>\$1,965,428</b>	<b>\$2,136,526</b>	

**Note:** Totals may not add due to rounding.

# Community Partners

## Funding Provided to Community Partners

Host Agency	FY20 Adopted	FY21 Adopted	Funding Source
<b>PUBLIC SAFETY</b>			
<b>Commonwealth's Attorney</b>			
• ACTS - Sexual Assault Victims Advocacy Service	\$37,549	\$40,531	General Fund
<b>Total Commonwealth's Attorney</b>	<b>\$37,549</b>	<b>\$40,531</b>	
<b>Criminal Justice Services</b>			
• Volunteer Prince William	\$167,580	\$180,890	General Fund
<b>Total Criminal Justice Services</b>	<b>\$167,580</b>	<b>\$180,890</b>	
<b>Fire &amp; Rescue</b>			
• American Red Cross	\$18,048	\$19,482	General Fund
• Volunteer Prince William	\$18,047	\$19,481	General Fund
<b>Total Fire &amp; Rescue</b>	<b>\$36,096</b>	<b>\$38,962</b>	
<b>Juvenile Court Service Unit</b>			
• Northern Virginia Family Service - Intervention, Prevention and Education	\$100,000	\$107,942	General Fund
<b>Total Juvenile Court Service Unit</b>	<b>\$100,000</b>	<b>\$107,942</b>	
<b>Police</b>			
• ACTS - Domestic Violence Services	\$0	\$100,000	General Fund
• Prince William Humane Society	\$101,719	\$0	General Fund
<b>Total Police</b>	<b>\$101,719</b>	<b>\$100,000</b>	
<b>TOTAL PUBLIC SAFETY</b>	<b>\$442,943</b>	<b>\$468,325</b>	
<b>TOTAL DONATIONS</b>	<b>\$3,198,556</b>	<b>\$3,429,997</b>	

Note: Totals may not add due to rounding.

# Community Partners

## Funding Provided to Community Partners

Host Agency	FY20 Adopted	FY21 Adopted	Funding Source
<b>II. INTERJURISDICTIONAL AGREEMENTS: Funding provided according to formulae, criteria, or other requirements.</b>			
<b>Aging</b>			
• Birmingham Green	\$1,954,496	\$2,178,969	General Fund
<b>Total Aging</b>	<b>\$1,954,496</b>	<b>\$2,178,969</b>	
<b>Board of County Supervisors</b>			
• Prince William Chamber of Commerce	\$7,000	\$7,000	General Fund
<b>Total Board of County Supervisors</b>	<b>\$7,000</b>	<b>\$7,000</b>	
<b>Community Infrastructure Support</b>			
• Hylton Performing Arts Center (Final debt service payment: 2/2030)	\$1,841,258	\$1,841,363	General Fund
• Northern Virginia Community College	\$1,071,736	\$1,087,880	General Fund
• Northern Virginia Criminal Justice Training Academy (Final debt service payment: 6/2026)	\$351,675	\$344,518	General Fund
<b>Total Community Infrastructure Support</b>	<b>\$3,264,669</b>	<b>\$3,273,761</b>	
<b>Fire &amp; Rescue</b>			
• National Capital Regional Intelligence Center	\$15,412	\$15,412	General Fund
<b>Total Fire &amp; Rescue</b>	<b>\$15,412</b>	<b>\$15,412</b>	
<b>Public Works</b>			
• Soil and Water Conservation District	\$284,745	\$284,745	Stormwater Fee
<b>Total Public Works</b>	<b>\$284,745</b>	<b>\$284,745</b>	
<b>Transit</b>			
• Potomac Rappahannock Transportation Commission	\$16,868,300	\$18,882,300	Motor Fuels Tax
• Virginia Railway Express	\$6,098,311	\$5,930,777	NVTA 30% Funding
<b>Total Transit</b>	<b>\$22,966,611</b>	<b>\$24,813,077</b>	
<b>Transportation</b>			
• Stafford Regional Airport Commission	\$50,000	\$50,000	General Fund
<b>Total Transportation</b>	<b>\$50,000</b>	<b>\$50,000</b>	
<b>TOTAL INTERJURISDICTIONAL</b>	<b>\$28,542,932</b>	<b>\$30,622,963</b>	

Note: Totals may not add due to rounding.



# Community Partners

## Funding Provided to Community Partners

Host Agency	FY20 Adopted	FY21 Adopted	Funding Source
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### III. MEMBERSHIPS: The County chooses to be a member of some regional and/or national organizations.

<b>Board of County Supervisors</b>			
• National Association of Counties	\$5,205	\$5,205	General Fund
• Northern Virginia Regional Commission (NVRC)	\$265,718	\$265,718	General Fund
• Virginia Association of Counties	\$88,440	\$88,440	General Fund
<b>Total Board of County Supervisors</b>	<b>\$359,363</b>	<b>\$359,363</b>	
<b>Planning</b>			
• Council of Governments	\$556,980	\$574,622	General Fund
• Coalition of High Growth Communities	\$6,000	\$6,000	General Fund
<b>Total Planning</b>	<b>\$562,980</b>	<b>\$580,622</b>	
<b>Public Works</b>			
• NVRC - Occoquan Watershed Mgmt Program	\$42,070	\$42,070	Stormwater Fee
• NVRC - NoVA Waste Management Program	\$13,329	\$13,329	Solid Waste Fee
• Occoquan Watershed Monitoring Lab	\$194,057	\$194,057	Stormwater Fee
<b>Total Public Works</b>	<b>\$249,456</b>	<b>\$249,456</b>	
<b>TOTAL MEMBERSHIPS</b>	<b>\$1,171,799</b>	<b>\$1,189,441</b>	

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.

<b>Aging</b>			
• ACTS	\$10,000	\$15,000	Federal Pass-Through
• Legal Services of Northern Virginia	\$8,500	\$15,000	Federal Pass-Through
• Project Mend-A-House	\$10,000	\$15,000	Federal Pass-Through
• Independence Empowerment Center	\$7,550	\$0	Federal Pass-Through
<b>Total Aging</b>	<b>\$36,050</b>	<b>\$45,000</b>	
<b>Community Services</b>			
• Prince William Drop-In Center, Inc.	\$328,000	\$328,000	State Pass-Through
• Little Jack Horner's Corner Bakery	\$27,000	\$27,000	State Pass-Through
<b>Total Community Services</b>	<b>\$355,000</b>	<b>\$355,000</b>	

# Community Partners

## Funding Provided to Community Partners

Host Agency	FY20 Adopted	FY21 Adopted	Funding Source
Housing & Community Development			
• CDBG Competitive Awards (Total)	\$265,000	\$265,000	Federal Pass-Through
◦ INSIGHT Acquisition	\$225,000	\$225,000	
◦ Streetlight Community Outreach	\$40,000	\$40,000	
• Emerg Solutions Grant Recipients (Total)	\$121,589	\$121,589	Federal Pass-Through
◦ ACTS - Emergency Shelter	\$47,184	\$47,184	
◦ NVFS - Transitional Housing & SERVE Shelter	\$74,405	\$74,405	
Total Housing & Community Development	\$386,589	\$386,589	
Parks, Recreation & Tourism			
• Arts Council Grants	\$193,000	\$193,000	General Fund
Total Parks, Recreation & Tourism	\$193,000	\$193,000	
Public Works			
• Keep Prince William Beautiful	\$46,000	\$46,000	State Pass-Through
Total Public Works	\$46,000	\$46,000	
Social Services			
• PWC Continuum of Care (CoC) HUD Grant (Total)	\$721,515	\$721,515	Federal Pass-Through
◦ ACTS - Rapid Rehousing	\$206,648	\$206,648	
◦ DSS - CoC Planning	\$52,092	\$52,092	
◦ DSS - Homeless Mgt Info System	\$36,230	\$36,230	
◦ Good Shepherd Leasing Program	\$159,036	\$159,036	
◦ PathWay Homes - PSH Leasing	\$106,550	\$106,550	
◦ StreetLight - PSH House I	\$9,052	\$9,052	
◦ StreetLight Permnt Supprtve Housing	\$151,907	\$151,907	
• Promoting Safe and Stable Families (Total)	\$245,188	\$245,188	Federal Pass-Through
◦ ARC (Disability Respite/Interpreter Services)	\$12,400	\$12,400	
◦ No Va Family Service (Healthy Families)	\$53,711	\$53,711	
◦ VA Cooperative Extension (Parent Education)	\$102,387	\$102,387	
◦ Dept of Social Svcs (Family Reunification)	\$76,690	\$76,690	
Total Social Services	\$966,703	\$966,703	
TOTAL GRANTS AND MATCHING FUNDS	\$1,983,342	\$1,992,292	
GRAND TOTAL	\$34,896,629	\$37,234,692	

Note: Totals may not add due to rounding.

# Community Partners

## Community Partners In-Kind Donations

Host Agency	Community Partner	FY20 Adopted (Estimated Value)*	FY21 Adopted (Estimated Value)*
<b>Community Services</b>	<b>Rainbow Riding Center</b> <ul style="list-style-type: none"> <li>• Provide mailbox in office.</li> <li>• Provide conference room for monthly board meetings as needed.</li> <li>• Provide use of copier up to 10,300 copies annually. Estimated value of in-kind service is \$51.50.</li> </ul>	<b>\$52</b>	<b>\$52</b>
<b>Library</b>	<b>Literacy Volunteers of America</b> <ul style="list-style-type: none"> <li>• Provide photocopying support up to \$1,000 per fiscal year.</li> <li>• Provide tutor training and event promotion through the Library System's website for 6 events per year. Estimated value is \$110.</li> </ul>	<b>\$1,110</b>	<b>\$1,110</b>
<b>Public Works</b>	<b>Keep Prince William Beautiful</b> <ul style="list-style-type: none"> <li>• Provide van and driver for the completion of a litter survey, no more than four times a year. Estimated value is \$1,220.</li> <li>• Provide Adopt-a-Spot signs when required. Estimated value is \$865.</li> <li>• Provide staff support for Adopt-a-Spot sign installation and VDOT location coordination. Estimated value is \$1,380.</li> </ul>	<b>\$3,465</b>	<b>\$3,465</b>

\* Estimated values for in-kind donations are not included in the community partner donation totals.

# Community Partners

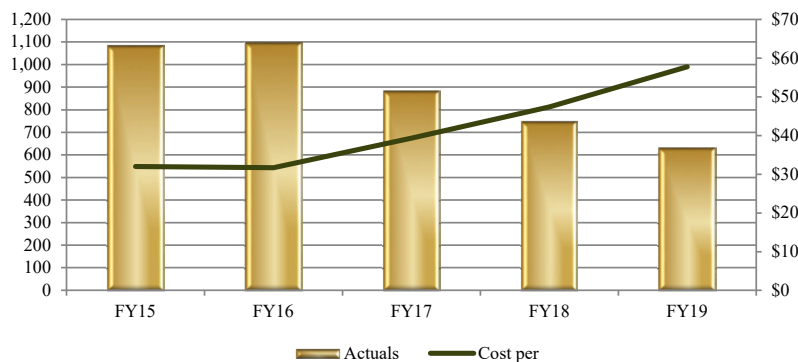
## ACTS

ACTS services to County residents include Helpline, a 24 hour/365 day free, confidential telephone service to help callers with problem solving and crisis situations; Turning Points, the only domestic violence intervention program serving PWC; and Sexual Assault Victims Advocacy Service (SAVAS), the only sexual assault crisis center serving PWC. The ACTS Housing Services operates an emergency shelter, transitional housing, and permanent affordable housing.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Commonwealth's Attorney</b>					
<b>Victim/Witness Support</b>	<b>\$35</b>	<b>\$35</b>	<b>\$36</b>	<b>\$38</b>	<b>\$41</b>
SAVAS total clients served	883	746	631	800	800
SAVAS presentations given	78	46	62	52	55

### ACTS - Commonwealth's Attorney Measures Report Chart

SAVAS Total Clients Served

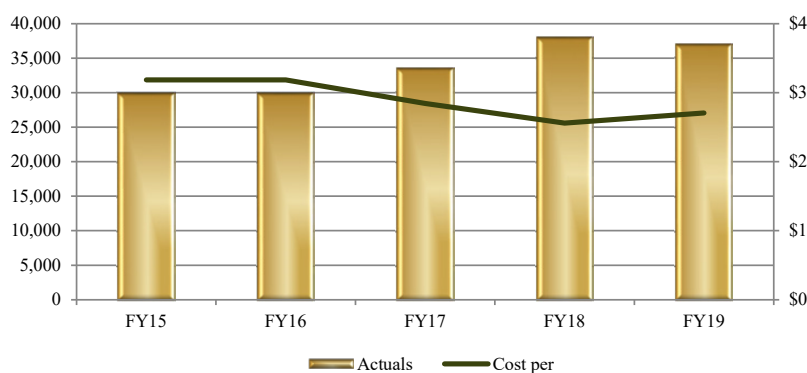


# Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Community Services</b>					
<b>Emergency Services</b>	<b>\$403</b>	<b>\$411</b>	<b>\$424</b>	<b>\$436</b>	<b>\$471</b>
Helpline Service Calls	33,582	38,092	37,062	36,347	30,000
Emergency Shelter Clients Served	-	345	247	318	250
Number graduating from Behavioral Intervention Program	202	137	120	169	90

## ACTS - Community Services Measures Report Chart

Helpline Service Calls



Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Police</b>					
<b>Domestic Violence (DV) Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$100</b>
Number of DV calls received from PWC Police onsite during a DV situation	-	-	-	-	200
Number of DV victims receiving services as a result of lethality assessment protocol	-	-	-	-	160
Number of DV victims receiving services for the first time as a result of lethality assessment protocol	-	-	-	-	135

# Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Social Services</b>					
<b>Homeless Emergency Shelter and Overnight Care</b>	<b>\$205</b>	<b>\$238</b>	<b>\$245</b>	<b>\$252</b>	<b>\$272</b>
Households obtain and remain in permanent self-sufficient housing	-	51	121	24	45
Shelter bed nights	5,316	5,410	5,949	6,742	4,725
Shelter utilization rate	82%	82%	91%	85%	90%
Transitional Living utilization rate	88%	18%	-	-	-
Permanent supportive housing utilization rate	-	-	-	90%	90%

Note: The FY17 and FY18 Actuals pertain to the Transitional Housing program when ended June 2018. The Permanent Supportive Housing program is accepting it's first client in October 2019.

## ACTS - Social Services Measures Report Charts

ACTS Shelter Bed Nights

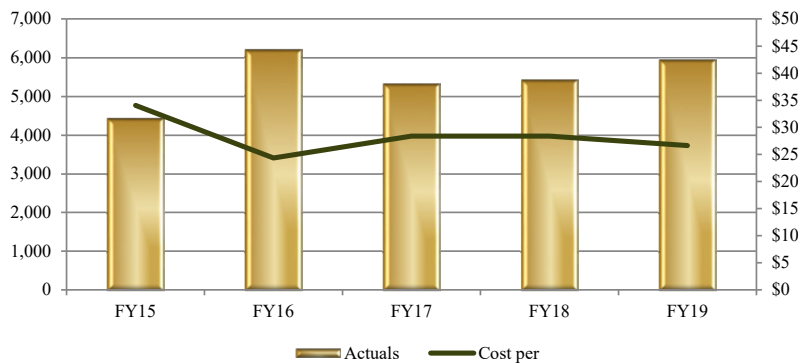


Chart  
1 of 2

ACTS Homeless Shelter Utilization Rate

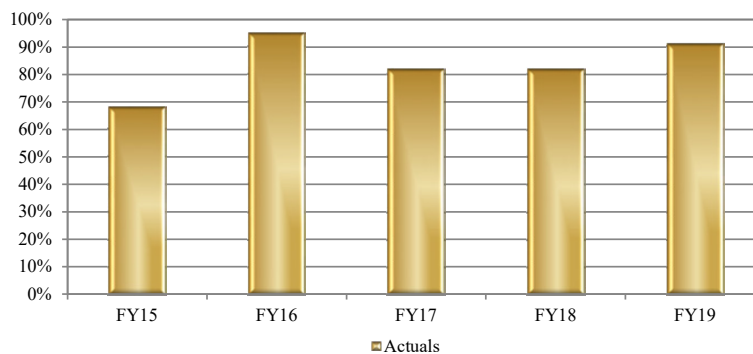


Chart  
2 of 2

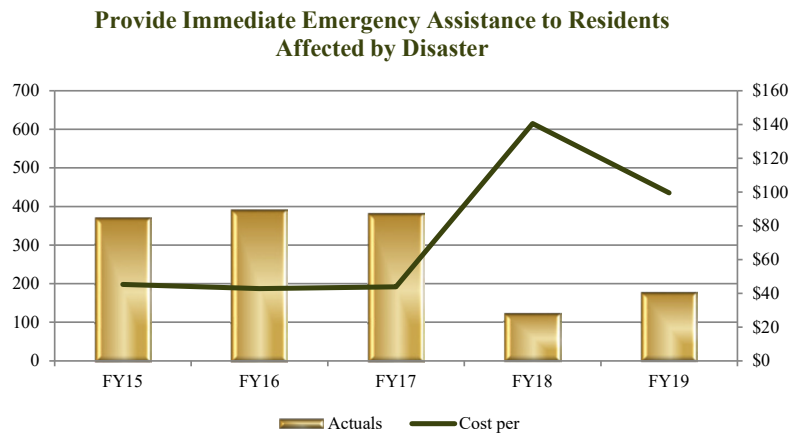
# Community Partners

## 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Fire &amp; Rescue</b>					
<b>Community Safety</b>	<b>\$17</b>	<b>\$17</b>	<b>\$18</b>	<b>\$18</b>	<b>\$19</b>
Provide immediate emergency assistance to residents affected by disaster	381	121	176	350	300

### American Red Cross - Fire & Rescue Measures Report Chart





# Community Partners

## The Arc of Greater Prince William (PW)

The Arc provides quality services and support for children and adults with intellectual and development disabilities to achieve their greatest potential for growth and independence.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Parks, Recreation &amp; Tourism</b>					
<b>Recreation Services</b>	<b>\$43</b>	<b>\$44</b>	<b>\$45</b>	<b>\$47</b>	<b>\$51</b>
Individuals in fitness programs	64	51	62	50	65
Number attending special events	1,204	1,677	1,205	1,400	1,250

### The Arc of Greater PW - Parks, Recreation & Tourism Measures Report Charts

Individuals in Fitness Programs

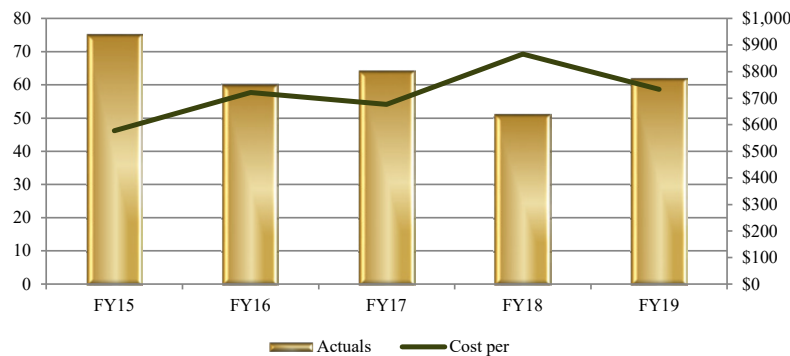


Chart  
1 of 2

Number Attending Special Events

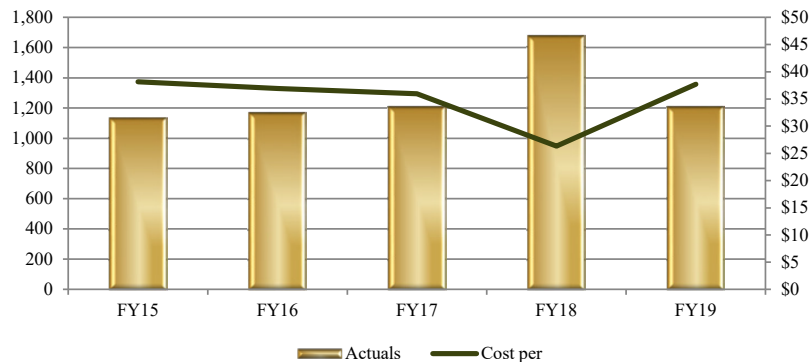


Chart  
2 of 2

# Community Partners

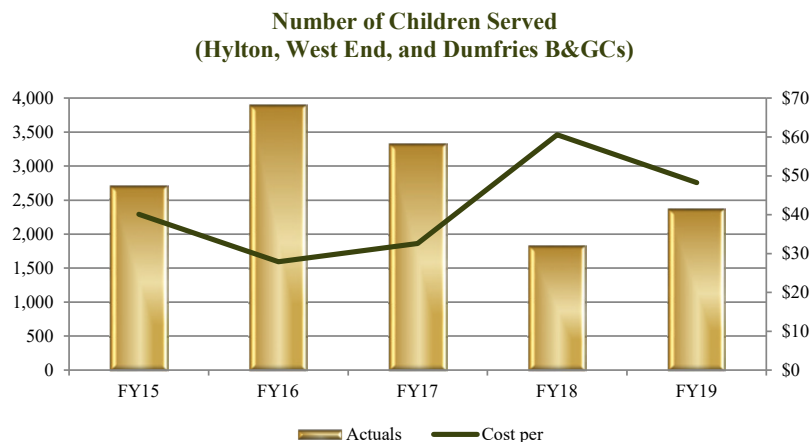
Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Community Services</b>					
<b>Family Support Services</b>	-	-	-	\$29	\$32
Information and Referral	-	-	-	750	750
Education Workshops for Families	-	-	-	8	8
Number of Attendees at Workshops	-	-	-	160	160

## 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Parks, Recreation &amp; Tourism</b>					
<b>Administration and Communication</b>	\$109	\$111	\$114	\$117	\$127
Number of children served (Hylton, West End, and Dumfries B&GC)	3,333	1,827	2,363	2,800	2,650

### B&GC - Parks, Recreation & Tourism Measures Report Chart



# Community Partners

## Catholics for Housing (CFH)

CFH provides affordable housing opportunities to low-to-moderate income households throughout Northern Virginia. The continuum of housing within CFH provides the ability to help participants understand how to obtain and sustain an adequate home.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Social Services</b>					
<b>Homeless Initiative</b>	-	\$29	\$30	\$31	\$33
Number of people served at the Drop-In-Center (unduplicated)	-	62	79	110	95

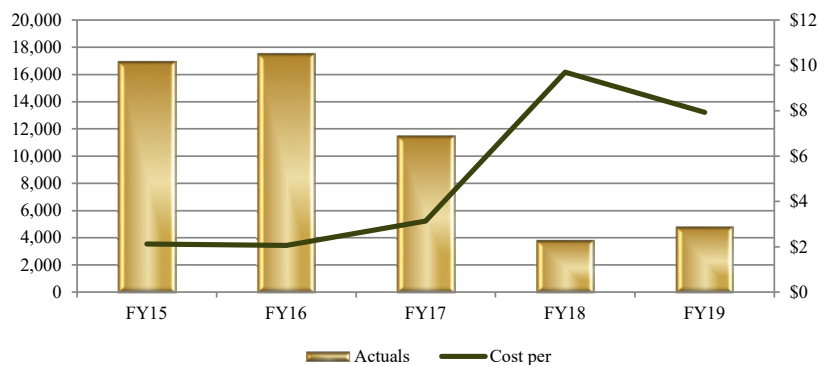
## Dumfries Weems-Botts Museum

The museum, operated by Historic Dumfries, Virginia, Inc., features the history of Dumfries, Virginia's oldest chartered town.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Parks, Recreation &amp; Tourism</b>					
<b>Historic Preservation</b>	\$36	\$37	\$38	\$39	\$42
Museum attendance	11,500	3,789	4,780	10,000	10,000
Volunteer hours	3,500	1,155	647	3,000	3,000

### Dumfries Weems-Botts Museum - Parks, Recreation & Tourism Measures Report Chart

Museum Attendance



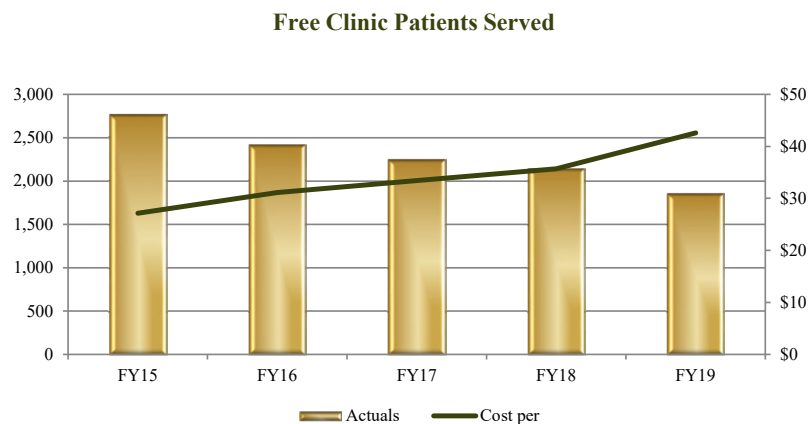
# Community Partners

## 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 up to 125% of the state poverty guidelines.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Public Health</b>					
<b>General Medicine</b>	<b>\$75</b>	<b>\$77</b>	<b>\$79</b>	<b>\$81</b>	<b>\$88</b>
Free Clinic patients served	2,247	2,145	1,852	2,000	2,100

### Free Clinic - Public Health Measures Report Chart



## Freedom Aquatic & Fitness Center

Freedom Aquatic & Fitness Center promotes healthy lifestyles through quality educational and recreational programs in an environment that motivates individuals to meet their goals.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Parks, Recreation &amp; Tourism</b>					
<b>Aquatics &amp; Fitness</b>	-	-	-	<b>\$350</b>	<b>\$350</b>
Freedom Center Members	-	-	-	5,350	5,350
Freedom Center Annual Members	-	-	-	4,900	4,900

# Community Partners

## Good News Community Kitchen

To rebuild and strengthen communities by fighting hunger one meal at a time.

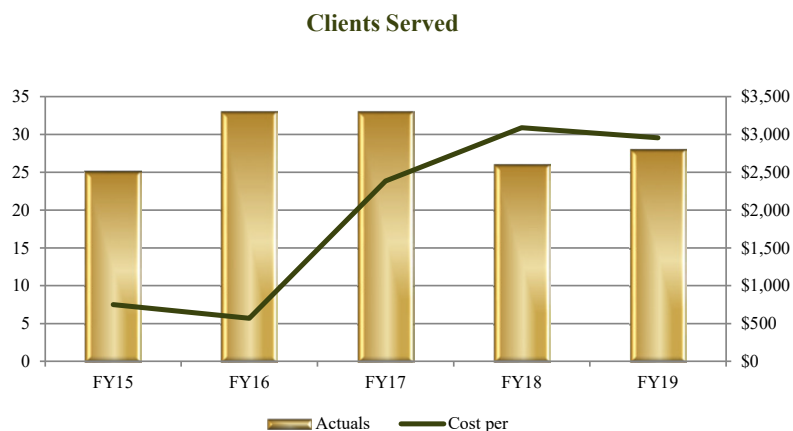
Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Social Services</b>					
<b>Mobile Meals and Trends to Transition</b>	-	-	-	-	\$5
Meals-To-Go Kits for 50 PWC Students at 10 PWC schools twice monthly					11,532
Emergency Meal Units for 150 PWC families annually	-	-	-	-	1,799

## Good Shepherd Housing Foundation (GSHF)

GSHF provides housing for chronically mentally ill adults and chronic low-income families in the community. Services include case management, rental assistance, supportive services (transportation, assistance toward childcare), and emergency funding to families in the program.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Community Services</b>					
<b>Mental Health Residential Services</b>	\$79	\$80	\$83	\$85	\$92
Clients served by GSHF	33	26	28	28	30

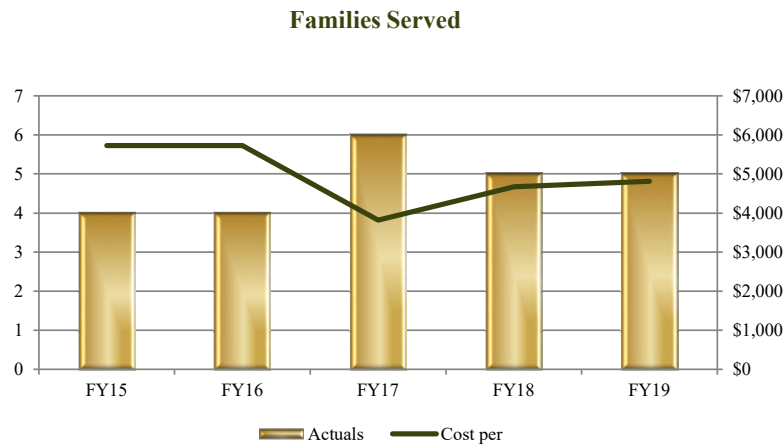
### GSHF - Community Services Measures Report Chart



# Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Social Services</b>					
<b>Homeless Emergency Shelter and Overnight Care</b>	<b>\$23</b>	<b>\$23</b>	<b>\$24</b>	<b>\$25</b>	<b>\$27</b>
GSHF Partnership families served	6	5	5	4	4

## GSHF - Social Services Measures Report Chart



# Community Partners

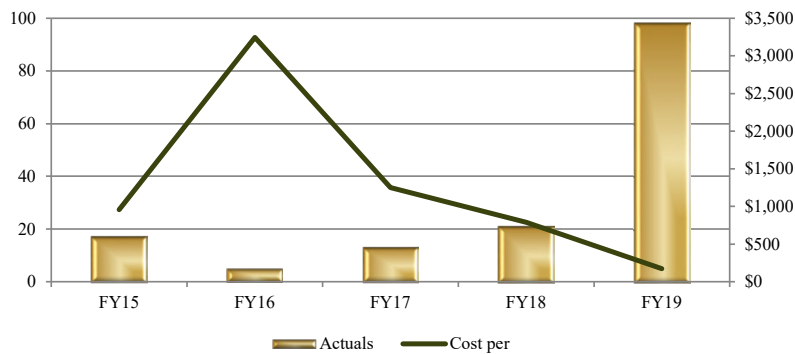
## Habitat for Humanity

Habitat for Humanity provides volunteer assistance with property repairs for low income, elderly, or disabled County homeowners whose homes are in sufficient disrepair to be in violation of County code.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Public Works</b>					
<b>Neighborhood Services</b>	<b>\$16</b>	<b>\$17</b>	<b>\$17</b>	<b>\$18</b>	<b>\$19</b>
Administer and coordinate graffiti abatement projects	0	0	0	0	5
Administer and coordinate property maintenance projects	13	21	98	15	100

### Habitat for Humanity - Public Works Measures Report Chart

Administer and Coordinate Property Maintenance Projects



## House of Mercy

House of Mercy provides food, clothing and education for those in need, thus demonstrating God's unlimited love and mercy for those in our community.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Social Services</b>					
<b>Food Pantry Partnership</b>	-	-	-	-	<b>\$5</b>
Value of Total Assistance Given	-	-	-	-	\$550,000
Number of Individuals Served	-	-	-	-	14,000



# Community Partners

## Human Services Alliance of Greater Prince William

The Human Services Alliance of Greater Prince William will be the catalyst for greater partnerships and collaboration among its network of human services organizations, the faith community, other community organizations, and interested citizens to enhance the lives of the people they support.

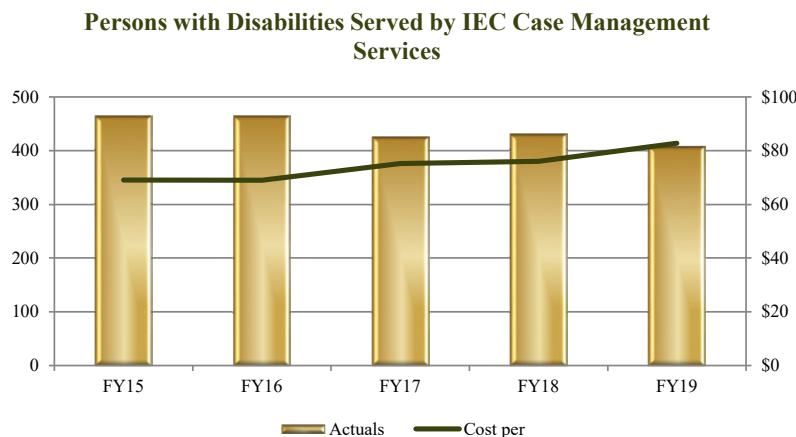
Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Social Services</b>					
<b>All Human Services Programs</b>	-	-	-	\$150	\$162
New collaborative partnerships/projects	-	-	-	10	10

## Independence Empowerment Center (IEC)

IEC provides supportive services to persons with disabilities, which allow them to remain in or return to their homes, direct training on independent living skills, Medicaid waiver program coordination, and educational assistance to schoolchildren and their families. The IEC serves County residents of all ages with any type of disability.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Aging</b>					
<b>Supportive Services</b>	\$32	\$33	\$34	\$35	\$37
Persons with disabilities served by IEC case management services	426	430	407	467	432

### IEC - Aging Measures Report Chart



# Community Partners

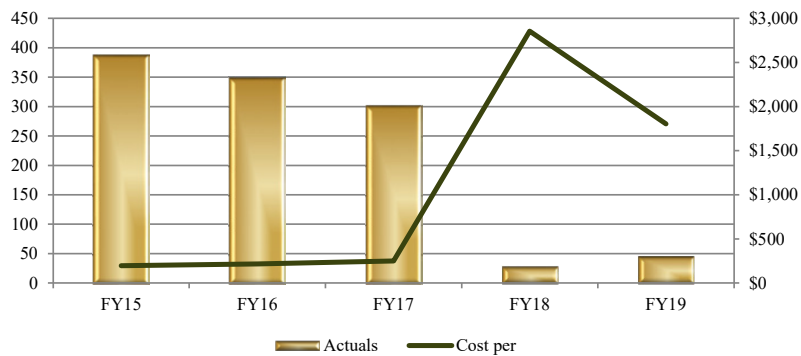
## Keep Prince William Beautiful (KPWB)

KPWB educates school children, civic associations, and community groups on litter removal, recycling, and water quality through the following programs: Adopt-a-Spot, semi-annual community cleanup campaigns, clean shopping center program, county-wide litter surveys, and the Speakers Bureau.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Public Works</b>					
<b>Solid Waste - Litter Control</b>	<b>\$76</b>	<b>\$77</b>	<b>\$79</b>	<b>\$82</b>	<b>\$88</b>
Clean shopping center participants (centers)	22	15	12	20	30
Community Cleanups	302	27	44	50	70

### KPWB - Public Works Measures Report Chart

Community Cleanups

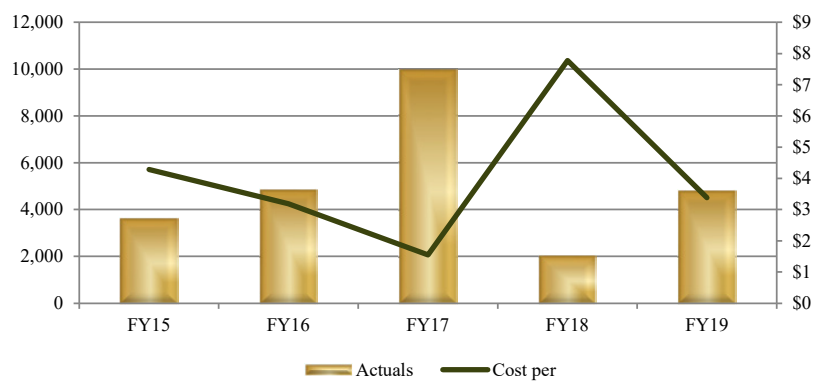


# Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Public Works</b>					
<b>Solid Waste - Recycling</b>	<b>\$15</b>	<b>\$16</b>	<b>\$16</b>	<b>\$17</b>	<b>\$18</b>
Recycling presentation attendees (youth and adults)	9,955	2,028	4,800	5,000	5,000

## KPWB - Public Works Measures Report Chart

Recycling Presentation Attendees



# Community Partners

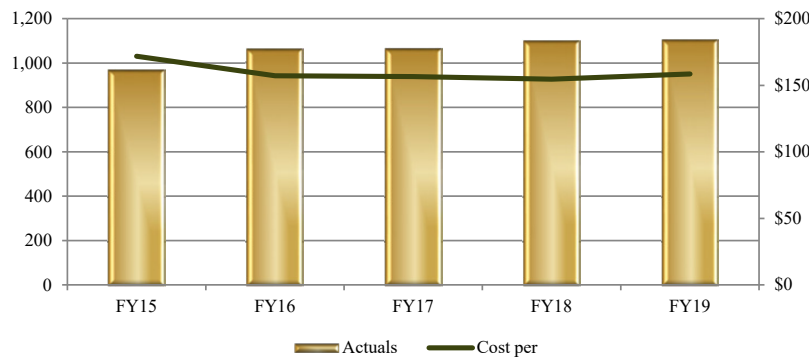
## Legal Services of Northern Virginia (LSNV)

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Aging</b>					
<b>Senior Centers</b>	<b>\$167</b>	<b>\$170</b>	<b>\$175</b>	<b>\$180</b>	<b>\$195</b>
Legal services cases	1,065	1,100	1,105	1,100	1,100
Contribution per PWC client (actual dollar amount)	\$156	\$155	\$158	\$164	\$164
Contribution per PWC household member benefit (actual dollar amount)	\$71	\$61	\$61	\$72	\$72

### LSNV - Aging Measures Report Chart

Legal Services Cases



# Community Partners

## Literacy Volunteers of America - Prince William, Inc. (LVA-PW)

LVA-PW provides free basic English as a second language, computer and workplace literacy, Pre-General Equivalency Diploma (GED) and GED tutoring, and English for Speakers of Other Languages civics tutoring services to adults in the community.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Library</b>					
<b>Public Services Management</b>	<b>\$27</b>	<b>\$27</b>	<b>\$28</b>	<b>\$29</b>	<b>\$31</b>
Literacy Volunteer hours	15,200	16,778	16,842	15,500	15,800
Adults served	752	752	736	720	730

### LVA-PW - Library Measures Report Charts

Literacy Volunteer Hours Provided for Adults

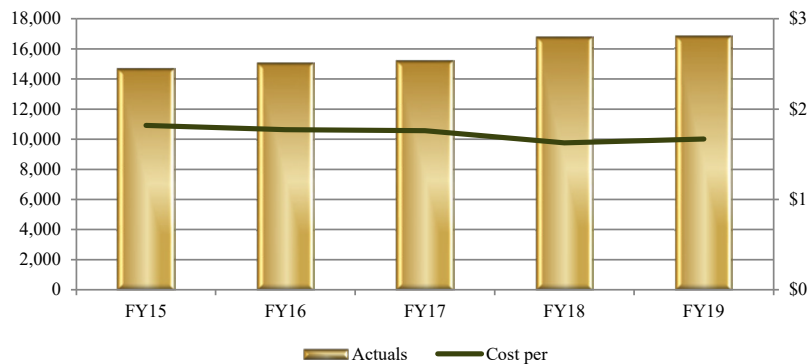


Chart  
1 of 2

Number of Adults Served

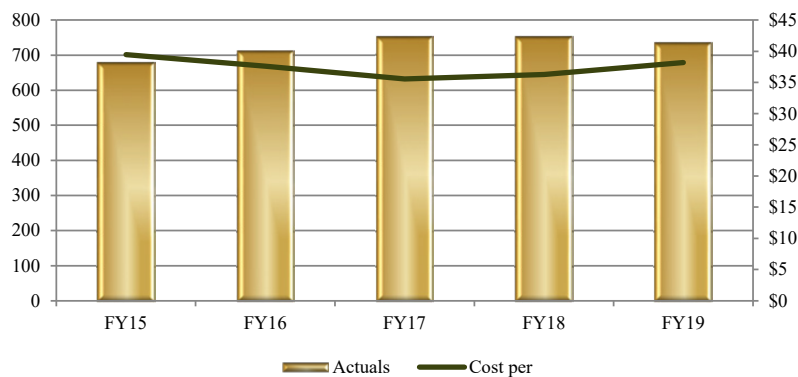


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# Community Partners

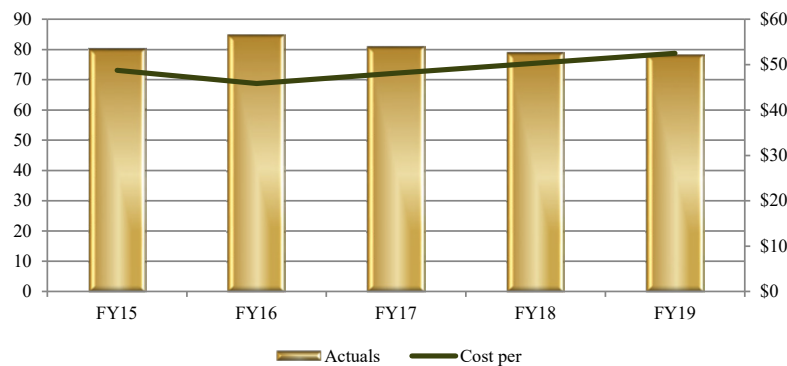
## The Metropolitan Washington Ear, Inc.

