

## Facts about the Budget

### ***Development of the Annual Budget***

Each year, the County publishes two fiscal plan (budget) documents: the *Proposed Fiscal Plan* and the *Adopted Fiscal Plan*. The *Proposed Fiscal Plan* is the annual budget proposed by the County Executive for County government operations for the upcoming fiscal year, which runs from July 1 through June 30. The proposed budget is based on estimates of projected expenditures for County programs, as well as the means of paying for those expenditures (estimated revenues). Following extensive review and deliberation, the Board of County Supervisors formally approves the *Adopted* (or final) *Fiscal Plan*.

As required by the Code of Virginia, Sections §15.2-2503 and §15.2-516, the County Executive must submit to the Board of County Supervisors a proposed fiscal plan on or before April 1 of each year for the fiscal year beginning July 1. After an extensive budget review and deliberation process and a public hearing to receive citizen input, the Board of County Supervisors makes its decisions on the *Adopted Fiscal Plan*. The fiscal plan must be adopted on or before May 1 of each year per the code of Virginia Section 22.1-93. All local governments in Virginia must adopt a balanced budget as a requirement of State law. A calendar of events for budget development activities for Fiscal Year 2009 (July 1, 2007 - June 30, 2008) is included on the following page to describe the budget development process in greater detail.

### ***The Budget in General***

The budget reflects the estimated costs of operation for those programs and activities that received funding during the budget development process. To adequately pay for the costs of County services to a growing population, the total budget adopted for the upcoming fiscal year normally shows an increase over the budget for the current fiscal year.

Financially, the budget is comprised of four fund types: the General Fund, Special Revenue Funds, the Capital Projects Fund and Proprietary Funds. Functionally, the County government services and expenditures are organized into the following sections within the Fiscal Plan document:

1. General Government
2. Administration
3. Judicial Administration
4. Planning and Development

5. Public Safety
6. Human Services
7. Parks and Library
8. General Debt/Capital Improvement Program
9. Non-Departmental

### ***The Relationship between the Capital Improvement Program and the Budget***

Each year and in conjunction with the Fiscal Plan, the County also prepares a six-year Capital Improvement Program (CIP) which is adopted by the Board of County Supervisors and published as a separate document. The CIP specifies those capital improvements and construction projects which are scheduled for funding over the next six years in order to maintain or enhance the County's capital assets and delivery of services. In addition, the CIP describes financing mechanisms for those projects. Financial resources used to meet priority needs established by the CIP are accounted for through the Capital Projects Fund.

The primary type of operating expenditure included in the budget relating to the CIP is funding to cover debt service payments for general obligation bonds or other types of debt required to fund specific CIP projects. The General Debt/Capital Improvement Program section of the Fiscal Plan document provides detailed information on debt management considerations.

Also, the CIP identifies the facility operating costs, program operating costs and operating revenues associated with each approved capital project. Funding for capital facility operating requirements is included when and where needed in the operating budgets for the appropriate agencies consistent with costs projected in the CIP.

A summary of the CIP is also included in the Debt/Capital Improvements Program section of the budget document.

### ***Amending the Budget***

The County provides for amendment of the adopted budget in two ways. First, the budget for any fund, agency, program or project can be increased or decreased by formal Board of County Supervisors action (budget and appropriation resolution).

As required by the Code of Virginia, Sections §15.2-2507, any budget amendment which involves an amount exceeding one percent of the total expenditures shown in



**Fiscal Year 10 Budget Development Process**

**Calendar of Events**

***July-August***

Phase I: Agencies report to Office of Executive Management on prior fiscal year performance in achieving adopted agency outcomes and service levels

***August 7***

Phase I: Budget instructions and performance budget targets, including outcomes, service levels, revenues, expenditures and County tax support are distributed to agencies by Office of Executive Management

***August 27***

Phase I: Agencies submit Phase I FY 09 budget submissions due to Office of Executive Management

***September-Mid November***

Department Directors/Department Budget Contacts meet with Budget Director/Budget Staff to review prior fiscal year performance and upcoming fiscal year goals, objectives, activities, outcomes, and service levels

***October 6***

Agencies submit Capital Improvement Program (CIP) updates and new project requests to Office of Executive Management for review, analysis and recommendations

***October 20***

Phase II: Budget instructions and Budget Targets distributed to agencies.

***October 31***

Board of County Supervisors retreat to discuss budget and other financial issues

***November 17***

Agencies submit Phase II budget increase requests and responses to performance budget targets to Office of Executive Management for review, analysis and recommendations

***December-Mid January***

Office of Executive Management meets with agencies to discuss Phase II budget issues and recommendations

***December 16***

County Executive presents Proposed CIP to the Board of County Supervisors

***February 17***

County Executive presents Proposed Fiscal Plan to the Board of County Supervisors

***March 1***

Office of Executive Management conducts a community meeting with the public and briefs Citizen Budget Committees regarding the Proposed Fiscal Plan and CIP

***March 3***

Board of County Supervisors authorizes the advertisement of proposed tax and levy rates

***March 3, 10 and 24***

Board of County Supervisors conducts budget work sessions with County government staff to review and deliberate the budget

***April 6 and 9***

Board of County Supervisors conducts public hearings regarding the proposed budget and tax and levy rates

***April 28***

Board of County Supervisors adopts the Fiscal Plan and CIP

***July 1***

Fiscal year and execution of agency budgets begin



the current adopted budget may not be enacted without first advertising and then conducting a public hearing. The advertisement must be published once in a newspaper with general circulation in the County at least seven days prior to the public hearing. The advertisement must state the governing body's intent to amend the budget and include a brief synopsis of the proposed amendment. After obtaining input from citizens at the public hearing, the Board of County Supervisors may then amend the budget by formal action.

Second, existing authorized budget amounts can be transferred within agencies and programs or between agencies and programs upon various levels of authority as set forth in County Executive Policy 4.11 (Budget Transfer Policy). The authority level required for budget transfers

varies depending on the nature and amount of the budget transfer involved and is specified in the budget transfer matrix governing implementation of the policy (see matrix below). Budget transfers affecting internal service funds and administrative transfers require the approval of the Office of Executive Management/Budget and Analysis Office and the Finance Department. Administrative transfers can be authorized in order to correct coding errors; comply with generally accepted accounting principles and mandated legal and accounting requirements, or to accommodate administrative reorganizations previously approved by the Board of County Supervisors and the County Executive.

The policy provides operating flexibility while ensuring adequate policy and fiscal control.

### Budget Transfer Matrix

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

<u>Transfer Category</u>	<u>Department Head Approval</u>	<u>BOCS Approval</u>
Within expenditure category	\$1 +	NA

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

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

**C. Transfers Within Fund Between Departments**

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

**D. Transfers Between Funds, Subfunds<sup>1</sup> and Projects**

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

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



## Prince William County Accounting System

### A. 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 the same as the basis of accounting.

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.

### B. Government Fund Types

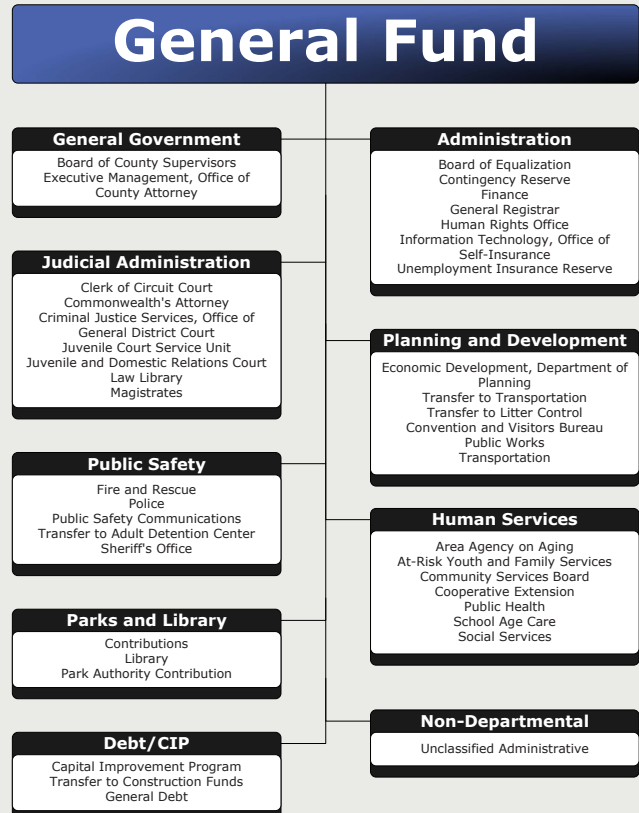
Most of the County's governmental functions are accounted for in Governmental Fund Types. These fund types measure changes in financial position rather than net income. All of these funds are appropriated. The following are the County's Governmental Fund Types:

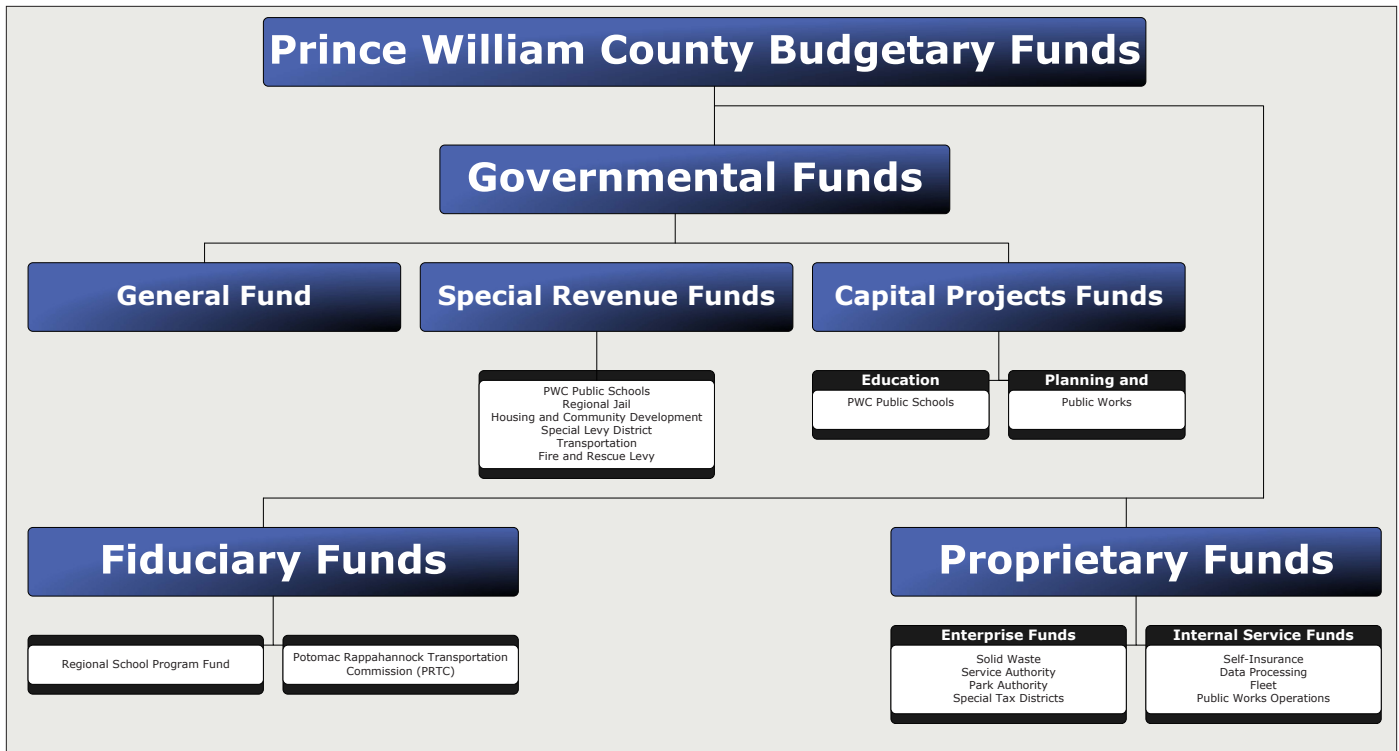
- 1. General Fund** - The General Fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, license and permit fees, charges for services,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

- 2. Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Special Revenue Funds are used to account for volunteer fire and rescue levies, school operations, and the Regional Adult Detention Center.
- 3. Capital Projects Fund** - The Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types as discussed on the following page). The Capital Projects Fund accounts for all current construction projects including improvements to and the construction of schools, roads and various other projects.

*Note:* The County does not maintain Special Assessment Funds. The Debt Service Fund was eliminated on July 1, 1985, because there was no requirement for it.

### Operating Funds: Government Fund Types





**4. Proprietary Funds** - Proprietary Funds account for County activities, which operate, similarly to private sector businesses. These funds measure net income, financial position, and changes in financial position. The following are the County’s Proprietary Fund Types:

**a. Enterprise Funds** - These funds are used to account for operations that are: (a) financed and operated in a manner similar to private business enterprises - where the intent of the Board of County Supervisors is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the Board of County Supervisors has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The following are Enterprise Funds: the Prince William County Service Authority (which provides water and sewer services), the Prince William County Park Authority (which provides recreational services), and the Prince William County Landfill (which provides solid waste disposal for the County).

**b. Internal Service Funds** - These funds are used to account for financing of goods or services provided by one County department or agency to other departments and agencies on an allocated cost recovery basis. Internal Service Funds are established for data processing, vehicle maintenance, road construction, and self-insurance.

**5. Fiduciary Funds (Trust and Agency Funds)** - These funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. The County has established Agency and Expendable Trust Funds to account for library donations, special welfare, and certain other activities. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. Expendable Trust Funds are accounted for in essentially the same manner as Governmental Funds.



## Users Guide: How to Read the Budget Document

The agency detail section of the budget document consists of the following elements of information that describe each agency's organization, budget and service delivery for FY 10.

- A. **Agency Organization Chart** - The chart presents the agency's organizational structure and the agency's relationship to the County Government organization as a whole.
- B. **Mission Statement** - The mission statement is a brief description of the purpose and functions of the agency.
- C. **Agency and Program Locator** - The text indicates the agency's location within the budget's functional areas.

**Board of County Supervisors**

**A** →

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    graph TD
      Citizens[Citizens] --- Board[Board of County Supervisors]
  
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**B** →

**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.

**C** →

**AGENCY & PROGRAM**

**General Government**

- **Board of County Supervisors**
- Office of Executive Management
- County Attorney

**LOCATOR**

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**D. Expenditure and Revenue Summary** - The revenue and expenditure summary provides historical and estimated expenditure and revenue information for each agency. Four types of information are summarized for each fiscal year displayed:

1. **Expenditure by Program** - These figures represent the amounts appropriated or expended for each program within the agency.
2. **Expenditure by Classification** - All County agency expenditures are grouped into eight major categories shown in this summary.
  - a. **Personal Services:** Salaries for all full-time, part-time and temporary employees, including overtime, Sunday and holiday pay, shift differentials and per diem compensation for members of certain boards and commissions.
  - b. **Fringe Benefits:** Compensatory payments on behalf of agency employees including social security, health and life insurance and retirement benefits.
  - c. **Contractual Services:** Payments for products and services procured by the agency from contractors.
  - d. **Internal Services:** Payments for certain goods and services provided by one agency

of County government to other agencies; an example is data processing services.

- e. **Other Services:** Expenditures to supply, equip and train employees to deliver agency; certain Social Services public assistance and service payments and contributions to outside organizations are also included under this classification.
  - f. **Capital Outlay:** Expenditures for tangible goods valued at \$5,000 or greater.
  - g. **Leases and Rentals:** Payments for leases and rentals of goods, equipment and property.
  - h. **Transfers (Out):** Operating transfers of monies from the agency to another agency, fund or sub fund.
3. **Funding Sources (revenues):** County agency revenues are grouped into as many as nine major categories shown in this summary.
    - a. **Permits, Privilege Fees, and Regulatory Licenses:** Revenues received from entities or persons engaged in an activity or enterprise which is regulated by the County government to ensure the public's health, safety or welfare.
    - b. **Fines and Forfeitures:** Revenues received from persons guilty of infractions of the law.

**Police Department**  
Expenditure and Revenue Summary

EXPENDITURE AND REVENUE SUMMARY

	FY 08 Approp	FY 08 Actual	FY 09 Adopted	FY 10 Adopted	% Change Adopt 09/ Adopt 10
<b>A. Expenditure by Program</b>					
1 Office of the Chief	\$7,638,673	\$6,748,953	\$4,839,628	\$7,743,308	60.00%
2 Administrative	\$16,022,334	\$14,459,561	\$13,560,454	\$12,322,819	-9.13%
3 Operations	\$35,337,333	\$35,474,215	\$37,266,759	\$36,013,212	-3.36%
4 Criminal Investigations	\$12,788,323	\$13,591,513	\$13,764,384	\$13,462,228	-2.20%
5 Animal Control	\$1,726,320	\$1,633,015	\$1,733,013	\$1,710,925	-1.27%
6 Crossing Guards	\$1,962,027	\$1,623,843	\$1,938,023	\$1,936,271	-0.09%
<b>Total Expenditures</b>	<b>\$75,475,010</b>	<b>\$73,531,100</b>	<b>\$73,102,261</b>	<b>\$73,188,763</b>	<b>0.12%</b>
<b>B. Expenditure by Classification</b>					
1 Personal Services	\$45,479,129	\$46,156,005	\$48,612,647	\$49,342,141	1.50%
2 Fringe Benefits	\$13,912,186	\$14,046,611	\$14,839,875	\$14,766,841	-0.49%
3 Contractual Services	\$1,802,182	\$1,174,705	\$1,006,149	\$610,793	-39.29%
4 Internal Services	\$8,032,983	\$8,032,982	\$3,240,752	\$5,164,769	59.37%
5 Other Services	\$4,173,879	\$2,622,312	\$3,826,931	\$2,614,824	-31.67%



- c. **Revenue from use of Money and Property:** Monies received from interest income or proceeds from the sale, lease or rental of an agency's property.
- d. **Charges for Services:** Fees that agencies charge the users of their products or services to recover some or all of the cost of the product or service rendered by the agency.
- e. **Miscellaneous Revenue:** Various recovered costs, expenditure reimbursements and gifts and donations.
- f. **Revenue from Other Localities:** Funds received from other units of Local government.
- g. **Revenue from the Commonwealth:** Funds received from the State of Virginia
- h. **Revenue from the Federal Government:** Funds received from the government of the United States of America.

i. **Transfers (In):** Operating transfers of monies to the agency from another agency, fund or sub fund.