The Metropolitan Washington Ear, Inc. provides radio reading services, dial-in instructions, newspaper, and magazine services to blind, visually impaired, and disabled individuals who can no longer read ordinary print.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Public Health</b>					
<b>General Medicine</b>	\$4	\$4	\$4	\$4	\$5
Clients served by Washington Ear	81	79	78	82	82

### The Metropolitan Washington Ear, Inc. - Public Health Measures Report Chart

Clients Served by Metropolitan Washington Ear



# Community Partners

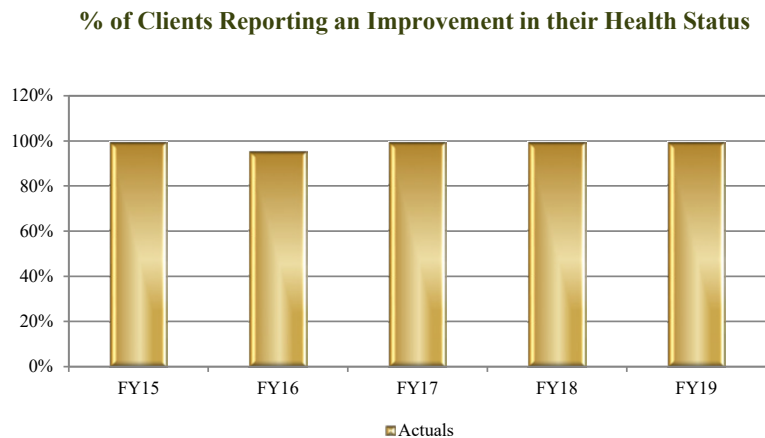
## Northern Virginia Family Service (NVFS)

NVFS services to County residents include rapid rehousing, transitional and permanent housing programs for low-income clients, temporary emergency shelter, housing location services, children's services, life skills and parenting support, child abuse prevention, and linkage to consistent child health care providers for County families at risk for poor childhood outcomes. Additionally, NVFS provides a gang intervention, prevention, and education program to ensure gang involved youth and youth at risk of gang involvement are better able to resist gangs.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Juvenile Court Service Unit</b>					
<b>Intervention, Prevention and Education</b>	-	-	-	\$100	\$108
Youth served annually	-	-	-	40	40
Gang youth who reduce or eliminate gang participation	-	-	-	75%	75%
Non-gang at-risk youth who remain non-gang involved	-	-	-	95%	95%

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Public Health</b>					
<b>General Medicine</b>	\$133	\$83	\$85	\$88	\$95
% of clients reporting an improvement in their health status served by Pharmacy Central	99%	99%	99%	95%	90%

### NVFS - Public Health Measures Report Chart



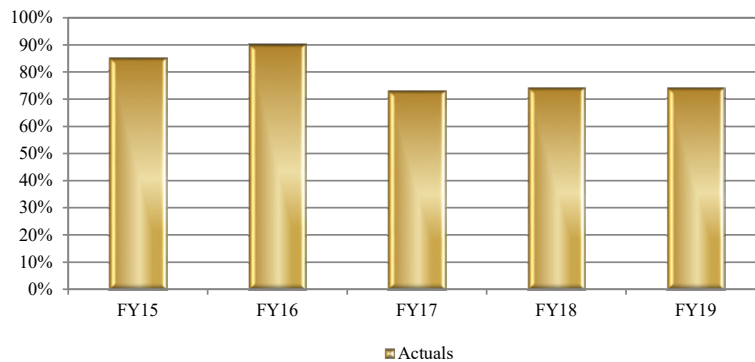


# Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Social Services</b>					
<b>Child Welfare, Homeless Emergency Shelter and Overnight Care</b>	<b>\$351</b>	<b>\$456</b>	<b>\$469</b>	<b>\$483</b>	<b>\$522</b>
Healthy families children assigned a primary health care provider within two months of enrollment	99%	98%	99%	85%	85%
SERVE shelter utilization rate	73%	74%	74%	85%	85%

## NVFS - Social Services Measures Report Chart

SERVE Shelter Utilization Rate



# Community Partners

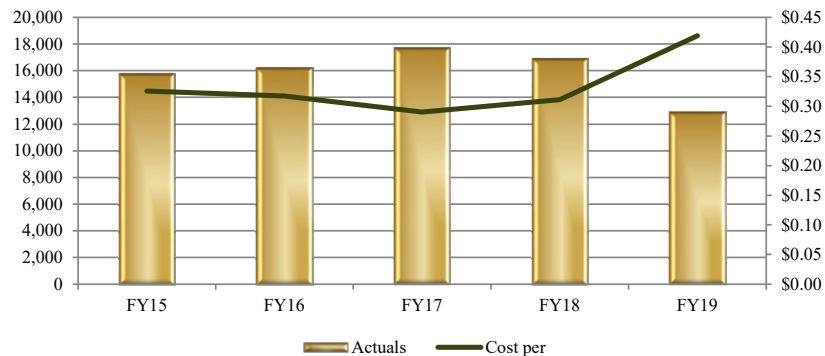
## Occoquan Mill House Museum

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Parks, Recreation &amp; Tourism</b>					
<b>Historic Preservation</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$6</b>	<b>\$6</b>
Museum attendance	17,735	16,889	12,923	18,000	18,000
Volunteer hours	275	600	400	500	600

### Occoquan Mill House Museum - Parks, Recreation & Tourism Measures Report Chart

Museum Attendance



# Community Partners

## PWC Community Foundation, Inc.

The PWC Community Foundation is committed to sustaining healthy and vital PWC communities now and into the future. By helping to improve the quality of life in our community, we are promoting community solutions through research and actions that will advance the common good. The Foundation's objective is to help build strong communities where we promote social, environmental, and economic health through various initiatives for the residents of PWC.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Social Services</b>					
<b>Combating Hunger on Wheels Initiative</b>	-	-	-	-	\$5
Increase the number of total meals served each year by 25% through its continued partnership with PWC schools	-	-	-	-	11,250
Increase the number of site locations each year by 20% through continued partnerships with local organizations throughout PWC	-	-	-	-	4

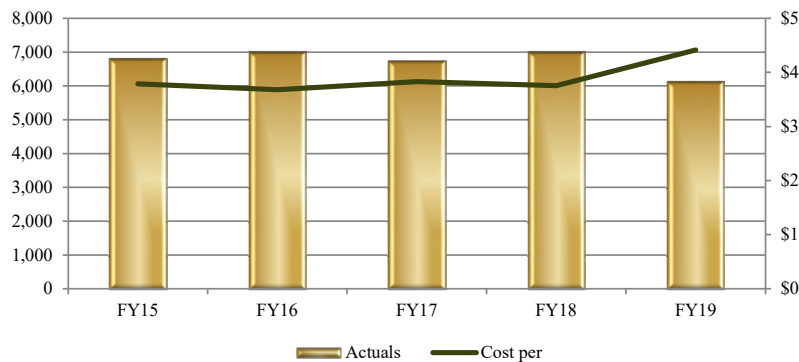
## Prince William Soccer, Inc. (PWSI)

PWSI provides recreational opportunities for players of all backgrounds and abilities.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Parks, Recreation &amp; Tourism</b>					
<b>Administration &amp; Communications</b>	\$26	\$26	\$27	\$28	\$30
Participants served	6,728	7,000	6,128	6,650	6,550

### PWSI - Parks, Recreation & Tourism Measures Report Chart

Participants Served



# Community Partners

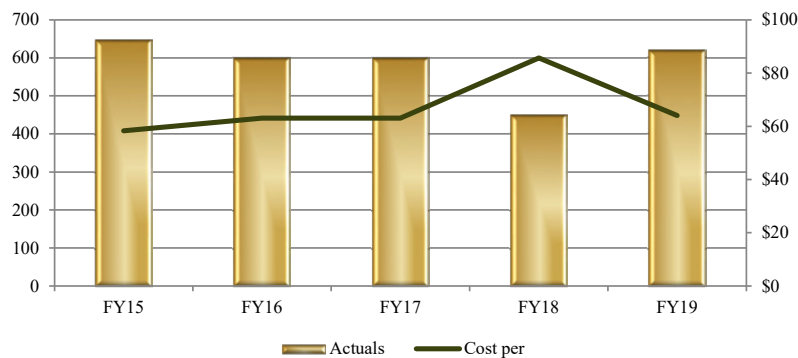
## Project Mend-A-House (PMAH)

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Public Works</b>					
<b>Neighborhood Services</b>	<b>\$38</b>	<b>\$39</b>	<b>\$40</b>	<b>\$41</b>	<b>\$44</b>
Total home improvement/modification projects	600	450	620	450	480

### PMAH - Public Works Measures Report Chart

Total Home Improvement/Modification Projects



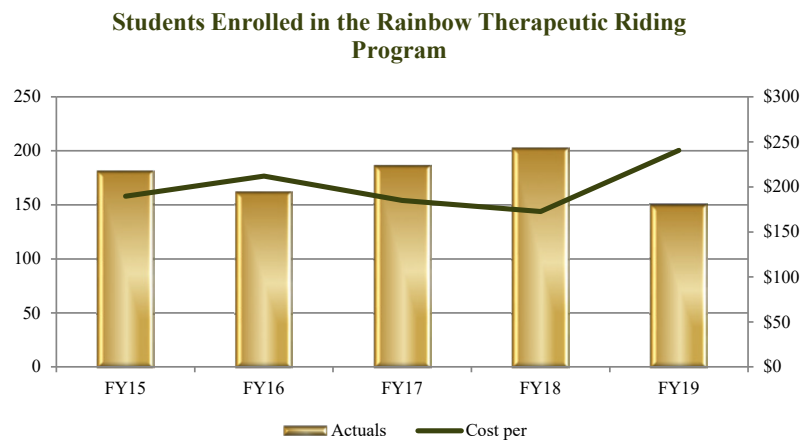
# Community Partners

## Rainbow Riding Center

Rainbow Riding Center provides therapeutic equestrian activities to individuals with physical and mental challenges. Rainbow clients are children, teens, adults, recuperating soldiers from Walter Reed Medical Center, and at-risk youth.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Community Services</b>					
<b>Administrative Services</b>	<b>\$34</b>	<b>\$35</b>	<b>\$36</b>	<b>\$37</b>	<b>\$40</b>
Students enrolled in the Rainbow Therapeutic Riding Program	186	203	150	230	230

### Rainbow Riding Center - Community Services Measures Report Chart



# Community Partners

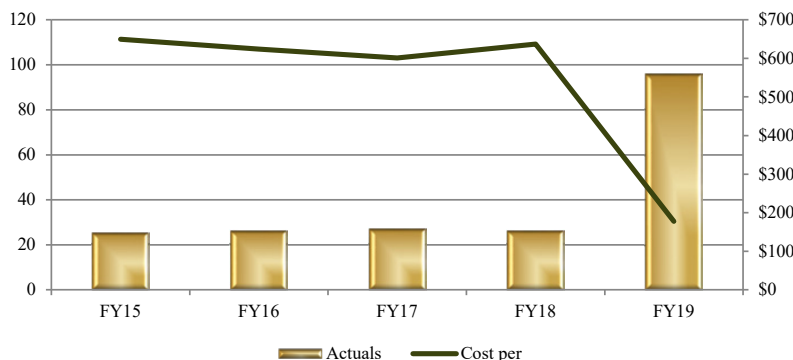
## Special Olympics

Special Olympics provides sports training programs in athletics, aquatics, basketball, bocce, bowling, floor hockey, golf, powerlifting, skiing, soccer, and tennis. Special Olympics also offers a program for children two to seven years called the Young Athlete Program through a network of volunteers. Athletes pay nothing to participate.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Parks, Recreation &amp; Tourism</b>					
<b>Recreation Services</b>	<b>\$16</b>	<b>\$17</b>	<b>\$17</b>	<b>\$18</b>	<b>\$19</b>
Athletic events for the intellectually disabled	27	26	96	27	105

### Special Olympics - Parks, Recreation & Tourism Measures Report Chart

Athletic Events for the Intellectually Disabled



## 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Social Services</b>					
<b>Homeless Emergency Shelter and Overnight Care</b>	<b>\$15</b>	<b>\$45</b>	<b>\$46</b>	<b>\$48</b>	<b>\$51</b>
Clients maintain safe, permanent housing	91%	91%	91%	100%	100%
Clients maintaining sobriety	91%	100%	100%	100%	91%

# Community Partners

## Volunteer Prince William (VPW)

VPW places and tracks court-ordered community service clients and provides written reports to the Office of Criminal Justice Services (OCJS) probation officers or directly to the adult and juvenile court systems. VPW also serves as the County's point of contact for agencies and community partners to connect volunteers with opportunities to serve throughout the County.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Criminal Justice Services</b>					
<b>Local Criminal Justice Support</b>	<b>\$155</b>	<b>\$158</b>	<b>\$163</b>	<b>\$168</b>	<b>\$181</b>
OCJS and General District Court placements	610	613	573	800	600
Community volunteers for short term community projects	35,335	30,139	31,157	30,000	30,000
Community service hours performed	12,600	11,646	20,280	20,000	20,000

### VPW - Criminal Justice Services Measures Report Charts

OCJS and General District Court Placements

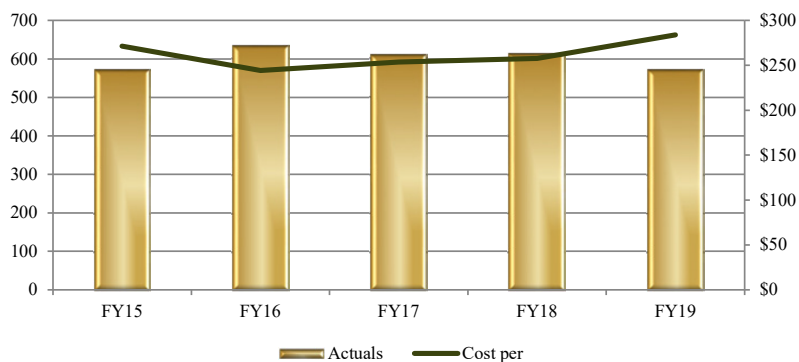


Chart  
1 of 2

VPW Community Volunteers for Short Term Community Projects

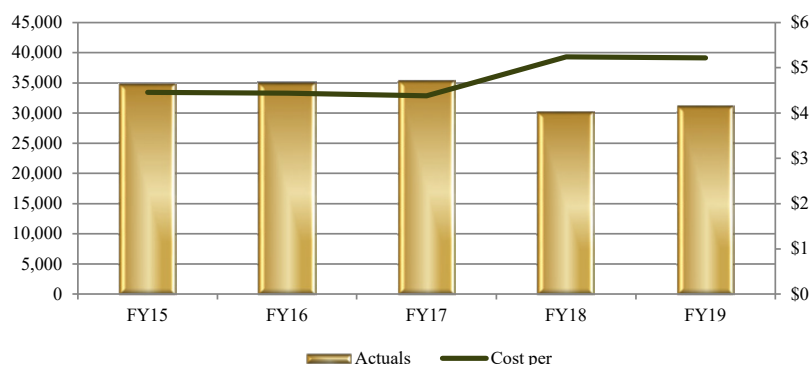


Chart  
2 of 2



# Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Fire &amp; Rescue</b>					
<b>Community Safety</b>	<b>\$17</b>	<b>\$17</b>	<b>\$18</b>	<b>\$18</b>	<b>\$19</b>
Volunteer recruitment	1,989	1,329	1,269	1,500	1,500
Volunteer Outreach and Training	436,628	440,645	436,000	150,000	200,000

## VPW - Fire & Rescue Measures Report Charts

Volunteer Recruitment

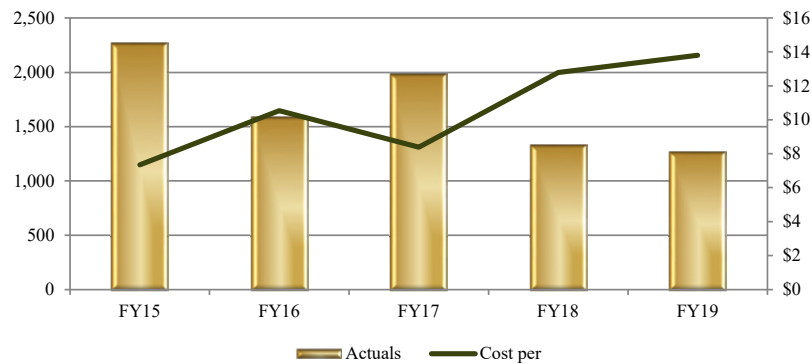


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Volunteer Outreach and Training

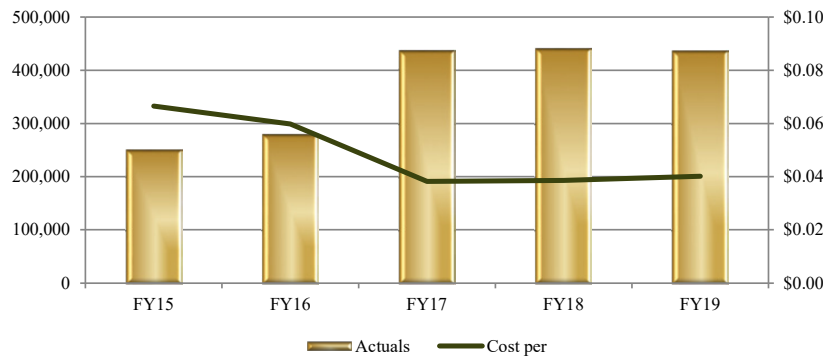


Chart  
2 of 2

# Debt Service

## Expenditure and Revenue Summary



Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Debt Service	\$56,748,277	\$53,238,966	\$65,221,413	\$49,636,205	\$52,892,430	6.56%
<b>Total Expenditures</b>	<b>\$56,748,277</b>	<b>\$53,238,966</b>	<b>\$65,221,413</b>	<b>\$49,636,205</b>	<b>\$52,892,430</b>	<b>6.56%</b>

### Expenditure by Classification

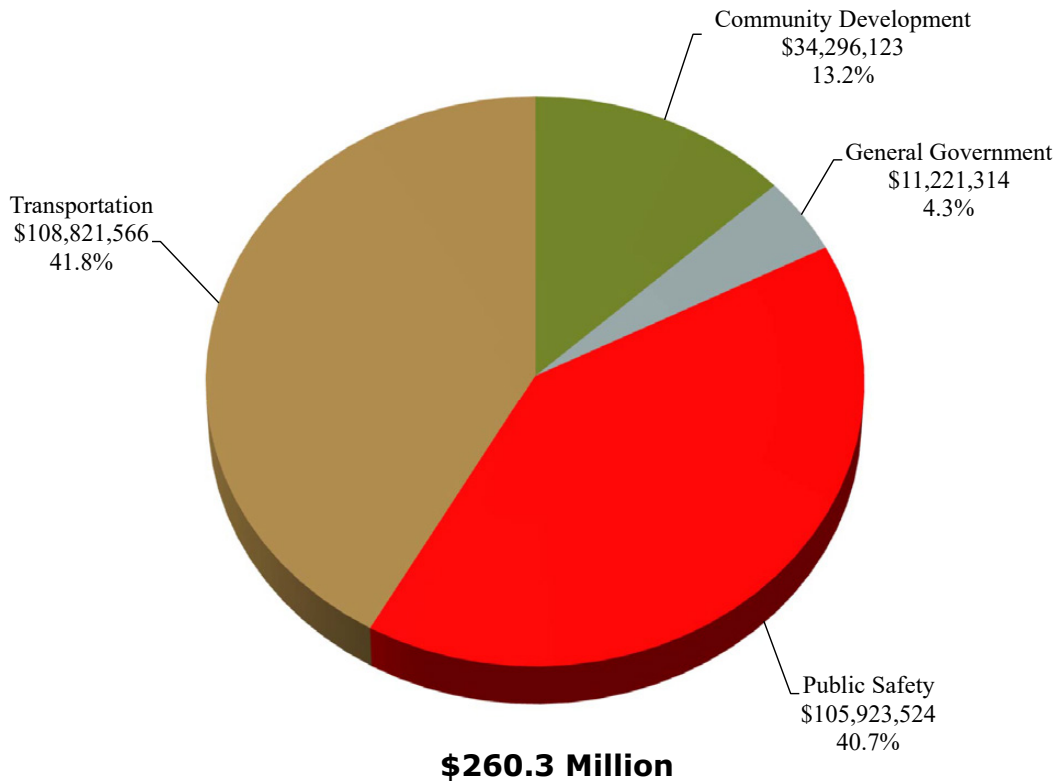
Contractual Services	\$9,513	\$1,612	\$5,625	\$0	\$0	-
Purchase of Goods & Services	\$0	\$0	\$0	\$0	\$582,046	-
Debt Maintenance	\$44,921,472	\$40,379,999	\$40,504,292	\$36,527,553	\$39,336,343	7.69%
Payments to Other Local Agencies	\$383,547	\$372,152	\$358,832	\$351,675	\$344,518	(2.04%)
Transfers Out	\$11,433,746	\$12,485,203	\$24,352,665	\$12,756,977	\$12,629,523	(1.00%)
<b>Total Expenditures</b>	<b>\$56,748,277</b>	<b>\$53,238,966</b>	<b>\$65,221,413</b>	<b>\$49,636,205</b>	<b>\$52,892,430</b>	<b>6.56%</b>

### Funding Sources

Revenue from Federal Government	\$1,546,989	\$1,524,590	\$1,477,866	\$1,423,177	\$1,363,316	(4.21%)
Use of Money & Property	\$619,073	\$447,342	\$0	\$41,000	\$41,000	0.00%
Miscellaneous Revenue	\$103,727	\$0	\$0	\$646,195	\$0	(100.00%)
Transfers In	\$16,260,529	\$12,154,141	\$23,996,610	\$12,386,610	\$12,628,969	1.96%
<b>Total Designated Funding Sources</b>	<b>\$18,530,318</b>	<b>\$14,126,074</b>	<b>\$25,474,476</b>	<b>\$14,496,981</b>	<b>\$14,033,285</b>	<b>(3.20%)</b>
<b>Net General Tax Support</b>	<b>\$38,217,958</b>	<b>\$39,112,893</b>	<b>\$39,746,938</b>	<b>\$35,139,223</b>	<b>\$38,859,145</b>	<b>10.59%</b>
<b>Net General Tax Support</b>	<b>67.35%</b>	<b>73.47%</b>	<b>60.94%</b>	<b>70.79%</b>	<b>73.47%</b>	

## FY21-26 County Debt Service (Existing and New) by Project Category

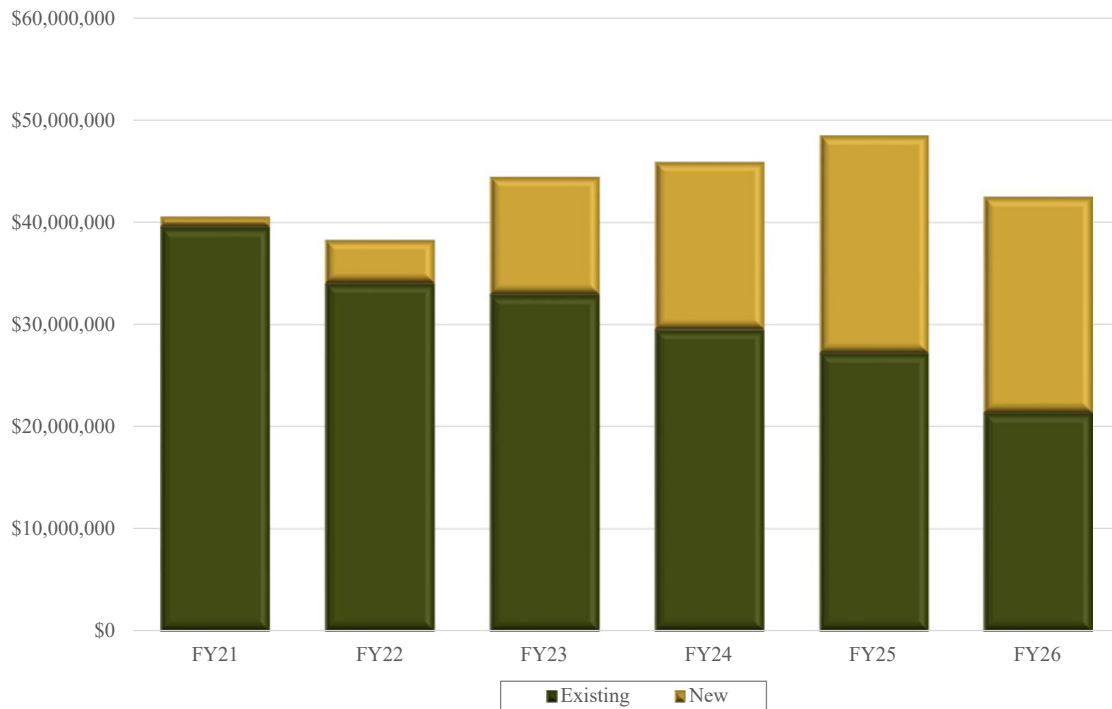
(Does Not Include Schools Debt Service)



# Debt Service

## 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 the select few jurisdictions nationwide that have this prestigious designation.

The AAA bond rating serves as a statement of a locality's economic, financial, and managerial condition, and represents the business community's assessment of the investment quality of a local government. Highly rated bonds are more attractive and competitive in the market, thereby helping to lower the County's interest costs.

## Debt Management Policy Statement

Proper debt management provides a locality and its citizens with fiscal advantages. The state does not impose a debt limitation on the County. However, it is essential to limit the debt of the County to a level that will not infringe on the County's ability to fund ongoing annual operating expenses. For this reason, a debt policy is included in the County's [Principles of Sound Financial Management](#) and has been adopted by the Board of County Supervisors (BOCS) to provide policy guidance to staff and ensure that no undue burden is placed on the County and its taxpayers. Specific language in the administrative policy provides the framework to limit the use of debt in PWC:

- **Policy V – Debt Management:** Annual net tax supported 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 and Debt Financing in Fiscal Year 2021

1. **County Projects** – The second phase of financing for the Adult Detention Center expansion, construction of Fire & Rescue Station 22 (Groveton), and the Animal Shelter Replacement and Renovation is planned for a fall, 2020 (FY21) debt issuance. As a result of the issuance, a total of \$1,017,704 in debt service is projected to be paid for the Adult Detention Center Phase 2 (\$415,638), Fire & Rescue Station 22 (Fire Levy) (\$301,738), and Animal Shelter Replacement and Renovation (\$300,283) capital projects in FY21. These debt service payments represent a single interest only payment in FY21 before increasing to full-year principal and interest payments in FY22 and thereafter.
2. **School Projects** – Information about the Schools capital plan is available on their website: <http://www.pwcs.edu>.

### B. Future Debt Issuances for Major Projects (Fiscal Year 2022-2026)

1. **County Projects** – The construction of the Fire & Rescue Station 27 (\$14.0 million), Juvenile Detention Center (amount TBD, planned annual debt service payment is \$3.0 million), and the Public Safety Training Center Expansion (amount TBD, planned annual debt service payment is \$3.0 million) debt issuances are planned for FY22. The Judicial Center expansion (amount TBD, planned debt service payment is \$5.0 million) debt issuance is planned for FY23. The Countywide Space project (amount TBD, planned debt service payment is \$5.0 million) debt issuance is planned for FY24. First year debt service payments will be due the year after debt issuance occurs. Debt service for the fire station will be supported by the fire levy and the general fund is anticipated to support the others.
2. **School Projects** – Information about the Schools capital plan is available on their website: <http://www.pwcs.edu>.

### C. Existing Debt – The total FY21 debt service on financing issued prior to FY20, including the PWC Schools Capital Improvement Program, is \$137.2 million. The County's portion of existing debt service is \$39.5 million. The Schools' portion of existing debt service is \$97.7 million.

1. **Retired County Debt** – The 2012 A&B refunding for parks and road projects was retired in FY20. On May 7, 2019, the BOCS [authorized](#) the redemption of \$1,985,000 in debt financing for the General's Ridge Golf Course.
2. **Retired School Debt** – The School General Obligation 2012B Refunding and Signal Hill Elementary School debt service were retired in FY21.

# Debt Service

3. **Total Debt Service Principal and Interest** – The FY21 existing debt service consists of principal and interest payments. The estimated FY21 principal payment is \$96.3 million and the estimated FY21 interest payment is \$40.9 million.

## D. Additional Debt Service Funding Sources

1. **Recordation Tax Revenue** – Recordation tax revenue is generated when deeds are recorded in the County. The total estimated recordation tax revenue in FY21 is \$7.8 million; BOCS policy designates 74% (\$5.8 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 FY21 is \$4.5 million. Debt service on the following projects is supported by recordation tax until the debt is retired.

Recordation Tax Revenue		
Project	FY21 Debt Service	Retire Date
Linton Hall Rd	\$ 794,963	2030
Minnieville Rd (Old Bridge to Caton Hill)	\$ 1,352,505	2030
PW Parkway Intersection Improv @ Minnieville Rd	\$ 152,097	2029
PW Parkway Intersection Improv @ Old Bridge Rd	\$ 174,996	2029
Rollins Ford Rd *	\$ 602,550	2034
Route 1 (Neabsco Mills to Featherstone Rd) *	\$ 707,972	2029
Spriggs Rd Phase I	\$ 755,163	2029
<b>Total Supporting Debt Service:</b>	<b>\$ 4,540,246</b>	

\* Recordation tax partially supports the total debt service for this project.

Unallocated recordation tax revenue in FY21 totals \$1.3 million and supports the County's general fund budget. All future unallocated recordation tax revenue will accumulate in a fund balance and will be used for BOCS approved transportation-related cash-to-capital expenses. The projected recordation tax fund balance at the end of FY20 is \$1.2 million. That amount can support transportation cash-to-capital funding as projects are identified.

2. **Build America Bonds (BAB) Federal Reimbursement** – The BAB program was included in the American Recovery and Reinvestment Act (ARRA) of 2009, and was created to stimulate the national economy out of economic recession. The BAB program was intended to help state and local agencies regain access to bond markets after the financial collapse made it difficult to borrow and construct infrastructure improvements. It allowed municipalities to issue taxable bonds with the federal government subsidizing 35% of the interest payments. However, the federal reimbursement amount is lower than originally anticipated after a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 5.9%.

During CY2010, the County issued debt through the BAB program to construct roads and schools (as part of the Virginia Public School Authority). In FY21, the County will be reimbursed \$879,385 by the federal government in the County's debt service budget. Of this amount, \$158,843 will be retained to help pay County government debt service and \$720,542 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

# Debt Service

locality. Therefore, the locality would have only been responsible for repayment of the bond principal. However, the federal reimbursement amount is lower than originally anticipated after a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 5.9%. 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 FY21, the County will be reimbursed \$483,931 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.

4. **Debt Administration** – The program administration costs in Debt Service total \$140,000. Administrative costs can include fees for financial analysis and other services necessary to maintain the County's ongoing compliance for regulatory requirements imposed on debt issuances.
5. **Revenue Adjustment** – In FY21, the miscellaneous revenue budget has been eliminated to align that amount with the current projection of anticipated actual revenue that will be received to support debt service expenditures.

# Debt Service

## FY2021 to FY2026 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 FY26.

	FY21	FY22	FY23	FY24	FY25	FY26
<b>Funding Sources</b>						
<b>School Funding Sources</b>						
VPSA 2010B Build America Bonds Federal Reimb	\$720,542	\$659,849	\$597,203	\$532,936	\$467,010	\$399,757
School 2010 Qualified School Constr Bonds Fed Reimb	\$483,931	\$483,931	\$483,931	\$483,931	\$483,931	\$483,931
<b>Subtotal School Funding Sources</b>	<b>\$1,204,473</b>	<b>\$1,143,780</b>	<b>\$1,081,134</b>	<b>\$1,016,867</b>	<b>\$950,941</b>	<b>\$883,688</b>

<b>County Funding Sources</b>						
PWC GO Bond Series 2010B Build America Bonds Fed Reimb	\$158,843	\$146,008	\$132,430	\$118,818	\$105,206	\$91,593
Transfer in from Stormwater Management Fund	\$100,425	\$97,335	\$94,245	\$91,155	\$88,065	\$84,975
Transfer in from Fire Levy	\$2,022,364	\$2,984,544	\$4,352,925	\$4,321,306	\$4,289,687	\$4,258,069
<b>Subtotal County Funding Sources</b>	<b>\$2,281,632</b>	<b>\$3,227,887</b>	<b>\$4,579,600</b>	<b>\$4,531,279</b>	<b>\$4,482,958</b>	<b>\$4,434,637</b>

<b>New Debt Service</b>						
<b>County New CIP Debt Service</b>						
Adult Detention Center Phase II	\$415,683	\$1,741,025	\$1,697,471	\$1,653,917	\$1,610,363	\$1,566,809
Animal Shelter Replacement and Renovation	\$300,283	\$1,242,750	\$1,211,250	\$1,179,750	\$1,148,250	\$1,116,750
Countywide Space	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000
Fire and Rescue Station 22 (Fire Levy)	\$301,738	\$1,263,918	\$1,232,299	\$1,200,680	\$1,169,061	\$1,137,442
Fire and Rescue Station 27 (Fire Levy)	\$0	\$0	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000
Judicial Center Expansion	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000
Juvenile Detention Center Expansion	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Public Safety Training Center Expansion	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
<b>Subtotal County New CIP Debt Service</b>	<b>\$1,017,704</b>	<b>\$4,247,693</b>	<b>\$11,541,020</b>	<b>\$16,434,347</b>	<b>\$21,327,674</b>	<b>\$21,221,001</b>

<b>Total Debt Service</b>						
<b>Total General Debt</b>						
Total County Existing Debt	\$39,539,062	\$34,031,860	\$32,929,009	\$29,490,703	\$27,199,559	\$21,281,538
Total Schools Existing Debt	\$97,694,738	\$92,191,557	\$86,139,583	\$80,348,104	\$73,584,632	\$68,637,991
Total County New CIP Debt	\$1,017,704	\$4,247,693	\$11,541,020	\$16,434,347	\$21,327,674	\$21,221,001
<b>Grand Total All Debt Service</b>	<b>\$138,251,504</b>	<b>\$130,471,110</b>	<b>\$130,609,611</b>	<b>\$126,273,154</b>	<b>\$122,111,866</b>	<b>\$111,140,530</b>

<b>Debt Program Admin Expenses</b>						
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
<b>Subtotal Administrative Expenses</b>	<b>\$140,000</b>	<b>\$140,000</b>	<b>\$140,000</b>	<b>\$140,000</b>	<b>\$140,000</b>	<b>\$140,000</b>



# Debt Service

## Existing Debt Service

	FY21	FY22	FY23	FY24	FY25	FY26
<b>Existing Debt Service</b>						
<b>Existing Debt Service on County Projects</b>						
BMX Track	\$15,156	\$0	\$0	\$0	\$0	\$0
Delaney Land Parcel Acquisition	\$418,250	\$400,540	\$383,344	\$367,104	\$351,306	\$150,905
Development Services Building	\$1,852,375	\$1,773,940	\$1,697,781	\$1,625,856	\$1,555,889	\$668,337
Fuller Heights Park Phase I	\$284,865	\$275,264	\$266,305	\$257,346	\$250,179	\$243,907
Haymarket Gainesville Community Library	\$853,613	\$827,348	\$801,083	\$774,818	\$748,553	\$722,288
Hellwig Park Sports Complex	\$265,099	\$256,061	\$251,336	\$290,660	\$292,411	\$166,140
Montclair Comm Library	\$1,104,675	\$1,070,685	\$1,036,695	\$1,002,705	\$968,715	\$934,725
Ocoquan River Mill Park	\$100,425	\$97,335	\$94,245	\$91,155	\$88,065	\$84,975
Parks - Forest Greens Golf Course	\$537,193	\$531,371	\$532,895	\$533,215	\$529,382	\$530,776
Parks - Splashdown Waterpark	\$387,857	\$383,654	\$384,755	\$384,985	\$382,218	\$383,224
Prince William Golf Irrigation & Stormwater Improvements	\$39,375	\$37,708	\$36,089	\$34,560	\$33,073	\$14,207
Silver Lake Dam Renovation (Stormwater Mgmt Fee)	\$100,425	\$97,335	\$94,245	\$91,155	\$88,065	\$84,975
Sports Fields Improvements	\$331,650	\$311,139	\$278,588	\$226,623	\$176,130	\$169,950
Sudley Park Land Acquisition	\$36,608	\$28,597	\$22,122	\$10,880	\$0	\$0
Valley View Park	\$135,997	\$36,396	\$28,156	\$13,848	\$0	\$0
Veteran Park	\$63,987	\$61,354	\$47,463	\$23,343	\$0	\$0
WaterWorks Water Park Children's Pool Renovation	\$50,213	\$48,668	\$47,123	\$45,578	\$44,033	\$42,488
Facilities General	\$639,450	\$0	\$0	\$0	\$0	\$0
Owens Building	\$581,864	\$0	\$0	\$0	\$0	\$0
Adult Detention Ctr	\$2,142,000	\$2,054,562	\$1,969,661	\$1,889,480	\$1,811,482	\$822,052
Adult Detention Ctr Expansion (Variable)	\$495,569	\$495,569	\$495,569	\$0	\$0	\$0
Central District Police Station	\$1,922,900	\$1,887,800	\$1,841,000	\$1,782,500	\$1,724,000	\$1,665,500
Judicial Center	\$2,085,234	\$0	\$0	\$0	\$0	\$0
Juvenile Detention Center Phase II	\$669,277	\$0	\$0	\$0	\$0	\$0
Western District Police Station	\$1,509,508	\$1,510,154	\$1,512,613	\$0	\$0	\$0
Rt 234 Bypass	\$15,183	\$14,559	\$11,262	\$5,539	\$0	\$0
Benita Fitzgerald Drive	\$258,466	\$249,499	\$240,506	\$267,286	\$260,819	\$148,190
Heathcote Boulevard	\$379,171	\$366,018	\$352,854	\$392,214	\$382,779	\$217,485
Innovation Loop Road	\$28,198	\$27,037	\$20,916	\$10,287	\$0	\$0
Minnieville Road (existing)	\$151,833	\$145,586	\$112,623	\$55,391	\$0	\$0
Minnieville Road (Cardinal to Spriggs)	\$693,203	\$669,285	\$648,869	\$730,451	\$720,006	\$409,089
PW Parkway Extension to Rt 1	\$493,771	\$473,854	\$377,938	\$221,556	\$62,450	\$35,482
Prince William Parkway	\$278,451	\$236,144	\$185,086	\$98,585	\$13,225	\$7,514
PW Parkway (Old Bridge to Minnieville)	\$652,763	\$632,678	\$612,593	\$592,508	\$572,423	\$552,338
Rt 1 Intersection	\$147,620	\$141,706	\$114,171	\$70,422	\$24,980	\$14,193
Rt 1 Joplin to Bradys Hill	\$3,023,410	\$2,911,853	\$2,832,209	\$2,937,047	\$2,880,781	\$2,269,107
Rt 15 James Madison Highway	\$2,189,521	\$2,112,341	\$2,037,758	\$2,052,013	\$1,995,345	\$1,690,803
Spriggs Road Phase II	\$1,636,453	\$1,550,856	\$1,861,277	\$1,533,669	\$1,195,586	\$1,092,046
Sudley Manor Drive	\$1,361,499	\$1,311,803	\$1,194,881	\$1,152,609	\$988,906	\$561,871
University Boulevard (Hornbaker to Sudley Manor)	\$1,103,716	\$1,044,912	\$1,017,940	\$987,165	\$956,390	\$925,615
Antioch Volunteer Fire Station	\$322,002	\$310,296	\$297,740	\$286,715	\$275,690	\$263,134
Birchdale Volunteer Fire Station	\$302,713	\$292,445	\$281,426	\$271,720	\$262,014	\$250,995
Linton Hall (Nokesville) Fire Station	\$353,624	\$338,303	\$322,982	\$307,661	\$0	\$0
River Oaks Volunteer Fire Station	\$307,849	\$296,630	\$284,586	\$269,114	\$258,770	\$246,982
Spicer Fire Station	\$115,785	\$111,241	\$111,244	\$106,775	\$97,434	\$0
Yorkshire Fire Station	\$318,653	\$321,098	\$317,905	\$0	\$0	\$0
Linton Hall Road	\$794,963	\$762,564	\$733,986	\$707,765	\$682,029	\$653,718
Minnieville Road (Old Bridge to Caton Hill)	\$1,352,505	\$1,304,849	\$1,238,119	\$1,306,423	\$1,234,073	\$747,578
PW Parkway Intersection Improvements at Minnieville	\$152,097	\$146,623	\$135,770	\$136,867	\$122,695	\$69,712
PW Parkway Intersection Improvements at Old Bridge	\$174,996	\$168,697	\$156,191	\$157,404	\$141,062	\$80,148
Ridgefield Road	\$283,490	\$132,067	\$102,165	\$50,248	\$0	\$0
Rt 1 Neabsco (Dale) to Featherstone	\$3,308,203	\$3,200,305	\$3,103,925	\$3,120,428	\$3,046,660	\$2,647,277
Rollins Ford Road	\$1,346,654	\$1,303,035	\$1,261,093	\$1,219,151	\$1,181,889	\$1,146,968
Spriggs Road Phase I	\$755,163	\$674,614	\$605,360	\$559,634	\$458,453	\$260,481
Wellington Road	\$269,027	\$258,122	\$204,362	\$115,201	\$25,715	\$14,610
Police Driver Training Track	\$344,518	\$337,361	\$330,204	\$323,047	\$315,889	\$291,755
<b>Subtotal County Existing Debt Service</b>	<b>\$39,539,062</b>	<b>\$34,031,860</b>	<b>\$32,929,009</b>	<b>\$29,490,703</b>	<b>\$27,199,559</b>	<b>\$21,281,538</b>

# Debt Service

## Existing Debt Service (Continued)

	FY21	FY22	FY23	FY24	FY25	FY26
<b>Existing Debt Service on School Projects</b>						
Antietam Addition	\$764,401	\$742,894	\$721,388	\$699,882	\$678,375	\$656,869
Alternative Education Ctr	\$244,983	\$238,116	\$231,249	\$224,382	\$217,515	\$210,648
Antietam Renewal	\$374,108	\$362,824	\$351,728	\$340,633	\$329,537	\$318,441
Architectural & Engineering Services	\$386,902	\$344,289	\$332,511	\$320,775	\$292,415	\$283,654
Ashland ES	\$585,779	\$558,027	\$0	\$0	\$0	\$0
Ashland ES Addition	\$234,510	\$226,571	\$217,770	\$209,248	\$201,516	\$193,762
Ashton ES	\$652,450	\$623,973	\$596,892	\$571,207	\$0	\$0
Battlefield High School (Ninth High School)	\$2,336,704	\$2,232,048	\$1,908,147	\$862,571	\$0	\$0
Bel Air ES Addition	\$206,245	\$199,263	\$191,523	\$184,028	\$177,228	\$170,408
Belmont ES Addition	\$648,358	\$628,769	\$609,493	\$590,217	\$570,941	\$551,665
Benton MS	\$372,778	\$357,371	\$41,535	\$41,535	\$41,535	\$41,535
Blackburn Traditional School	\$652,450	\$623,973	\$596,892	\$571,207	\$0	\$0
Braemar ES	\$559,428	\$0	\$0	\$0	\$0	\$0
Braemar MS	\$806,118	\$767,928	\$0	\$0	\$0	\$0
Brightwood ES	\$1,337,721	\$1,292,438	\$1,242,232	\$1,193,622	\$1,149,514	\$1,105,283
Bristow Run ES Addition	\$103,305	\$98,796	\$94,508	\$90,441	\$0	\$0
Bus Parking Lot at Garfield HS	\$59,626	\$57,640	\$56,246	\$54,791	\$5,576	\$5,576
Catharpin MS	\$988,644	\$465,108	\$0	\$0	\$0	\$0
Dale City ES Addition	\$41,059	\$0	\$0	\$0	\$0	\$0
Dominion ES	\$621,718	\$593,596	\$565,474	\$0	\$0	\$0
Devlin (named Chris Yung) ES	\$2,030,615	\$1,964,453	\$1,898,290	\$1,832,127	\$1,764,403	\$1,711,537
Dumfries ES Renewal	\$238,954	\$230,419	\$221,884	\$213,349	\$38,382	\$38,382
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	\$589,262	\$568,385	\$411,544	\$397,137	\$369,243	\$358,270
Ferlazzo ES	\$2,051,914	\$1,987,837	\$1,923,760	\$1,859,683	\$1,795,607	\$1,731,530
Four Year Trail (named Mary Williams) ES	\$793,814	\$759,167	\$726,219	\$694,969	\$0	\$0
Freedom High School (Tenth High School)	\$2,592,682	\$2,476,854	\$2,142,327	\$1,086,675	\$0	\$0
General Non-specific School Projects	\$6,965,120	\$6,681,815	\$6,398,510	\$6,115,205	\$5,827,028	\$3,182,751
General School Renovations	\$1,108,574	\$1,069,269	\$1,029,404	\$989,810	\$951,830	\$913,806
Godwin MS Addition	\$120,488	\$94,199	\$0	\$0	\$0	\$0
Graham Park MS Addition	\$41,059	\$0	\$0	\$0	\$0	\$0
Graham Park MS Renewal	\$120,982	\$0	\$0	\$0	\$0	\$0
Haymarket ES	\$1,727,275	\$1,665,580	\$1,603,885	\$1,542,190	\$277,442	\$277,442
Henderson ES	\$697,067	\$676,009	\$655,288	\$634,567	\$613,846	\$593,126
Kettle Run ES	\$1,335,439	\$1,294,773	\$1,254,532	\$1,214,064	\$983,267	\$946,973
Kettle Run HS, Phase I	\$194,321	\$187,743	\$180,450	\$173,388	\$166,981	\$160,556
Kettle Run HS, Phase II	\$436,291	\$420,713	\$405,134	\$389,555	\$373,977	\$358,398
Kettle Run HS, Phase III	\$2,487,576	\$2,401,297	\$2,315,018	\$2,228,738	\$2,142,459	\$2,064,722
Kettle Run HS, Phase VI	\$2,834,744	\$2,750,166	\$2,660,624	\$2,571,119	\$2,479,327	\$2,385,706
Kilby ES Renewal	\$164,821	\$157,659	\$0	\$0	\$0	\$0
Kilby ES Replacement	\$2,278,449	\$2,209,245	\$2,140,968	\$2,072,691	\$2,004,414	\$1,936,137
Lake Ridge ES Addition	\$805,748	\$783,083	\$760,417	\$737,752	\$715,087	\$692,421
Lake Ridge MS Addition	\$1,015,834	\$985,815	\$955,834	\$925,853	\$895,872	\$865,891
Lake Ridge MS Renewal	\$599,486	\$560,540	\$543,388	\$526,235	\$509,083	\$491,931
Leesylvania ES Addition	\$512,614	\$498,179	\$483,743	\$469,308	\$454,873	\$440,437
Leesylvania ES Renewal	\$627,446	\$609,858	\$592,270	\$574,682	\$557,094	\$539,507
Linton Hall ES - Piney Branch	\$1,525,903	\$1,479,348	\$1,433,577	\$1,387,522	\$1,103,499	\$1,062,874
Loch Lomond ES Addition	\$323,700	\$310,463	\$50,781	\$50,350	\$35,750	\$35,750
Lynn MS Renewal	\$146,907	\$0	\$0	\$0	\$0	\$0
Maintenance Facility East - Joplin	\$745,190	\$721,919	\$698,649	\$675,378	\$652,107	\$628,837
Marshall ES Renewal	\$322,509	\$313,469	\$304,429	\$295,389	\$286,348	\$277,308
Marumsco ES Addition	\$269,773	\$260,140	\$250,507	\$240,875	\$231,242	\$221,609
McAuliffe ES Renewal	\$374,108	\$362,824	\$351,728	\$340,633	\$329,537	\$318,441
Mill Park ES	\$1,337,721	\$1,292,438	\$1,242,232	\$1,193,622	\$1,149,514	\$1,105,283
Minnieville ES Addition	\$902,405	\$877,110	\$851,815	\$826,520	\$801,225	\$775,930
Montclair ES Addition	\$161,639	\$156,168	\$150,101	\$144,228	\$138,898	\$133,553
Montclair ES Renewal	\$163,322	\$158,744	\$154,166	\$149,588	\$145,010	\$140,432
Mountain View ES Addition	\$64,875	\$61,940	\$59,006	\$0	\$0	\$0
Mullen ES Addition	\$310,982	\$298,271	\$49,364	\$48,933	\$34,333	\$34,333
Mullen ES Renewal	\$374,108	\$362,824	\$351,728	\$340,633	\$329,537	\$318,441
Neabsco ES Addition	\$591,269	\$573,402	\$555,819	\$538,236	\$520,653	\$503,070
New Dominion Alternative Ctr	\$155,686	\$151,049	\$146,423	\$141,797	\$137,171	\$132,544

# Debt Service

## Existing Debt Service (Continued)

	FY21	FY22	FY23	FY24	FY25	FY26
Nokesville K-8	\$1,407,144	\$1,352,841	\$717,856	\$693,331	\$190,569	\$190,569
Occoquan ES Addition	\$64,875	\$61,940	\$59,006	\$0	\$0	\$0
Pace East School Replacement	\$2,549,125	\$2,472,967	\$2,396,998	\$2,321,029	\$2,245,061	\$2,169,092
Pace West School Replacement	\$474,727	\$458,915	\$447,816	\$436,234	\$44,396	\$44,396
Parkside MS Renewal	\$935,768	\$660,544	\$615,108	\$591,558	\$108,783	\$108,783
Parkway East ES	\$2,418,447	\$2,350,391	\$2,282,335	\$2,214,278	\$2,146,222	\$2,078,165
Pattie ES Addition & Renovation	\$1,055,835	\$1,023,758	\$916,767	\$888,567	\$860,367	\$832,167
Penn ES Addition	\$299,255	\$286,887	\$33,343	\$33,343	\$33,343	\$33,343
Potomac High School Addition	\$949,531	\$913,919	\$482,443	\$471,398	\$97,691	\$97,691
Potomac Middle School Addition	\$399,802	\$383,278	\$44,546	\$44,546	\$44,546	\$44,546
Potomac Shores ES, Phase I	\$2,197,206	\$2,130,770	\$2,065,370	\$1,999,970	\$1,934,571	\$1,869,171
Potomac Shores MS - Architectural & Engineering	\$381,245	\$369,814	\$358,497	\$347,179	\$335,862	\$324,545
Potomac View ES Addition	\$218,310	\$210,514	\$202,719	\$194,924	\$187,129	\$179,334
Rippon MS Addition	\$529,834	\$513,288	\$496,743	\$480,197	\$463,652	\$447,106
Rippon MS Renewal	\$21,604	\$0	\$0	\$0	\$0	\$0
River Oaks ES Addition	\$384,640	\$370,814	\$344,497	\$331,312	\$61,020	\$61,020
River Oaks ES Renewal	\$470,246	\$456,269	\$442,292	\$428,314	\$414,337	\$400,360
Rockledge ES Addition	\$350,082	\$337,582	\$325,081	\$312,581	\$300,081	\$287,580
Saunders MS Renewal	\$687,401	\$645,804	\$626,044	\$606,284	\$586,524	\$566,764
School Administration Building	\$1,788,562	\$1,722,959	\$1,660,783	\$1,597,750	\$1,534,717	\$1,471,684
School Site Acquisitions	\$1,778,218	\$1,720,627	\$1,664,340	\$1,607,727	\$1,551,114	\$1,494,501
School Site Acquisitions - Elementary Schools VPSA16	\$149,643	\$145,129	\$140,691	\$136,253	\$131,815	\$127,377
School GO 2016A Refunding	\$2,547,000	\$2,547,000	\$5,676,750	\$5,253,000	\$10,307,625	\$9,928,000
Silver Lake MS 1 and Regan MS	\$1,799,137	\$1,742,961	\$1,692,033	\$1,640,387	\$1,011,999	\$976,324
Sinclair ES Addition	\$331,648	\$318,083	\$51,667	\$51,235	\$36,635	\$36,635
Southbridge ES	\$513,236	\$0	\$0	\$0	\$0	\$0
Springwood ES Addition	\$879,140	\$854,417	\$829,694	\$804,972	\$780,249	\$755,527
Stonewall MS Addition	\$1,273,312	\$1,237,487	\$1,201,663	\$1,165,838	\$1,130,013	\$1,094,189
Stonewall MS Renewal	\$242,438	\$232,785	\$0	\$0	\$0	\$0
Sudley ES Addition	\$339,596	\$325,703	\$52,552	\$52,121	\$37,521	\$37,521
Swans Creek ES Addition	\$281,869	\$272,481	\$265,891	\$259,014	\$26,360	\$26,360
Thirteenth High School - Architectural & Engineering	\$149,664	\$145,150	\$140,711	\$136,272	\$131,833	\$127,394
Thirteenth High School - Site Acquisition	\$1,010,092	\$979,624	\$949,666	\$919,708	\$889,750	\$859,792
Thirteenth High School - Building, Phase I	\$888,411	\$863,110	\$837,809	\$812,508	\$787,208	\$761,907
Transportation Center, Mid County	\$260,980	\$249,589	\$238,757	\$228,483	\$0	\$0
Transportation Center, West	\$937,527	\$908,909	\$770,829	\$747,939	\$725,049	\$702,158
Transportation Center, Western Bus Facility	\$117,562	\$114,067	\$110,573	\$107,079	\$103,584	\$100,090
Triangle ES Replacement Phase I	\$521,517	\$502,896	\$484,274	\$465,652	\$447,030	\$428,408
Triangle ES Replacement Phase II	\$1,225,224	\$1,182,728	\$1,140,233	\$1,097,737	\$1,055,241	\$1,016,953
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase I	\$154,198	\$147,825	\$17,181	\$17,181	\$17,181	\$17,181
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase II	\$499,327	\$481,492	\$463,657	\$445,822	\$80,204	\$80,204
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase III	\$3,549,140	\$3,433,500	\$3,317,860	\$3,202,220	\$3,083,850	\$2,991,450
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase IV	\$3,724,056	\$3,607,762	\$3,491,468	\$3,375,174	\$3,258,880	\$3,142,586
Tyler ES	\$82,502	\$79,476	\$76,608	\$73,700	\$70,793	\$67,885
Wentworth Green MS	\$839,174	\$808,394	\$779,222	\$749,647	\$720,073	\$690,499
Woodbridge MS Renewal	\$21,604	\$0	\$0	\$0	\$0	\$0
Vaughn ES Addition	\$407,858	\$353,702	\$340,605	\$327,508	\$314,410	\$301,313
Westridge ES Addition	\$244,210	\$236,076	\$230,367	\$224,409	\$22,838	\$22,838
Westridge ES Renewal	\$381,789	\$370,276	\$358,952	\$347,628	\$336,304	\$324,981
West Gate ES Addition	\$179,040	\$171,782	\$34,663	\$34,232	\$19,632	\$19,632
Yorkshire ES Replacement Phase I	\$1,579,752	\$1,524,206	\$1,466,951	\$1,410,249	\$1,355,111	\$1,299,931
<b>Subtotal School Existing Debt Service</b>	<b>\$97,694,738</b>	<b>\$92,191,557</b>	<b>\$86,139,583</b>	<b>\$80,348,104</b>	<b>\$73,584,632</b>	<b>\$68,637,991</b>
<b>Total Existing Debt Service</b>	<b>\$137,233,800</b>	<b>\$126,223,417</b>	<b>\$119,068,591</b>	<b>\$109,838,807</b>	<b>\$100,784,192</b>	<b>\$89,919,529</b>







FY2021-2026

# CAPITAL

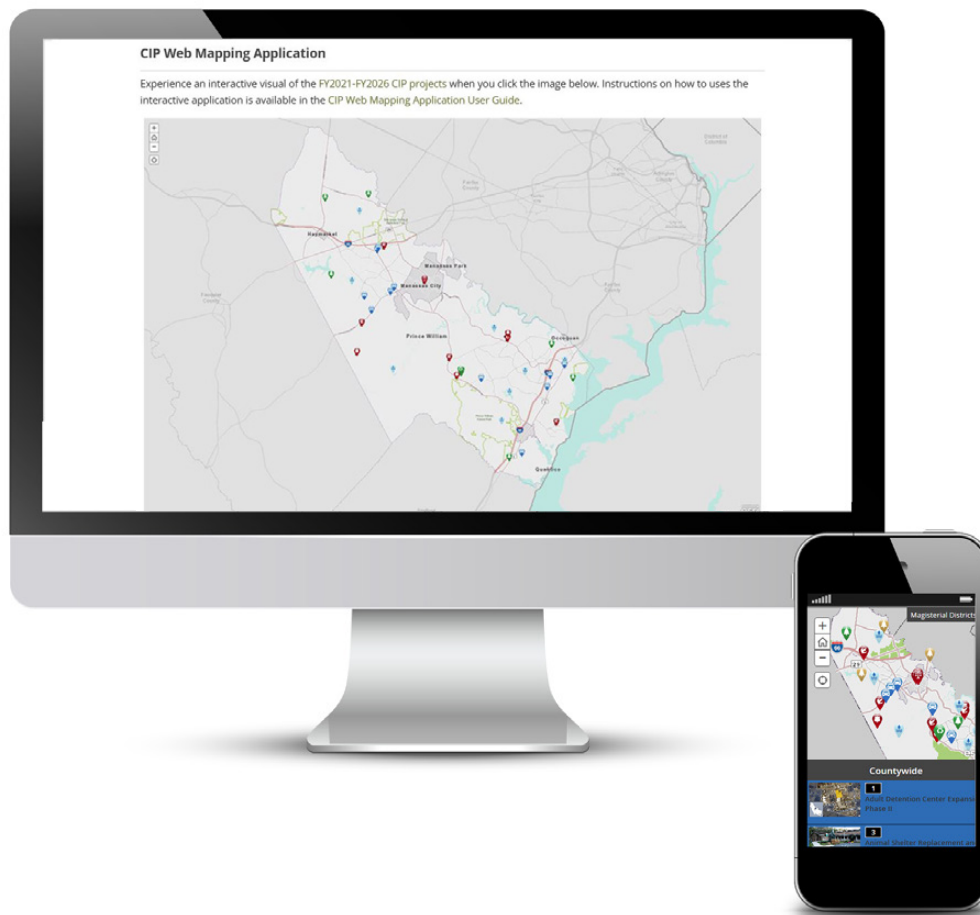
IMPROVEMENT PROGRAM

# Capital Improvement Program

FY21-26 Total Projected Expenditures by Functional Area							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
Community Development	\$17,934,799	\$18,317,973	\$10,797,002	\$11,525,751	\$11,830,000	\$11,696,000	\$82,101,525
Human Services & General Government*	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Safety**	\$28,597,416	\$7,702,932	\$7,450,000	\$5,500,000	\$0	\$0	\$49,250,348
Technology Improvement	\$14,395,431	\$7,082,000	\$1,599,980	\$0	\$0	\$0	\$23,077,411
Transportation	\$111,089,787	\$152,356,747	\$102,239,988	\$36,615,958	\$2,733,500	\$2,733,500	\$407,769,480
<b>Total</b>	<b>\$172,017,433</b>	<b>\$185,459,652</b>	<b>\$122,086,970</b>	<b>\$53,641,709</b>	<b>\$14,563,500</b>	<b>\$14,429,500</b>	<b>\$562,198,764</b>

\*Design and construction costs for Juvenile Detention Center project to be determined.

\*\* Design and construction costs for Public Safety Training Center, Judicial Center Expansion and Fire & Rescue Station 28 projects to be determined.



## Capital Improvement Program (CIP) Web Mapping Application

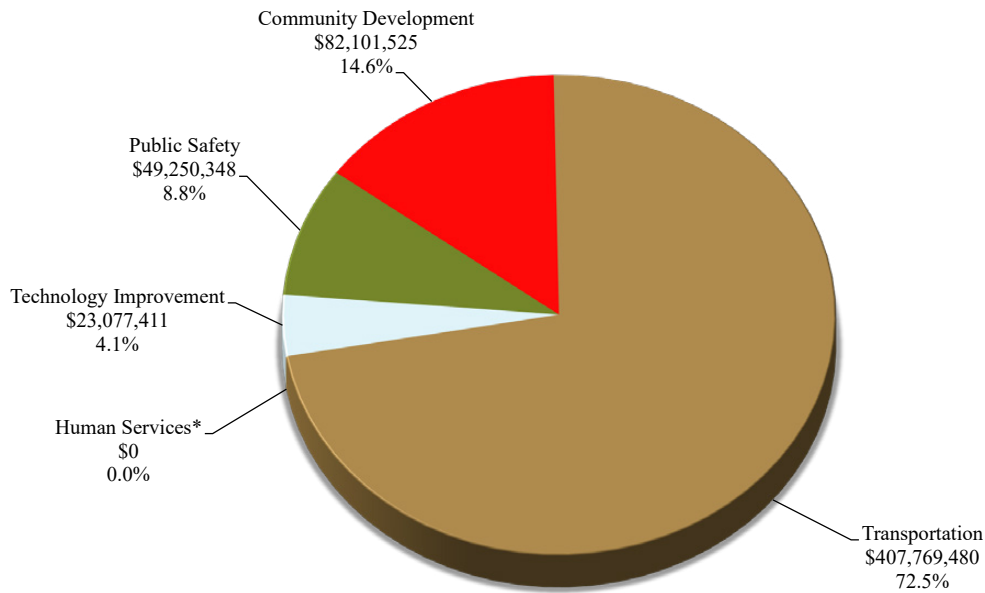
The County has created a CIP mapping application accessible to desktop and mobile devices. Please click the image above to access the mapping tool.

The application allows the community to visualize exactly where CIP projects – such as roads, parks, and facilities – are located and planned in the County. The application also provides the project cost and other information about each project. Moving from static pictures in a print and digital document to a mapping environment simplifies and enhances the distribution of information to the community.

# Capital Improvement Program

## County Projected Expenditures by Category (FY2021-2026)

*Excludes Schools*

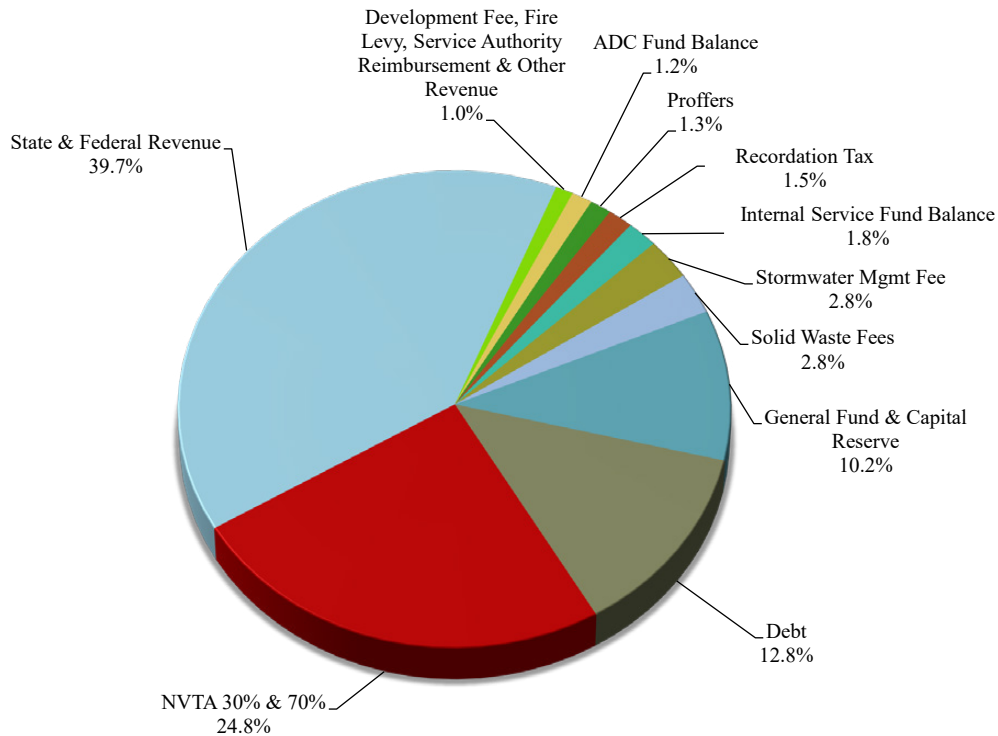


**\$562,198,764**

\*Design and construction costs for future Juvenile Detention Center project to be determined; \$3.0M of debt service is planned to begin in FY23.

## County Funding Sources (FY2021-2026)

*Excludes Schools*





# Capital Improvement Program

## Capital Improvement in Prince William County (PWC)

The PWC financial and program planning [ordinance](#) requires that the County Executive prepare a capital plan annually. The development of the [CIP](#) is guided by the Board of County Supervisors' (BOCS) adopted [Strategic Plan](#), [Comprehensive Plan](#), and [Principles of Sound Financial Management \(PSFM\)](#). Together these policy documents require that the CIP:

- Incorporate the goals of the Strategic Plan.
- Address the level of service standards identified in the Comprehensive Plan.
- Demonstrate an identifiable revenue source for each project.
- Meet the debt financing policies in the PSFM.
- Integrate County government projects with school projects into one affordable plan.

The capital planning process begins each summer when agencies are asked to update current capital projects and identify capital project needs. Agency submissions are collaboratively evaluated by staff from Finance, Public Works, Information Technology, Transportation, Planning, Management & Budget, and Executive Management. Funding requests are prioritized using criteria that include the relationship to the community's goals as expressed through the County's Strategic and Comprehensive Plans, completion of projects already underway, and mandated improvements to County infrastructure. After prioritization, projects are balanced against available funds. Once evaluated, the recommendations are reviewed, modified, and sanctioned by the County Executive.

The CIP is then presented to the BOCS for consideration. During the spring, work sessions and public hearings are held with the Planning Commission and the BOCS as part of the annual budget process. In late April, the BOCS considers and adopts a capital budget for the upcoming fiscal year and a capital plan for six fiscal years.

## Annual Capital Project Review

In order to provide the BOCS and the County Executive with regular status reports, capital project updates are reported through:

- Public Works Project Reports
- Mobility Updates
- Technology Reports
- Parks, Recreation & Tourism Reports
- Economic Development Reports

Reports highlight active projects, major milestones, anticipated completion dates, and a narrative explaining the current project status.

In the spring, prior to the start of fiscal year-end activity, the Finance Department conducts a review of the capital fund activity. Relevant findings are forwarded to each project manager for feedback. This financial review is an internal control best practice and provides the foresight necessary for the planning process in the subsequent fiscal year.

# Capital Improvement Program

## The Capital Budget

The capital budget is appropriated on an annual basis and is included in the adopted budget. The FY21 capital projected expenditures for the County government are \$172.0 million. Funding sources for County projects include the general fund, debt, state/federal, fire levy, stormwater management fees, proffers, capital reserve, recordation tax revenue designated for transportation, Northern Virginia Transportation Authority (NVTa), information technology internal service fund balance, solid waste fees, and development fees.

## Community Development – Summary

Projects included within the Community Development section impact Parks, Recreation & Tourism (DPRT), Solid Waste, Storm Water Management, and Historic Preservation. The following projects have dedicated project pages:

- Building & Facility Capital Program
- Catharpin Park – Phase 2
- Dove’s Landing Park
- Harbor Drive Wellness Park
- Locust Shade Park Grounds Maintenance Shop
- Long Park Auxiliary Building/Sewer Connection
- Potomac Heritage National Scenic Trail
- Rollins Ford Park – Phase 2
- Trail Development
- Park Bond Projects
- Landfill Caps
- Landfill Liners
- County Watersheds

**Note:** Due to the COVID-19 pandemic, project schedules may be subject to change from what is shown on the individual project pages.

Other Community Development capital initiatives are described below:

- A. **Park Land Acquisition** – This project includes \$762,136 supported by developer contributions (proffers) for future land purchase. There are no specific land purchases pending. DPRT staff have identified this funding for a shift to support the improvements at Rollins Ford Park and will be requesting a BOCS action to transfer the funds. If the transfer is approved, the Park Land Acquisition project will be closed.
- B. **Prince William Museum at Rippon Lodge** – In [BOCS Resolution 13-496](#), approved on August 6, 2013, funding was designated for the development of preliminary design and construction documents for a museum focused on the history of PWC. The museum is proposed to be located at the Rippon Lodge historic site in Woodbridge. The current available balance in the project is \$117,142. The Prince William Historic Preservation Foundation has begun fundraising for the museum.
- C. **Eco Park Complex** – The Eco Park Complex at the PWC Sanitary Landfill focuses on transforming the landfill property into a community resource. The complex includes three major components: *Environment – Energy – Education*. The project expands the development of public-private partnerships to increase private development and investment in renewable energy projects to increase sustainability. Potential projects include expansion of the landfill gas to energy facility, development of a waste conversion demonstration project, and development of solar and wind power. The education component of the project includes development of an Eco-Center “Living Building” education facility, including trails and exhibits within

# Capital Improvement Program

the buffer area of the landfill. Public-private partnerships will be solicited for funding as the educational component develops. The current available balance in the project of \$211,738 is funded entirely by solid waste fee revenue.

- D. Countywide Space** – Debt service of \$5 million is planned, beginning in FY25, for the construction of additional space for County operations. Existing County facilities are at capacity, and it is anticipated that 350,000 square feet is necessary to accommodate growth, to include, but not be limited to, the No Wrong Door program for Human Services. Future Countywide space needs will be evaluated while also considering telework options and lessons learned during the COVID-19 pandemic.