4. **Net General County Tax Support** - The operating subsidy received by the agency; this amount is calculated by subtracting total agency funding sources (revenues) from total agency expenditures for each fiscal year.

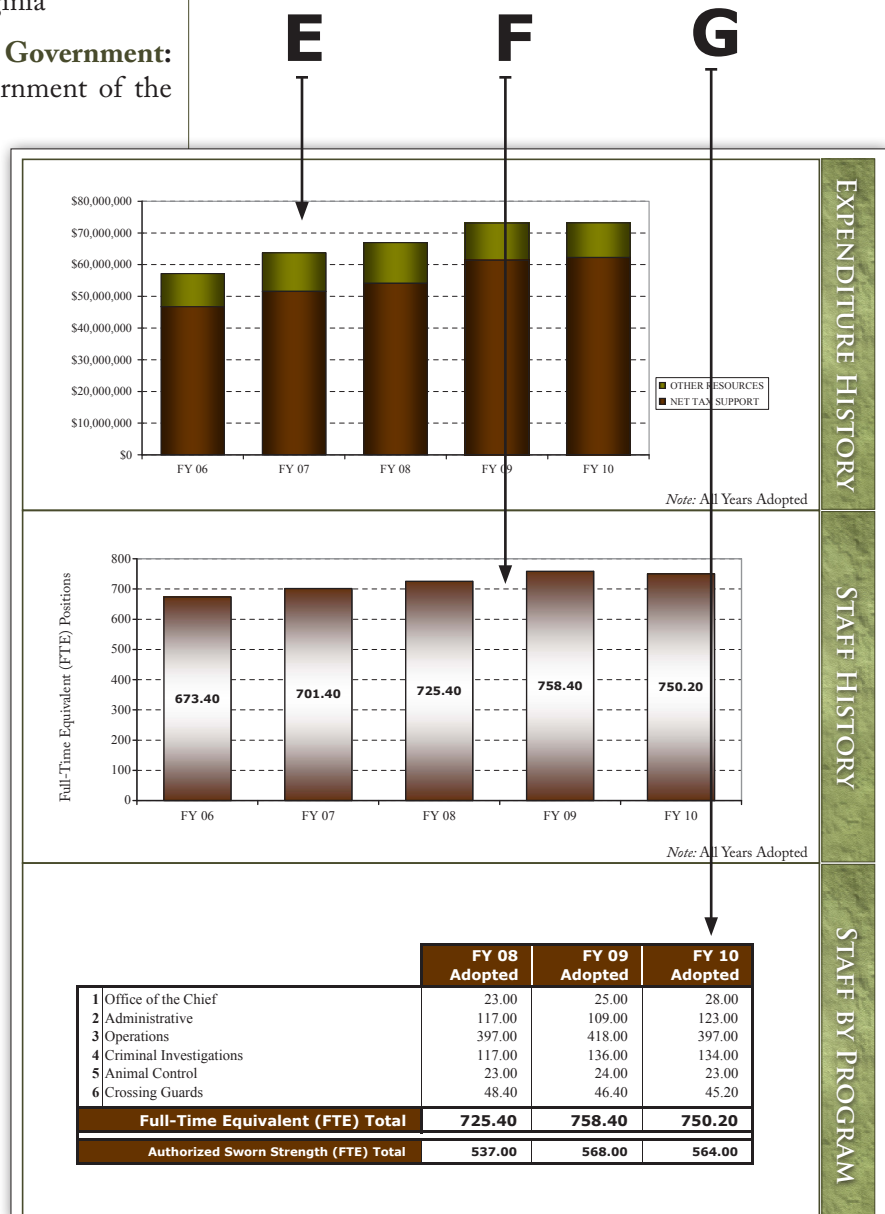
For historical reference, final budget (appropriated) and actual expenditures and revenues are reported for FY 08 to allow comparisons. Adopted budget information is displayed for FY 09 and FY 10. The FY 09 and FY 10 adopted budgets are compared in the final column, which calculates the percentage change between those two fiscal years.

**E. Agency Expenditure Budget History Graph** - Bar and line graph display of the agency's expenditure budget amounts for each fiscal year for FY 06 to FY 10. Unless otherwise

noted, the amounts of net tax support and other funding sources which support each year's expenditure budget are displayed within the bar representing each year's expenditure budget.

**F. Agency Staff History Graph** - Bar and line graph display of the total authorized full-time and part-time positions for FY 06 through FY 10 base for each agency as a whole. Values are expressed in FTEs (full-time equivalents). One FTE is equal to one full-time position.

**G. Agency Staff by Program** - Total authorized full-time and part-time positions for FY 07, FY 08 and FY 09 adopted are summarized for each agency by program. Values are expressed in FTEs (full-time equivalents). One FTE is equal to one full-time position.





- H. Major Issues** - Narrative discussion summarizing major changes to the base budget and other issues in the agency for FY 10.
- I. Budget Adjustments** - There are three types of budget adjustments.
  - 1. Compensation additions** - Compensation and benefit increases. Additional detail concerning these increases can be found in the Unclassified Administrative section of Non-Departmental.
  - 2. Budget savings** - Areas that have been reduced resulting in expenditure savings. Budget savings fall into one of six categories, including Base Reduction, Faster, Better, Cheaper, Fees/Revenue, Five-Year Plan, Resource Shifts and State Cuts.
  - 3. Budget additions** - Scarce resources have limited these items to only those that advance the County government's most critical priorities and business needs.

Each of the items that are budget savings and budget additions show if the item is related to one of the four County strategic goals, including Economic Development / Transportation, Education, Human Services and Public Safety.

- J. Program Budget Summary** - Each agency program has a box displayed under the title of the program that summarizes the program's expenditure budget and authorized staffing for FY 09 and FY 10. The dollar change and percent change between these two fiscal years' expenditure budgets are also shown. In addition, the change in the number of authorized FTEs between fiscal years is displayed.
- K. Desired Strategic Plan 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

**Police Department  
Major Issues**

**I. Major Issues**

**A. Fleet Maintenance Distribution** - Funding to support gasoline and vehicle maintenance previously budgeted in the Non-Departmental Unclassified Administrative has been reallocated to agencies budgets in an effort to account for the expenditures incurred in each county activity. This realignment of funds increased the Police Department's FY 10 base budget by \$2,947,399.

**B. One-Time Reductions** - A was removed from the FY 10 B time non-recurring items appro total consists of funds that supp

**E. Seat Management Shift** - A total of \$46,464 was shifted within the Police Department's Planning and Budget Program (\$26,934), Operations Program (\$17,577), and Criminal Alien Unit (\$1,953) to support Seat Management costs associated with computers that were purchased off-cycle. For further information regarding Seat Management, refer to the budget pages in the Office of Information Technology.

**II. Budget Adjustments**

**A. Compensation Adjustments**

Total Cost -	(\$231,022)
Supporting Revenue -	\$0
Total PWC Cost -	(\$231,022)
Additional FTE Positions -	0.00

- 1. Description** - Compensation adjustments totaling (\$231,022) are made to support a 5.0% Health Insurance rate increase, a 4% Delta Dental rate decrease, a 4% Retiree Health increase and a decrease in the Money Purchase Plan 401(a) rate from 1.5% of salary to 0.5% of salary. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.



# Understanding the Budget

Strategic Plan, taken from the annual citizen survey, or developed by agencies based on their mission and goals.

**L. Outcome Targets/Trends** - Multi-year trends for the community and program outcomes. The unit of measure is stated and the numerical targets shown for FY 08, FY 09 and FY 10 as adopted by the Board of County Supervisors. Actual results are shown for FY 07 and FY 08.

**M. Activities/Service Level Trends Table** - Measurable statements describing the jobs performed by each program to achieve the stated objectives. Performance measures are displayed for each activity. Service level

targets represent agency performance objectives for the year. The unit of measure is stated and the numerical targets shown for FY 08, FY 09 and FY 10 as adopted by the Board of County Supervisors. Actual results are shown for FY 07 and FY 08. The cost for each activity is shown for FY 08, FY 09, and FY 10 as adopted by the Board of County Supervisors. Actual costs are shown for FY 07 and FY 08.