## Public Safety – Summary

Projects included within the Public Safety section impact Fire & Rescue, Judicial Administration, and Police. The following projects have dedicated project pages:

- Fire and Rescue Station 22 (Groveton)
- Fire and Rescue Station 27
- Fire and Rescue Station 28
- Adult Detention Center Expansion Phase 2
- Adult Detention Center Main Building Repairs
- Courthouse Security System Replacement
- Judicial Center Expansion
- Animal Shelter Expansion/Renovation
- Public Safety Training Center Expansion
- Security Improvements at County Facilities

**Note:** Due to the COVID-19 pandemic, project schedules may be subject to change from what is shown on the individual project pages.

Other Public Safety capital initiatives are described below:

- A. Public Safety 800 MHz Radio Replacement** – The CIP does not contribute additional funds in FY2021 to replace public safety 800MHz radios. However, existing project balances remain available.

## Technology Improvement – Summary

Projects included within the Technology Improvement section include technology infrastructure and system upgrade projects. The following projects have dedicated project pages:

- Human Capital Management System
- Human Resources Electronic Document Management System
- Technology Infrastructure

**Note:** Due to the COVID-19 pandemic, project schedules may be subject to change from what is shown on the individual project pages.

Other Technology Improvement capital initiatives are described below:

- A. Cable Equipment** – Capital improvements and purchases within this project are made possible by separate cable franchise agreements between the County and local cable television providers. The funding amount is one percent of gross revenues generated in PWC by cable operators. Use of this revenue stream is restricted to cable-related capital needs. The cable franchise fee revenue is split between the County and PWC Schools, for broadcast capability of educational and information programming.

# Capital Improvement Program

- B. Land Use Information System** – The project replaces the previous system that manages land, building development, and code enforcement information and is used by 400+ users across all development agencies. The system supports mobile devices, interactive voice response, online scheduling, and customer e-services. The replacement system is live and actively being used. Additional capabilities for electronic review for building and site plans are scheduled to be completed in FY21. The total budget for the project is \$4.5 million with an available balance of \$816,190 to spend on electronic review capabilities.
- C. PWC Web Site Redesign** – This project will focus on redeveloping the public-facing website aligning with the information technology (IT) modernization of the County’s technology infrastructure. It will also focus on implementing a more robust technology and enabling the use of modern technologies consistent with the County’s Strategic Plan and associated IT strategy. The new PWC website will have a new appearance which will be delivered on a new platform and integrated with the County’s Cloud Infrastructure. The total budget for this project is \$600,000 with an available balance of \$14,674.

## Transportation – Summary

Projects included within the Transportation section include roadway and pedestrian improvements. The following projects have dedicated project pages:

- Balls Ford Road Interchange
- Balls Ford Road Widening
- Brentsville Road Interchange
- Devlin Road Widening
- Fuller Road/Fuller Heights Road Improvements
- Innovation Park Pedestrian Improvements
- Minnieville Road at Prince William Parkway Interchange
- Neabsco Mills Road (Route 1 to Dale Boulevard)
- Old Bridge Road/Gordon Boulevard Intersection Improvement
- Old Bridge Road/Occoquan Road Intersection Improvement
- Potomac/Neabsco Mills Commuter Garage
- Route 1 Improvements (Featherstone Road to Marys Way)
- Route 28 Corridor Feasibility Study
- Route 28 Phase 3 (Linton Hall Road to Pennsylvania Avenue)
- Summit School Road Extension & Telegraph Road Widening
- Transportation and Roadway Improvement Program (TRIP)
- University Boulevard Extension
- University Boulevard Interchange
- Van Buren Road Environmental Study

**Note:** Due to the COVID-19 pandemic, project schedules may be subject to change from what is shown on the individual project pages.

# Capital Improvement Program

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](#) (as amended by [Senate Bill 856](#) in 2018) which provides additional transportation funding for the Commonwealth of Virginia and the Northern Virginia region. The NVTa is the authorized regional entity responsible for project selection and implementation for the Northern Virginia region, which includes PWC.

Transportation funding benefiting PWC will be split into four categories.

- 70% of the NVTa funds will be used on projects with regional congestion relief benefits.
- 30% of the NVTa funds will be transferred directly to the County for urban or secondary road construction, capital improvements that reduce congestion, projects included in the regional TransAction 2040 plan or its future updates, and/or for public transportation purposes. This funding may be used at the County's discretion; however, it must be used to improve transportation network capacity.
- Additional categories of regional NVTa funds are made available to the County now that regional NVTa funds have been diverted to Washington Metropolitan Area Transit Authority (WMATA) and PWC is not part of the WMATA compact:
  - 2% of Transient Occupancy Tax funds are to be used for public transportation purposes.
  - Additional Grantors Tax revenue must be used for transportation purposes.

The following table shows active projects utilizing NVTa 70% and NVTa 30% funding:

NVTa Funding Applied to Active Transportation Capital Projects			
Name of Project	NVTa 70%	NVTa 30%	Total
Brentsville Road Interchange	\$54,900,000	\$0	\$54,900,000
Devlin Road Widening	\$0	\$4,000,000	\$4,000,000
Minnieville Road/Prince William Parkway Interchange	\$0	\$2,500,000	\$2,500,000
Neabsco Mills Road (Route 1 to Dale Boulevard)	\$0	\$9,378,750	\$9,378,750
Old Bridge Road/Gordon Boulevard Intersection	\$0	\$1,500,000	\$1,500,000
Potomac/Neabsco Mills Commuter Garage	\$0	\$2,280,000	\$2,280,000
Route 1 Improvements (Featherstone Road to Marys Way)	\$63,400,000	\$0	\$63,400,000
Route 28 Corridor Feasibility Study	\$6,000,000	\$0	\$6,000,000
Route 28 Phase 3 (Linton Hall Road to Pennsylvania Avenue)	\$36,200,000	\$0	\$36,200,000
Summit School Road Extension & Telegraph Road Widening	\$11,000,000	\$0	\$11,000,000
TRIP	\$0	\$1,575,000	\$1,575,000
University Boulevard Extension	\$0	\$6,867,081	\$6,867,081
University Boulevard Interchange	\$24,200,000	\$0	\$24,200,000
Van Buren Road Environmental Study	\$0	\$2,000,000	\$2,000,000
<b>Total</b>	<b>\$195,700,000</b>	<b>\$30,100,831</b>	<b>\$225,800,831</b>

Since FY17, the total NVTa 30% funding is split and provides support to both Virginia Railway Express (VRE) and County-managed road construction projects. Additional information about the NVTa 30% funding allocated to VRE can be found in the Community Development, Transit section of the budget document. The specific amount planned for transfer to VRE in FY21 is \$5,930,777.

The portion of NVTa allocation dedicated to roads will fund improvements that increase County and regional connectivity throughout the transportation network and help alleviate congestion. The County began receiving funding allocations in FY14. Future road construction funding will be allocated to BOCS approved local road priorities eligible for NVTa local (30%) funding. Future NVTa 30% revenues designated for road construction will be allocated as projects are identified.

# Capital Improvement Program

- B. Satisfying the Commercial & Industrial Tax Requirement of NVT** – Legislation approving the NVT funding mechanism requires that jurisdictions implement a commercial and industrial tax or designate an equivalent amount for transportation purposes. The tax or the equivalent must be deposited in a separate, distinct fund. The County has chosen not to implement the commercial and industrial tax but designate an equivalent, using transportation debt service the County already pays. The budget equivalent amount in FY21 is \$10.5 million. Failure to meet the local maintenance of effort will result in a loss of NVT 30% revenue at the discretion of PWC and the revenue will revert to the regional NVT 70% pool of available funding through a regional competitive process.
- 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 June 2020, \$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. The revenue, \$5.8 million, will be used in FY21 to support mobility debt service. In addition, the projected FY21 recordation tax fund balance is \$1.2 million and is available for transportation projects and will be allocated through the CIP in the future.
- E. Safety & Intersection Improvements** – This project is a resource to address small-scale pedestrian and vehicular safety needs. Examples of projects include, but are not limited to, pole mounted speed displays, signs, upgrading Americans With Disabilities Act ramps to current standards, improvements to existing roads where ownership is in question or there is a County responsibility, realigning pedestrian crosswalks, modifying pavement markings, design and construction of small-scale sidewalk and trail projects, and street lighting. The available budget is \$154,000.
- F. Six-Year Secondary Road Plan** – The Six-Year Secondary Road Plan is the VDOT method of establishing road improvement priorities and allocating funding for road improvements in the County’s secondary road system. Secondary roads are defined as roads with state route numbers of 600 or greater. Each county in Virginia receives a specified amount of formulaic funding for road improvement projects. Funds are reimbursed for previously constructed projects as well as continued progress on current and future road projects.

On July 16, 2019, the BOCS adopted VDOT’s FY2020-2025 Six-Year Secondary Road Plan ([BOCS Resolution 19-373](#)). The total FY20-25 allocation is \$937,854. 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	FY20	FY21	FY22	FY23	FY24	FY25	TOTAL
Six-Year Secondary Road Plan	\$137,976	\$193,729	\$112,220	\$152,085	\$170,922	\$170,922	\$937,854

Projected funding is estimated. Future allocations are contingent upon state funding.



# Capital Improvement Program

## Completed Capital Improvement Projects

The following projects included in the [FY2020-2025 CIP](#) are scheduled to be completed (or substantially complete) in FY20.

### Community Development

**BMX Track Improvements** – The project upgraded the BMX track to make the facility tournament quality, provide longer hours of operation and extend the racing season.

**Locust Shade Park Water Line Replacement** – This project replaced a 40-year old waterline servicing Locust Shade Park and Forest Greens Golf Course.

### Public Safety

**911 Call Center Redundancy** – This project renovated the existing 911 call center backup and disaster recovery location.

### Technology Improvement

**Sheriff Information Management System** – This project implemented a customized system to log, track and maintain records for the service of civil and criminal process.

**Social Services Electronic Document Management System** – This project implemented a system to store, manage, search, and retrieve client documents.

### Transportation

**Dumfries Road North Shared Use Path (Country Club Drive to Exeter Drive)** – This project constructed a pedestrian path along Dumfries Road in the Potomac Magisterial District.

**Maureen Caddigan Way (formerly Inn Street)** – This project constructed 650 linear feet of urban local roadway from Route 1 to Inn Street, and included construction of a box culvert crossing of Little Creek.





# Capital Improvement Program

**Route 28 Phase 2 (Fitzwater Drive to Vint Hill Road)** – This project widened Route 28 to a four-lane divided highway from Fitzwater Drive to Vint Hill Road, and includes pedestrian facilities, traffic signals, retaining walls, bridge replacement, and stormwater management improvements.

**Saratoga Lane Improvements** – This project added curb, gutter, sidewalk, and pavement to Saratoga Lane from General Washington Drive to Silverdale Drive



**Vint Hill Road (Sudley Manor Road to Garry Glen Drive)** – This project widened Vint Hill Road from Sudley Manor Road to Garry Glen Drive and includes sidewalk improvements along Kettle Run Road from Vint Hill Road to Patriot High School.



# Capital Improvement Program

## FY2021-2026 CIP Functional Area Summary

The following tables show projected FY21-26 capital expenditures by functional area for the County government totaling \$562.2 million.

FY21-FY26 Projected Expenditures							
Community Development							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
<b>Parks &amp; Recreation</b>							
Catharpin Park Phase 2	\$425,000	\$0	\$0	\$0	\$0	\$0	\$425,000
Doves Landing	\$505,000	\$1,043,753	\$729,002	\$169,751	\$0	\$0	\$2,447,506
Harbor Drive Wellness Park	\$1,353,066	\$0	\$0	\$0	\$0	\$0	\$1,353,066
Locust Shade Park Maintenance Building	\$266,944	\$0	\$0	\$0	\$0	\$0	\$266,944
Long Park Auxiliary Building/Sewer Connection	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000
PHNST-Heritage Harbor	\$35,265	\$0	\$0	\$0	\$0	\$0	\$35,265
PHNST-Neabsco Creek Wetland Preserve Boardwalk	\$461,294	\$0	\$0	\$0	\$0	\$0	\$461,294
PHNST-Occoquan	\$289,889	\$0	\$0	\$0	\$0	\$0	\$289,889
PHNST-Port Potomac	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Rollins Ford Park Phase 2	\$3,740,000	\$3,000,858	\$0	\$0	\$0	\$0	\$6,740,858
Broad Run Greenway	\$202,286	\$0	\$0	\$0	\$0	\$0	\$202,286
Catharpin Greenway	\$4,738	\$0	\$0	\$0	\$0	\$0	\$4,738
Occoquan Greenway	\$549,137	\$0	\$0	\$0	\$0	\$0	\$549,137
Neabsco Greenway	\$2,000	\$0	\$0	\$0	\$0	\$0	\$2,000
<b>Subtotal</b>	<b>\$8,244,619</b>	<b>\$4,044,611</b>	<b>\$729,002</b>	<b>\$169,751</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,187,983</b>
<b>Solid Waste</b>							
Landfill Caps-Sequence 5	\$0	\$3,192,000	\$1,568,000	\$0	\$0	\$0	\$4,760,000
Landfill Caps-Sequence 6	\$0	\$0	\$0	\$0	\$3,206,000	\$1,544,000	\$4,750,000
Landfill Liner-Phase 3, Cell A	\$3,136,000	\$1,544,000	\$0	\$0	\$0	\$0	\$4,680,000
Landfill Liner-Phase 3, Cell B	\$0	\$0	\$0	\$3,356,000	\$1,624,000	\$3,202,000	\$8,182,000
<b>Subtotal</b>	<b>\$3,136,000</b>	<b>\$4,736,000</b>	<b>\$1,568,000</b>	<b>\$3,356,000</b>	<b>\$4,830,000</b>	<b>\$4,746,000</b>	<b>\$22,372,000</b>
<b>Watershed Management</b>							
County Watersheds	\$2,254,180	\$4,200,000	\$4,500,000	\$4,000,000	\$3,000,000	\$2,950,000	\$20,904,180
<b>Subtotal</b>	<b>\$2,254,180</b>	<b>\$4,200,000</b>	<b>\$4,500,000</b>	<b>\$4,000,000</b>	<b>\$3,000,000</b>	<b>\$2,950,000</b>	<b>\$20,904,180</b>
<b>Building &amp; Facility Capital Program</b>							
Facility Maintenance Projects	\$4,300,000	\$5,337,362	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$25,637,362
<b>Subtotal</b>	<b>\$4,300,000</b>	<b>\$5,337,362</b>	<b>\$4,000,000</b>	<b>\$4,000,000</b>	<b>\$4,000,000</b>	<b>\$4,000,000</b>	<b>\$25,637,362</b>
<b>Community Development Grand Total</b>	<b>\$17,934,799</b>	<b>\$18,317,973</b>	<b>\$10,797,002</b>	<b>\$11,525,751</b>	<b>\$11,830,000</b>	<b>\$11,696,000</b>	<b>\$82,101,525</b>
<b>Human Services &amp; General Government</b>							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
<b>Human Services</b>							
Juvenile Detention Center Improvements*	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>General Government</b>							
Countywide Space**	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Human Services &amp; General Government Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\*Design and construction costs for future Juvenile Detention Center project to be determined; \$3.0M of debt service is planned to begin in FY23.

\*\*Design and construction costs for Countywide Space project to be determined; \$5.0M of debt service is planned to begin in FY25.

# Capital Improvement Program

## FY2021-2026 CIP Functional Area Summary (Continued)

FY21-FY26 Projected Expenditures							
Public Safety							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
<b>Fire &amp; Rescue</b>							
F&R Station 22 (Groveton)	\$6,417,432	\$0	\$0	\$0	\$0	\$0	\$6,417,432
F&R Station 27	\$275,000	\$775,000	\$7,450,000	\$5,500,000	\$0	\$0	\$14,000,000
F&R Station 28***	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$6,692,432</b>	<b>\$775,000</b>	<b>\$7,450,000</b>	<b>\$5,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,417,432</b>
<b>Judicial Administration</b>							
Adult Detention Center Expansion Phase 2	\$3,139,816	\$0	\$0	\$0	\$0	\$0	\$3,139,816
Adult Detention Center Main Building Repairs	\$6,125,000	\$0	\$0	\$0	\$0	\$0	\$6,125,000
Courthouse Security System Replacement	\$3,309,000	\$0	\$0	\$0	\$0	\$0	\$3,309,000
Judicial Center Expansion****	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$12,573,816</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,573,816</b>
<b>Police</b>							
Animal Shelter Expansion & Renovation	\$7,459,429	\$5,077,932	\$0	\$0	\$0	\$0	\$12,537,361
Public Safety Training Center Expansion	\$1,150,000	\$1,850,000	\$0	\$0	\$0	\$0	\$3,000,000
Security Improvements at County Facilities	\$721,739	\$0	\$0	\$0	\$0	\$0	\$721,739
<b>Subtotal</b>	<b>\$9,331,168</b>	<b>\$6,927,932</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,259,100</b>
<b>Public Safety Grand Total</b>	<b>\$28,597,416</b>	<b>\$7,702,932</b>	<b>\$7,450,000</b>	<b>\$5,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$49,250,348</b>

\*\*\*Design and construction costs for future F&R Station 28 project to be determined; debt service is planned for FY27.

\*\*\*\*Design and construction costs for future Judicial Center project to be determined; \$5.0M of debt service is planned to begin in FY24.

Technology Improvement							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
<b>Technology Improvements</b>							
Human Capital Management	\$4,500,000	\$5,800,000	\$1,599,980	\$0	\$0	\$0	\$11,899,980
Human Resources Electronic Document Management	\$50,000	\$282,000	\$0	\$0	\$0	\$0	\$332,000
Technology Infrastructure	\$8,900,000	\$1,000,000	\$0	\$0	\$0	\$0	\$9,900,000
Land Use Information System Phase 1 & 2	\$816,190	\$0	\$0	\$0	\$0	\$0	\$816,190
PWC Web Site Replacement	\$129,241	\$0	\$0	\$0	\$0	\$0	\$129,241
<b>Technology Improvement Grand Total</b>	<b>\$14,395,431</b>	<b>\$7,082,000</b>	<b>\$1,599,980</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,077,411</b>

Transportation							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
<b>Transportation</b>							
Balls Ford Road Interchange	\$32,293,014	\$35,000,000	\$35,000,000	\$15,437,391	\$0	\$0	\$117,730,405
Balls Ford Road Widening	\$8,562,408	\$32,000,000	\$11,696,737	\$0	\$0	\$0	\$52,259,145
Brentsville Road Interchange	\$6,397,000	\$8,000,000	\$18,723,000	\$18,445,067	\$0	\$0	\$51,565,067
Devlin Road Widening	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$4,000,000
Fuller Road/Fuller Heights Road Improvements	\$2,075,000	\$1,176,229	\$0	\$0	\$0	\$0	\$3,251,229
Innovation Park Pedestrian Improvements	\$750,000	\$0	\$0	\$0	\$0	\$0	\$750,000
Minnieville Road at Prince William Parkway Interchange	\$1,000,000	\$1,000,000	\$500,000	\$0	\$0	\$0	\$2,500,000
Neabsco Mills Road (Route 1 to Dale)	\$7,141,000	\$12,000,000	\$9,492,267	\$0	\$0	\$0	\$28,633,267
Old Bridge Road/Gordon Boulevard Intersection Improv	\$0	\$884,202	\$884,202	\$0	\$0	\$0	\$1,768,404
Old Bridge Road/Occoquan Road Intersection	\$274,000	\$274,000	\$2,783,500	\$2,733,500	\$2,733,500	\$2,733,500	\$11,532,000
Potomac/Neabsco Mills Commuter Garage	\$7,076,928	\$14,153,856	\$14,153,856	\$0	\$0	\$0	\$35,384,640
Route 1 Improvements (Featherstone to Marys Way)	\$14,000,000	\$14,000,000	\$3,491,318	\$0	\$0	\$0	\$31,491,318
Route 28 Corridor Feasibility Study	\$2,389,252	\$0	\$0	\$0	\$0	\$0	\$2,389,252
Route 28 Phase 3 (Linton Hall to Pennsylvania)	\$10,895,000	\$10,118,460	\$0	\$0	\$0	\$0	\$21,013,460
Summit School Road Extension & Telegraph Road	\$3,000,000	\$2,800,000	\$2,845,108	\$0	\$0	\$0	\$8,645,108
TRIP-Annapolis Way and Marina Way Extensions	\$166,569	\$0	\$0	\$0	\$0	\$0	\$166,569
TRIP-Gemini Way Pedestrian Improv	\$243,095	\$0	\$0	\$0	\$0	\$0	\$243,095
TRIP-Old Bridge Road Sidewalk (Tacketts Mill to Minnieville)	\$123,400	\$0	\$0	\$0	\$0	\$0	\$123,400
TRIP-Opitz Boulevard Sidewalk	\$229,871	\$0	\$0	\$0	\$0	\$0	\$229,871
TRIP-Smoketown/Opitz Pedestrian Improvements	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
University Boulevard Extension	\$723,250	\$7,500,000	\$2,670,000	\$0	\$0	\$0	\$10,893,250
University Boulevard Interchange	\$10,650,000	\$10,450,000	\$0	\$0	\$0	\$0	\$21,100,000
Van Buren Road Environmental Study	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$0	\$2,000,000
<b>Transportation Grand Total</b>	<b>\$111,089,787</b>	<b>\$152,356,747</b>	<b>\$102,239,988</b>	<b>\$36,615,958</b>	<b>\$2,733,500</b>	<b>\$2,733,500</b>	<b>\$407,769,480</b>



# Capital Improvement Program

## Prince William County Schools

The following table represents the information provided by Prince William County Schools for its FY2021-2030 Capital Improvements Program.

Project Name		Project Total					
		Fund Source		CIP Funding Amount		Capacity Added	
School Year to Open	New Schools and Additions	Bonds	General Funds	10 Years	5 Years	10 Years	5 Years
2021	Middle School (Potomac Shores)	\$32,559,500	\$0	\$32,559,500	\$32,559,500	1,464	1,464
2021	13th High School	\$62,400,000	\$0	\$62,400,000	\$62,400,000	2,557	2,557
2022	Elementary School (Rosemount Lewis)	\$37,156,000	\$0	\$37,156,000	\$37,156,000	696	696
2022	Gainesville Middle School Addition [11 rooms]	\$10,337,000	\$0	\$10,337,000	\$10,337,000	231	231
2022	Reagan Middle School Addition [6 rooms]	\$7,057,000	\$0	\$7,057,000	\$7,057,000	126	126
2023	Elementary School (Occoquan/Woodbridge Area)	\$38,832,000	\$0	\$38,832,000	\$38,832,000	657	657
2023	Elementary School (Potomac Shores Area)	\$38,832,000	\$0	\$38,832,000	\$38,832,000	750	750
2025	Occoquan Elementary School [Replacement]	\$43,266,000	\$0	\$43,266,000	\$39,149,000	357	357
2025	14th High School (Mid-County)	\$154,800,000	\$0	\$154,800,000	\$141,900,000	2,557	2,557
2027	Kelly Leadership Center Addition	\$18,000,000	\$0	\$18,000,000	\$0		
2028	Elementary School (Yorkshire Area)	\$47,331,000	\$0	\$47,331,000	\$0	758	
2029	Elementary School (Route 1 South Area)	\$49,465,000	\$0	\$49,465,000	\$0	750	
Specific Facility-Based Improvement Projects							
2021	Stonewall Jackson High School -- Office /Admin Area Renewal	\$1,000,000	\$0	\$1,000,000	\$1,000,000		
2021	Osborn Park High School -- Office /Admin Area Renewal	\$1,000,000	\$0	\$1,000,000	\$1,000,000		
2021	Brentsville High School - Artificial Turf [incl stadium lights, restroom bldg] <i>Project Deferred</i>	\$0		\$0	\$0		
2021	Hylton High School - Artificial Turf <i>Project Deferred</i>	\$0		\$0	\$0		
2021	Gar-Field High School -CTE Culinary Improvements <i>Project Deferred</i>	\$0		\$0	\$0		
2022	Osborn Park High School - Fenestration Improvements	\$12,758,000	\$0	\$12,758,000	\$12,758,000		
2022	Stonewall Jackson High School - Fenestration Improvements	\$12,758,000	\$0	\$12,758,000	\$12,758,000		
2021	Woodbridge Middle School - Secure Vestibule	\$0	\$250,000	\$250,000	\$250,000		
2021	Graham Park Middle School - Secure Vestibule	\$0	\$155,000	\$155,000	\$155,000		
	Tennis Court Lighting -- Two High Schools per year 1) Potomac HS; 2) Stonewall Jackson HS; 3) Gar-Field HS; 4) Brentsville HS; 5) Woodbridge HS; 6) Osborn Park HS <i>Project Deferred</i>	\$0	\$1,500,000	\$1,500,000	\$0		
2025	Gar-Field High School - Fenestration Improvements	\$9,000,000	\$2,277,000	\$11,277,000	\$11,277,000		
2025	Woodbridge High School - Fenestration Improvements	\$9,000,000	\$2,277,000	\$11,277,000	\$11,277,000		
School Renewals							
2020	Beville Middle School		\$769,047	\$769,047	\$769,047		
2021	Mountain View Elementary School		\$3,308,667	\$3,308,667	\$3,308,667		
2022	Bennett Elementary School <i>Project Deferred</i>	\$2,326,300	\$774,557	\$3,100,857	\$3,100,857		
2022	Hylton High School	\$31,429,000	\$4,791,000	\$36,220,000	\$36,220,000		
2022	Penn Elementary School	\$10,934,143	\$1,100,857	\$12,035,000	\$12,035,000		
2023	Bristow Run Elementary School	\$10,000,000	\$2,578,000	\$12,578,000	\$12,578,000		
2023	Signal Hill Elementary School	\$10,000,000	\$2,578,000	\$12,578,000	\$12,578,000		
2023	Parkside Middle School	\$15,994,000	\$2,625,000	\$18,619,000	\$18,619,000		
2024	Swans Creek Elementary School	\$8,760,300	\$4,384,700	\$13,145,000	\$13,145,000		
2024	Brentsville High School	\$17,750,300	\$8,641,700	\$26,392,000	\$26,392,000		
2024	Cedar Point Elementary School	\$10,014,000	\$3,131,000	\$13,145,000	\$13,145,000		
2025	Benton Middle School	\$16,622,000	\$3,713,000	\$20,335,000	\$20,335,000		
2025	Featherstone Elementary School	\$9,772,000	\$3,966,000	\$13,738,000	\$13,738,000		
2026	Graham Park Middle School	\$16,653,300	\$4,598,700	\$21,252,000	\$17,466,000		
	Renewal of Various Schools (based on age, condition, and availability of funds) See School Facility Renewal Prioritization List	\$245,906,500	\$29,392,500	\$275,299,000	\$0		

# Capital Improvement Program

## Prince William County Schools (Continued)

Project Name			Project Total					
			Fund Source		CIP Funding Amount		Capacity Added	
School Year to Open	New Schools and Additions		Bonds	General Funds	10 Years	5 Years	10 Years	5 Years
School Maintenance and Repair								
	Asphalt - Upgrades			\$15,000,000	\$15,000,000	\$5,000,000		
	HVAC Equipment and Controls - Upgrades		\$1,000,000	\$17,355,000	\$18,355,000	\$8,355,000		
	Kitchen - Upgrades			\$13,915,000	\$13,915,000	\$3,915,000		
	Municipal Separate Storm Sewer Systems (MS4)			\$5,000,000	\$5,000,000	\$2,500,000		
	Portable Classroom Relocation			\$5,000,000	\$5,000,000	\$2,500,000		
	Roof Replacements/Repairs (TBD)			\$45,851,000	\$45,851,000	\$15,851,000		
	Fenestration Improvements (TBD)			\$14,870,286	\$14,870,286	\$4,870,286		
	Title IX Improvements			\$3,440,000	\$3,440,000	\$1,590,000		
	Energy Infrastructure Improvements			\$10,000,000	\$10,000,000	\$5,000,000		
Technology Improvement Program								
	Technology Improvement Program - Upgrades			\$77,500,000	\$77,500,000	\$32,500,000		
FY2021 - FY2030 Capital Improvement Program Totals			\$992,713,343	\$290,743,014	\$1,283,456,357	\$744,208,357	10,903	9,395
Summary								
	New Construction		\$504,641,500	\$0	\$504,641,500	\$390,828,500	10,546	9,038
	Additions		\$35,394,000	\$0	\$35,394,000	\$17,394,000	357	357
	Facility-Based Renovation Projects		\$45,516,000	\$6,459,000	\$51,975,000	\$50,475,000		
	School Renewals		\$406,161,843	\$76,352,728	\$482,514,571	\$203,429,571		
	Maintenance & Repair		\$1,000,000	\$130,431,286	\$131,431,286	\$49,581,286		
	Technology Improvement Program		\$0	\$77,500,000	\$77,500,000	\$32,500,000		
	Total		\$992,713,343	\$290,743,014	\$1,283,456,357	\$744,208,357	10,903	9,395

# Capital Improvement Program

## Proffer Integration

PWC integrates developer contributions, or proffers, into the CIP. Proffers are contributions of land, capital improvements, and funding (monetary proffers) from developers to address the demand for community services created by new development. Including identified monetary proffers as funding sources for CIP projects reduces general tax support and makes projects more affordable for the community. The CIP includes \$58,180 in monetary proffers for projects in the FY21 Budget.

	Prior Years Proffers	FY21 Proffers Identified	Total Proffer Funding
<b>Park &amp; Recreation</b>			
Catharpin Park Phase 2	\$500,000	\$0	\$500,000
Doves Landing	\$3,787,264	\$0	\$3,787,264
PHNST-Featherstone	\$120,000	\$0	\$120,000
PHNST-Heritage Harbor	\$95,000	\$0	\$95,000
PHNST-Occoquan	\$232,700	\$0	\$232,700
PHNST-Neabsco Creek Wetlands Preserve Boardwalk	\$554,000	\$0	\$554,000
PHNST-Port Potomac	\$35,817	\$0	\$35,817
Rollins Ford Park – Phase 2	\$2,183,000	\$0	\$2,183,000
Broad Run Greenwy	\$484,782	\$0	\$484,782
Occoquan Greenway	\$696,316	\$0	\$696,316
Neabsco Greenway	\$55,558	\$0	\$55,558
<b>Subtotal</b>	<b>\$8,744,437</b>	<b>\$0</b>	<b>\$8,744,437</b>
<b>County Watershed</b>			
County Watershed Improvements	\$15,115	\$58,180	\$73,295
<b>Subtotal</b>	<b>\$15,115</b>	<b>\$58,180</b>	<b>\$73,295</b>
<b>Fire and Rescue</b>			
F&R Station 22 (Groveton)	\$615,338	\$0	\$615,338
<b>Subtotal</b>	<b>\$615,338</b>	<b>\$0</b>	<b>\$615,338</b>
<b>Transportation</b>			
Balls Ford Road Widening	\$82,737	\$0	\$82,737
Brentsville Road Interchange	\$67,752	\$0	\$67,752
Fuller Road/Fuller Heights Road Improvements	\$767,683	\$0	\$767,683
Rt 28 Phase 3 (Linton Hall to Pennsylvania)	\$111,159	\$0	\$111,159
TRIP-Old Bridge Road Sidewalk (Tacketts to Minnieville)	\$19,938	\$0	\$19,938
Summit School Road Extension & Telegraph Rd Widening	\$45,108	\$0	\$45,108
<b>Subtotal</b>	<b>\$1,094,377</b>	<b>\$0</b>	<b>\$1,094,377</b>
<b>Grand Total</b>	<b>\$10,469,267</b>	<b>\$58,180</b>	<b>\$10,527,447</b>

# Capital Improvement Program

## Operating Impacts

The development and implementation of capital projects in PWC may be accompanied by significant on-going operating costs. Operating impacts include new costs that result from the construction of new capital assets and can include program, facility, personnel, and associated debt service costs. Operating funds are programmed into the Five-Year Plan and are budgeted when the project is completed and the improvement becomes a usable asset. Transportation maintenance costs are the responsibility of VDOT upon acceptance into the state system. As illustrated in the following table, the FY21-26 operating impact of the CIP is \$164.5 million.

Operating Impacts							
Project	FY21 Facility and Program Operating	FY22 Facility and Program Operating	FY23 Facility and Program Operating	FY24 Facility and Program Operating	FY25 Facility and Program Operating	FY26 Facility and Program Operating	Total
Adult Detention Center Expansion Phase 2	\$7,882,207	\$9,207,594	\$9,164,040	\$8,624,917	\$8,581,363	\$8,537,809	\$51,997,930
Animal Shelter Expansion & Renovation	\$300,283	\$1,735,750	\$1,704,250	\$1,672,750	\$1,641,250	\$1,609,750	\$8,664,033
Countywide Space	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$10,000,000
F&R Station 22 (Groveton)	\$601,738	\$1,763,918	\$1,732,299	\$1,700,680	\$1,669,061	\$1,637,442	\$9,105,138
F&R Station 27	\$0	\$0	\$3,420,927	\$5,704,764	\$5,364,119	\$5,364,119	\$19,853,929
Human Capital Management	\$1,200,000	\$1,500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,700,000
Judicial Center Expansion	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000
Juvenile Detention Center Improvements	\$0	\$0	\$3,000,000	\$5,000,000	\$3,000,000	\$3,000,000	\$14,000,000
Land Use Information System Phase 1 & 2	\$278,000	\$289,000	\$303,000	\$318,000	\$334,000	\$350,000	\$1,872,000
Potomac/Neabsco Mills Garage	\$0	\$0	\$0	\$230,000	\$460,000	\$460,000	\$1,150,000
Public Safety Training Center Expansion	\$0	\$0	\$3,000,000	\$3,500,000	\$3,500,000	\$3,500,000	\$13,500,000
PWC Website Replacement	\$216,000	\$216,000	\$216,000	\$216,000	\$216,000	\$216,000	\$1,296,000
Rollins Ford Park Phase 2	\$67,939	\$67,939	\$67,939	\$67,939	\$67,939	\$67,939	\$407,634
Technology Infrastructure	\$2,435,000	\$3,000,000	\$3,000,000	\$3,000,000	\$1,565,000	\$0	\$13,000,000
<b>Total</b>	<b>\$12,981,167</b>	<b>\$17,780,201</b>	<b>\$26,108,455</b>	<b>\$35,535,050</b>	<b>\$36,898,732</b>	<b>\$35,243,059</b>	<b>\$164,546,664</b>

## 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.

Debt Service Impacts							
	FY21 Debt Service	FY22 Debt Service	FY23 Debt Service	FY24 Debt Service	FY25 Debt Service	FY26 Debt Service	Total
Adult Detention Center Expansion Phase 2	\$911,207	\$2,236,594	\$2,193,040	\$1,653,917	\$1,610,363	\$1,566,809	\$10,171,930
Animal Shelter Expansion & Renovation	\$300,283	\$1,242,750	\$1,211,250	\$1,179,750	\$1,148,250	\$1,116,750	\$6,199,033
Countywide Space	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$10,000,000
F&R Station 22 (Groveton) (Fire Levy)	\$301,738	\$1,263,918	\$1,232,299	\$1,200,680	\$1,169,061	\$1,137,442	\$6,305,138
F&R Station 27 (Fire Levy)	\$0	\$0	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$5,600,000
Judicial Center Expansion	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000
Juvenile Detention Center Improvements	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Public Safety Training Center Expansion	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
<b>Total</b>	<b>\$1,513,228</b>	<b>\$4,743,262</b>	<b>\$12,036,589</b>	<b>\$16,434,347</b>	<b>\$21,327,674</b>	<b>\$21,221,001</b>	<b>\$77,276,101</b>





# COMMUNITY DEVELOPMENT **PROJECTS**

# Building & Facility Capital Program

**Total Project Cost – \$41.5M**

## Project Description

The Building & Facility Capital Program addresses large-scale component replacement or repairs that cannot be accomplished with existing resources. The program invests in existing capital assets to extend the life of facilities and better serve the community.

The County manages 224 buildings and park sites encompassing almost 2 million square feet with a replacement value of more than \$600 million. Many of the facilities are 20+ years old and all of the facilities require maintenance. The Department of Public Works (DPW) and Department of Parks, Recreation & Tourism (DPRT) are the County's primary facility owners. Maintenance ensures that County amenities are in good condition for community use and enhances the facilities useful lives to maximize taxpayer investment.

Industry best practices allot 2-3% of replacement value for component (cyclic) system replacement. This translates to approximately \$8.8 million to \$13.3 million per year, in addition to the existing \$2.1 million annual operating budget, to address cyclic facility maintenance needs.

The County's Principles of Sound Financial Management supports investing in maintenance of facilities in Policy 4.06 stating, "The County will invest in ongoing, cyclical maintenance of existing capital assets with the goal of extending the life of facilities and assets."