## Police Department Office of the Chief

### Budget Summary - Office of the Chief

Total Annual Budget		Number of FTE Positions	
FY 2009 Adopted	\$ 4,839,628	FY 2009 FTE Positions	25.00
FY 2010 Adopted	\$ 7,743,308	FY 2010 FTE Positions	28.00
Dollar Change	\$ 2,903,680	FTE Position Change	3.00
Percent Change	60.00%		

### Desired Strategic Plan Community Outcomes

- Maintain a Police Emergency response time of 7 minutes or less annually
- Decrease OSHA recordable incident per 100 Public Safety employees by 20% by 2012
- By 2012, decrease County Public Safety vehicle preventable collision frequency by 10%
- Decrease Public Safety DART (Days Away Restricted or Transferred) cases by 15% by 2012
- Public Safety will retain uniform and sworn staff at a rate of 93% over the four year period
- Prince William will rank in the lowest third of the Council of Governments (COG) Region Crime Rate Index with Part 1 crime rate of less than 24 per 1,000 population
- Prince William County will attain a closure rate of 60% for Part 1 violent crimes

### Outcome Targets/Trends

	FY 07 Actual	FY 08 Adopted	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
▪ Crime rate per 1,000 population	19.8	19.9	20.1	20.4	20.5
▪ Average emergency response time	5.2	7.0	5.3	6.5	6.5
▪ Major crime (Part I) closure rate	24.6%	22.4%	24.7%	22.1%	22.1%
▪ Citizen satisfaction with Police Department services	92.3%	93%	89.0%	93%	93.0%

### Activities/Service Level Trends Table

#### 1. Leadership and Management

This activity encompasses all leadership and management oversight for the Police Department.

	FY 07 Actual	FY 08 Adopted	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
▪ Total Activity Annual Cost	\$4,003,314	\$1,313,487	\$4,294,298	\$1,312,310	\$4,632,875
▪ Calls for services handled	228,785	229,502	238,651	235,000	235,100
▪ Officers per 1,000 residents	1.36	1.33	1.38	1.42	1.38
▪ Law enforcement expenditure per capita	\$161	\$126	\$166	\$154	\$155
▪ Citizen complaints investigated	70	75	82	77	78
▪ Citizen complaints per 1,000 Police contacts	0.31	0.33	0.34	0.33	0.33
▪ Overall attrition rate	7.5%	9.8%	8.0%	9.3%	9.2%
▪ Sworn attrition rate	7.2%	9.7%	7.4%	8.2%	8.3%



## Strategic Based Outcome Budget Process

### Prince William Financial and Program Planning Ordinance

In 1994, the Prince William Board of County Supervisors adopted the Financial and Program Planning Ordinance. This ordinance provides a framework for planning government services, funding these planned services and achieving desired community outcomes. This framework also links the County’s strategic planning and budgeting processes, resulting in the implementation of strategic-based, outcome budgeting in Prince William County. This type of budgeting accomplishes two major objectives. First, it provides County leaders and residents with a blueprint for the current and future direction of the County government. Second, it enables decision-makers to make budget decisions based on achieving community outcomes. This system implements the community’s vision for accountable and efficient government.

### Community Vision and Values

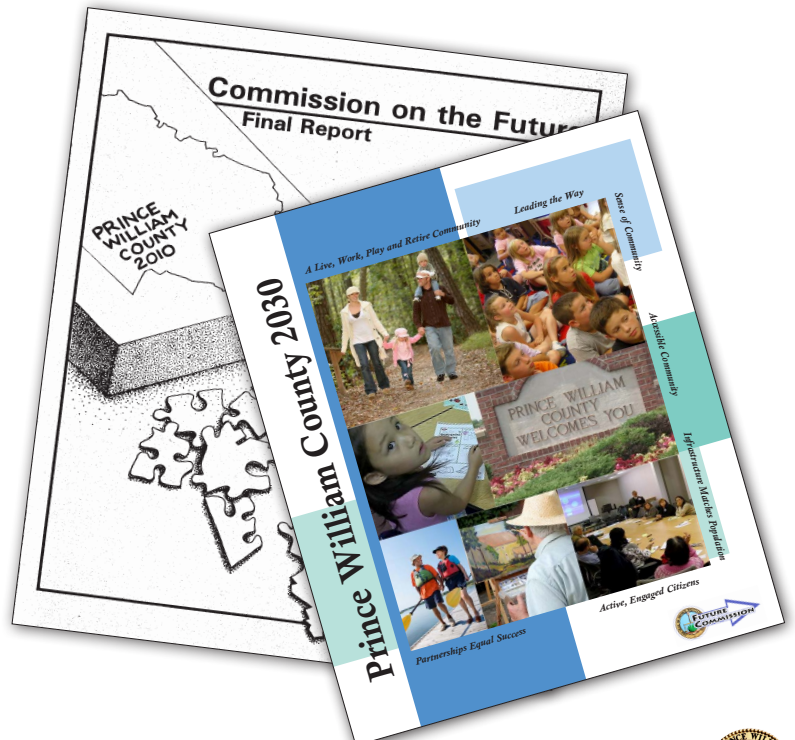
#### A. The Comprehensive Plan

Since 1974, Prince William County 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 12 elements -Community Design, Cultural Resources, Economic Development, Environment, Fire and Rescue, Housing, Land Use, Libraries, Parks/Open Space/Trails, Police, Potable Water, Sanitary Sewer, Schools, Telecommunications, and Transportation - and each element states the community’s goal in that specific area and the recommended action strategies to achieve that goal. A major implementation tool for the Comprehensive Plan is the annual Capital Budget and the six-year Capital Improvement Plan.

#### B. The Future Report

In 1989, the Prince William Board of County Supervisors approved a process to involve the community in envisioning the physical and aesthetic characteristics of life as well as the amenities and opportunities that should exist in Prince William in the year 2010. The Board appointed fifteen citizens to the County’s Commission on the Future to oversee this process. When completed, this “visioning” process involved over 3,000 citizens. The Future Report covers nearly every aspect of life in Prince William and contains hundreds of vision statements.



With 2010 on the horizon and many of the benchmarks from the first Future Commission process already achieved, the Board of County Supervisors established a new Commission on the Future in 2006. Sixteen citizens lead a community process that would envision Prince William County's preferred future in the year 2030. The Commission began its work in August 2006 and spent the next 16 months developing a report that serves as a collective vision of what the citizens want life to be like in Prince William County in 2030 for the community.

## C. The Annual Citizen Survey

A formal visioning process is only one way the County gauges citizens' views on vision and values. Every spring, the University of Virginia conducts a citizen survey for Prince William County that asks citizens to rate their satisfaction both with overall County Government and with various County services and facilities. This survey provides valuable information to the Board of County Supervisors and to staff and ties directly into agencies' service level targets. Every four years, the County expands the use of this survey to include not only satisfaction with current services, but also citizens' views on issues and problems facing the County.



## D. Community Dialogue

The County's Strategic Plan is a community-based plan. This is a key reason why the Plan has been so successful in achieving the County's future vision and in guiding resource allocation decisions. The Board consistently encourages citizen input and participation throughout the planning and budget processes. In addition to the annual citizen survey, this includes:

1. Annual community meetings to provide citizens with reports on progress towards implementation of the Strategic Plan and to get input on changes to the plan;
2. Community meetings and public hearings on the recommendations contained in the annual budget;
3. Ongoing presentations and dialogue with civic, business and community groups on the Strategic Plan and budget;
4. Annual meetings with all County board, committee and commission members to get their input into these processes;
5. Dialogue with the Board's Budget Committees regarding recommendations in the proposed budget.

## Prince William County Strategic Plan

### A. Strategic Planning Process

Strategic Planning leads to focused achievement of the community's vision because it:

1. Concentrates on a limited number of strategic goals;
2. Explicitly considers resource availability;
3. Assesses internal strengths and weaknesses;
4. Considers major events and changes occurring outside the jurisdiction;
5. Explores different alternatives for achieving strategic goals; and
6. Action oriented with a strong emphasis on achieving practical outcomes.

The Board of County Supervisors adopted the County's first Strategic Plan in October 1992. The 1992-1996 Strategic Plan guided the development of the FY 94-97 Fiscal Plans. The second Strategic Plan was adopted in January 1997. The 1996-2000 Strategic Plan guided the FY 98-01 Fiscal Plans. In

April 2001, the Board of County Supervisors adopted the county's third Strategic Plan. The 2001-2005 Strategic Plan guided the development of the FY 02-05 budgets. In October, 2004 the Board adopted the 2004-2008 Strategic Plan which will guide budget development thru FY 09. In March 2009, the Board adopted the 2012 Strategic Plan which will guide budget development thru FY 13.

## B. Strategic Plan Elements

The Prince William County Strategic Plan is a four-year document designed to help the County achieve its long-term vision. As such, it provides crucial policy guidance for service delivery and resource allocation decisions during the Board of County Supervisor's four-year term. The Prince William County Strategic Plan defines:

1. The mission statement for County government;
2. Strategic goals for the County;
3. Community outcomes which measure success in achieving the strategic goals; and
4. Strategies and objectives to achieve the goals.