The types of large-scale facility maintenance projects include:

- Replace heating, A/C, and water pump equipment.
- Resurface parking lots and sidewalks.
- Maintain buildings and structures (e.g., roofing, electrical, plumbing, exterior, backup generators, and security features).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



- Maintain hardscaping (e.g., correcting erosion issues).
- Replace field lights and maintain existing field surfaces.
- Replace playground equipment and recreational amenities.
- Resurface pools and replace filtration systems.
- Address Americans with Disabilities Act compliance.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	14,000	14,000	-	-	-	-	-	-	-	-	-
General Funds	27,500	2,000	5,500	-	4,000	4,000	4,000	4,000	4,000	20,000	-
<b>Total Revenue</b>	<b>\$41,500</b>	<b>\$16,000</b>	<b>\$5,500</b>	-	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$20,000</b>	-

Cost Categories (Expenditures)	41,500	10,563	5,300	4,300	5,337	4,000	4,000	4,000	4,000	25,637	-
Construction	41,500	10,563	5,300	4,300	5,337	4,000	4,000	4,000	4,000	25,637	-
<b>Total Expenditure</b>	<b>\$41,500</b>	<b>\$10,563</b>	<b>\$5,300</b>	<b>\$4,300</b>	<b>\$5,337</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$25,637</b>	-

Operating Impacts											
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Building & Facility Capital Program



## Service Impact

- **Extending facility usefulness** – Projects will complete deferred maintenance on large-scale components with the goal of extending the life of County facilities and assets.

## Funding Sources

- **Capital reserve** – \$14.0M
- **General fund** – \$27.5M

## Project Milestones

- **Completed projects** include 24 DPRT projects and 48 DPW projects.
- **Projects underway or funded but not yet underway**, include 21 DPRT projects and 12 DPW projects.
- **New project identification, design, and completion** are ongoing.

Note: Some Building & Facility Capital Program projects are currently on hold due to the economic impact of the COVID-19 pandemic.

# Catharpin Park Phase 2

**Total Project Cost – \$4.9M**

## Project Description

The Catharpin Park Phase 2 project will build six irrigated and lit rectangular grass fields. An auxiliary building will also be designed and constructed to house restrooms, concessions and storage. A well will be developed to supply potable water to the auxiliary building. The auxiliary building will utilize a pump and haul system as opposed to a sewer line or septic system.

## Service Impact

- **Improve Sport Field Availability** – Construction of the sports fields will help meet sports field demand on the west end of the County. The additional fields will reduce congestion at Long Park and lead to more soccer tournaments by having permanent restrooms near the fields.

## Funding Sources

- **Capital reserve** – \$4.3M
- **Developer contributions (proffers)** – \$500K
- **General fund** – \$102K

## Project Milestones

- **Design** began in FY17 and was completed in December 2018 (FY19).
- **Construction** of the fields will be completed in July 2020 (FY21). The fields will be playable in fall 2021 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	<b>Parks &amp; Open Space</b>	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	4,305	4,305	-	-	-	-	-	-	-	-	-
General Funds	102	102	-	-	-	-	-	-	-	-	-
Proffers	500	500	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$4,907</b>	<b>\$4,907</b>	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	352	71	281	-	-	-	-	-	-	-	-
Construction	4,545	-	4,120	425	-	-	-	-	-	425	-
Project Management	11	11	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$4,907</b>	<b>\$82</b>	<b>\$4,400</b>	<b>\$425</b>	-	-	-	-	-	<b>\$425</b>	-

Operating Impacts											
Operating Expenses		-	-	-	-	-	-	-	-	-	-
Debt Service		-	-	-	-	-	-	-	-	-	-
Revenue		-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>		-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>		-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Dove's Landing Park

**Total Project Cost – \$3.8M**

## Project Description

Dove's Landing is a 240-acre passive park with hiking trails and waterfront access to the Occoquan River. Phase 2 expands the park to 306 acres, with additional trails, boardwalks across wetland areas, a fishing pier, a kayak/canoe launch, and additional parking.

## Service Impact

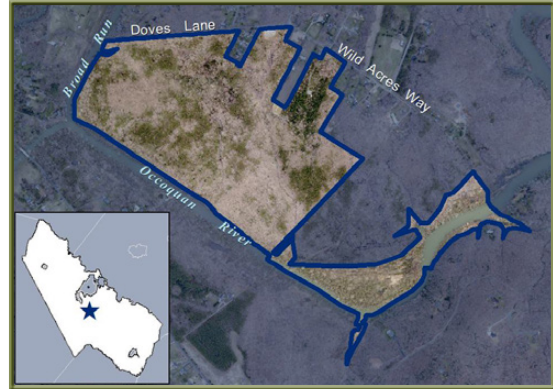
- **Increased Recreation Opportunities** – This project will increase passive recreation and open space trail development in the County. The 2019 Parks, Recreation & Tourism needs assessment ranked trails and open space as the top two citizen priorities.

## Funding Sources

- **General fund** – \$20K
- **Developer contributions (proffers)** – \$3.8M

## Project Milestones

- **Property acquisition** was completed in FY20.
- **Design** will begin in July 2020 (FY21) and will be completed in July 2021 (FY22).
- **Construction** is scheduled to begin in March 2022 (FY22) and will be completed by September 2023 (FY24).
- **Occupancy** is scheduled for September 2023 (FY24)



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	<b>Parks &amp; Open Space</b>	Telecommunications
<b>Environment</b>	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
General Funds	20	-	20	-	-	-	-	-	-	-	-
Proffers	3,787	-	3,787	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$3,807</b>	-	<b>\$3,807</b>	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	125	-	-	125	-	-	-	-	-	125	-
Design/Planning	450	-	-	380	70	-	-	-	-	450	-
Construction	1,698	-	-	-	849	679	170	-	-	1,698	-
Right of Way/Land	1,360	-	1,360	-	-	-	-	-	-	-	-
Project Management	175	-	-	-	125	50	-	-	-	175	-
<b>Total Expenditure</b>	<b>\$3,807</b>	-	<b>\$1,360</b>	<b>\$505</b>	<b>\$1,044</b>	<b>\$729</b>	<b>\$170</b>	-	-	<b>\$2,448</b>	-

<i>Operating Impacts</i>											
Operating Expenses				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>				-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>				-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Harbor Drive Wellness Park

**Total Project Estimate – \$1.5M**

## Project Description

Harbor Drive Wellness Park is a 2-acre park located at 13030 Harbor Drive in Lake Ridge. The park will include a playground, walking path, fitness equipment, native meadow, and wildflower garden. The park will have a small parking lot and connections to adjacent multi-use paths.

## Service Impact

- **Increase open space and passive recreation opportunities** – This park will feature amenities for active and passive recreation.

## Funding Sources

- **General fund** – \$761K
- **Developer contribution (proffers)** – \$571K
- **Contributions** – \$174K
- **Annual maintenance costs** will be provided by the general fund. It is anticipated community volunteers will provide clean up and maintenance, thereby potentially reducing operating costs.

## Project Milestones

- **Design** began in February 2019 (FY19) and was completed in summer 2019 (FY20).
- **Construction** will begin in summer 2020 (FY21) and will be completed in fall 2020 (FY21).

**Note:** Construction of this project was suspended in March 2020 due to the economic impact of the COVID-19 pandemic.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
General Funds	761	710	51	-	-	-	-	-	-	-	-
Other Revenue	174	-	174	-	-	-	-	-	-	-	-
Proffers	571	-	571	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$1,506</b>	<b>\$710</b>	<b>\$797</b>	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	153	107	47	-	-	-	-	-	-	-	-
Construction	1,353	-	-	1,353	-	-	-	-	-	1,353	-
<b>Total Expenditure</b>	<b>\$1,506</b>	<b>\$107</b>	<b>\$47</b>	<b>\$1,353</b>	-	-	-	-	-	<b>\$1,353</b>	-

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Locust Shade Park Maintenance Shop

**Total Project Cost – \$1.3M**

## Project Description

This project includes the design and construction of a 3,000 square foot maintenance shop to house 18-20 Parks grounds maintenance staff. The facility will also include one bay for Public Works, fleet personnel to work on equipment. Currently, grounds maintenance staff uses a 20' x 19' building that also houses equipment. The project includes lean-to shelters to cover equipment while outside.

## Service Impact

- **Improved efficiency and reduced dispatch time** – Dispatching maintenance crews will be more efficient due to a more functional location on the eastern end of the County. Equipment life span will be enhanced in an enclosed, secure facility and lean-to shelters.

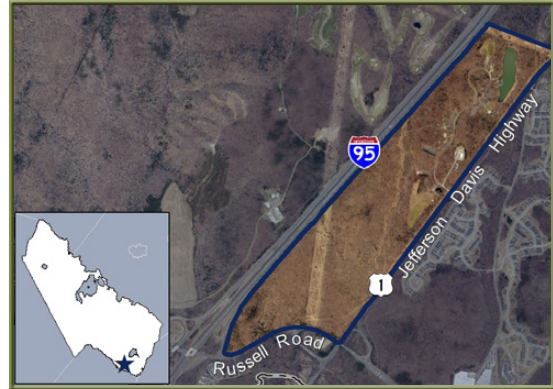
## Funding Sources

- **General fund** – \$750K
- **Capital reserve** – \$550K

## Project Milestones

- **Design** was completed in January 2019 (FY19).
- **Construction** was scheduled to begin spring 2020 (FY20), with occupancy in late 2020 (FY21).

**Note: Construction of this project was suspended in March 2020 due to the economic impact of the COVID-19 pandemic.**



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	<b>Parks &amp; Open Space</b>	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	550	550	-	-	-	-	-	-	-	-	-
General Funds	750	750	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$1,300</b>	<b>\$1,300</b>	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	237	203	30	4	-	-	-	-	-	4	-
Construction	1,063	-	800	263	-	-	-	-	-	263	-
<b>Total Expenditure</b>	<b>\$1,300</b>	<b>\$203</b>	<b>\$830</b>	<b>\$267</b>	-	-	-	-	-	<b>\$267</b>	-

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Long Park Auxiliary Building/Sewer Connection

**Total Project Cost – \$665K**

## Project Description

This project designs and constructs an auxiliary building in the front of Long Park near the soccer fields to house restrooms, concessions, and office space. The project will also include a sewer line connection from Route 15 to the facility.

## Service Impact

- **Increase Active Recreation Opportunities** – This project will increase sports participation visits and customer satisfaction ratings in the County. It will also lead to more soccer tournaments by having permanent restrooms near the artificial turf fields.

## Funding Sources

- **General fund** – \$650K
- **Capital reserve** – \$15K

## Project Milestones

- **Design** was completed in spring 2019 (FY19).
- **Construction** was scheduled to begin spring 2020 (FY20), with occupancy in spring 2021 (FY21).

**Note: Construction of this project was suspended in March 2020 due to the economic impact of the COVID-19 pandemic.**



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	<b>Parks &amp; Open Space</b>	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	15	15	-	-	-	-	-	-	-	-	-
General Funds	650	650	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$665</b>	<b>\$665</b>	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	177	112	66	-	-	-	-	-	-	-	-
Construction	488	-	88	400	-	-	-	-	-	400	-
<b>Total Expenditure</b>	<b>\$665</b>	<b>\$112</b>	<b>\$153</b>	<b>\$400</b>	-	-	-	-	-	<b>\$400</b>	-

<i>Operating Impacts</i>											
Operating Expenses				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>				-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>				-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Potomac Heritage National Scenic Trail

**Current Project Cost – \$2.4M**

## Project Description

This project constructs 5 major trail segments of the Potomac Heritage National Scenic Trail (PHNST). The PHNST is designed to be a multi-use trail through the County and is part of the national trail that links the Potomac and upper Ohio River basins. The total cost of completing all segments will be developed as the final alignment of the trail is determined.

## Service Impact

- **Increase open space and passive recreation opportunities** – Provides dedicated trail segments for walking, jogging, biking, and makes progress toward the goals of the Parks, Open Space, and Trails chapter of the County's Comprehensive Plan.

## Funding Sources

- **Developer contributions (proffers)** – \$1.0M
- **Federal revenue** – \$568K
- **General fund** – \$440K
- **State funding** – \$312K
- **Capital reserve** – \$15K

**Note: Final construction of all planned trail segments will not occur until additional funding is available.**

- **Annual operating costs for trail maintenance** are not anticipated. However, any future operating costs will be funded by the general fund. Community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing operating costs.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	North Woodbridge Small Area Plan
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

## Project Milestones

- **Trail segments** within the project include:
  - **Featherstone Refuge** – United States Fish & Wildlife (USF&W) approved the plan in May 2017 (FY17). The Board of County Supervisors (BOCS) approved the right-of-way agreement in July 2017 (FY18). Construction of the bridges and boardwalk will begin in fall 2020 (FY21) and the segment is expected to be commissioned in fall 2021 (FY22).

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
Capital Reserve	15	15	-	-	-	-	-	-	-	-	-
Federal Revenue	568	568	-	-	-	-	-	-	-	-	-
General Funds	440	440	-	-	-	-	-	-	-	-	-
Proffers	1,038	484	554	-	-	-	-	-	-	-	-
State Revenue	312	-	312	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$2,372</b>	<b>\$1,507</b>	<b>\$866</b>	-	-	-	-	-	-	-	-
<b>Cost Categories (Expenditures)</b>											
Design/Planning	451	249	157	45	-	-	-	-	-	45	-
Construction	1,881	188	942	751	-	-	-	-	-	751	-
Conversion	40	40	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$2,372</b>	<b>\$477</b>	<b>\$1,099</b>	<b>\$796</b>	-	-	-	-	-	<b>\$796</b>	-
<b>Operating Impacts</b>											
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Potomac Heritage National Scenic Trail



Neabsco Creek Boardwalk

- **Heritage Harbor** – This segment incorporates a road crossing at Featherstone Road and connects with the Featherstone Refuge segment. Work is scheduled for completion in December 2020 (FY21).
- **Neabsco Creek Wetland Preserve Boardwalk** – This project will build a boardwalk the full length of the trail corridor from the south landing of the Neabsco Creek Boardwalk towards the parking lot at Metz Wetlands. Construction is planned to begin in fall 2020 (FY21) and will be completed in summer 2021 (FY22).
- **Occoquan Refuge** – USF&W 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). Construction is scheduled for completion June 2020 (FY20).
- **Port Potomac** – This project will construct a paved path connecting Powells Landing Park to Route 1. The project schedule is to be determined.

➤ **Future trail segments** extending the trail network from the Woodbridge Magisterial District through the Potomac Magisterial District to the Stafford County line are in planning stages. The PHNST route through the Occoquan Magisterial District and into the Woodbridge District is in planning stages, requiring collaboration with the Town of Occoquan.

# Rollins Ford Park – Phase 2

**Total Project Cost – \$7.3M**

## Project Description

Rollins Ford Park will be a 69-acre park that includes two rectangular fields, parking, playgrounds, pavilions, basketball court, dog park, restroom/concession auxiliary building, walking trails, and wildflower meadows.

## Service Impact

- **Increase Active Recreation Opportunities** – This project will increase sports participation visits and customer satisfaction ratings in the County. Specifically, the park improvements will reduce congestion at Long Park due to the additional field capacity in western Prince William County.

## Funding Sources

- **Capital reserve** – \$2.7M
- **Developer contributions (proffers)** – \$2.2M
- **General fund (sale of easement)** – \$1.8M
- **General fund** – \$593K
- **Annual operating costs** will be covered by the general fund.

## Project Milestones

- **Design** began July 2018 (FY19) and was completed April 2020 (FY20).
- **Construction** is scheduled to begin in summer 2020 (FY21) to be completed spring 2022 (FY22).

**Note: Construction of this project was suspended in March 2020 due to the economic impact of the COVID-19 pandemic.**



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	<b>Parks &amp; Open Space</b>	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	2,700	2,700	-	-	-	-	-	-	-	-	-
General Funds	593	593	-	-	-	-	-	-	-	-	-
Other Revenue	1,800	1,800	-	-	-	-	-	-	-	-	-
Proffers	2,183	2,183	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$7,276</b>	<b>\$7,276</b>	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	535	360	175	-	-	-	-	-	-	-	-
Design/Planning	535	360	175	-	-	-	-	-	-	-	-
Construction	6,741	-	-	3,740	3,001	-	-	-	-	6,741	-
<b>Total Expenditure</b>	<b>\$7,276</b>	<b>\$360</b>	<b>\$175</b>	<b>\$3,740</b>	<b>\$3,001</b>	-	-	-	-	<b>\$6,741</b>	-

Operating Impacts	Operating Expenses	Debt Service	Revenue	General Fund Requirement	Additional Positions (FTEs)
	68	68	68	68	68
	-	-	-	-	-
	-	-	-	-	-
	<b>\$68</b>	<b>\$68</b>	<b>\$68</b>	<b>\$68</b>	<b>\$408</b>
	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Trail Development

**Total Project Cost – \$2.2M**

## Project Description

This project adds trails and connectors to the Broad Run Greenway, Catharpin Greenway, Neabsco Greenway, and Occoquan Greenway corridors.

## Service Impact

- **Increase open space and passive recreation opportunities** – The trails will be used by hikers, non-motorized bikers, and equestrians, providing an alternative transportation route between parks and school sites. Completed segments make progress toward goals in the Parks, Open Space, and Trails chapter in the County's Comprehensive Plan.

## Funding Sources

- **Developer contributions (proffers)** – \$1.2M
- **General fund** – \$929K
- **Capital reserve** – \$21K

**Note: Final construction of all planned trail segments will not occur until additional funding is available. The parks bond referendum approved by voters in November 2019 included \$20 million for trails and open space including, but not limited to, the Occoquan and Neabsco Greenway projects. Authorized debt financing is not programmed in the FY2021 budget or CIP.**

- **Annual operating costs** are not anticipated at this time. In addition, community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing the need for tax support.

## Project Milestones

### Trail segments include the following:

- **Broad Run Greenway** – The trail connects communities from Route 28 to Rollins Ford Road. Segments will be

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	<b>Parks &amp; Open Space</b>	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	<b>Dale City Small Area Plan</b>
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	<b>Mobility</b>
Quality Education	Safe & Secure Community	

constructed as funding and easements become available. Current activities include the replacement of two bridges on the trail.

- **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. Current activities include easement acquisition and construction of segments three and four of the trail. Other segments will be constructed as funding and easements are available.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	21	21	-	-	-	-	-	-	-	-	-
General Funds	929	929	-	-	-	-	-	-	-	-	-
Proffers	1,237	1,096	141	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$2,186</b>	<b>\$2,045</b>	<b>\$141</b>	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	778	617	158	2	-	-	-	2	-
Construction	1,276	85	435	756	-	-	-	756	-
Conversion	133	133	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$2,186</b>	<b>\$835</b>	<b>\$593</b>	<b>\$758</b>	-	-	-	<b>\$758</b>	-

Operating Impacts										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Positions (FTEs)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# *Trail Development*



Broad Run Greenway



Occoquan Greenway

# 2019 Bond Referendum Park Projects

**Total Project Cost – \$41.0M**

## Project Description

The Board of County Supervisors approved a bond referendum question for mobility/road improvements to be placed on the November 5, 2019 ballot. The referendum question on the ballot was approved by voters, and included the following park improvement projects:

- **Countywide Trail, Open Space and Accessibility Projects, \$20.0M** – The project completes the development of partially completed trail projects and new trail projects, including, but not limited to, the Occoquan Greenway and Neabsco Greenway; purchases land for public open space; and completes accessibility projects at various parks throughout the county.
- **Fuller Heights Park Expansion, \$6.0M** – The project constructs up to two new youth baseball fields and supporting amenities near the existing fields.
- **Hellwig Park Artificial Turf Fields, \$3.0M** – The project constructs up to two full size artificial turf fields to replace existing grass fields.
- **Howison Park Improvements, \$6.0M** – The project includes, but is not limited to, a new walking trail, adding outdoor exercise equipment and spectator seating, and expanding the rest room area.
- **New Neabsco Park Development, \$6.0M** – The project constructs a new community park in the Neabsco Magisterial District with features for all ages.

## Funding Sources

- **General obligation bonds** – \$41.0 M
- **Annual maintenance costs** will be supported by the general fund.  
Note: Annual debt service is not funded in the FY2021 budget; a funding source must be determined.

## Project Milestones

Project schedules are undetermined until a funding source for annual debt service is identified.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



# Landfill Caps

**Total Project Cost – \$9.5M**

## Project Description

The project funds the mandated closure of filled cells located at the Sanitary Landfill. Filled cells are areas of the landfill that have reached capacity.

## Service Impact

- **Protection of Public Health** – The closure of filled cells will reduce rainwater infiltration, thereby protecting public health, groundwater quality, and the environment.
- **Compliance with Virginia Solid Waste Management Regulations** – Regulations mandate that cells must be capped once they are completely filled.

## Funding Sources

- **Solid Waste fee revenue/closure fund** – \$9.5M

## Project Milestones

- **Design and construction for Phase 2 (Sequence 5)** will begin in FY22 and be completed in FY23.
- **Design and construction for Phase 2 (Sequence 6)** will begin in FY25 and be completed in FY26.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Independent Hill Small Area Plan
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
Solid Waste Fees	9,510	-	-	-	4,760	-	-	4,750	-	9,510	-
<b>Total Revenue</b>	<b>\$9,510</b>	-	-	-	<b>\$4,760</b>	-	-	<b>\$4,750</b>	-	<b>\$9,510</b>	-

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Cost Categories (Expenditures)</b>											
Design/Planning	1,730	-	-	-	840	-	-	890	-	1,730	-
Construction	7,780	-	-	-	2,352	1,568	-	2,316	1,544	7,780	-
<b>Total Expenditure</b>	<b>\$9,510</b>	-	-	-	<b>\$3,192</b>	<b>\$1,568</b>	-	<b>\$3,206</b>	<b>\$1,544</b>	<b>\$9,510</b>	-

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Landfill Liners

**Total Project Cost – \$14.6M**

## Project Description

Installation of mandated landfill liners is required to complete the liner systems at the Sanitary Landfill.

## Service Impact

- **Protection of Public Health** – Landfill liners protect public health and the environment by reducing groundwater contamination.
- **Compliance with Virginia Solid Waste Management Regulations** – Regulations mandate liners be installed in all new landfill cells.
- **New capacity with Phase 2 and Phase 3 cells** – The life of the Phase 2 and Phase 3 cells are estimated to last until 2030.

## Funding Sources

- **Solid Waste fee revenue** – \$14.6M

## Project Milestones

- **Relocation of the mulch facility** was completed in FY20 and prepared the area for construction of the Phase 3 lined cells.
- **Design and construction of Phase 3, Part A** will begin in FY21 and be completed in FY22.
- **Design and construction of Phase 3, Part B** will begin in FY24 and be completed in FY25.
- **Design and construction of Phase 3, Part C** will begin in FY26 and be completed in FY27.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Independent Hill Small Area Plan
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
Solid Waste Fees	14,570	-	-	4,680	-	-	4,980	-	4,910	14,570	-
<b>Total Revenue</b>	<b>\$14,570</b>	-	-	<b>\$4,680</b>	-	-	<b>\$4,980</b>	-	<b>\$4,910</b>	<b>\$14,570</b>	-

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Cost Categories (Expenditures)</b>											
Design/Planning	2,380	-	-	820	-	-	920	-	640	2,380	-
Construction	12,190	-	-	2,316	1,544	-	2,436	1,624	2,562	10,482	1,708
<b>Total Expenditure</b>	<b>\$14,570</b>	-	-	<b>\$3,136</b>	<b>\$1,544</b>	-	<b>\$3,356</b>	<b>\$1,624</b>	<b>\$3,202</b>	<b>\$12,862</b>	<b>\$1,708</b>

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# County Watersheds

**Total Project Cost – \$23.9M**

## Project Description

County watershed capital projects include stream restoration, best management practices, stormwater management facility retrofits, culvert modifications, channel improvements, and drainage improvements within countywide watersheds to reduce flooding and erosion problems and/or improve water quality. The County watersheds included in this project are:

- Broad Run Watershed
- Bull Run Watershed
- Cedar Run Watershed
- Marumsc Creek Watershed
- Neabsco Creek Watershed
- Occoquan River Watershed
- Powells Creek Watershed
- Quantico Creek Watershed

## Service Impact

- **Protect water quality** – These projects will protect local water quality and the Chesapeake Bay.
- **Control flooding and reduce erosion** – These projects will help control flooding and reduce erosion and siltation problems countywide.
- **Comply with state and federal mandates** – All of the projects help comply with federal and state mandates associated with the Clean Water Act, including the Chesapeake Bay Total Maximum Daily Load and the County's Municipal Separate Storm Sewer System permit by providing water quality and quantity improvements, reduction of non-point source pollution, and the enhancement of stream/riparian habitat.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

## Funding Sources

- **Stormwater management (SWM) fee** – \$23.8M
- **Developer contributions (proffers)** – \$73K
- **Annual maintenance costs** are supported by the County's SWM fee.

## Project Milestones

Design and construction for watershed improvement projects occur on a phased basis as specific projects are identified in watershed studies. Planned and ongoing projects for FY21 through FY26 include the following:

- **Bull Run Watershed**
  - SWM Facility #91 – Water Quality Retrofit, \$400K
  - SWM Facility #416 – Water Quality Retrofit, \$496K
- **Neabsco Creek Watershed**
  - Cow Branch Phase 4 – Stream Restoration, \$3.2M

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Proffers	73	-	15	58	-	-	-	-	-	58	-
Stormwater Mgmt Fee	23,831	-	2,985	2,196	4,200	4,500	4,000	3,000	2,950	20,846	-
<b>Total Revenue</b>	<b>\$23,904</b>	<b>-</b>	<b>\$3,000</b>	<b>\$2,254</b>	<b>\$4,200</b>	<b>\$4,500</b>	<b>\$4,000</b>	<b>\$3,000</b>	<b>\$2,950</b>	<b>\$20,904</b>	<b>-</b>

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Construction	23,904	-	3,000	2,254	4,200	4,500	4,000	3,000	2,950	20,904	-
<b>Total Expenditure</b>	<b>\$23,904</b>	<b>-</b>	<b>\$3,000</b>	<b>\$2,254</b>	<b>\$4,200</b>	<b>\$4,500</b>	<b>\$4,000</b>	<b>\$3,000</b>	<b>\$2,950</b>	<b>\$20,904</b>	<b>-</b>

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Positions (FTEs)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# County Watersheds



*Powells Creek Watershed Water Quality Retrofit*

## ➤ **Occoquan River Watershed**

- Chinn Park Stream Restoration, \$1.7M
- Hooes Run Tributary Reach 9 Stream Restoration, \$2.3M
- Hooes Run Tributary Reach 12 Stream Restoration, \$1.0M
- Hooes Run Tributary Reach 13 Stream Restoration, \$2.0M

## ➤ **Powells Creek Watershed**

- Powells Creek Stream Restoration Phase 2, \$3.6M
- Powells Creek Stream Restoration Phase 3, \$3.0M

## ➤ **Quantico Creek Watershed**

- Upper Dewey's Creek, \$3.2M



# County Watersheds







# HUMAN SERVICES **PROJECTS**



# Juvenile Detention Center

**Total Project Cost – TBD**

## Project Description

Future funding is programmed to support the development of a juvenile services campus, which includes building and co-locating a new Juvenile Detention Center and non-secure youth shelter. Co-locating these services will allow for greater collaboration among staff and increase operational efficiencies by combining shared services, e.g., food, laundry, maintenance, and medical.

As part of the planning phase, the Department of Social Services initiated a community needs assessment, planning study and site assessment, which is required by the Virginia Department of Juvenile Justice (DJJ) in order to construct new facilities and potentially access up to 50% reimbursement from the Commonwealth. The needs assessment has been approved by DJJ and the planning study will be completed in spring 2020.

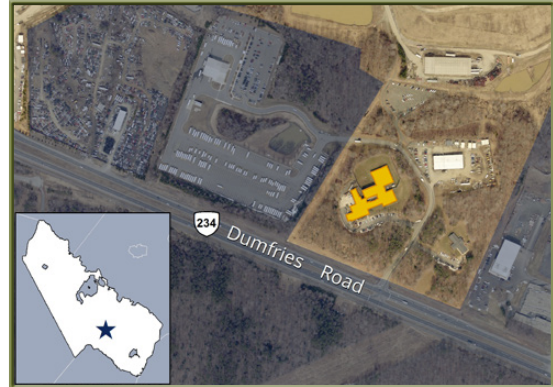
Results from the needs assessment reveal that federal and state requirements, along with industry design standards and trends for juvenile facilities, have drastically changed over the past 30 years. These changes have led to a significant amount of functional obsolescence in the existing facilities. Specific study recommendations and facility options will be developed during the design phase.

## Service Impact

- **Improve the facility for residents and staff** – Constructing new facilities will provide an improved environment for the short-term care of juveniles who require secure and non-secure custody.

## Funding Sources

- **Debt financing** – An estimated \$3M is needed annually to support the County's share of project debt financing costs.
- **State reimbursement** – TBD



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Independent Hill Small Area Plan
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



## Project Milestones

- **Planning** began in FY19 and will continue into FY21.
- **Design** is scheduled to begin in FY21 upon separate BOCS action and reimbursement confirmation by the Commonwealth.
- **Construction and occupancy** dates will be determined during the design phase.

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
Total Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>Cost Categories (Expenditures)</b>											
Total Expenditure	-	-	-	-	-	-	-	-	-	-	-
<b>Operating Impacts</b>											
Operating Expenses			-	-	-	-	-	-	-	-	-
Debt Service			-	-	-	3,000	3,000	3,000	3,000	12,000	-
Revenue			-	-	-	-	-	-	-	-	-
General Fund Requirement			-	-	-	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000	-
Additional Positions (FTEs)			-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# *Juvenile Detention Center*







# PUBLIC SAFETY **PROJECTS**

# Groveton Fire & Rescue Station 22

**Total Project Cost – \$16.6M**

## Project Description

Groveton Station (#22) is a Fire & Rescue station that will be located at 7500 Century Park Drive in the west end of the county. The 21,000 square-foot 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 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. Systemwide response time improvements are also projected to improve, which will help ease emergency response call volume on existing stations.

## Funding Sources

- **Debt financing (supported by the Fire Levy)** – \$15.1M
- **Fire levy funds** – \$922K
- **Developer contributions (proffers)** – \$615K
- **Facility operating costs** will be funded by the fire levy.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
<b>Fire &amp; Rescue</b>	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	<b>Safe &amp; Secure Community</b>	

## Project Milestones

- **Land Acquisition** was completed in July 2017 (FY18).
- **Design** began in December 2017 (FY18) and was completed in December 2018 (FY19).
- **Construction** began in October 2019 (FY20) and will be completed in January 2021 (FY21).
- **Occupancy** is scheduled for March 2021 (FY21).

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Debt	15,080	15,080	-	-	-	-	-	-	-	-	-
Fire Levy	922	922	-	-	-	-	-	-	-	-	-
Proffers	615	353	262	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$16,618</b>	<b>\$16,355</b>	<b>\$262</b>	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	133	133	-	-	-	-	-	-	-	-	-
Design/Planning	757	748	9	-	-	-	-	-	-	-	-
Construction	10,872	52	5,000	5,820	-	-	-	-	-	5,820	-
Right of Way/Land	3,705	3,705	-	-	-	-	-	-	-	-	-
Occupancy	200	-	100	100	-	-	-	-	-	100	-
Telecommunication	250	-	50	200	-	-	-	-	-	200	-
Project Management	650	81	272	297	-	-	-	-	-	297	-
Other Project Costs	50	50	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$16,618</b>	<b>\$4,770</b>	<b>\$5,431</b>	<b>\$6,417</b>	-	-	-	-	-	<b>\$6,417</b>	-

Operating Impacts		FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26
Operating Expenses		300	500	500	500	500	500	2,800	
Debt Service		302	1,264	1,232	1,201	1,169	1,137	6,305	
Revenue		602	1,764	1,732	1,701	1,669	1,637	9,105	
<b>General Fund Requirement</b>		-	-	-	-	-	-	-	
<b>Additional Positions (FTEs)</b>		-	-	-	-	-	-	-	

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Station 27 Fire & Rescue

**Total Project Cost – \$14.0M**

## Project Description

Station 27 is a new Fire & Rescue station, with location to be determined. The station is planned to house a pumper and an ALS ambulance. Twenty-four hour career staffing will be provided for both units. The building will include sleeping quarters, a kitchen and dayroom, a physical fitness room, a training room, and offices. The station is currently planned to include two to three apparatus bays and an area for personal protective equipment.

## Service Impact

- **Response Time Improvements** – The station's first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease emergency response call volume on existing stations.

## Funding Sources

- **Debt financing (supported by the fire levy)** – \$14.0M
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund.

## Project Milestones

- **Land acquisition** process began in FY18 and is ongoing. Land acquisition costs are not included in the total project cost, but will be included once acquisition is complete.
- **Design** is scheduled to begin in July 2021 (FY22).
- **Construction** is scheduled to begin in July 2022 (FY23) and be completed in December 2023 (FY24).
- **Occupancy** is scheduled for January 2024 (FY24).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
<b>Fire &amp; Rescue</b>	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	<b>Safe &amp; Secure Community</b>	

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
Debt	14,000	-	-	-	14,000	-	-	-	-	14,000	-
<b>Total Revenue</b>	<b>\$14,000</b>	-	-	-	<b>\$14,000</b>	-	-	-	-	<b>\$14,000</b>	-

## 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	-	-	-	-	200	200	-	-	400	-
Telecommunication	400	-	-	-	-	400	-	-	-	400	-
Project Management	775	-	-	50	175	300	250	-	-	775	-
<b>Total Expenditure</b>	<b>\$14,000</b>	-	-	<b>\$275</b>	<b>\$775</b>	<b>\$7,450</b>	<b>\$5,500</b>	-	-	<b>\$14,000</b>	-

## Operating Impacts

Operating Expenses	-	-	2,021	4,305	3,964	3,964	14,254
Debt Service	-	-	1,400	1,400	1,400	1,400	5,600
Revenue	-	-	1,650	1,900	1,900	1,900	7,350
<b>General Fund Requirement</b>	<b>-</b>	<b>-</b>	<b>\$1,771</b>	<b>\$3,805</b>	<b>\$3,464</b>	<b>\$3,464</b>	<b>\$12,504</b>
<b>Additional Positions (FTEs)</b>	<b>-</b>	<b>-</b>	<b>10.00</b>	<b>14.00</b>	<b>-</b>	<b>-</b>	<b>24.00</b>

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Station 28 Fire & Rescue

## Total Project Cost – TBD

### Project Description

Station 28 is a new Fire & Rescue station, with location to be determined. The station is planned to house a pumper and an ALS ambulance. Twenty-four hour career staffing will be provided for both units. The building will include sleeping quarters, a kitchen and dayroom, a physical fitness room, a training room, and offices. The station is currently planned to include two to three apparatus bays and an area for personal protective equipment.

### Service Impact

- **Response Time Improvements** – The station's first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease emergency response call volume on existing stations.

### Funding Sources

- **Debt financing (supported by the fire levy)** – TBD
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund.

### Project Milestones

- **Land acquisition** costs are not included in the total project cost, but will be included once acquisition is complete.
- **Design** is scheduled to begin in FY26.
- **Construction** will begin once design has been approved and funding appropriated.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
<b>Fire &amp; Rescue</b>	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	<b>Safe &amp; Secure Community</b>	

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
Total Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>Cost Categories (Expenditures)</b>											
Total Expenditure	-	-	-	-	-	-	-	-	-	-	-
<b>Operating Impacts</b>											
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Adult Detention Center Expansion Phase 2

**Total Project Cost – \$50.7M**

## Project Description

The Adult Detention Center (ADC) Expansion Phase 2 project provides a second expansion adjacent to the existing ADC and a parking lot expansion. The expansion will provide bed space to alleviate current overcrowding and future inmate population growth. Additionally, the ADC Work Release Program will also be relocated from leased space to the ADC complex.

## Service Impact

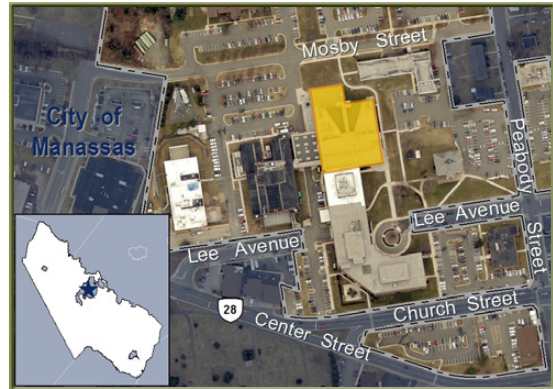
- **Support increase of Average Daily Population (ADP)** – The current ADP, as defined by the 2014 Community Based Corrections Planning study, exceeds the existing rated capacity of the facility by 219 jail beds. The closure of the Peumansend Creek Regional jail in 2017 eliminated 75 available beds, adding to the current situation. The expansion provides additional capacity with 204 new beds.

## Funding Sources

- **State reimbursement** – \$21.0M
- **Debt financing** – \$20.8M
- **Facilities capital reserve** – \$5.1M
- **ADC fund balance** - \$3.8M
- **Facility operating costs** will be funded by the general fund and the cities of Manassas and Manassas Park. Facility personnel include 82 security positions and 18 non-security positions. Staffing was phased in over three years beginning in FY18 and ending in FY20.

## Project Milestones

- **Planning and design** began in April 2015 (FY15) and was completed December 2016 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Construction** began December 2017 (FY18) and will be completed October 2020 (FY21).
- **Occupancy** is scheduled for November 2020 (FY21).
- **State reimbursement** of 50% of construction costs anticipated in FY22.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
ADC Fund Balance	3,779	-	3,779	-	-	-	-	-	-	-	-
Capital Reserve	5,071	5,071	-	-	-	-	-	-	-	-	-
Debt	20,802	21,032	20,802	-	(21,032)	-	-	-	-	(21,032)	-
State Revenue	21,032	-	-	-	21,032	-	-	-	-	21,032	-
<b>Total Revenue</b>	<b>\$50,685</b>	<b>\$26,104</b>	<b>\$24,581</b>	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	5,857	4,102	1,000	755	-	-	-	-	-	755	-
Construction	42,729	30,380	10,539	1,809	-	-	-	-	-	1,809	-
Occupancy	400	-	300	100	-	-	-	-	-	100	-
Telecommunication	602	-	300	302	-	-	-	-	-	302	-
Project Management	923	450	300	173	-	-	-	-	-	173	-
Other Project Costs	173	173	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$50,685</b>	<b>\$35,105</b>	<b>\$12,439</b>	<b>\$3,140</b>	-	-	-	-	-	<b>\$3,140</b>	-

<i>Operating Impacts</i>		FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26
Operating Expenses		6,971	6,971	6,971	6,971	6,971	6,971	41,826	
Debt Service		911	2,237	2,193	1,654	1,610	1,567	10,172	
Revenue		2,200	2,200	2,200	2,200	2,200	2,200	13,200	
<b>General Fund Requirement</b>		<b>\$5,682</b>	<b>\$7,008</b>	<b>\$6,964</b>	<b>\$6,425</b>	<b>\$6,381</b>	<b>\$6,338</b>	<b>\$38,798</b>	
<b>Additional Positions (FTEs)</b>		-	-	-	-	-	-	-	

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# *Adult Detention Center Expansion 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 informed the design and implementation of the system.

## 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 areas are 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 maintain security at the complex.

## Funding Sources

- **General fund** – \$4.8M

## Project Milestones

- **Planning, design and permitting** was completed August 2019 (FY20).
- **Construction** began in May 2020 (FY20) with completion in September 2021 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
General Funds	4,789	4,789	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$4,789</b>	<b>\$4,789</b>	-	-	-	-	-	-	-	-	-

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Cost Categories (Expenditures)</b>											
Design/Planning	411	258	50	103	-	-	-	-	-	103	-
Construction	4,356	-	1,150	3,206	-	-	-	-	-	3,206	-
Telecommunication	22	22	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$4,789</b>	<b>\$280</b>	<b>\$1,200</b>	<b>\$3,309</b>	-	-	-	-	-	<b>\$3,309</b>	-

Operating Impacts											
Operating Expenses				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>				-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>				-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Judicial Center Expansion

**Total Project Cost – TBD**

## Project Description

The CIP includes future funding to support capital improvements at the Judicial Center complex in Manassas. Funding is intended to address parking and expanded facilities (courtroom expansion, annex buildings, etc.) for judicial agencies within the complex. Specific projects have not been identified at this time. A master plan for the Judicial Center complex was completed in 2004 and will be updated from funds appropriated in FY18.

## Service Impact

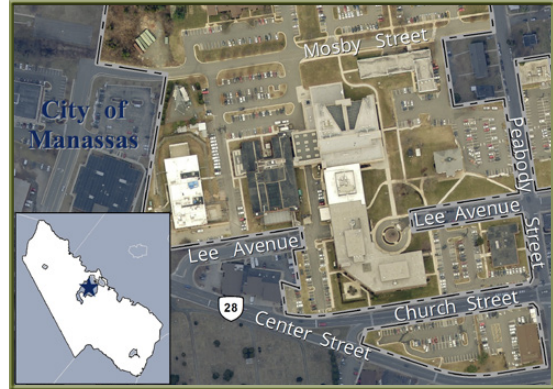
- **Improved parking and facility capacity Judicial Center** – Expanding the Judicial Center will provide additional parking for visitors and employees while expanding the complex to meet the future judicial needs of a growing community.

## Funding Sources

- **Debt financing** – An estimated \$5 million is needed annually beginning in FY24 to support project debt financing costs.
- **Facility operating costs** will be funded by the general fund.

## Project Milestones

- **Master plan** will be updated in FY21.
- **Specific improvements** will be determined based on updated master plan recommendations.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
Total Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>Cost Categories (Expenditures)</b>											
Total Expenditure	-	-	-	-	-	-	-	-	-	-	-
<b>Operating Impacts</b>											
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	5,000	5,000	5,000	15,000	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	\$5,000	\$5,000	\$5,000	\$15,000	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Animal Shelter Expansion/Renovation

**Total Project Budget – \$16.7M**

## Project Description

The project constructs a new animal shelter at the existing shelter location at Independent Hill on Dumfries Road. The project will replace aging trailers where staff is housed, and several aging/deteriorating outbuildings used for storage. Construction of the new facility will be performed while the existing facility remains operational. When the new facility is complete and occupied, the demolition of the existing facility will begin, followed by the construction of the new parking lot and site work.

Features of the new facility will include expanded animal adoption areas, quarantine and visitation areas, staff training area, veterinarian support space, feed and equipment storage areas, exam and grooming rooms, stray animal kennels, and space to address surge capacity related to animal cruelty and hoarding cases. The design will be in full compliance with Association of Shelter Veterinarians facility standards.

## Service Impact

➤ **Improve Long-term Support and Operations** – Animal control services will improve as follows:

- Enhanced public accessibility to the shelter.
- House stray, surrendered and homeless pets to include feeding, care, and maintenance.
- Quarantine aggressive and potentially rabid animals.
- Public education on animal laws, animal care, and animal behavior.
- Enforce state and local laws regarding domestic and agricultural animals.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	<b>Police</b>	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	<b>Safe &amp; Secure Community</b>	



Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Debt	15,725	15,725	-	-	-	-	-	-	-	-	-
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$16,725</b>	<b>\$16,725</b>	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	328	328	-	-	-	-	-	-	-	-	-
Design/Planning	1,341	844	497	-	-	-	-	-	-	-	-
Construction	13,785	39	2,000	6,809	4,937	-	-	-	-	11,746	-
Occupancy	472	-	100	300	72	-	-	-	-	372	-
Telecommunication	208	-	50	150	8	-	-	-	-	158	-
Project Management	590	154	175	200	61	-	-	-	-	261	-
<b>Total Expenditure</b>	<b>\$16,725</b>	<b>\$1,365</b>	<b>\$2,822</b>	<b>\$7,459</b>	<b>\$5,078</b>	-	-	-	-	<b>\$12,537</b>	-

Operating Impacts											
Operating Expenses		-	493	493	493	493	493	493	2,465		
Debt Service		300	1,243	1,211	1,180	1,148	1,117	1,117	6,199		
Revenue		-	-	-	-	-	-	-	-		
<b>General Fund Requirement</b>		<b>\$300</b>	<b>\$1,736</b>	<b>\$1,704</b>	<b>\$1,673</b>	<b>\$1,641</b>	<b>\$1,610</b>	<b>\$1,610</b>	<b>\$8,664</b>		
<b>Additional Positions (FTEs)</b>			-	-	-	-	-	-	-		

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Animal Shelter Expansion/Renovation

## Service Impact (Continued)

- Adopt and place pets in new homes.
- Administer vaccines to prevent the spread of contagious animal diseases.
- House stray livestock, birds, and reptiles.

## Funding Sources

- **Debt financing** – \$15.7M
- **General fund** – \$1.0M
- **Debt service costs and facility operating costs** will be funded by the general fund.

## Project Milestones

- **Planning and design option** chosen in September 2017 (FY18).
- **Final design** began in October 2017 (FY18) and was completed in April 2019 (FY19).
- **Construction** began in April 2020 (FY20) with completion scheduled for November 2021 (FY22).
- **Occupancy** is scheduled for November 2021 (FY22) with demolition of existing building and remaining site work completed in May 2022 (FY22).

# Public Safety Training Center Expansion

**Total Project Cost – \$35.8M**  
**(Current Appropriation – \$3.4M)**

## Project Description

This project develops a master plan to identify improvements and additions to the Public Safety Training Center. The training center supports the recruit training of police and fire and rescue personnel and ongoing training for active duty and volunteer personnel.

## Service Impact

- **Enhanced Public Safety Training Facilities** – Police Department, Prince William Fire & Rescue System, and Sheriff personnel will benefit from enhanced and updated training facilities.

## Funding Sources

- **Capital Reserve** – \$400K
- **Debt service costs** associated with financing future facility improvements will be funded by the general fund. An estimated \$3 million is needed annually to support project debt financing costs.
- **Annual operating costs** will be supported by the general fund.

## Project Milestones

- **Master planning** began in spring 2018 (FY18) and completed in fall FY20.
- **Design** is scheduled to begin in FY21 and be completed in FY22.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	<b>Police</b>	Transportation
<b>Fire &amp; Rescue</b>	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	<b>Safe &amp; Secure Community</b>	

- **Construction** will begin once design has been approved and construction funding appropriated.

**Note: Project activity was suspended in March 2020 due to the economic impact of the COVID-19 pandemic.**

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	400	400	-	-	-	-	-	-	-	-	-
Debt	3,000	-	-	3,000	-	-	-	-	-	3,000	-
<b>Total Revenue</b>	<b>\$3,400</b>	<b>\$400</b>	-	<b>\$3,000</b>	-	-	-	-	-	<b>\$3,000</b>	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	400	307	93	-	-	-	-	-	-	-	-
Design/Planning	2,700	-	-	1,000	1,700	-	-	-	-	2,700	-
Project Management	300	-	-	150	150	-	-	-	-	300	-
<b>Total Expenditure</b>	<b>\$3,400</b>	<b>\$307</b>	<b>\$93</b>	<b>\$1,150</b>	<b>\$1,850</b>	-	-	-	-	<b>\$3,000</b>	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	500	500	500	1,500			
	Debt Service	-	-	3,000	3,000	3,000	3,000	12,000			
	Revenue	-	-	-	-	-	-	-			
	<b>General Fund Requirement</b>	-	-	<b>\$3,000</b>	<b>\$3,500</b>	<b>\$3,500</b>	<b>\$3,500</b>	<b>\$13,500</b>			
	<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-			

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Security Improvements at County Facilities

**Total Project Cost – \$2.6M**

## Project Description

This project funds 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 Garfield (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

- **Capital Reserve** – \$2.0M
- **General fund** – \$553K

## Project Milestones

- **McCoart Complex Security Assessment** was completed in FY18.
- **Design for McCoart Complex improvements** began in December 2017 (FY18) and was completed in winter 2018 (FY19).
- **Construction at McCoart Complex** began in September 2019 (FY20) and was completed in spring 2020 (FY20).
- **Judicial Center and Gar-Field exterior assessments** began in December 2017 (FY18) and were completed in June 2018 (FY18).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Judicial Center and Garfield exterior security enhancements** began October 2018 (FY19) and are scheduled to be completed fall 2020 (FY21).
- **Garfield Fueling Station assessment** began January 2019 (FY19) and was completed in February 2019 (FY19).
- **Judges Parking Lot Security Fence** began design in August 2019 (FY20) and was completed in January 2020 (FY20). Construction is anticipated to begin June 2020 (FY20) and is estimated to be completed in fall 2020 (FY21).
- **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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	2,000	2,000	-	-	-	-	-	-	-	-	-
General Funds	553	553	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$2,553</b>	<b>\$2,553</b>	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	497	253	244	-	-	-	-	-	-	-	-
Construction	2,056	137	1,197	722	-	-	-	-	-	722	-
<b>Total Expenditure</b>	<b>\$2,553</b>	<b>\$390</b>	<b>\$1,441</b>	<b>\$722</b>	-	-	-	-	-	<b>\$722</b>	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-
	<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# TECHNOLOGY IMPROVEMENT **PROJECTS**

# Human Capital Management (HCM)

**Total Project Cost – \$13.0M**

## Project Description

This project provides a replacement of the existing system which helps manage and maintain the County's workforce, including payroll, performance review, recruitment and training functions. The system requirements phase included an assessment of whether to upgrade to a new version with the current vendor or select a new system. The assessment determined that a new system was the best option for replacing the system. The new system is cloud-based, allowing the County to convert its financial system to a cloud format as part of this project at no additional cost.

## Service Impact

- **Increase Organizational Efficiency** – Modernization of the system will increase organizational adaptability and flexibility with the following key abilities: the cloud, mobile, social, analytics, and big data. The system will provide increased capabilities and compliance in all areas of human resources and payroll, including talent management and succession planning, timekeeping, learning management, onboarding, employee and manager portal, benefits management, strategic and responsive reporting, business intelligence, and facilitate targeted training. Statistics show that modern HCM systems attract top talent and a modern workforce.
- **Respond to Audit Findings** – System modernization will respond to high-risk issues identified in the County's internal audits of payroll and benefits administration in [2018](#), and timekeeping in [2017](#) and [2018](#).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

## Funding Sources

- **General fund** – \$1.0M
- **Capital reserve** – \$6.0M
- **Debt or alternative funding source** – \$6.0M
- **Annual operating costs** will be funded by the general fund.

## Project Milestones

- **System and technical requirements consolidation** completed in FY18.
- **Request for information** completed in FY19.
- **Vendor selection and contract award** completed in FY20.
- **System design** will begin in FY21.
- **Conversion** of Ascend will begin in FY21.
- **System implementation** will be completed in FY23.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	6,000	6,000	-	-	-	-	-	-	-	-	-
Debt	6,000	6,000	-	-	-	-	-	-	-	-	-
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$13,000</b>	<b>\$13,000</b>	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	182	182	-	-	-	-	-	-	-	-	-
Dev Deploy & Eval.	12,818	26	892	4,500	5,800	1,600	-	-	-	11,900	-
<b>Total Expenditure</b>	<b>\$13,000</b>	<b>\$208</b>	<b>\$892</b>	<b>\$4,500</b>	<b>\$5,800</b>	<b>\$1,600</b>	-	-	-	<b>\$11,900</b>	-

<i>Operating Impacts</i>											
Operating Expenses				1,200	1,500	500	500	500	500	4,700	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
<b>General Fund Requirement</b>				<b>\$1,200</b>	<b>\$1,500</b>	<b>\$500</b>	<b>\$500</b>	<b>\$500</b>	<b>\$500</b>	<b>\$4,700</b>	
<b>Additional Positions (FTEs)</b>				-	-	-	-	-	-	-	

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Human Resources Electronic Document Management System

**Total Project Cost – \$332K**

## Project Description

The existing Human Resource Information System Electronic Document Management System (EDMS) 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 EDMS 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

## Project Milestones\*

- **System implementation and acceptance** will begin in FY21 and is anticipated to be completed in FY22.

\*Note: This project was suspended in March 2020 due to the economic impact of the COVID-19 pandemic.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
General Funds	332	332	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$332</b>	<b>\$332</b>	-	-	-	-	-	-	-	-	-

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Cost Categories (Expenditures)</b>											
Dev Deploy & Eval.	332	-	-	50	282	-	-	-	-	332	-
<b>Total Expenditure</b>	<b>\$332</b>	-	-	<b>\$50</b>	<b>\$282</b>	-	-	-	-	<b>\$332</b>	-

<b>Operating Impacts</b>											
Operating Expenses				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>				-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>				-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Technology Infrastructure

**Total Project Estimate – \$24.9M**

## Project Description

Prince William County (PWC) government currently operates a technology infrastructure that serves over 5,000 employees across 35 agencies located in approximately 70 buildings. Legacy infrastructure can inhibit service delivery and compromise the security of government services and data. This project will deliver major performance improvements and modern services to PWC in order to maximize government operations and service delivery to the community. Year two and three of the project timeline will offer new technology platforms and options for innovation with superior performance and disaster readiness.

The improvements will prepare the network to support newer technologies, such as cloud and mobile connectivity. Improvements will focus on the modernization of four key areas of the network infrastructure: Internet Core, Security Infrastructure, Data Center Infrastructure, and Enterprise Network, which includes the Local Area Network (LAN) and Wide Area Network (WAN).

## Service Impact

- **Deliver nimble, agile government services** – Accurate and timely delivery of government services will increase efficiency and enhance customer service.
- **Enhanced security** – The County's network infrastructure and data will be more secure. The project will build Internet and security layers at main and co-location facilities.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

## Funding Sources

- **Information Technology internal services fund (ISF) balance** – \$11.9M
- **Capital reserve** – \$8.0M
- **General fund** – \$5.0M
- **Annual operating costs** will be funded by the general fund with the exception of \$1.4M of one-time ISF fund balance in FY21.

## Project Milestones

- **Data center modernization** of two locations was completed in FY20.
- **Security infrastructure modernization** of two locations was completed in FY20.
- **Enterprise network (LAN/WAN) modernization** of 70 buildings will be completed in FY22.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	8,000	8,000	-	-	-	-	-	-	-	-	-
General Funds	5,000	-	5,000	-	-	-	-	-	-	-	-
Internal Service Fund Balance	11,900	-	8,000	3,900	-	-	-	-	-	3,900	-
<b>Total Revenue</b>	<b>\$24,900</b>	<b>\$8,000</b>	<b>\$13,000</b>	<b>\$3,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,900</b>	<b>-</b>

<i>Cost Categories (Expenditures)</i>	906	906	-	-	-	-	-	-	-	-	-
Pre-Planning	23,923	2,218	11,805	8,900	1,000	-	-	-	-	9,900	-
Dev Deploy & Eval.	72	72	-	-	-	-	-	-	-	-	-
Oper Main & Eval.											
<b>Total Expenditure</b>	<b>\$24,900</b>	<b>\$3,195</b>	<b>\$11,805</b>	<b>\$8,900</b>	<b>\$1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$9,900</b>	<b>-</b>

<i>Operating Impacts</i>		Operating Expenses	2,435	3,000	3,000	3,000	1,565	-	13,000
	Debt Service	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-
	<b>General Fund Requirement</b>		<b>\$2,435</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$1,565</b>	<b>-</b>	<b>\$13,000</b>
	<b>Additional Positions (FTEs)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).





# 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 the Route 234 Bypass (Prince William Parkway) and relocated Balls Ford Road (Route 621). A grade-separated overpass crossing of relocated Balls Ford Road over Line B of the Norfolk Southern Railroad will be constructed. The project also relocates Balls Ford Road as a new four-lane road with a raised median between Devlin Road and Doane Drive. A 10-foot shared use path along relocated Balls Ford Road will also be constructed.



## Service Impact

- **Relieve congestion and improve safety** – Construction of this diamond interchange will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.
- **Enhance pedestrian safety** – The shared use path along relocated Balls Ford Road will provide enhanced safety and connectivity for pedestrians.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

## Funding Sources

- **State funding** – \$142.9M

## Project Milestones

- **RFQ process** began in May 2019 (FY19) and was completed in September 2019 (FY20).
- **RFP process** began in September 2019 (FY20) and is scheduled for completion in winter 2020 (FY21)
- **Design-build process** is scheduled to begin in spring 2020 (FY20) with completion in December 2022 (FY23).
- **Project closeout** will occur in FY2024.

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
State Revenue	142,864	142,864	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$142,864</b>	<b>\$142,864</b>	-	-	-	-	-	-	-	-	-

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Cost Categories (Expenditures)</b>											
Design/Planning	9,724	1,724	6,000	2,000	-	-	-	-	-	2,000	-
Construction	120,845	338	10,070	25,000	35,000	35,000	15,437	-	-	110,437	-
Right of Way/Land	12,295	2	7,000	5,293	-	-	-	-	-	5,293	-
<b>Total Expenditure</b>	<b>\$142,864</b>	<b>\$2,064</b>	<b>\$23,070</b>	<b>\$32,293</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$15,437</b>	-	-	<b>\$117,730</b>	-

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# 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 Road is parallel to I-66 and is located 0.2 miles south of I-66. This road provides access to the proposed Balls Ford Road/Century Park Drive Park and Ride Lot and new Express Lane ramps to/from eastbound I-66. The improvement extends to the proposed interchange project at Route 234 (Prince William Parkway) and Balls Ford Road to enhance accessibility to I-66 at the western end of Balls Ford Road. A 10 foot shared use trail and 5 foot sidewalk will be constructed the entire length of the facility.

## Service Impact

- **Relieve congestion and improve safety** – Widening Balls Ford Road will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.
- **Enhance pedestrian safety** – The shared use path and sidewalk will provide enhanced safety and connectivity for pedestrians.
- **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County by providing access to I-66.

## Funding Sources

- **State funding** – \$66.2M
- **Developer contributions (proffers)** – \$83K



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

## Project Milestones

- **Design** began in June 2018 (FY18) and is scheduled for completion in June 2020 (FY20).
- **Right-of-way acquisition** began in fall 2019 (FY20) and is scheduled for completion in fall 2020 (FY21).
- **Utility relocation and construction** is scheduled to begin in March 2021 (FY21) with completion in November 2022 (FY23).

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Proffers	83	-	83	-	-	-	-	-	-	-	-
State Revenue	66,244	66,244	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$66,327</b>	<b>\$66,244</b>	<b>\$83</b>	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	15	15	-	-	-	-	-	-	-	-	-
Design/Planning	5,050	941	4,109	-	-	-	-	-	-	-	-
Construction	51,697	-	1,000	7,000	32,000	11,697	-	-	-	50,697	-
Right of Way/Land	9,565	3	8,000	1,562	-	-	-	-	-	1,562	-
<b>Total Expenditure</b>	<b>\$66,327</b>	<b>\$958</b>	<b>\$13,109</b>	<b>\$8,562</b>	<b>\$32,000</b>	<b>\$11,697</b>	-	-	-	<b>\$52,259</b>	-

Operating Impacts											
Operating Expenses		-	-	-	-	-	-	-	-	-	-
Debt Service		-	-	-	-	-	-	-	-	-	-
Revenue		-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>		-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>		-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

## ***Brentsville Road Interchange***

## Project Description

## Service Impact

- ## Funding Sources

- ## Project Milestones

- 

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

[illegible]

## FY2021 Budget

# Devlin Road Widening

**Total Project Cost – \$50.0M**

**(Current Appropriation – \$4.0M)**

## Project Description

The project consists of widening Devlin Road from two to four lanes between Linton Hall Road and Wellington Road/relocated Balls Ford Road. The total project length is approximately 1.8 miles. The project will connect to the Balls Ford Road/Route 234 (Prince William Parkway) Interchange and will improve access to the Route 234 (Prince William Parkway) and Interstate 66 corridors. The project will also include bicycle and pedestrian facilities. The project may be phased into several segments north and south of University Boulevard.

## Service Impact

- **Relieve congestion and improve safety** – Widening of the roadway will help alleviate congestion and improve the flow of traffic from the interchange.
- **Improve access and connectivity** – Project will connect with existing Balls Ford Road/Route 234 project and improve access to I-66, Route 234 and commuter lots on Balls Ford Road.
- **Enhanced pedestrian safety** – The bicycle and pedestrian facilities along Devlin road will provide enhanced safety and connectivity.

## Funding Sources

- **NVTA 30%** – \$4M funding for preliminary design
- **Debt** – \$50M was approved by voters for debt financing this project during the November 2019 bond referendum. However, annual debt service costs to finance approved debt are not funded in the County's budget/CIP.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

## Project Milestones

- **Preliminary engineering** is scheduled for fall 2020 (FY21) to spring 2022 (FY22).
- **Right-of-way and construction** schedules are undetermined pending a funding source for annual debt service costs.

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
<b>Funding Sources (Revenue)</b>											
NVTA 30%	4,000	-	-	4,000	-	-	-	-	-	4,000	-
<b>Total Revenue</b>	<b>\$4,000</b>	-	-	<b>\$4,000</b>	-	-	-	-	-	<b>\$4,000</b>	-
<b>Cost Categories (Expenditures)</b>											
Design/Planning	4,000	-	-	2,000	2,000	-	-	-	-	4,000	-
<b>Total Expenditure</b>	<b>\$4,000</b>	-	-	<b>\$2,000</b>	<b>\$2,000</b>	-	-	-	-	<b>\$4,000</b>	-
<b>Operating Impacts</b>											
Operating Expenses			-	-	-	-	-	-	-	-	-
Debt Service			-	-	-	-	-	-	-	-	-
Revenue			-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>			-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>			-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# 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. The intersection of Fuller Road and Fuller Heights Road will be relocated approximately 700 feet east and a new signal will be constructed at the new intersection. A dedicated left turn lane on Joplin Road for eastbound traffic heading north on Route 1 will also be constructed.

## Service Impact

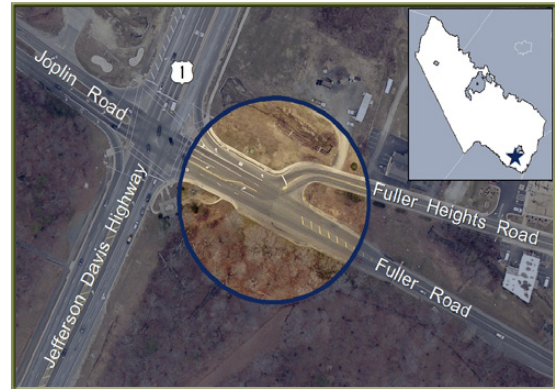
- **Relieve congestion and improve safety** – Constructing these roadway improvements will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

## Funding Sources

- **Federal funding** – \$3.7M
- **Developer contributions (proffers)** – \$768K

## Project Milestones

- **Design** originally began in FY10 and was completed in July 2011 (FY12). It was subsequently determined that the Fuller Road segment would be completed by Marine Corps Base Quantico (MCBQ), requiring a redesign of the County's project. The County's redesign was placed on hold until MCBQ planned the Fuller Road segment to reduce overall impacts to the area. The County's redesign was completed in December 2019.
- **Right-of-way and utility relocation** began in September 2019 and is scheduled for completion in summer 2020 (FY21).
- **Construction** is scheduled to begin winter 2021 (FY21) with completion in spring 2022 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	3,659	3,659	-	-	-	-	-	-	-	-	-
Proffers	768	768	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$4,426</b>	<b>\$4,426</b>	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	690	672	18	-	-	-	-	-	-	-	-
Construction	3,251	-	-	2,075	1,176	-	-	-	-	3,251	-
Right of Way/Land	137	-	137	-	-	-	-	-	-	-	-
Project Management	348	348	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$4,426</b>	<b>\$1,020</b>	<b>\$155</b>	<b>\$2,075</b>	<b>\$1,176</b>	-	-	-	-	<b>\$3,251</b>	-

<i>Operating Impacts</i>											
Operating Expenses		-	-	-	-	-	-	-	-	-	-
Debt Service		-	-	-	-	-	-	-	-	-	-
Revenue		-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>		-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>		-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).





# Minnieville Road/Prince William Parkway Interchange

**Total Project Cost – \$70.0M**

**(Current Appropriation – \$2.5M)**

## Project Description

The project consists of constructing a grade separated interchange at Minnieville Road and Prince William Parkway. The project improves traffic flow and reduces delays on this section of Prince William Parkway and Minnieville Road. The project will also improve the transportation network and provide enhanced access to major destinations such as Dale City, Potomac Mills and I-95.

## Service Impact

- **Relieve congestion and improve safety** – The interchange will separate traffic traveling on Minnieville Road from traffic on Prince William Parkway to improve flow and operations on both roadways.
- **Improve access and connectivity** – Project will improve access to Dale City, Potomac Mills and I-95.
- **Economic Development** – Project will support the planned economic development in the Dale City Small Area Plan.

## Funding Sources

- **NVTA 30%** – \$2.5M funding for preliminary design.
- **Debt** – \$70M was approved by voters for debt financing this project during the November 2019 bond referendum. However, annual debt service costs to finance approved debt are not funded in the County's budget/CIP.

## Project Milestones

- **Preliminary Engineering** is scheduled to begin in fall 2020 (FY2021) with completion in fall 2022 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	<b>Dale City Small Area Plan</b>
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

- **Right-of-way and construction** schedules are undetermined pending a funding source for annual debt service costs.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTA 30%	2,500	-	-	2,500	-	-	-	-	-	2,500	-
<b>Total Revenue</b>	<b>\$2,500</b>	-	-	<b>\$2,500</b>	-	-	-	-	-	<b>\$2,500</b>	-

Cost Categories (Expenditures)	2,500	-	-	1,000	1,000	500	-	-	-	2,500	-
Design/Planning	2,500	-	-	1,000	1,000	500	-	-	-	2,500	-
<b>Total Expenditure</b>	<b>\$2,500</b>	-	-	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$500</b>	-	-	-	<b>\$2,500</b>	-

Operating Impacts	Operating Expenses	Debt Service	Revenue	General Fund Requirement	Additional Positions (FTEs)
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Neabsco Mills Road (Route 1 to Dale Boulevard)

**Total Project Cost – \$34.3M**

## Project Description

This project will design and construct roadway improvements to widen Neabsco Mills Road from two-lanes to four-lanes from Route 1 to Dale Boulevard. The project includes intersection improvements, bicycle/pedestrian facilities, curb and gutter, and a raised median.

## Service Impact

- **Relieve congestion and improve safety** – Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

## Funding Sources

- **Federal funding** – \$12.7M
- **State funding** – \$12.3M
- **NVTA 30% funding** – \$9.4M

## Project Milestones

- **Design** began in June 2017 (FY17). Formal action endorsing the final design occurred on January 22, 2019 (Res. 19-058). Final design is scheduled for completion in summer 2020 (FY21).
- **Right-of-way acquisition** began in fall 2019 (FY20) and is scheduled for completion in summer 2020 (FY21).
- **Construction** is scheduled to begin in March 2021 (FY21) with completion in April 2023 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	12,667	12,667	-	-	-	-	-	-	-	-	-
NVTA 30%	9,379	9,379	-	-	-	-	-	-	-	-	-
State Revenue	12,258	12,258	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$34,304</b>	<b>\$34,304</b>	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	2,529	1,459	1,070	-	-	-	-	-	-	-	-
Construction	25,493	0	-	4,000	12,000	9,492	-	-	-	25,492	-
Right of Way/Land	6,282	-	3,141	3,141	-	-	-	-	-	3,141	-
<b>Total Expenditure</b>	<b>\$34,304</b>	<b>\$1,459</b>	<b>\$4,211</b>	<b>\$7,141</b>	<b>\$12,000</b>	<b>\$9,492</b>	-	-	-	<b>\$28,633</b>	-

<i>Operating Impacts</i>		Operating Expenses									
		Debt Service	-	-	-	-	-	-	-	-	-
		Revenue	-	-	-	-	-	-	-	-	-
	<b>General Fund Requirement</b>		-	-	-	-	-	-	-	-	-
	<b>Additional Positions (FTEs)</b>		-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Old Bridge Road/Gordon Boulevard Intersection Improvement

**Total Project Cost – \$15.0M**

**(Current Appropriation – \$1.8M)**

## Project Description

The project constructs a flyover ramp from northbound Gordon Boulevard (Route 123) to westbound Old Bridge Road. The project will improve safety by eliminating dangerous weaving movements and will also reduce overall delay and congestion at the intersection. The current appropriation supports preliminary engineering.

## Service Impact

- **Relieve congestion and improve safety** – The interchange will separate and improve flow and operations for vehicles traveling from Gordon Boulevard to Old Bridge Road.
- **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

## Funding Sources

- **NVTA 30%** – \$1.5M
- **General fund (TRIP)** – \$268K
- **Debt** – \$15M was approved by voters for debt financing this project during the November 2019 bond referendum. However, annual debt service costs to finance approved debt is not funded in the County's budget/CIP.

## Project Milestones

- **Preliminary Engineering** is scheduled to begin in fall 2021 (FY2022) with completion in fall 2022 (FY23).
- **Right-of-way and construction** schedules are undetermined pending a funding source for annual debt service costs.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
General Funds	268	-	268	-	-	-	-	-	-	-	-
NVTA 30%	1,500	-	-	1,500	-	-	-	-	-	1,500	-
<b>Total Revenue</b>	<b>\$1,768</b>	-	<b>\$268</b>	<b>\$1,500</b>	-	-	-	-	-	<b>\$1,500</b>	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	1,768	-	-	-	884	884	-	-	-	1,768	-
<b>Total Expenditure</b>	<b>\$1,768</b>	-	-	-	<b>\$884</b>	<b>\$884</b>	-	-	-	<b>\$1,768</b>	-

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Old Bridge Road/Occoquan Road Intersection Improvement

**Total Project Cost – \$11.5M**

## Project Description

The project involves realigning the intersection of Old Bridge Road and Occoquan Road, constructing an additional right turn lane on the southbound approach on Occoquan Road and installing a new pedestrian crosswalk along the westbound approach on Old Bridge Road.

## Service Impact

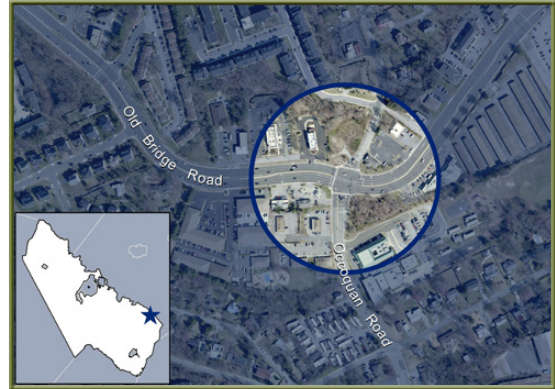
- **Relieve congestion and improve safety** – The interchange will improve flow and operations.
- **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

## Funding Sources

- **Federal Funding** – \$11.5M

## Project Milestones

- **Preliminary Engineering** began in May 2020 (FY2020) with completion in fall 2022 (FY23).
- **Right-of-way and construction (Design-Build)** is scheduled to begin in fall 2022 (FY23) with completion in spring 2026 (FY26).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	11,532	-	-	11,532	-	-	-	-	-	11,532	-
<b>Total Revenue</b>	<b>\$11,532</b>	-	-	<b>\$11,532</b>	-	-	-	-	-	<b>\$11,532</b>	-

<i>Cost Categories (Expenditures)</i>	598	-	-	274	274	50	-	-	-	598	-
Design/Planning	10,934	-	-	-	-	2,734	2,734	2,734	2,734	10,934	-
Construction											
<b>Total Expenditure</b>	<b>\$11,532</b>	-	-	<b>\$274</b>	<b>\$274</b>	<b>\$2,784</b>	<b>\$2,734</b>	<b>\$2,734</b>	<b>\$2,734</b>	<b>\$11,532</b>	-

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Potomac/Neabsco Mills Commuter Garage

**Total Project Cost – \$43.4M**

## Project Description

The Potomac/Neabsco Mills Commuter Garage is a planned 1,400-space garage which will be located at 2501 Opitz Boulevard in the vicinity of Potomac Town Center and the Neabsco Mills Road widening project. The parking garage will serve as a park and ride lot for commuters, relieving capacity needs at the Route 1 and Route 234 park and ride lots.

## Service Impact

- **Connectivity and citizen satisfaction** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County by providing additional commuter parking options for transit and carpooling on the I-95 corridor.
- **Economic Development** – This project will increase the number of residents traveling in and around business establishments located within the area of the new garage.

## Funding Source

- **Federal funding** – \$36.7M
- **Recordation tax revenue designated for transportation** – \$3.4M
- **NVTA 30% funding** – \$2.3M
- **State funding** – \$900K
- **General fund (Woodbridge TRIP)** – \$140K
- **Annual operating costs** are covered by the general fund.

## Project Milestones

- **Conceptual design and transportation impact analysis** was completed in spring 2017 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	Safe & Secure Community	

- **Location study** began in March 2018 (FY18) and was completed in August 2018 (FY19).
- **Land acquisition** was completed in June 2019 (FY19).
- **Preliminary Design** began in April 2019 (FY19) and was completed in April 2020 (FY20).
- **Final design and construction** through a design-build contract is scheduled to begin December 2020 (FY21) with completion in summer 2023 (FY24).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	36,666	36,666	-	-	-	-	-	-	-	-	-
General Funds	140	140	-	-	-	-	-	-	-	-	-
NVTA 30%	2,280	2,280	-	-	-	-	-	-	-	-	-
Recordation Tax	3,420	3,420	-	-	-	-	-	-	-	-	-
State Revenue	900	900	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$43,406</b>	<b>\$43,406</b>	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>											
Design/Planning	2,515	179	2,336	-	-	-	-	-	-	-	-
Construction	35,385	-	-	7,077	14,154	14,154	-	-	-	35,385	-
Right of Way/Land	5,507	5,507	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$43,406</b>	<b>\$5,685</b>	<b>\$2,336</b>	<b>\$7,077</b>	<b>\$14,154</b>	<b>\$14,154</b>	-	-	-	<b>\$35,385</b>	-

<i>Operating Impacts</i>											
Operating Expenses		-	-	-	-	230	460	460	1,150		
Debt Service		-	-	-	-	-	-	-	-		
Revenue		-	-	-	-	-	-	-	-		
<b>General Fund Requirement</b>		-	-	-	-	<b>\$230</b>	<b>\$460</b>	<b>\$460</b>	<b>\$1,150</b>		
<b>Additional Positions (FTEs)</b>		-	-	-	-	-	-	-	-		

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Route 1 (Featherstone Road to Marys Way)

**Total Project Cost – \$100.2M**

## Project Description

The widening of Route 1 from Featherstone Road to Marys Way, spanning 1.3 miles, improves this section of roadway from a four-lane undivided highway to a six-lane divided highway. The project includes improvements at all intersections within the project limits including modification to signals, access management improvements, pedestrian improvements at signalized intersections, a multi-use trail and sidewalk.