## C. Strategic Goals

The adopted Strategic Goals are the service delivery areas in which Prince William County will place its emphasis over the next several years - particularly in its annual budget and capital improvement program. Prince William County's 2012 Strategic Plan Goals are as follows:

### Economic Development and Transportation

The County will create a community that will attract quality businesses that bring high-paying jobs and investment by maintaining a strong economic development climate and creating necessary multi-modal transportation infrastructure that supports our citizens and our business community. Over the next four years we will focus on in order:

- Completing road bond construction projects that are currently underway
- Attracting targeted businesses
- Multi-modal transportation that supports economic development and alleviates congestion

## Education

The County will provide a quality educational environment and opportunities, in partnership with the School Board, the education community, and businesses to provide our citizens with job readiness skills and/or the academic qualifications for post-secondary education and the pursuit of life-long learning. Over the next four years we will focus on in the following order:

- K-12 Education
- Post-Secondary Education particularly George Mason University and Northern Virginia Community College
- Vocational Training and Skills

## Human Services

The County will provide human services that protect the community from risk and help families in crisis. These services will maximize state and federal funding and effective public/private partnerships. Over the next four years we will focus on in order:

- Those human services designed to protect the community as a whole
- Those human services designed to protect individual clients
- Those human services designed to generate individual convenience or quality of life
- The County should consider a means-tested fee system or qualifications for service
- Maximize effective public/private partnerships
- State or federal mandates should be analyzed to establish whether or not the County is providing service beyond that which is mandated and if so look to the risk matrix to determine County investment



## Public Safety

The County will continue to be a safe community, reduce criminal activity and prevent personal injury and loss of life and property. Over the next four years, we will focus on in this order:

- Emergency response/Loss of Life and Limb
- Keeping safe those who keep us safe
- Reducing and preventing illegal activity
- Neighborhood Services that impact the public health and safety
- Optional/discretionary activities

## D. Strategic Plan Accomplishments

1. The National Association of Counties (NACO) presented a 1992 Achievement Award for the County's Strategic Plan.
2. Over 2,000 citizens were involved in developing the 2001-2005 Strategic Plan.
3. Over 2,300 citizens were involved in developing the 2004-2008 Strategic Plan.
4. Nearly 2,400 citizens were involved in the development of the 2012 Strategic Plan.

## Measuring Performance

When done well and used well, performance measurement contributes to: service delivery; decision-making; evaluating program performance and results; communicating program goals; and perhaps most importantly, improving program effectiveness.

### A. Strategic Plan Community Outcomes

Performance measurement was taken one step further when the Board of County Supervisors incorporated community outcome measures into the 1996-2000 Strategic Plan. The 1992-1996 Strategic Plan did not contain these outcomes because of a lack of measurement experience. These community outcomes are adopted for each strategic goal area and are the essential measures of success which tell the County whether or not it achieved its strategic goals. In addition, these outcomes show how the community will benefit or change based on achieving the strategic

goal. Keeping with the concept of community-based planning, these community outcome measures were recommended by citizens.

The community outcomes for each goal in the 2012 Strategic Plan are listed on the following pages. Included in this representation are agency's linkages to each outcome. Agencies related their services, where appropriate, as either:

- **Primary:** The agency's critical services directly impact the community outcome's success
- **Secondary:** The agency's missions and programs support the success of the community outcome

The primary and secondary agencies form interagency teams who then consult with each other on how to progress the community outcome towards success over course of the four year plan. Through this collaborative effort, the teams identify issues that may be prohibiting any outcome's success and discuss potential changes in processes or resource allocation.

### B. Goals, Objectives and Activities

During development of the FY 2000 budget, the County revised its format taking budget accountability one step further by identifying the activities within each agency program and the costs associated with these activities. The components of this format based on the adopted 2012 Strategic Plan are as follows:

1. **Strategic Goals** - Statements of public policy adopted by the Board of County Supervisors. There are four County strategic goal areas: Economic Development and Transportation, Education, Human Services and Public Safety.
2. **Goal** - General statements of the public policy.
3. **Desired Community Outcomes** - Key outcomes with targets that demonstrate how the community or individual will benefit or change based on achieving the goal. Community outcomes are adopted by the Board of County Supervisors in the strategic plan, taken from the annual citizen telephone survey or developed by agencies based on their mission and goals.



Virginia Cooperative Extension
At Risk Youth & Family Service
Community Services Board
Public Health
Agency on Aging
Social Services
Housing & Community Development
Volunteer Fire and Rescue
Fire and Rescue
Criminal Justice Services
Juvenile Court Service Unit
Sheriff
Police
Public Safety Communications
Adult Detention Center
Park Authority
Development Services
Transportation
Public Works
Economic Development
Planning
Library
Registrar
Human Rights Office
Office of Technology
OEM - Training and Development
OEM - Budget and Analysis
OEM - Audit
OEM - Human Resources
OEM - Communications
Finance
County Attorney
OEM - County Executive
Board of County Supervisors
<b>Outcome Measure</b>

**Economic Development and Transportation Goal**

	\$		\$				
				\$			
	\$						
	\$						
		\$					\$
	P	P	P				
	\$	\$	\$		P	P	P
	\$						
	P	P	P	P	P		
	P	P	\$			P	P
			\$				\$
	\$	\$	\$				
	\$	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$	\$
	P	P	\$	\$	P	\$	P
	\$				\$	\$	
	P	P	P	P	P	P	P
	P	P	P	P	P	P	P
Increase economic development capital investment by \$420 million from the attraction of new business (non-retail) and the expansion of existing businesses (non-retail)							
Add and expand 80 targeted businesses to Prince William County.							
Add 4,440 new jobs from the attraction of new and expansion of existing businesses (non-retail).							
Increase the average wage of jobs (non-retail) by 12% at the end of four years adjusted for inflation.							
Prioritize road bond projects in order to serve economic development needs.							
Achieve 9.16 million passenger trips by bus, rail, and ridesharing (i.e., carpools [including slugging] and vanpools) assuming prevailing service levels. This is broken down as follows: bus – 2.39 million; rail – 1.43 million; and ridesharing – 5.34 million.							
Achieve a rate of 55% of citizens satisfied with their ease of getting around Prince William County, as measured by the annual citizen satisfaction survey.							



Virginia Cooperative Extension	P		S	S		
At Risk Youth & Family Service	P			P		S
Community Services Board	P	P	S	S	S	P
Public Health	P	S	P	S	S	
Agency on Aging	P				S	
Social Services	P			P	P	
Housing & Community Development				S	S	
Volunteer Fire and Rescue				S	S	
Fire and Rescue				S	S	
Criminal Justice Services		S				
Juvenile Court Service Unit				S		
Sheriff						
Police				S	S	
Public Safety Communications						
Adult Detention Center						
Park Authority				S		
Development Services						
Transportation						
Public Works						
Economic Development						
Planning						
Library						
Registrar						
Human Rights Office						
Office of Technology	S	S		S	S	S
OEM - Training and Development	S	S	S	S	S	S
OEM - Budget and Analysis	S	S	S	S	S	S
OEM - Audit						
OEM - Human Resources	S	S	S	S	S	S
OEM - Communications			S	S	S	
Finance	S	S	S	S	S	S
County Attorney	S	S		P	S	
OEM - County Executive	P	P	P	P	P	P
Board of County Supervisors	P	P	P	P	P	P
<b>Outcome Measure</b>						
<b>Human Services</b>						
By CY 2010, 100% of programs that can charge fees do charge fees, pro-rated on the ability of the client to pay, with an increase annually over the previous year until 100% is met						
By 2012, 83% of adult substance abusers undergoing County-funded treatment are substance free upon completion; the rate should increase annually throughout the planning period						
By 2012, no more than 6% of all births in PWC will be low birth weight; the percentage will decrease annually over the planning period						
By 2012, ensure that the rate of founded cases of child abuse, neglect or exploitation does not exceed 1.5 per 1,000 population under the age of 18; the rate should decrease annually throughout the planning period and that not more than 1.75% are repeat cases of founded abuse						
By 2012, ensure that the rate of founded cases of adult abuse, neglect or exploitation does not exceed 0.25 per 1,000 population age 18 or older; the rate should decrease annually throughout the planning period						
By 2012, 58% of children completing early intervention services do not require special education; the percentage should increase annually over the planning period						





Virginia Cooperative Extension	S				S	S
At Risk Youth & Family Service			S	S	P	
Community Services Board	S	S	P	P	S	S
Public Health	P	S			S	
Agency on Aging	S	P	S			
Social Services		S			P	P
Housing & Community Development						S
Volunteer Fire and Rescue						
Fire and Rescue						
Criminal Justice Services						
Juvenile Court Service Unit					P	
Sheriff						
Police						
Public Safety Communications						
Adult Detention Center						
Park Authority					S	
Development Services	S					
Transportation						
Public Works						
Economic Development						
Planning						
Library						
Registrar						
Human Rights Office						
Office of Technology					S	
OEM - Training and Development	S	S	S	S	S	S
OEM - Budget and Analysis	S	S	S	S	S	S
OEM - Audit						
OEM - Human Resources	S	S	S	S	S	S
OEM - Communications						S
Finance	S	S	S	S	S	S
County Attorney						
OEM - County Executive	P	P	P	P	P	P
Board of County Supervisors	P	P	P	P	P	P
<b>Outcome Measure</b>						
<b>Human Services</b>						
Ensure that 95% of PWC food establishments operate without founded complaint of food borne illness annually						
By 2012, reduce the percent of nursing home patient days per adult population to .65%; the rate should decrease annually throughout the planning period						
Ensure that the rate of admissions to State-funded psychiatric beds does not exceed 280/100,000 population annually.						
By 2012, provide day support or employment service to 33% of PWCS' special education graduates aged 18 to 22 classified as intellectually disabled within one year of their graduation; the rate should increase annually over the planning period.						
By 2012, no more than 25% of at risk youth who receive community based services are placed in residential care facilities; the percentage should decrease annually over the planning period.						
By 2012, ensure that the percentage of the nights when the number of homeless requesting shelter at county-funded shelters exceeds those shelters' capacity does not exceed 60%; the percentage should decrease annually over the planning period.						