## Service Impact

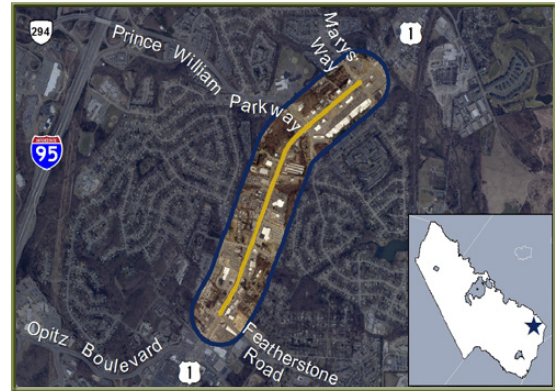
- **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

## Funding Sources

- **NVTA 70% funding** – \$63.4M
- **Federal funding** – \$28.8M
- **State funding** – \$4.5M
- **Service Authority reimbursement** – \$3.4M

## Project Milestones

- **Design** began in February 2015 (FY15). Utility duct bank design was completed in August 2018 (FY19); roadway widening design was completed in spring 2020 (FY20).
- **Right-of-way acquisition** began in fall 2015 (FY16) and was completed in June 2019 (FY19).
- **Utility duct bank construction** began in August 2018 (FY19) and was completed in November 2019 (FY20).
- **Construction** is scheduled to begin in fall 2020 (FY21) with completion in summer 2022 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	28,837	28,837	-	-	-	-	-	-	-	-	-
NVTA 70%	63,400	63,400	-	-	-	-	-	-	-	-	-
Service Authority Reimbursement	3,436	3,436	-	-	-	-	-	-	-	-	-
State Revenue	4,526	4,526	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$100,200</b>	<b>\$100,200</b>	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	5,650	4,840	810	-	-	-	-	-	-	-	-
Construction	54,550	9,059	14,000	14,000	14,000	3,491	-	-	-	31,491	-
Right of Way/Land	40,000	29,704	10,296	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$100,200</b>	<b>\$43,602</b>	<b>\$25,106</b>	<b>\$14,000</b>	<b>\$14,000</b>	<b>\$3,491</b>	-	-	-	<b>\$31,491</b>	-

<i>Operating Impacts</i>											
Operating Expenses				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>				-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>				-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Route 28 Corridor Feasibility Study

**Total Project Cost – \$6.0M**

## Project Description

The Route 28 corridor feasibility study will evaluate the scope, cost, environmental assessments, traffic forecasts, alternative alignments, and feasibility factors required for Route 28 corridor congestion improvements between the City of Manassas and Fairfax County.

## Service Impact

- **Relieve congestion and improve safety** – Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

## Funding Source

- **NVTA 70% funding** – \$6.0M
- **Debt** – \$200.0M was approved by voters for debt financing this project during the November 2019 bond referendum. However, annual debt service costs to finance approved debt are not funded in the County's budget/CIP.

## Project Milestones

- **Environmental study** began in spring 2018 (FY18) and is scheduled for completion in spring 2021 (FY21).
- **Right-of-way and construction** schedules are undetermined pending a funding source for annual debt service costs.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTA 70%	6,000	6,000	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$6,000</b>	<b>\$6,000</b>	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	6,000	1,221	2,389	2,389	-	-	-	-	-	2,389	-
<b>Total Expenditure</b>	<b>\$6,000</b>	<b>\$1,221</b>	<b>\$2,389</b>	<b>\$2,389</b>	-	-	-	-	-	<b>\$2,389</b>	-

<i>Operating Impacts</i>	Operating Expenses	Debt Service	Revenue	General Fund Requirement	Additional Positions (FTEs)
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Route 28 Phase 3 (Linton Hall Rd to Pennsylvania Ave)

**Total Project Cost – \$40.0M**

## Project Description

This project widens Route 28 from Linton Hall Road to Pennsylvania Avenue. The project spans approximately 1.5 miles, which will widen this section of Route 28 from a four-lane undivided highway to a six-lane divided highway to include a multi-use trail and sidewalk.

## Service Impact

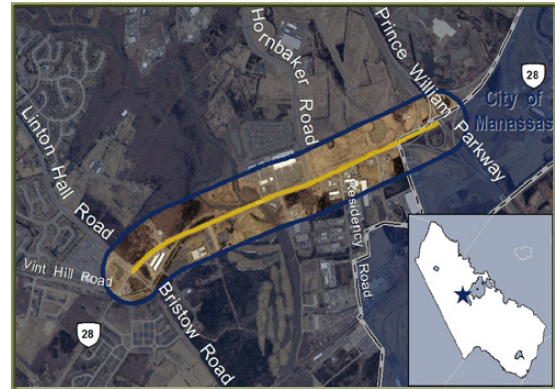
- **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance connectivity** – This project completes the widening of three Route 28 segments to six lanes from Fitzwater Drive to Pennsylvania Avenue.

## Funding Sources

- **NVTA 70% funding** – \$36.2M
- **City of Manassas** – \$3.7M
- **Proffers** – \$111K

## Project Milestones

- **Design** began in November 2016 (FY17) and was completed in October 2019 (FY20).
- **Right-of-way acquisition** began in October 2019 (FY20) and is scheduled for completion in June 2020 (FY20).
- **Construction** began in July 2019 (FY20) and is scheduled for completion in spring 2022 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTA 70%	36,200	36,200	-	-	-	-	-	-	-	-	-
Other Revenue	3,693	1,863	1,830	-	-	-	-	-	-	-	-
Proffers	111	-	111	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$40,004</b>	<b>\$38,063</b>	<b>\$1,941</b>	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	712	500	212	-	-	-	-	-	-	-	-
Construction	36,574	4,665	10,895	10,895	10,118	-	-	-	-	21,013	-
Right of Way/Land	2,250	12	2,238	-	-	-	-	-	-	-	-
Project Management	469	205	264	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$40,004</b>	<b>\$5,382</b>	<b>\$13,609</b>	<b>\$10,895</b>	<b>\$10,118</b>	-	-	-	-	<b>\$21,013</b>	-

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Summit School Road Ext. & Telegraph Road Widening

**Total Project Cost – \$35.0M**

**(Current Appropriation - \$11.1M)**

## Project Description

This project consists of extending Summit School Road from where it currently dead-ends to connect with Telegraph Road as a four-lane divided roadway. Telegraph Road will also be widened from two-lanes to four-lanes between the new Summit School Road connection and the Horner Road Commuter Lot, and from Caton Hill Road to the Prince William Parkway.

## Service Impact

- **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance pedestrian safety** – Enhanced safety and pedestrian connectivity within the County will be provided.
- **Traffic flow** – Improved and safer traffic flow throughout the County will be provided.

## Funding Sources

- **NVTA 70% funding** – \$11M
- **Developer contributions (proffers)** – \$45K
- **NVTA 70% funding or Debt** – \$24M

**Note: Construction will not commence until additional funding is available. The County has applied for additional NVTA 70% funds to fully fund construction of this project. In addition, voters approved a mobility referendum in November 2019 which included \$20 million in debt funding for the construction of Summit School Road. Authorized debt financing is not programmed in the CIP.**



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

## Project Milestones

- **Design** began in December 2019 (FY20) and is scheduled for completion in June 2021 (FY21).
- **Right-of-way acquisition** is anticipated to begin in November 2020 (FY21) and is scheduled for completion in August 2021 (FY22).
- **Construction** is anticipated to begin in June 2022 (FY22) and is scheduled for completion in October 2023 (FY24), contingent upon additional funding.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Debt	23,955	-	-	-	-	-	-	-	-	-	23,955
NVTA 70%	11,000	11,000	-	-	-	-	-	-	-	-	-
Proffers	45	-	45	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$35,000</b>	<b>\$11,000</b>	<b>\$45</b>	-	-	-	-	-	-	-	<b>\$23,955</b>

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	5,400	5	2,395	3,000	-	-	-	-	-	3,000	-
Construction	22,555	-	-	-	-	-	-	-	-	-	22,555
Right of Way/Land	7,045	-	-	-	2,800	2,845	-	-	-	5,645	1,400
<b>Total Expenditure</b>	<b>\$35,000</b>	<b>\$5</b>	<b>\$2,395</b>	<b>\$3,000</b>	<b>\$2,800</b>	<b>\$2,845</b>	-	-	-	<b>\$8,645</b>	<b>\$23,955</b>

### Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Transportation & Roadway Improvement Program

**Total Project Cost – \$15.0M**

## Project Description

TRIP consists of capital funding of \$225,000 per year from recordation tax revenues to each of the seven magisterial districts for the construction of small-scale capital improvements to Prince William County's local roadways and other transportation facilities. District supervisors determine funding allocations for projects to enhance mobility throughout the County. Examples of previous TRIP Projects include small-scale improvements such as sidewalks, multi-use paths, paving, and roadway extensions.

## Service Impact

- **Traffic flow** – Improved and safer traffic flow throughout the County will be provided.
- **Enhance pedestrian safety** – Enhanced safety and pedestrian connectivity within the County will be provided.

## Funding Sources

- **General fund (TRIP)** – \$1.7M
- **NVTA 30% funding** – \$1.6M
- **Recordation tax** – \$8.1M
- **Federal funding** – \$3.6M
- **Developer contributions (proffers)** – \$20K

## Project Milestones

- **Current TRIP funded projects include the following:**
  - **Annapolis Way and Marina Way Extensions (planning and design only), \$674K** – Scheduled for completion in October 2020 (FY21). **Note: Planning and design was suspended in March 2020 due to the**

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

**economic impact of the COVID-19 pandemic.**

- **Dumfries Road Sidewalk (Counselor Road to Tayloe Drive), \$1.1M** – Scheduled for completion in August 2020 (FY21).
- **Gemini Way Pedestrian Improvements, \$1.1M** – Scheduled for completion in summer 2021 (FY22).
- **Old Bridge Road Sidewalk (Tackett's Mill to Minnieville Road), \$814K** – Scheduled for completion in spring 2021 (FY21).
- **Opitz Boulevard Sidewalk (Potomac Library to Potomac Center Boulevard), \$1.3M** – Scheduled for completion in summer 2020 (FY21).
- **Smoketown Road/Opitz Boulevard Pedestrian Improvements, \$685K** – Scheduled for completion in November 2020 (FY21).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	3,558	3,558	-	-	-	-	-	-	-	-	-
General Funds	1,728	1,728	-	-	-	-	-	-	-	-	-
NVTA 30%	1,575	-	-	1,575	-	-	-	-	-	1,575	-
Proffers	20	-	20	-	-	-	-	-	-	-	-
Recordation Tax	8,075	-	200	-	1,575	1,575	1,575	1,575	1,575	7,875	-
<b>Total Revenue</b>	<b>\$14,956</b>	<b>\$5,286</b>	<b>\$220</b>	<b>\$1,575</b>	<b>\$1,575</b>	<b>\$1,575</b>	<b>\$1,575</b>	<b>\$1,575</b>	<b>\$1,575</b>	<b>\$9,450</b>	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	1,716	871	679	167	-	-	-	-	-	167	-
Construction	12,651	17	2,487	696	-	-	-	-	-	696	9,450
Right of Way/Land	589	34	554	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>\$14,956</b>	<b>\$923</b>	<b>\$3,720</b>	<b>\$863</b>	-	-	-	-	-	<b>\$863</b>	<b>\$9,450</b>

### Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# University Boulevard Extension

**Total Project Cost – \$12.6M**

## Project Description

This project will extend University Boulevard from its current terminus at Edmonston Drive to Sudley Manor Drive. The new section of University Boulevard will be four lanes wide with the total length of the project being approximately 1.25 miles. The project will also include the construction of a 10-foot-wide shared used path on the south side of University Boulevard for the entire length of the project. A sidewalk on the north side of the project will also be constructed.

## Service Impact

- **Relieve congestion and improve safety** – Constructing the extension will alleviate congestion and improve safety on University Boulevard. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance pedestrian safety** – The shared use path and sidewalk will enhance safety and provide connectivity for pedestrians.
- **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

## Funding Sources

- **NVTA 30% funding** – \$6.9M
- **State funding** – \$5.7M

## Project Milestones

- **Design** began in November 2018 (FY19) and will be completed in winter 2021 (FY21).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

- **Right-of-way acquisition** is scheduled to begin in July 2020 (FY21) and be completed in November 2020 (FY21).
- **Construction** is anticipated to begin in April 2021 (FY21) with completion in December 2022 (FY23).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTA 30%	6,867	6,867	-	-	-	-	-	-	-	-	-
State Revenue	5,712	5,712	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$12,579</b>	<b>\$12,579</b>	-	-	-	-	-	-	-	-	-

### Cost Categories (Expenditures)

Design/Planning	963	255	707	-	-	-	-	-	-	-	-
Construction	10,170	-	-	-	7,500	2,670	-	-	-	10,170	-
Right of Way/Land	1,447	-	723	723	-	-	-	-	-	723	-
<b>Total Expenditure</b>	<b>\$12,579</b>	<b>\$255</b>	<b>\$1,430</b>	<b>\$723</b>	<b>\$7,500</b>	<b>\$2,670</b>	-	-	-	<b>\$10,893</b>	-

### Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# University Boulevard Interchange

**Total Project Cost – \$24.2M**

## Project Description

This project consists of constructing intersection improvements at the Prince William Parkway and University Boulevard. The project will be designed and constructed as a quadrant roadway intersection, also known as an innovative intersection by VDOT.

## Service Impact

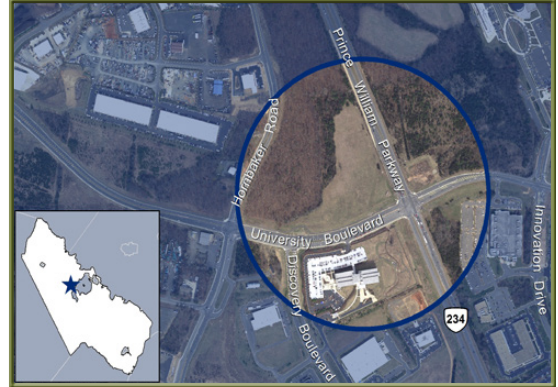
- **Relieve congestion and improve safety** – Constructing the intersection will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- **Connectivity** – This project will increase connectivity and improve the number of citizens satisfied with ease of travel within the County.

## Funding Sources

- **NVTA 70% funding** – \$24.2M

## Project Milestones

- **Design** began in December 2018 (FY19) and is scheduled for completion in August 2020 (FY20).
- **Right-of-way acquisition** began in February 2020 (FY20) and is scheduled for completion in October 2020 (FY21).
- **Construction** is anticipated to begin in February 2021 (FY21), with completion in June 2022 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTA 70%	24,200	24,200	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$24,200</b>	<b>\$24,200</b>	-	-	-	-	-	-	-	-	-

## Cost Categories (Expenditures)

Pre-Planning	6	6	-	-	-	-	-	-	-	-	-
Design/Planning	2,894	478	2,416	-	-	-	-	-	-	-	-
Construction	20,900	-	-	10,450	10,450	-	-	-	-	20,900	-
Right of Way/Land	400	-	200	200	-	-	-	-	-	200	-
<b>Total Expenditure</b>	<b>\$24,200</b>	<b>\$484</b>	<b>\$2,616</b>	<b>\$10,650</b>	<b>\$10,450</b>	-	-	-	-	<b>\$21,100</b>	-

## Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



# Van Buren Road Environmental Study

**Total Project Cost – \$2.0M**

## Project Description

The project consists of completing the National Environmental Policy Act (NEPA) study for the four-lane extension of Van Buren Road between Route 234 and Cardinal Drive. The completion of the NEPA study will include determining the specific project alignment, design criteria, and an assessment of the social, economic and environmental impacts of the ultimate extension of Van Buren Road. The completion of the NEPA study includes public involvement and community outreach.

## Service Impact

- **Relieve congestion and improve safety** – The project will relieve congestion and improve safety.
- **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

## Funding Source

- **NVTA 30% funding** – \$2.0M

## Project Milestones

- **The NEPA process** is anticipated to take up to 24 months.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	<b>Transportation</b>
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
<b>Robust Economy</b>	Wellbeing	<b>Mobility</b>
Quality Education	<b>Safe &amp; Secure Community</b>	

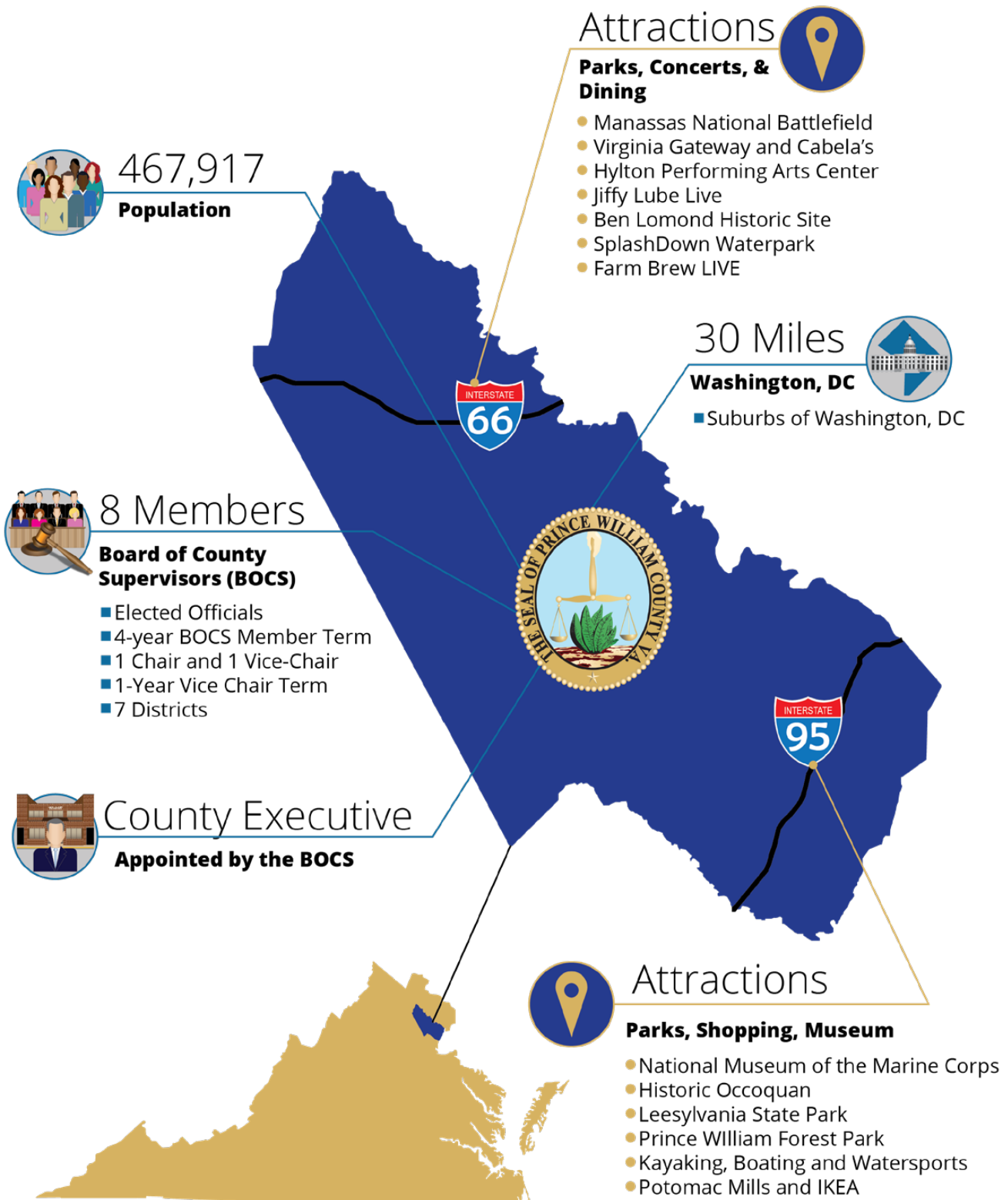
<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTA 30%	2,000	-	-	2,000	-	-	-	-	-	2,000	-
<b>Total Revenue</b>	<b>\$2,000</b>	-	-	<b>\$2,000</b>	-	-	-	-	-	<b>\$2,000</b>	-

<i>Cost Categories (Expenditures)</i>	2,000	-	-	1,000	1,000	-	-	-	-	2,000	-
Design/Planning	2,000	-	-	1,000	1,000	-	-	-	-	2,000	-
<b>Total Expenditure</b>	<b>\$2,000</b>	-	-	<b>\$1,000</b>	<b>\$1,000</b>	-	-	-	-	<b>\$2,000</b>	-

<i>Operating Impacts</i>											
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>General Fund Requirement</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Additional Positions (FTEs)</b>	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

# Prince William County Infographic



# History of Prince William County

## Regional Perspective

Prince William County (PWC) is located in Northern Virginia, approximately 30 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 options 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 provides easy access to 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.



Map provided by Prince William County Office of Tourism; Department of Parks, Recreation & Tourism



# History of Prince William County

## 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 third 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.

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.

# History of Prince William County

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. Before the War Between the States, the population of PWC reached 11,000 and the African American population was 43.4%. 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 Battle of First Manassas 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. Although there was heavy troop movement through the County during the war from all sides, it escaped the massive destruction leveled against Richmond.

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





# *History of Prince William County*



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.

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 & Background Information

## Statistical Information

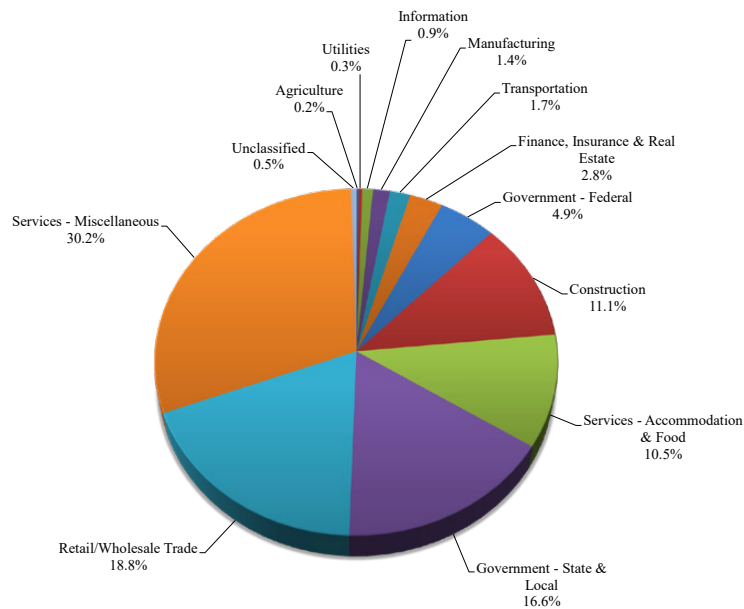
### Employment

PWC April 2020 unemployment rate was 11.3%. The unemployment rate continues to remain below national and state averages. The average annual unemployment rate in Virginia, as of April 2020, was 10.8%. In the United States, the April 2020 unemployment rate was 14.4%.

The services, government, and retail sectors reflect the greatest sources of employment within PWC.

Source: [Virginia Employment Commission](#)

#### Employment By Industry



#### Unemployment Rates

Year	Prince William County	Virginia	United States
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%	9.3%
2011	5.7%	6.6%	8.5%
2012	5.3%	6.1%	7.9%
2013	5.2%	5.7%	6.7%
2014	4.9%	5.2%	5.6%
2015	4.1%	4.5%	5.0%
2016	3.7%	4.1%	4.7%
2017	3.4%	3.7%	4.1%
2018	2.7%	3.0%	3.9%
2019	2.5%	2.8%	3.5%

Source: [PWC Geographic Information System – Average Annual Unemployment Rates; U.S. Bureau of Labor Statistics – Labor Force Statistics from Current Population](#)

#### Employment by Industry

Industries	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Agriculture	0.18%	0.20%	0.17%	0.14%	0.13%	0.12%	0.13%	0.14%	0.12%	0.12%	0.12%
Construction	11.11%	10.90%	10.76%	10.56%	11.08%	10.59%	10.66%	10.23%	9.71%	9.81%	9.62%
Finance, Insurance & Real Estate	2.84%	2.90%	3.00%	3.03%	3.10%	2.98%	2.99%	3.03%	2.93%	3.00%	2.95%
Government - Federal	4.90%	4.97%	4.95%	5.01%	5.34%	5.73%	5.99%	21.62%	23.53%	23.71%	23.45%
Government - State & Local	16.58%	16.60%	16.55%	16.34%	16.92%	16.68%	15.69%	—	—	—	—
Information	0.91%	0.91%	0.96%	0.85%	1.18%	1.16%	1.17%	1.16%	1.10%	1.21%	1.28%
Manufacturing	1.44%	1.46%	1.57%	1.59%	1.53%	1.58%	1.64%	1.89%	1.94%	1.67%	1.68%
Retail/Wholesale Trade	18.77%	19.27%	19.81%	20.52%	21.64%	21.07%	20.68%	20.64%	21.23%	21.43%	21.70%
Services - Miscellaneous	30.23%	29.68%	29.26%	28.85%	25.89%	27.62%	27.83%	39.19%	37.19%	36.61%	36.81%
Services - Accommodation & Food	10.52%	10.87%	10.80%	10.92%	11.02%	10.53%	11.17%	—	—	—	—
Transportation	1.75%	1.70%	1.60%	1.65%	1.73%	1.65%	1.72%	1.77%	1.87%	2.06%	2.00%
Unclassified	0.46%	0.25%	0.27%	0.26%	0.15%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Utilities	0.31%	0.29%	0.31%	0.28%	0.29%	0.30%	0.32%	0.33%	0.36%	0.38%	0.40%
<b>Total Employment</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>99.98%</b>	<b>100.00%</b>	<b>100.00%</b>

Source: [2019 Virginia Employment Commission, Virginia's Career and Workforce-Labor Market Information, PWC Community Profile - Employment by Industry Chart, page 24](#)

**Note:** In year 2013, Services category includes: Professional, Scientific, and Technical Services; Management of Companies and Enterprises; Educational Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; Other Services (except Public Administration).

# Statistical & Background Information

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 Corporation	Private	1,000 and over
7	Wegmans Store #07	Private	500 to 999
8	Target Corporation	Private	500 to 999
9	Northern Virginia Community College	State Government	500 to 999
10	M J Morgan Group	Private	500 to 999

Source: [PWC 2019 CAFR – Table 17 – Principal Employers](#)

## Real Estate Tax Base

- Total real estate assessments – \$63.6 billion in tax year 2019, an increase of 4.2% from the prior year.
- In 2019, the top ten principal real property tax payers constituted 4.40% of the total County taxable assessed value.
- The FY21 real estate rate per \$100 of assessed value real estate tax is \$1.125; as adopted by the BOCS, the same rate as FY20.
- Each penny on the rate generates approximately \$6.407 million in real estate revenue in FY21.

Source: [PWC Real Estate Assessments Office 2019 Annual Report](#); [2019 CAFR – Table 7, Table 9](#)

2015-2019 Tax Year Comparisons					
	2015	2016	2017	2018	2019
	FY2016	FY2017	FY2018	FY2019	FY2020
Commercial Property as a % of Total Real Estate Tax Base	13.33%	13.28%	14.14%	15.12%	14.96%
Average Assessed Value of All Residential Property	\$332,600	\$340,200	\$346,700	\$359,100	\$372,400
Tax Rate per \$100 of assessed value	\$1.122	\$1.122	\$1.125	\$1.125	\$1.125
Change in Residential Property Value	6.18%	1.79%	1.78%	3.28%	3.40%
Change in Commercial Property Value	4.74%	1.47%	7.93%	3.89%	1.83%
Tax Exempt Property as Percentage of Total Assessed Value	6.47%	6.49%	6.58%	6.55%	6.48%

Source: [PWC Real Estate Assessments Office 2019 Annual Report](#)

Top Ten Principal Real Property Taxpayers			
Rank	Taxpayer	Taxable Assessed Value (amounts expressed in thousands)	Percentage of Total County Taxable Assessed Value
1	VA Electric & Power Company	\$874,742	1.43%
2	Mall at Potomac Mills, LLC	\$500,598	0.82%
3	Northern Virginia Electric Co-op	\$341,940	0.56%
4	Abteen Ventures, LLC	\$165,800	0.27%
5	Verizon South, Inc.	\$156,252	0.26%
6	Powerloft @ Innovation I LLC	\$148,349	0.24%
7	Washington Gas Light Company	\$144,972	0.24%
8	JBG/Woodbridge Retail LLC	\$133,776	0.22%
9	Rolling Brook Windsor LLC	\$114,125	0.19%
10	Chatsworth Park Investors, LLC	\$104,920	0.17%

Source: [PWC CAFR 2019 Table 9 Principal Real Property Tax Payers](#)

# Statistical & Background Information

## Population and Housing

The annual population total estimates for the County are snapshots in time derived from each year's 2<sup>nd</sup> quarter population estimate. The estimated population total for 2019 was 467,917, an 1.70% increase from 2018. The total number of housing units at the end of 2019 was 155,506. The following chart breaks down population and housing statistics in the County.

Population and Housing						
District	Square Miles	Population Estimate 12/31/2019	Housing Unit Types			Total Housing Units
			Single-Family Detached	Single-Family Attached	Multi-Family	
Brentsville	85.19	71,077	63.7%	24.0%	12.3%	22,712
Coles	50.36	70,437	79.8%	12.6%	7.5%	21,115
Gainesville	71.2	71,858	48.8%	23.9%	27.4%	24,706
Neabsco	12.32	55,831	59.2%	26.1%	14.6%	18,342
Occoquan	27.1	65,644	44.0%	36.6%	19.4%	22,055
Potomac	81.52	65,588	61.0%	26.5%	12.5%	20,711
Woodbridge	19.64	67,482	31.5%	25.7%	42.8%	25,865

Source: [PWC Geographic Information Systems – Annual Population Estimates](#)



- Demographic facts about the population and housing in PWC:
  - Population distribution, 49.9% male and 50.1% female.
  - 27.6% of population is under 18 years of age.
  - 56.3% of population is Hispanic, Black or other race.
- Education of County residents 25 years or older:
  - 40.1% hold a Bachelor's degree or higher.
  - 88.5% have a high school diploma or higher.

- Students registered in Prince William County Schools (PWCS):
  - 92,048 students are projected to be enrolled in the 2020–2021 school year.
- Median value of owner occupied housing units:
  - PWC, \$369,300
  - Virginia, \$264,900
  - United States, \$204,900

Sources: [PWC Geographic Information Systems – Fast Facts](#); [PWC Public Schools – Executive Summary of Proposed Budget](#)

# Statistical & Background Information

## Median Income

- The County median household income has increased 56.8% from 2000–2018:
  - PWC, \$103,445
  - Virginia, \$71,564

Median Household Income		
Year	Amount	Growth
1990	\$49,370	—
2000	\$65,960	33.6%
2010	\$91,098	38.1%
2018	\$103,445	13.6%

Source: [U. S. Census Bureau – Quick Facts](#)

## 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](http://www.pwcgov.org/finance).

Trends in Selected Financial Indicators				
Fiscal Year	Ratio of Debt Service to Revenues <sup>1</sup>	Unassigned Fund Balances as a Percent of Revenue <sup>2</sup>	Actual Revenues as a Percent of Revenue Estimate <sup>3</sup>	Bond Rating (Fitch and S&P / Moody's) <sup>4</sup>
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%	104.08%	AAA/Aaa
FY18	7.90%	7.50%	102.75%	AAA/Aaa
FY19	7.30%	7.50%	101.15%	AAA/Aaa

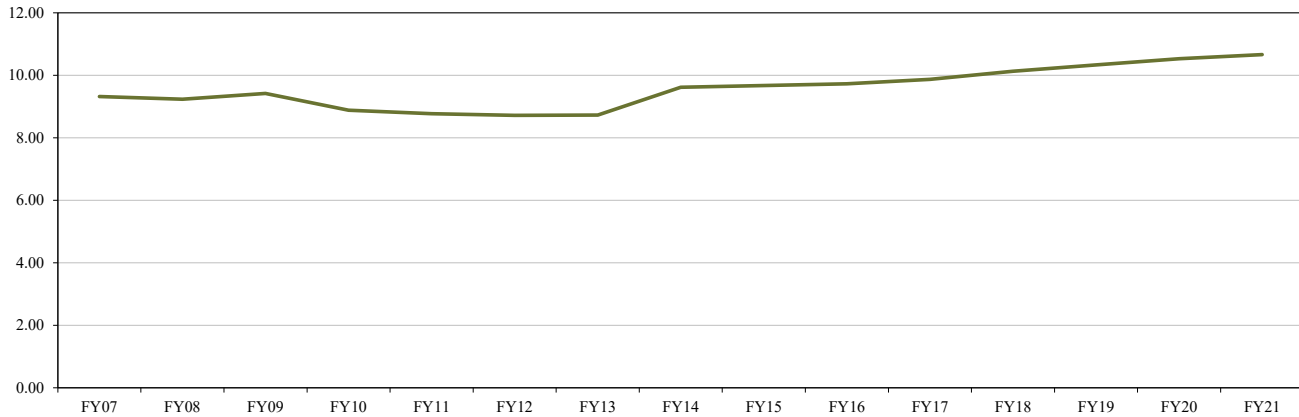
Source: [PWC 2019 CAFR \(1\) Table 14; \(2\) Exhibit 3 & 5; \(3\) Schedule 1; \(4\) Bond Ratings, page 35](#)

# Statistical & Background Information

## General County Government Staffing

PWC has 10.66 employees per 1,000 residents for FY21, reflecting an increase of 1.2%. The majority of the staffing increase is attributable to the addition of 41 human services, 3 community development, 3 general government positions, and 3 public safety personnel. Population total of 467,917 was based off the Annual Population Estimates by Magisterial District as of quarter 4, 2019.

### Employees Per 1,000 Residents



Local Government Staffing		
Year	Staffing	Employees Per 1,000 Residents
FY07	3,552	9.32
FY08	3,586	9.24
FY09	3,701	9.42
FY10	3,570	8.88
FY11	3,601	8.77
FY12	3,645	8.72
FY13	3,714	8.73
FY14	4,172	9.62
FY15	4,272	9.67
FY16	4,378	9.73
FY17	4,503	9.87
FY18	4,665	10.13
FY19	4,779	10.33
FY20	4,930	10.53
FY21	4,989	10.66

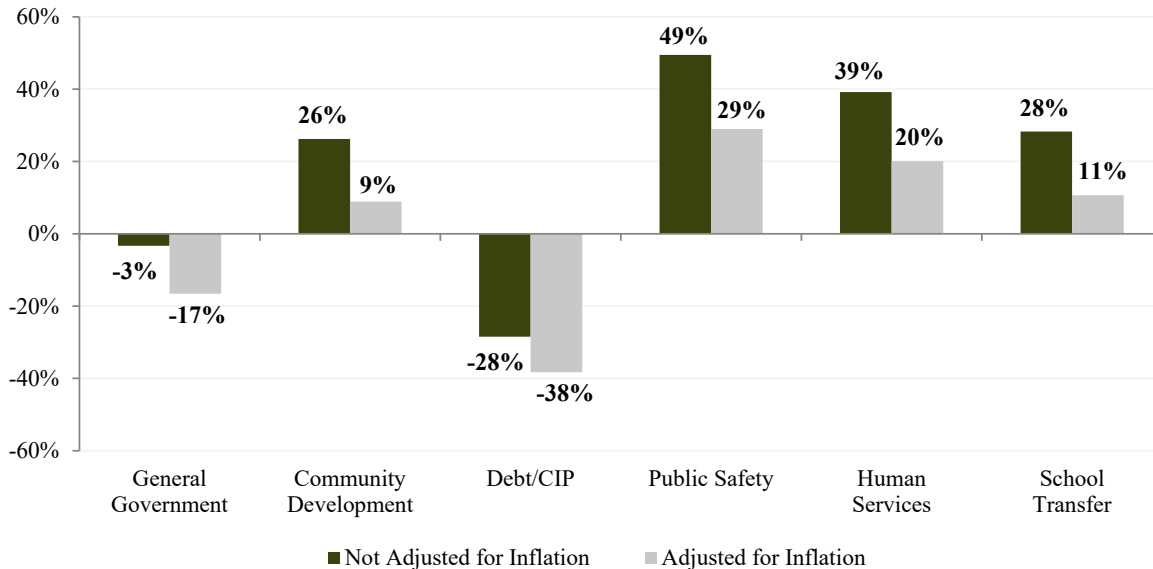
Source: [PWC Geographic Information Systems - Annual Population Estimates](#)

# Statistical & Background Information

## Cost Per Capita

The following graph shows the percentage change in cost per capita of the general fund budget between the FY09 and FY21 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.