Department	Measure 1	Measure 2	Measure 3	Measure 4	Measure 5	Measure 6	Measure 7
Virginia Cooperative Extension							
At Risk Youth & Family Service							
Community Services Board			S				
Public Health	S	S	S			S	
Agency on Aging	S		S				
Social Services			S				
Housing & Community Development	S						
Volunteer Fire and Rescue	P	P	P		P		P
Fire and Rescue	P	P	P		P		P
Criminal Justice Services						P	S
Juvenile Court Service Unit						P	P
Sheriff			S			S	P
Police			S			P	P
Public Safety Communications	S	S	S		S	S	P
Adult Detention Center						S	S
Park Authority			S				
Development Services	P	P					
Transportation					S	S	S
Public Works	S	S	S		S	S	
Economic Development							
Planning	P	P			P	P	
Library			S				
Registrar							
Human Rights Office							
Office of Technology	S	S			P	P	
OEM - Training and Development	S	S	S		S	S	S
OEM - Budget and Analysis	S	S	S		S	S	S
OEM - Audit							
OEM - Human Resources	S	S	S		S	S	S
OEM - Communications	S	S					
Finance	S	S	S		P	P	P
County Attorney	S	S					S
OEM - County Executive	P	P	P		P	P	P
Board of County Supervisors	P	P	P		P	P	P
<b>Outcome Measure</b>	<p><b>Public Safety</b></p> <ul style="list-style-type: none"> <li>Achieve a rate of residential fire-related deaths that is less than 2 per year</li> <li>Achieve a rate of fire injuries at 8 or fewer per 100,000 population per year</li> <li>Attain a witnessed cardiac arrest survival rate of 15% or greater</li> <li>Reach 70% of the population 90% of the time annually by attaining: <ul style="list-style-type: none"> <li>▲ Fire and Rescue turnout time of &lt;= 1 minute</li> <li>▲ Emergency incident response &lt;= 4 minutes</li> <li>▲ First engine on scene-suppressions &lt;= 4 minutes</li> </ul> </li> <li>▲ Full first-alarm assignment on scene - suppression &lt;= 8 minutes</li> <li>▲ Advance Life Support (ALS) Response &lt;= 8 minutes</li> <li>Maintain a Police Emergency response time of 7 minutes or less annually</li> <li>Decrease OSHA recordable incident per 100 Public Safety employees by 20% by 2012</li> <li>By 2012, decrease County Public Safety vehicle preventable collision frequency by 10%</li> </ul>						



Virginia Cooperative Extension				\$				\$	
At Risk Youth & Family Service			\$	\$					
Community Services Board			\$	\$				\$	
Public Health									\$
Agency on Aging								\$	
Social Services			\$	\$					
Housing & Community Development									
Volunteer Fire and Rescue	\$	\$							
Fire and Rescue	\$	\$							
Criminal Justice Services			\$	\$				\$	
Juvenile Court Service Unit			\$					\$	
Sheriff	\$	\$	\$	\$	\$	\$	\$	\$	\$
Police	\$	\$	\$	\$	\$	\$	\$	\$	\$
Public Safety Communications	\$	\$							
Adult Detention Center		\$	\$			\$			
Park Authority			\$	\$				\$	
Development Services								\$	\$
Transportation								\$	
Public Works	\$							\$	\$
Economic Development									
Planning								\$	\$
Library									
Registrar									
Human Rights Office									
Office of Technology						\$	\$	\$	\$
OEM - Training and Development	\$	\$	\$	\$	\$	\$	\$	\$	\$
OEM - Budget and Analysis	\$	\$	\$	\$	\$	\$	\$	\$	\$
OEM - Audit									
OEM - Human Resources	\$	\$	\$	\$	\$	\$	\$	\$	\$
OEM - Communications				\$				\$	
Finance	\$	\$	\$	\$	\$	\$	\$	\$	\$
County Attorney	\$	\$						\$	\$
OEM - County Executive	\$	\$	\$	\$	\$	\$	\$	\$	\$
Board of County Supervisors	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Outcome Measure</b>									
<b>Public Safety</b>									
Decrease Public Safety DART (Days Away Restricted or Transferred) cases by 15% by 2012									
Public Safety will retain uniform and sworn staff at a rate of 93% over the four year period									
Decrease rate of adult and juvenile conviction rate by 5% by 2012									
Prince William will rank in the lowest third of the Council of Governments (COG) Region Crime Rate Index with Part 1 crime rate of less than 24 per 1,000 population.									
Prince William County will attain a closure rate of 60% for Part 1 violent crimes									
All inmates committed to the jail are checked for foreign born status. Of those foreign born, 100% are screened by the 287(g) program to determine immigration status.									
Maintain the satisfaction rate of 67.8% with the Job the County is doing in preventing neighborhoods from deteriorating and being kept safe.									
Maintain rate of 93% founded Property Code Enforcement cases resolved or moved to court action within 100 days									



4. **Outcome Trends** - Multi-year trends for the community and program outcomes are provided. The unit of measure is stated and the numerical targets shown for FY 08, FY 09 and FY 10 as adopted by the Board of County Supervisors. Actual data is shown for FY 07 and FY 08. The 2012 Strategic Plan was adopted March 3, 2009 and therefore trend data for the 2012 Strategic Plan Community Outcomes are not included in the FY 10 Fiscal Plan but the agency program outcomes are represented.
5. **Objectives** - Measurable statements of what the program will accomplish during the fiscal year to achieve the larger goal and community outcomes targets.
6. **Activities** - Measurable statements describing the jobs performed in order to achieve the objectives.
7. **Activity Costs** - Statement of the expenditure budget for each activity.
8. **Service Levels** - Performance measures are displayed for each program and activity. Service level targets represent agency performance objectives for the year. The unit of measure is stated and the numerical targets shown for FY 08, FY 09 and FY 10 as adopted by the Board of County Supervisors. Actual data is reported for FY 07 and FY 08.

### C. Performance Measurement Accomplishments

1. Since the adoption of the 1996-2000 Strategic Plan, every plan has community outcomes recommended by citizens incorporated into each Strategic Goal area.
2. Each program of County government reports its fiscal year goals in the form of service level targets and reports actual performance against these targets.
3. The County benchmarks its services against similar services in other jurisdictions in annual Service Efforts and Accomplishments (SEA) reports.
4. The National Association of Counties (NACO) presented a 1993 Achievement Award for the County's Performance Measurement System.
5. The County has been selected by the International City and County Manager's Association (ICMA) to participate along with 50 other jurisdictions in their Performance Measurement Consortium. Its purpose is to develop measures that can be used by

all jurisdictions, thus facilitating benchmarking one jurisdiction with another. The County is sharing its expertise in developing measures in the following categories: Police services, Fire and Rescue services, Neighborhood services (parks, recreation, planning and zoning) and Administrative services.

6. The ICMA has published an interactive CD-ROM that teaches jurisdictions how to develop a performance measurement system. Prince William County is featured extensively in the CD-ROM.
7. The County received the prestigious Center for Accountability and Performance (CAP) Organizations Leadership Award from the American Society for Public Administration (ASPA) in March 2004. The CAP award recognizes outstanding applications of a systems approach to performance measurement that has resulted in a culture change, sustained improvements and demonstrated positive effects on government performance and accountability.
8. The Government Finance Officer's Association (GFOA), in both Fiscal Year 2005 and 2006, gave the County's budget the distinction of "Special Performance Measurement Recognition".

## Resource Allocation

### A. From Line Item Budgeting to Outcome Budgeting

Over the course of several years, Prince William County changed the way it creates budgets - from developing traditional line item budgets to developing outcome budgets. In line item budgets, performance and accountability are measured by whether or not an agency spent what it said it would spend on supplies, personnel, travel, etc. Outcome budgets measure accountability by whether or not an agency achieved the outcomes it said it would. 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.



## B. Defining Short-Term Initiatives

When new dollars are allocated for agency initiatives the impact to the base performance measure(s) is described in the agency detail section of the budget document. These service level impact(s), or service level target(s), represent the short-term fiscal year initiatives expected to occur with the new resource allocation. These initiatives are directly linked to achieving the desired community outcomes contained in the Strategic Plan.

## C. An Outcome Budgeting Example

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

## D. Measuring Outcome Budget Success

Two measures of success in outcome budgeting in recent years have been the decline in the overall cost of government and the shifting of resources to strategic goal areas. The County has had much success in recent years in minimizing the cost of government. Taxpayers are paying \$244.69 less per capita for general County services than they did in 18 years ago in FY 92 when adjusted for inflation. Not adjusted for inflation, in FY 92, the general budgeted cost per capita for County services (including schools and fee-based services including the fire levy, stormwater, solid waste, etc) was \$1,284.19 as compared to FY 10 per capita of \$2,033.06.