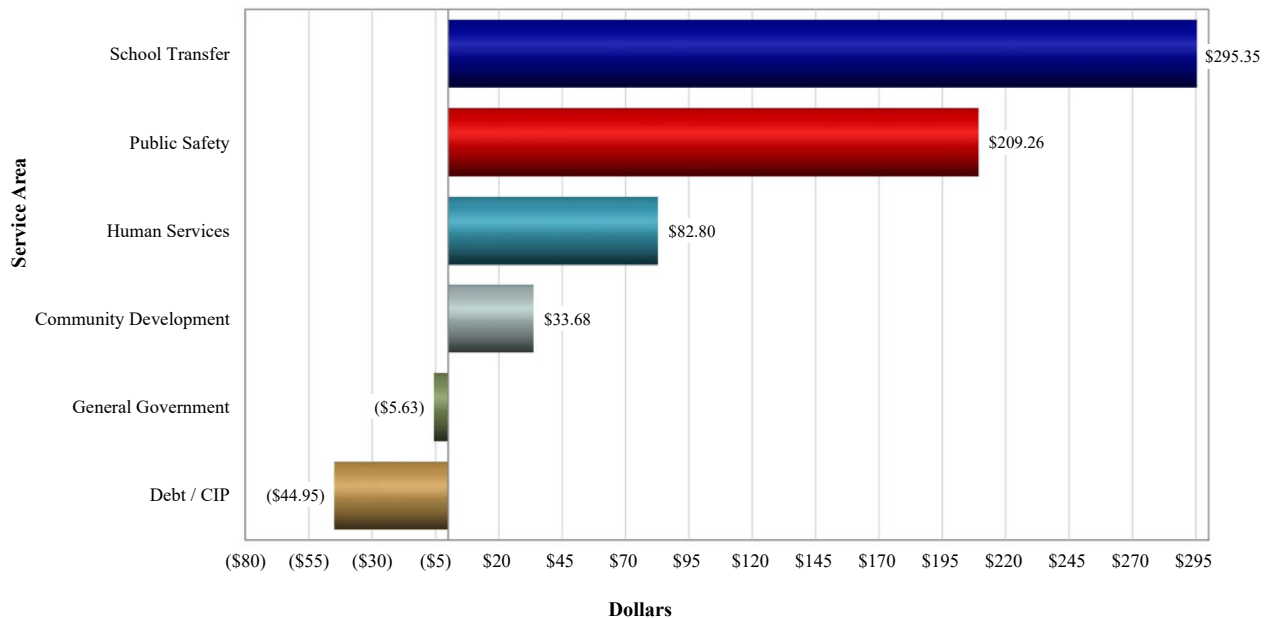
**FY09 to FY21 Percent Change In General Fund Cost per Capita by Service Area**



The following graph shows the budget change by County service area from FY09 through the FY21 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.

**FY09 to FY21 Dollar Change In Cost Per Capita by Service Area**

*(Not Adjusted for Inflation)*

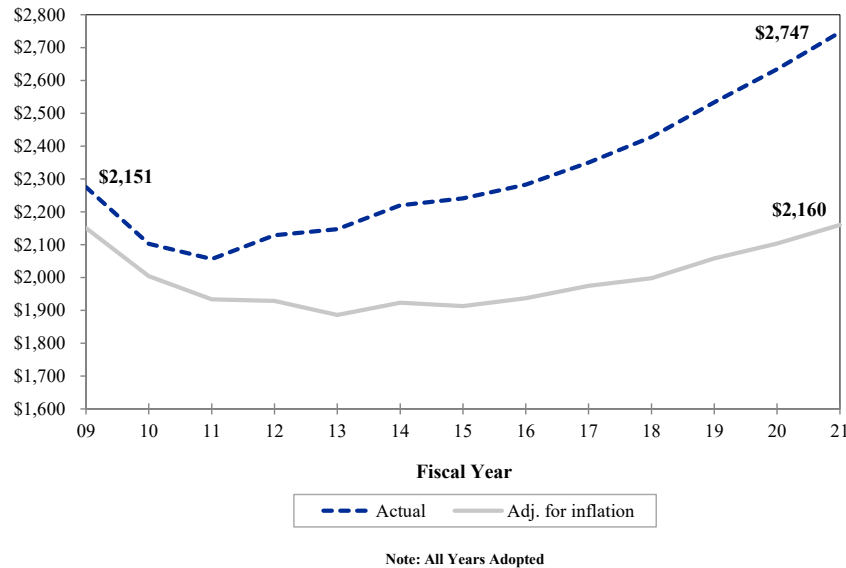




# Statistical & Background Information

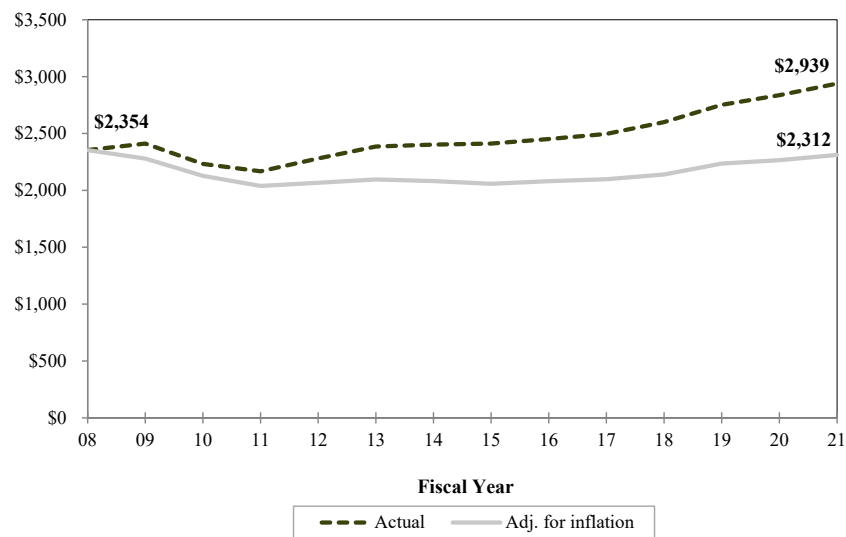
The following graph shows that the cost per capita of the general fund budget for FY21 when adjusted for inflation is 2.5% less than the cost per capita in FY08. The population for FY21 is based on a projection of 469,917.

## 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 FY21 when adjusted for inflation is 1.8% less than the cost per capita in FY08. The population for FY21 is based on a projection of 469,917.

## Cost Per Capita of Selected County Budgets\*



\* All Years Adopted; Includes General Fund, Fire Levy, Solid Waste, Stormwater, and Mosquito & Forest Pest Mgmt.

# Glossary

**Account:** Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as line item.

**Accrual Basis of Accounting:** Under the accrual basis of accounting, revenues are recognized when service is delivered and expenses are recognized when the benefit is received. All County proprietary funds use the accrual basis of accounting.

**Activity:** A specific and distinguishable line of work performed within a program; the most basic component of service delivery for each County agency and its budget.

**Adopted Budget:** The initial budget for the fiscal year approved by the Board of County Supervisors as a result of the annual budget process. Adopted differs from appropriated in the budget document's financial summaries in that appropriated includes all budget revisions subsequent to the initial adopted budget such as off-cycle budget adjustments, budget transfers and prior year appropriations.

**Agency:** A separate organizational unit of County government established to deliver services to citizens.

**Appropriation:** An amount of money in the budget, authorized by the Board of County Supervisors, for expenditure by departments for specific purposes. For example, general fund appropriations are for operating and general purposes while Capital Improvement Project Fund appropriations are for major improvements such as roads and public facilities.

**Ascend:** Financial management system used by the County to manage financial activity and prepare the annual budget beginning in FY17.

**Assess:** To place a value on property for tax purposes.

**Assessed Valuation:** The value of property within the boundaries of Prince William County for purposes of taxation.

**Assets:** Resources owned or held by Prince William County that have monetary value.

**Assigned Fund Balance:** Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.

**Audit:** To examine (accounts, records, etc.) for purposes of verification, appropriateness, risk, and/or efficiency.

**Auditor of Public Accounts:** A state agency that oversees accounting, financial reporting, and audit requirements for units of local government in the state of Virginia.

**Balanced Budget:** A budget that has its funding sources (revenues plus other resources) equal to its funding uses (expenditures plus other allocations). All local governments in Virginia must adopt a balanced budget as a requirement of state law.

**Base Budget:** The same level of agency funding as in the current year adopted budget with adjustments for: one-time costs; agency revenue reductions; current fiscal year merit pay roll-forward adjustments; current year personnel actions; benefit cost changes; full year funding for partial year funded positions approved for the current fiscal year; approved budget shifts; Board of County Supervisors actions approved during the current fiscal year; and any related outcome and service level target revisions.

**Base Budget Review:** A process that evaluates departmental base budgets in order to determine if an activity should continue to be funded at the current level.

**Board Audit Committee (BAC):** A committee of the Board of County Supervisors (BOCS), supported by the internal audit function, established to assist in governance and oversight responsibilities. All BOCS members comprise the BAC, which consists of three regular voting members and five alternate members. The internal audit function reports directly to the BOCS, through the BAC.

# Glossary

**Bond Rating:** The rating of bonds is a statement of a locality's economic, financial, and managerial condition. It represents the business community's assessment of the investment quality of a local government. Highly rated bonds attract more competition in the marketplace, thereby lowering interest costs paid by the County government and its taxpayers.

**Bonds:** Instruments used to borrow money for the debt financing of long-term capital improvements.

**Budget:** An itemized allotment of revenues and expenditures for a specific time period, tied to specific activities.

**Budget Amendment:** Any change to the adopted budget that may occur throughout the course of the fiscal year as needed for County government operations.

**Budget Authority:** Ability to enter into transactions that will result in the receipt or disbursement of County funds.

**Budget Initiatives:** Changes to the base budget recommended by the County Executive as part of the Proposed Budget. Supplemental budget increases and decreases approved by the Board of County Supervisors are shown as Budget Initiatives in the agency detail section of the (Adopted) Budget document.

**Budget Transfers:** Budget transfers shift previously budgeted funds from one line item of expenditure to another. Transfers may occur throughout the course of the fiscal year as needed for County government operations and are governed by the budget transfer policy.

**Budgeted Agency Savings:** A budgeted reduction added to agency budgets due to expected operational savings during the fiscal year similar to budgeted salary lapse.

**Budgeted Salary Lapse:** A budgeted reduction in estimated salary and fringe benefit expenditures due to estimated position vacancy savings anticipated for the fiscal year.

**Business Professional and Occupational License Tax:** A tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County. The tax base includes all phases of the business, profession, trade, or occupation, whether conducted in the County or not.

**Capital Expenditures:** Expenditures incurred for the acquisition or construction of major capital assets (e.g. land, roads, buildings).

**Capital Projects Fund:** This fund is used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types). The Capital Projects Fund accounts for construction projects including improvements to schools, roads, and other projects.

**Catchment:** An area served by a hospital, social service agency.

**Committed Fund Balance:** Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.

**Community Outcomes:** Key outcomes with targets that demonstrate how the community or individual will benefit or change based on achieving the goal. Community outcomes are adopted by the Board of County Supervisors in the Strategic Plan, taken from the biennial community 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 through the annual budget process.

**Component Unit:** An element of the Comprehensive Annual Financial Report (CAFR) that identifies affiliated organizations for which financial activity must be reported separately. For example, the Adult Detention Center and Schools are component units in the Prince William County CAFR.

# Glossary

**Comprehensive Annual Financial Report:** Annual financial statements comprising the financial report of Prince William County and its component units required by the Code of Virginia in conformity with Generally Accepted Accounting Principals (GAAP).

**Comprehensive Plan:** State mandated plan that guides the coordinated, adjusted, and harmonious land development that best promotes the health, safety, and general welfare of County citizens. It contains long-range recommendations for land use, transportation systems, community services, historic resources, environmental resources, and other facilities, services, and resources.

**Comprehensive Services Act (for At-Risk Youth and Families):** The state law governing the funding and provision of services to youth and families who require foster care or special education services, or who are involved with the Juvenile and Domestic Relations Court.

**Contingency:** Contingency is an amount of funding maintained in the general fund to cover unanticipated expenditures and/or shortfalls in revenues collected. The Board of County Supervisors must authorize any use of the Contingency.

**Co-op Budget:** The state-administered budget for the Public Health District that is comprised of funding from the state, County, and cities of Manassas and Manassas Park, as well as fees for services, federal funding, and private sector grants.

**Cost Recovery:** A cost recovery budget is charged back to user agencies. When a cost recovery budget is set up, a negative expenditure budget amount is established equal to the positive expenditure budget amount, resulting in a net expenditure budget of zero.

**Council of Governments:** A regional organization of units of local government in the Washington, D.C. metropolitan area.

**Debt:** An obligation resulting from the borrowing of money.

**Debt Service:** Payment of interest and principal amounts on loans to the County such as bonds.

**Depreciation:** The process of allocating the cost of a capital asset to the periods during which the asset is used.

**Directives:** Board of County Supervisors' (BOCS) requests, made during Supervisors Time at a BOCS meeting, for County staff to provide information and/or take action.

**Effectiveness:** A measurable relationship of resources required to achieve intended results.

**Efficiency:** A measurable relationship of resources required to goods and services produced, such as cost per unit of service.

**Electronic Monitoring:** A system that uses technology and staff supervision to detain persons in their home in lieu of incarceration in a secure facility.

**Employee Benefits:** Services and opportunities afforded employees because they work for Prince William County. These benefits include medical and dental insurance, health insurance credit program, flexible benefit account program, Virginia Retirement System, 401(a) money purchase plan, 457 deferred compensation plan, supplemental police and fire retirement plan, group life insurance, optional life insurance, long term care insurance, employee assistance program, holiday leave, sick and annual leave, sick leave bank, other leave, credit union, direct deposit, employee advisory committee, and grievance procedure.

**Encumbrances:** Obligations incurred in the form of purchase orders, contracts, and similar items that will become payable when goods are delivered or services rendered.

# Glossary

**Enterprise Funds:** These funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the Board of County Supervisors (BOCS) is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, (b) where the BOCS has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The following are Enterprise Funds: Prince William County Parks, Recreation & Tourism (which provides recreational services), the Prince William County Landfill (which provides solid waste disposal services), and Innovation Park which is County owned land being marketed for re-sale to targeted industries.

**Exemption:** A grant of immunity from a specific program, policy, or action.

**Expenditure:** An amount of money disbursed for the purchase of goods and services.

**Family Access to Medical Insurance Security:** The state's health insurance program for uninsured and underinsured citizens.

**Family Assessment and Planning Team:** A group of community representatives, including human services professionals and parents, who develop service plans for at-risk youth and families.

**Farm-outs:** Inmates incarcerated at other local and regional jails because of a lack of bed space at the Adult Detention Center.

**Feasibility:** Capability of accomplishment or completion.

**Five-Year Plan:** The County's projected expenditures and revenues for the next five fiscal years beginning with the adopted budget fiscal year. The Board of County Supervisors adopts the Five-Year Plan each year in concert with the adopted budget. The first year of each Five-Year Plan is synonymous with the adopted budget.

**Full-time Equivalent (FTE):** A unit identifying the workload of an employee which is calculated by taking an employee's scheduled hours divided by the employer's hours for a full-time workweek. An FTE of 1.00 is equivalent to a full-time employee.

**Fund:** A financial entity to account for money or other resources, such as taxes, charges and fees, established for conducting specified operations for attaining certain objectives, frequently under specific limitations.

**Fund Balance:** The difference between assets and liabilities in a governmental fund.

**Fund Balance Components:** The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance, and Unassigned Fund Balance.

**Fund Balance Reserve:** The sum total of reservations placed against a fund balance for encumbrances, future year designations and other purposes including grants and special projects, non-current receivables, inventory, and debt service reserves.

**Fiscal Year:** The time frame to which the budget applies. Prince William County's fiscal year begins on July 1 and ends on June 30.

**General Fund:** Fund used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, state and federal distributions, licenses, permits, charges for services, and interest income. A significant part of the general fund's revenues is transferred to other funds to finance the operations of the County Public Schools and the Regional Adult Detention Center.

**General Obligation Bond:** A municipal bond secured by the taxing and borrowing power of the municipality issuing it.

**Goal:** General statements of public policy, purpose, and intent.



# Glossary

**Governmental Fund Types:** Most of the County's governmental functions are accounted for in Governmental Funds. These funds measure changes in financial position, rather than net income. Governmental fund types include the General Fund, Special Revenue Funds, and the Capital Projects Fund.

**Grant:** A payment by one entity to another entity, or a foundation to a non-profit organization intended to support a specified function such as health care, housing, street repair, or construction. Governmental units, foundations, nonprofit organizations, and individuals can all award grants and/or be awarded grants.

**Homeless Prevention Center:** A County owned homeless shelter.

**Host Agency:** A department or agency that manages the relationship between a community organization and the County to include proposed donation levels and budget, performance measures, and financial reporting; also, a department that supports, through internal services, any of the business application activities in the Department of Information Technology.

**Institutional Network:** A state-of-the-art communications network for County government, police, fire, library, and school facilities.

**Interstate Highway 66:** Runs across the western end of the County.

**Interstate Highway 95:** Runs across the eastern end of the County.

**Internal Service Funds:** Funds used to account for goods or services provided by one department or agency to other departments or agencies of the County, or to other governments, on an allocated cost recovery basis. Internal Service Funds have been established for information technology, vehicle maintenance, road construction, and self-insurance.

**Invitation for Bid (IFB):** A formal invitation document that is released to the public requesting bids for defined goods and services needed by a public body, to be provided in accordance with provisions defined in the IFB. This method of procurement is used when the requirements can be clearly defined, negotiations are not necessary, price is the major determining factor for award selection, and where required by law. An award is made to the responsible bidder submitting the lowest responsive bid.

**Liabilities:** Obligations incurred in past or current transactions requiring present or future settlement.

**License and Permit Fees:** Fees paid by citizens or businesses in exchange for legal permission to engage in specific activities. Examples include building permits and swimming pool licenses.

**Line Item:** Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as object level.

**Line of Duty Act (LODA):** The Virginia Retirement System Line of Duty Act is established by Section 9.1-400 of the Virginia Code. LODA provides benefits to public safety first responders and their survivors who lose their life or become disabled in the line of duty.

**Local Match:** County cash or in-kind resources required to be expended simultaneously with state, federal, other locality, or private sector funding, usually according to a minimum percentage or ratio.

**Mandate:** A state or federal action that places a requirement on local governments.

**Memorandum of Understanding:** A written agreement between the County and a community partner specifying the amount and type of County donations provided and the services and outcomes accounted for by the community partner.

**Mission Statement:** A brief description of the purpose and functions of an agency.

**Modified Accrual:** Under the modified accrual basis of accounting, revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received, and the liability is incurred. All County governmental and fiduciary funds use the modified accrual basis of accounting.



# Glossary

**Municipal Separate Storm Sewer System (MS4) Permit:** Discharges from municipal separate storm sewer systems are regulated under the Virginia Stormwater Management Act, the Virginia Stormwater Management Program (VSMP) Permit regulations, and the Clean Water Act as point source discharges. Stormwater discharges from Phase I (large and medium) municipal separate storm sewer systems are authorized under individual permits. Under these permits, the MS4 owner/operator must implement a collective series of programs to reduce the discharge of pollutants from the given storm sewer system to the maximum extent practicable in a manner that protects the water quality of nearby streams, rivers, wetlands and bays.

**Non-departmental:** Budgeted funds not directly associated with, or controlled by, a specific County department.

**Non-spendable Fund Balance:** Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

**Northern Virginia Family Service:** A community-based non-profit human services agency.

**Northern Virginia Regional Commission (formerly Northern Virginia Planning District Commission):** A regional organization comprised of units of local government in the Northern Virginia area.

**Northern Virginia Transportation Authority (NVTa):** 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.

**Northern Virginia Transportation Commission (NVTC):** A multi-jurisdictional agency representing Arlington, Fairfax, and Loudoun Counties and the Cities of Alexandria, Fairfax, and Falls Church. NVTC provides a policy forum and allocates up to \$200 million in state, regional, and federal transit assistance each year among its member jurisdictions. NVTC also appoints one principal and two alternate members to the Board of Directors of The Washington Metropolitan Area Transit Authority.

**Obligation:** A future expenditure requirement incurred by voluntary agreement or legal action.

**Off-Cycle:** A term that characterizes budget adjustments approved by the Board of County Supervisors outside of the annual budget process.

**OmniRide Express:** Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide Express provides commuter bus service from eastern Prince William County and the Manassas area to points in Northern Virginia and the District of Columbia.

**OmniRide Local:** Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide Local provides local bus service to the communities of Dale City, Dumfries (including Quantico), Manassas/Manassas Park, and Woodbridge/Lake Ridge.

**Ordinance:** A law or regulation enacted by the Board of County Supervisors.

**Outcome Trends:** Multi-year trend information for community and program outcome measures.

**Output:** Unit of goods or services produced by an agency activity.

**Paratransit:** Transit service provided by public transit agencies to people with disabilities who cannot use fixed route bus service because of a disability. In general, the American with Disabilities Act requires complementary paratransit service must be provided within  $\frac{3}{4}$  of a mile of a bus route, at the same hours and days as fixed route service, for no more than twice the regular fixed route fare.

**Performance Audit:** An independent review of a program, activity, function, operation, management system, or procedure of a government to assess whether the government is achieving economy, efficiency, and effectiveness in the employment of available resources. The examination is objective and systematic, generally using structured and professionally adopted methodologies.

**Performance Measures:** Quantitative characterization of an agency's success in achieving their stated mission.

# Glossary

**Personal Property:** An item of property other than real estate to include Personal effects, moveable property, goods, and chattel.

**Policy:** A definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.

**Potomac and Rappahannock Transportation Commission (PRTC):** A multi-jurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties and the Cities of Manassas, Manassas Park, and Fredericksburg. PRTC provides commuter bus services (OmniRide Express) and local bus services in Prince William County and the Cities of Manassas and Manassas Park (OmniRide Local).

**Principles of Sound Financial Management:** Guidelines approved by the Board of County Supervisors to foster the County government's financial strength and stability and the achievement of the organization's financial goals.

**Proffers:** Contributions of land, capital improvements, and funding collected from developers to address the demand for community services created by new development.

**Program:** One or more related agency activities that work together for a purpose and function for which the County is responsible.

**Program Outcomes:** Key measures that demonstrate how the community or individual will benefit or change based on achieving the goal, but are more specific to each individual agency and program than community outcomes.

**Property Tax Rate:** The rate of taxes levied against real or personal property expressed as dollars per \$100 of equalized assessed valuation of the property taxed.

**Proprietary Fund Types:** Proprietary Funds account for County activities that are similar to private sector businesses. These funds measure net income, financial position, and changes in financial position. Proprietary fund types include enterprise and internal service funds.

**Real Property:** Land, buildings, and all other permanent improvements on the land.

**Resolution:** The official position or will of a legislative body.

**Resource Shift:** The transfer of an expenditure budget from one purpose to another. A resource shift is a common and preferred technique for funding budget increases without the allocation of increased outside revenue or County tax support.

**Resources:** The actual assets of a governmental unit, such as cash, taxes, receivables, land, buildings, estimated revenues applying to the current fiscal year, and bonds authorized and un-issued.

**Restricted Fund Balance:** Includes amounts that are restricted to specific purposes as follows:

- a. Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments.
- 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.

# Glossary

**Self-Insurance Pool:** A cash reserve used to provide stable and cost-effective loss funding on a self-insured basis rather than using a private insurance company.

**Service Levels:** Quantified measures of the goods and services (outputs) produced by agency activities, the relationship of resources required to outputs produced (efficiency) and the degree of excellence characterizing the outputs (service quality).

**Service Quality:** The measurable degree of excellence with which goods and services are produced or provided, including customer satisfaction.

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

**Statute:** A law enacted by a legislative body.

**Strategic Plan:** A four-year plan adopted by the Board of County Supervisors which establishes a County government mission statement, a limited number of high priority strategic goals, and measurable community outcomes which indicate success in accomplishing these goals.

**Sworn FTE:** Personnel duly authorized under statute as a law enforcement individual who has taken an oath to support and enforce the U.S. Constitution, state laws, and the laws of the agency's jurisdiction.

**Tax Base:** The part of the economy against which a tax is levied.

**Taxes:** Mandatory charge levied by a governmental unit for the purpose of financing services performed for the common benefit.

**Technology Improvement Plan:** That portion of the Capital Improvement Program that is dedicated to the upgrade, replacement, or addition of technology systems that support various programs and activities throughout County agencies. Project examples include, but are not limited to, upgrades to email, replacement of critical information technology infrastructure, and disaster recovery.

**Temporary Assistance to Needy Families:** A federal and state public assistance program.

**Total Net Assets:** The difference between assets and liabilities in a proprietary fund. This term has replaced Retained Earnings.

**Tracker:** Board of County Supervisors, County Executive or Deputy County Executive's request for action by County staff. Progress on the item is tracked by the County Executive's Office until its successful completion.

**Transfer:** A shift of resources from one program or activity to another.

**Trust and Agency Funds:** Funds used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. The County has established Agency and Expendable Trust Funds to account for library donations, special welfare, and certain other activities. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. Expendable Trust Funds are accounted for in essentially the same manner as Governmental Funds.

**Unassigned Fund Balance:** The total fund balance in the general fund in excess of nonspendable, restricted, committed, and assigned fund balance.

**Uniform FTE:** As it relates to public safety, a uniformed official responsible for the supervision, safety, and security of people and property.

**User Fees:** User fees are charges for services, such as the use of public property and parking, paid by those benefiting from the service.

# Glossary

**Virginia Railway Express (VRE):** A transportation partnership of the Northern Virginia and Potomac and Rappahannock Transportation Commissions, the Counties of Fairfax, Prince William, Stafford, Spotsylvania, and Arlington and the Cities of Manassas, Manassas Park, Fredericksburg, and Alexandria. VRE provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City, and downtown Washington D.C.

**Watershed:** A region or area bounded peripherally by water parting and draining ultimately to a particular watercourse or body of water.

# 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

**B&A:** Budget and Appropriate

**B&G:** Buildings and Grounds

**B&GC:** Boys & Girls Club

**BAB:** Build America Bonds

**BAC:** Board Audit Committee

**BARN:** Benedictine Aid and Relief to Neighbors

**BECC:** Benefits, Employment & Child Care

**BEST Lawn:** Building Environmentally Sustainable Turf Lawn

**BLS:** Basic Life Support

**BMP:** Best Management Practices

**Board:** Board of County Supervisors

**BOCS:** Board of County Supervisors

**BOD:** Ballot on Demand

**BPOL Tax:** Business Professional and Occupational License Tax

**BWC:** Body-Worn Camera

**CAB:** Citizen Advisory Board

**CAC:** Crisis Assessment Center

**CAD:** Computer Assisted Dispatch or Computer-Aided Design system (cannot be both simultaneously)

**CAFR:** Comprehensive Annual Financial Report

**CALEA:** Commission on Accreditation for Law Enforcement Agencies

**CCJB:** Community Criminal Justice Board

**CDA:** Community Development Authorities

**CDBG:** Community Development Block Grant

**CFH:** Catholics for Housing

**CHDO:** Community Housing Development Organization

**CID:** Communications & Infrastructure Division

**CIP:** Capital Improvement Program

**CISD:** Critical Incident Stress Debriefing

**CIT:** Crisis Intervention Training

**CMAQ:** Congestion Mitigation and Air Quality

**CMP:** Cyclical Maintenance Plan

**COG:** Council of Governments

**COLA:** Cost of Living Adjustment

**CP&D:** Community Preservation & Development

**CPA:** Comprehensive Plan Amendment

**CPI:** Consumer Price Index

**CPS:** Child Protective Services

**CSA:** Comprehensive Services Act

**CSB:** Community Services Board

**CSW:** Community Service Work

**CVB:** Convention and Visitors Bureau

**CXO:** County Executive

**CY:** Calendar Year

**DART:** Days Away Restricted or Transferred

**DBM:** Decision Band Method

**DCJS:** Department of Criminal Justice Services

**DCSM:** Design and Construction Standards Manual

**DDS:** Department of Development Services

**DEQ:** Department of Environmental Quality

**DFR:** Department of Fire and Rescue

**DMAS:** Department of Medical Assistance Services

**DMV:** Department of Motor Vehicles

**DoIT:** Department of Information Technology

# Abbreviation

<b>DOJ:</b> Department of Justice	<b>GASB:</b> Government Accounting Standards Board
<b>DORM:</b> Drug Offender Rehabilitation Module	<b>GDC:</b> General District Court
<b>DOT:</b> Department of Transportation	<b>GED:</b> General Equivalency Diploma
<b>DPRT:</b> Department of Parks, Recreation & Tourism	<b>GFOA:</b> Government Finance Officers Association
<b>DSS:</b> Department of Social Services	<b>GIS:</b> Geographic Information System
<b>E3:</b> Exemplary Environmental Enterprise	<b>GPS:</b> Global Positioning System
<b>E-911:</b> Emergency 911	<b>GRIT:</b> Gang Response Intervention Team
<b>EBDM:</b> Evidence Based Decision Making	<b>GSHF:</b> Good Shepherd Housing Foundation
<b>EBP:</b> Evidenced Based Practices	<b>H&amp;CB:</b> Home & Community Based
<b>EBT:</b> Electronic Benefits Transfer	<b>HAP:</b> Homeownership Assistance Program
<b>EDA:</b> Economic Development Alliance	<b>HAZMAT:</b> Hazardous Materials
<b>EDMS:</b> Electronic Document Management System	<b>HCMP:</b> Human Capital Management Payroll
<b>EEOC:</b> Equal Employment Opportunity Commission	<b>HCVP:</b> Housing Choice Voucher Program
<b>EIAP:</b> Early Intervention Alternative Program	<b>HIDTA:</b> High Intensity Drug Trafficking Area
<b>EM:</b> Electronic Monitoring	<b>HIPAA:</b> Health Insurance Portability and Accountability Act
<b>EMS:</b> Emergency Medical Services	<b>HIV:</b> Human Immunodeficiency Virus
<b>ENR:</b> Environmental and Natural Resources	<b>HOA:</b> Homeowners Association
<b>ERP:</b> Enterprise Resource Program	<b>HOC2:</b> Home Occupation Certificate – Family Day Home (Child Care)
<b>ESG:</b> Emergency Shelter Grant	<b>HOPWA:</b> Housing Opportunities for Persons with AIDS
<b>ESI:</b> Engineers and Surveyors Institute	<b>HOV:</b> High Occupancy Vehicle
<b>ESOL:</b> English for Speakers of Other Languages	<b>HPAC:</b> Hylton Performing Arts Center
<b>F&amp;R:</b> Fire and Rescue	<b>HPC:</b> Homeless Prevention Center
<b>FAMIS:</b> Family Access to Medical Insurance Security	<b>HPDF:</b> Housing Preservation and Development Fund
<b>FAPT:</b> Family Assessment and Planning Team	<b>HRIS:</b> Human Resources Information System
<b>FCC:</b> Federal Communications Commission	<b>HUD:</b> Department of Housing and Urban Development
<b>FCM:</b> Facilities Construction Management	<b>HVAC:</b> Heating, Ventilation and Air Conditioning
<b>FICA:</b> Federal Insurance Contributions Act	<b>ICMA:</b> International City/County Management Association
<b>FirstNet:</b> First Responder Network Authority	<b>ICT:</b> Intensive Community Treatment
<b>FOIA:</b> Freedom of Information Act	<b>ID:</b> Intellectual Disability
<b>FRA:</b> Fire and Rescue Association	<b>IDA:</b> Industrial Development Authority
<b>FRS:</b> Fire and Rescue System	<b>IEC:</b> Independence Empowerment Center
<b>FSS:</b> Family Self-Sufficiency	
<b>FTE:</b> Full-Time Equivalent	
<b>FY:</b> Fiscal Year	
<b>GAAP:</b> Generally Accepted Accounting Principles	



# Abbreviation

**IEP:** Individualized Educational Plan  
**IFB:** Invitation for Bid  
**IFSP:** Individualized Family Service Plan  
**I-Net:** Institutional Network  
**IFB:** Invitation for Bid  
**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  
**JDR:** 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  
**LEOS:** Law Enforcement Officers' Supplement  
**LEPC:** Local Emergency Planning Commission  
**LGBTQ:** Lesbian, Gay, Bisexual, Transgender, Questioning  
**LIS:** Land Information System  
**LMS:** Learning Management System  
**LNSS:** Library Network Support Services  
**LODA:** Line of Duty Act  
**LSNV:** Legal Services of Northern Virginia  
**LTC:** Long-Term Care  
**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  
**NOVA:** Northern Virginia  
**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 Transportation Commission  
**OCJS:** Office of Criminal Justice Services  
**OEM:** Office of Executive Management  
**OHCD:** Office of Housing & 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)  
**OZ:** Opportunity Zone  
**PAF:** Personnel Action Form  
**PATH:** Projects for Assistance in Transitioning the Homeless  
**PCE:** Property Code Enforcement

# Abbreviation

<b>PCN:</b> Position Control Number	<b>STEP-VA:</b> System Transformation Excellence and Performance
<b>PCP:</b> Position Classification Plan	<b>STI:</b> Sexually Transmitted Infection
<b>PHNST:</b> Potomac Heritage National Scenic Trail	<b>SUP:</b> Special Use Permit
<b>PMAH:</b> Project Mend-A-House	<b>SWM:</b> Storm Water Management
<b>PPTRA:</b> Personal Property Tax Relief Act	<b>TANF:</b> Temporary Assistance to Needy Families
<b>Prop:</b> Property	<b>TB:</b> Tuberculosis
<b>PRTC:</b> Potomac and Rappahannock Transportation Commission	<b>TBD:</b> To Be Determined
<b>PSAP:</b> Public Safety Answering Point	<b>TIP:</b> Technology Improvement Plan
<b>PSCC:</b> Public Safety Communications Center	<b>TMDL:</b> Total Maximum Daily Load
<b>PSFM:</b> Principles of Sound Financial Management	<b>TRIP:</b> Transportation and Roadway Improvement Program
<b>PSSF:</b> Promoting Safe and Stable Families	<b>UOSA:</b> Upper Occoquan Service Authority
<b>PSTC:</b> Public Safety Training Center	<b>USDA:</b> United States Department of Agriculture
<b>PWC:</b> Prince William County	<b>USPS:</b> United States Postal Service
<b>PWHD:</b> Prince William Health District	<b>VaCMS:</b> Virginia Case Management System
<b>PWSI:</b> Prince William Soccer, Inc.	<b>VACO:</b> Virginia Association of Counties
<b>PWSIG:</b> Prince William Self-Insurance Group	<b>VCE:</b> Virginia Cooperative Extension
<b>QC:</b> Quality Control	<b>VCIN:</b> Virginia Criminal Information Network
<b>QSCB:</b> Qualified School Construction Bonds	<b>VDH:</b> Virginia Department of Health
<b>REZ:</b> A formal rezoning action pertaining to land use	<b>VDOT:</b> Virginia Department of Transportation
<b>RFP:</b> Request for Proposal	<b>VFD:</b> Volunteer Fire Department
<b>RMS:</b> Records Management System	<b>VIEW:</b> Virginia Initiative for Employment not Welfare
<b>ROI:</b> Return on Investment	<b>VLEPSC:</b> Virginia Law Enforcement Professional Standards Commission
<b>SA:</b> Substance Abuse	<b>VMT:</b> Vehicle Miles Traveled
<b>SAC:</b> School Age Care	<b>VPRAI:</b> Virginia Pre-trial Risk Assessment Instrument
<b>SAVAS:</b> Sexual Assault Victims Advocacy Service	<b>VPW:</b> Volunteer Prince William
<b>SCBA:</b> Self-Contained Breathing Apparatus	<b>VRE:</b> Virginia Railway Express
<b>SERVE:</b> Securing Emergency Resources through Volunteer Efforts	<b>VRS:</b> Virginia Retirement System
<b>SF:</b> Square Feet	<b>WFGA:</b> When Families Get Angry
<b>SMI/SED:</b> Seriously Mentally Ill/Seriously Emotionally Disturbed	<b>WIC:</b> Women, Infants, and Children
<b>SNAP:</b> Supplemental Nutrition Assistance Program	<b>WMATA:</b> Washington Metropolitan Area Transit Authority
<b>SRO:</b> School Resource Officer	<b>YAS:</b> Young Adult Services
<b>STD:</b> Sexually Transmitted Disease	<b>ZTA:</b> Zoning Text Amendment
<b>STEP:</b> Systematic Training for Effective Parenting	

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