## E. 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 annual citizen survey. In 2008, the citizen survey showed that 89.4% of County residents were satisfied or very satisfied with the services provided by Prince William County Government. Also in 2008, citizen satisfaction with the value for their tax dollar was 74.8%.

## F. Resource Allocation Accomplishments

1. The Strategic Plan has guided resource allocation in the County. Shifting resources to strategic service areas and away from those services areas considered to be non-strategic.
2. The Strategic Plan guides the development of the Capital Improvement Program (CIP); 71% of the projects in the County's CIP support strategies and objectives in the Strategic Plan. In FY 06, Prince William County received a "Special Capital Recognition" by the Government Finance Officers' Association.
3. Prince William County has received the Certificate of Achievement of Distinguished Budget Presentation from the Government Finance Officers' Association (GFOA) for every budget year from FY 87 through FY 08. This is the highest form of recognition in governmental budgeting. In FY 98 and again in FY 01, the County received an upgraded award when the GFOA recognized the Prince William County Fiscal Plan as an "Outstanding Operations Guide". Also in both FY 01 and FY06, the GFOA recognized the County's Fiscal Plan as an "Outstanding Policy Document." In FY 05, the County's Fiscal Plan received special recognition as an "Outstanding Communication Device" as well as "Special Performance Measure Recognition" which was also recognized in FY 06. In FY 06 and FY 07, the County's Fiscal Plan received "Special Performance Measures Recognition."
4. The National Association of Counties (NACO) presented a 1995 Achievement Award to the County for Prince William's budgeting process which focuses on outcomes (Budgeting for Results).



## Principles of Sound Financial Management

### A. Basis for Sound Financial Management

The “Principles of Sound Financial Management” guides financial decisions. The County has a long standing commitment to sound financial management. These principles were first adopted in 1988 and receive regular updates to ensure their continued usefulness as a guide for decision-making. The sound financial management of the County’s resources is achieved by following the consistent and coordinated approach provided by this policy document. Further, by following these principles the County’s image and credibility with the public, bond rating agencies and investors is enhanced. The County’s improved credibility is reflected by recent credit upgrades, including achievement of its first AAA credit rating. Three factors make this prudent financial planning imperative:

1. Public demand for services and facilities in a rapidly urbanizing environment tend to escalate at a more rapid rate than population growth and revenues;
2. State and Federal mandates for services and standards are often not accompanied by sufficient funds to provide the required services or to meet imposed standards; and
3. Changes in national or local economic conditions can impact the revenue base.

### B. County Bond Rating

The County’s long-term financial goal is to achieve and maintain a high bond rating—AAA rating which is the highest rating a government agency can be bestowed. Some factors required for a high bond rating, such as a stabilized rate of population growth and diversification of the County’s tax base, can be influenced but not controlled by County government. However, the County government should ensure that the factors under its control - the quality of its financial and overall management - meet the standards required of highly rated communities. The County, through its adoption of the Principles of Sound Financial Management, ensures that the characteristics of the County’s financial operation enable the County to progress toward achieving and maintaining a high bond rating.

### C. Adopted Policies

The following is a synopsis of the adopted Principles of Sound Financial Management. The complete text of the principles is available at [www.pwcgov.org/finance](http://www.pwcgov.org/finance).

#### 1. Fund Balance

- Establish and maintain a minimum General Fund Balance equal to 5% of annual General Fund revenues over the preceding year with an ultimate goal of achieving and maintaining a General Fund Balance at 7.5%; and
- Limit the use of this General Fund Balance to nonrecurring operating expenditures of an emergency nature.

#### 2. Budgeting (Virginia Code: section 15.2-515)

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

#### 3. Revenues

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



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

#### 4. Capital Improvement Program

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

#### 5. Debt Management

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

#### 6. Cash Management

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

#### 7. Assessments

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

#### 8. Property Tax Collection

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

#### 9. Procurement

- Make all purchases in accordance with the County’s purchasing policies and procedures and applicable state and federal laws;

- Endeavor to obtain supplies, equipment, and services as economically as possible; and
- Maintain a purchasing system which provides needed materials in a timely manner to avoid interruptions in the delivery of services.
- Pay all invoices within 30 days in accordance with prompt payment requirements of the Code of Virginia.

#### 10. Risk Management

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



## Debt Management Policy Statement

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

The County will maintain a high credit rating in the financial community to: 1) assure the County's taxpayers that the County government is well managed and financially sound; and 2) obtain reduced borrowing costs.

- 5.01** The County will consider the project and its useful life and utilize the most appropriate method to finance the project, such as various types of debt financing or "pay as you go" or other financing sources.
- 5.02** The County will not use tax revenue anticipation notes (TRANs) to fund current operations.
- 5.03** The County does not intend to issue bond anticipation notes (BANs) for a period longer than two years. If the BAN is issued for a capital project, the BAN will be converted to a long term bond or redeemed at its maturity.
- 5.04** The issuance of variable rate debt by the County will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 5.05** Whenever the County finds it necessary to issue tax supported bonds, the following policy will be adhered to:
  - a.** Tax supported bonds will, whenever feasible, be issued on a competitive basis.
  - b.** Average weighted maturities for general obligation bonds of the County (except for those issued through the Virginia Public School Authority) will be maintained at ten and one half (10 1/2) years.
  - c.** General obligation bond issues (except for those issued through the Virginia Public School Authority) will be structured to allow an equal principal amount to be retired each year over the

life of the issue thereby producing a total debt service with an annual declining balance.

- d.** Annual debt service expenditures for all County debt as a percentage of annual revenues will be capped at 10%.
  - e.** Annual debt service expenditures in excess of 10%, but under no circumstances greater than 12.5%, will be allowed only to accommodate a decline in annual General Fund and Special Fund revenue or to achieve long term debt service or operational savings.
  - f.** Total bonded debt will not exceed 3% of the net assessed valuation of taxable real and personal property in the County.
  - g.** Reserve funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
  - h.** Interest earnings on the reserve funds balances will only be used to pay debt service on bonds.
  - i.** Bond financing will be confined to projects which would not otherwise be financed from current revenues.
  - j.** The term of any bond or lease obligation issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
- 5.06** The following guidelines will be adhered to when the County finds it necessary to issue revenue bonds:
- a.** For any bonds or lease appropriation debt in which the debt service is partially paid from revenue generated by the project and partially paid from tax sources, the portion of the bond or lease to the extent that its debt service is paid from non-tax sources shall be deemed to be revenue bonds and are excluded from the calculation of the annual debt service limitation in Policy No. 5.05d and 5.05f.
  - b.** Revenue bonds of the County and any of its agencies will be analyzed carefully by the Department of Finance for fiscal soundness. The issuance of County revenue bonds will be subject to the most careful review and must be secured by covenants sufficient to protect the bondholders and the name of the County.





- c. Revenue bonds will, whenever feasible, be issued on a competitive basis and will be structured to allow an approximately equal annual debt service amount over the life of the issue.
  - d. Reserve funds, when required, will be provided to adequately meet debt service requirements in the subsequent years.
  - e. Interest earnings on the reserve fund balances will only be used to pay debt service on the bonds.
  - f. The term of any revenue bond or lease obligation issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
- 5.07** The County shall comply with all Internal Revenue Service arbitrage rebate requirements for bonded indebtedness, and with all Securities and Exchange Commission requirements for continuing disclosure of the County's financial condition.
- 5.08** The County shall comply with all requirements of the Public Finance Act as included in Title 15.2 of the Code of Virginia and other legal requirements regarding the issuance of bonds and certificates of the County or its debt issuing authorities.
- 5.09** The County shall employ the "Principles of Sound Financial Management" in any request from a County agency or outside jurisdiction or authority for the issuance of debt.



## Background and Supplemental Statistical Information

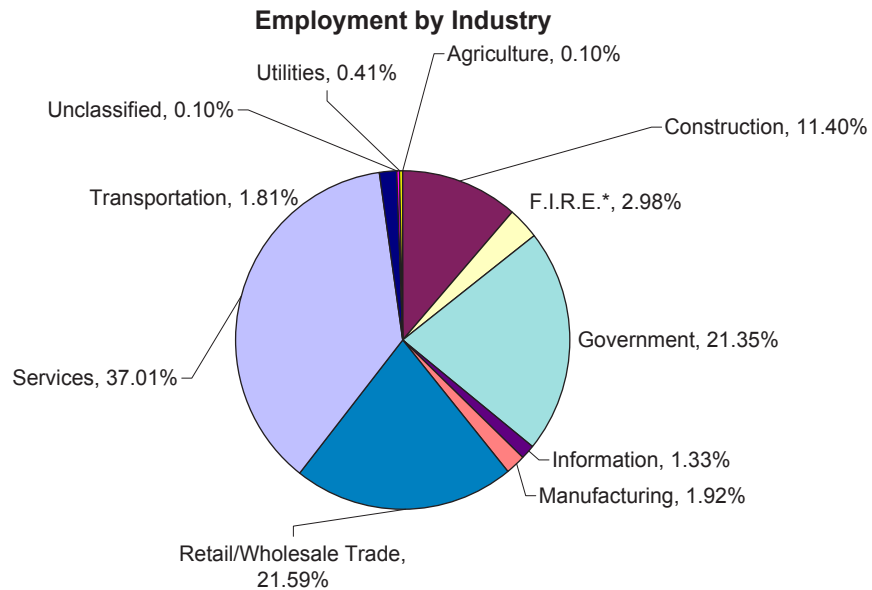
### Economic Indicators

#### Employment

Prince William County's average annual 2008 unemployment rate was 3.3%. The unemployment rate continues to remain below national and state averages. The annual average unemployment rate in Virginia in 2008 was 4.0%, and in the United States, the overall rate was 5.8%.

The services sector and retail outlets are the greatest sources of employment within Prince William County. Employment in the retail/wholesale industry represents 21.59% in 2008, the latest year of available data. The services sector has shown the greatest rate of increase, moving from 15.0% of the labor market in 1986 to 37.01% in 2008. Employment in the government sector shifted from 20.45% in 2007 to 21.35% in 2008, a 0.9% increase. The construction sector showed a decrease from the previous year. Employment in the construction sector shifted from 12.88% in 2007 to 11.40% in 2008, a 1.48% reduction.

### Employment by Industry 2008



#### Unemployment Rates

YEAR	PWC	VA	U.S.
1991	4.0%	5.9%	6.8%
1992	4.6%	6.2%	7.5%
1993	3.5%	5.2%	6.9%
1994	3.2%	4.7%	6.1%
1995	3.2%	4.5%	5.6%
1996	2.8%	4.3%	5.4%
1997	2.5%	3.7%	4.5%
1998	2.0%	2.8%	4.5%
1999	1.8%	2.7%	4.2%
2000	1.8%	2.3%	4.0%
2001	2.4%	3.2%	4.7%
2002	3.3%	4.2%	5.8%
2003	3.3%	4.1%	6.0%
2004	2.8%	3.7%	5.5%
2005	2.5%	3.5%	5.1%
2006	2.5%	3.1%	4.5%
2007	2.4%	2.9%	4.4%
2008	3.3%	4.0%	5.8%

Source: Virginia Employment Commission, Economic Information Services Division, 5/23/09

Note: Data are annual averages.

	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999
Agriculture	0.10%	0.10%	0.15%	0.17%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
Construction	11.40%	12.88%	14.78%	15.11%	14.00%	12.70%	12.90%	12.90%	11.10%	10.90%
F.I.R.E.*	2.98%	3.13%	3.39%	3.46%	3.40%	3.50%	3.40%	3.30%	3.10%	3.10%
Government	21.35%	20.45%	21.57%	No Data	21.30%	21.30%	22.00%	21.50%	22.20%	22.30%
Information	1.33%	1.45%	1.39%	1.55%	1.30%	1.40%	1.50%	1.70%	1.60%	1.50%
Manufacturing	1.92%	2.05%	2.27%	2.24%	2.40%	2.70%	3.00%	3.10%	3.30%	3.50%
Retail/Wholesale Trade	21.59%	20.78%	19.64%	20.93%	20.50%	20.50%	20.30%	21.40%	22.40%	22.80%
Services	37.01%	36.83%	34.47%	35.54%	34.70%	35.40%	34.40%	33.40%	33.50%	33.00%
Transportation	1.81%	1.84%	1.92%	2.32%	1.70%	1.80%	1.80%	1.90%	2.00%	2.10%
Unclassified	0.10%	0.11%	0.08%	No Data	0.10%	0.00%	0.10%	0.10%	0.10%	0.00%
Utilities	0.41%	0.37%	0.34%	0.63%	0.40%	0.40%	0.50%	0.50%	0.50%	0.60%
Total Employment	100.00%	100.00%	100.00%	81.95%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

\* F.I.R.E. = Finance, Insurance, and Real Estate

Source: Virginia Employment Commission, Economic Information Services Division, Prince William County Community Profile, March 14, 2007. Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2006

Note: Data are annual averages.

Note: Educational Employment was undisclosed in the 2005 QCEW data resulting in no data for Government and Unclassified.



**Real Estate Development**

The total inventory of commercial and industrial space (excluding hotels) is approximately 53.7 million square feet. The make-up of the commercial and industrial space in Prince William is 46.7% retail, 28.7% industrial, and 24.6% office. Table 1 shows new office, industrial and retail space construction from 1989 through 2008.

**Real Estate Tax Base**

Between 2008 and 2009, the total valuation of real estate decreased 24.7%. This overall decrease was the net result of a 26.1% decrease, attributable to depreciation and a net increase of 1.3% in growth. New housing units constructed in 2008 included 50.7% assessed at over \$300,000. The total real estate assessments in Prince William County decreased from \$52.9 billion in tax year 2008 to \$39.8 billion in tax year 2009.

Table 1: Commercial/Industrial Space (In Square Feet)

Calendar Year	Office	Industrial	Retail	Total
Before 1989	4,376,200	6,915,956	9,311,065	20,603,221
1989	620,408	834,320	1,008,303	2,463,031
1990	306,222	461,345	1,071,688	1,839,255
1991	25,331	133,887	552,428	711,646
1992	141,464	79,598	765,374	986,436
1993	62,760	32,460	1,145,925	1,241,145
1994	34,323	36,796	166,089	237,208
1995	12,826	128,260	822,584	963,670
1996	35,277	16,175	580,266	631,718
1997	77,806	64,400	556,700	698,906
1998	65,334	128,498	958,953	1,152,785
1999	494,480	30,263	322,083	846,826
2000	808,478	261,301	642,983	1,712,762
2001	242,582	537,834	222,921	1,003,337
2002	410,694	751,041	1,048,255	2,209,990
2003	581,246	791,577	1,622,797	2,995,620
2004	957,548	1,075,727	807,717	2,840,992
2005	1,065,229	505,740	624,096	2,195,065
2006	1,207,623	1,049,435	828,687	3,085,745
2007	1,283,011	1,457,177	1,189,497	3,929,685
2008	439,691	109,795	866,053	1,415,539
<b>Total</b>	<b>13,248,533</b>	<b>15,401,585</b>	<b>25,114,464</b>	<b>53,764,582</b>

The FY 10 adopted rate for current real estate taxes uses the \$1.212 per \$100 of assessed value real estate tax adopted by the Board of County Supervisors. Each penny on the rate generates \$3.9 million in real estate revenue in FY 10.

Prince William County continues to have a heavy reliance on residential real estate. In 2008, the commercial property represented 14.62% of the real estate tax base. However, through the County's economic development plan and its on-going aggressive implementation of that plan, the County anticipates the expansion and diversification of its economic base. Expansion and further diversification of the tax base through commercial and industrial development will provide further employment stability and reduce the County's reliance on real estate tax revenue.

**2008 - 2009 Tax Year Comparisons**

	2008	2009
Commercial Property as a % of Total Real Estate Tax Base	14.62%	17.37%
Average Assessed Value Residential Property (includes growth)	\$354,375	\$248,955
Average Real Estate Tax Residential Property (includes growth) tax year 2008 rate is \$0.97; tax year 2009 is \$1.212	\$3,437	\$3,017
Average Change Existing Residential Property Value Assessment	-14.82%	-30.11%
Average Change Existing Commercial Property Value Assessment	4.34%	-14.85%

Source: Prince William County Real Estate Assessments Office



## Housing Characteristics

There were 98,052 housing units in the County as of April 1, 2000, according to the Census 2000. In 1990, there were 74,759 units. The number of housing units in the County grew over 31% from 1990 to 2000.

As of March 15, 2009, there were an estimated 136,936 housing units in Prince William County. This represents an additional 38,884 units since April 2000.

Of the total number of housing units in the County, it is estimated that 76,213 (56.0%) are single-family detached; 35,385 (26.0%) are townhouses; and 23,512 (17.0%) are units in multi-family structures. Some 1,806 (1.0%) are reported as "other units."

According to the Census Bureau's 2007 American Community Survey, the median value of owner-occupied housing units in Prince William County was approximately \$421,300, a decrease of \$2,100 since 2006, when the median value of owner-occupied units was \$441,400. By comparison, the 2007 Virginia median value of owner-occupied housing units was \$238,600 (down from \$244,200 in 2006) and the U.S. median in 2007 was \$181,800 (down from \$185,200 in 2006).

As of March 15, 2009, there were an estimated 131,973 households (occupied housing units) in Prince William County. According to the Census Bureau's 2007 American Community Survey, 76.6% of the County's households are occupied by families. Approximately 42.9% of the County's households are family households occupied by parents with their own children under 18 years old living in them. Prince William County's 2000 average household size was 2.94 persons, which is down from 3.04 persons per household in 1990. The 2007 American Community Survey reports an average household size of 2.87 for Prince William County.

Year	Housing Units	Growth Over Past Decade
1950	5,755	62.3%
1960	13,207	129.5%
1970	29,885	126.3%
1980	46,490	55.6%
1990	74,759	60.8%
2000	98,052	31.2%
2009	136,916	39.6%

\*growth rate is from 2000-2009

Source: U.S. Department of Commerce, Bureau of the Census, Census 1950 - Census 2000  
Pr. Wm. Co. Finance Dept., Prince William County Demographic Fact Sheet, March 15, 2009

### Household Types: 1990, 2000, 2007

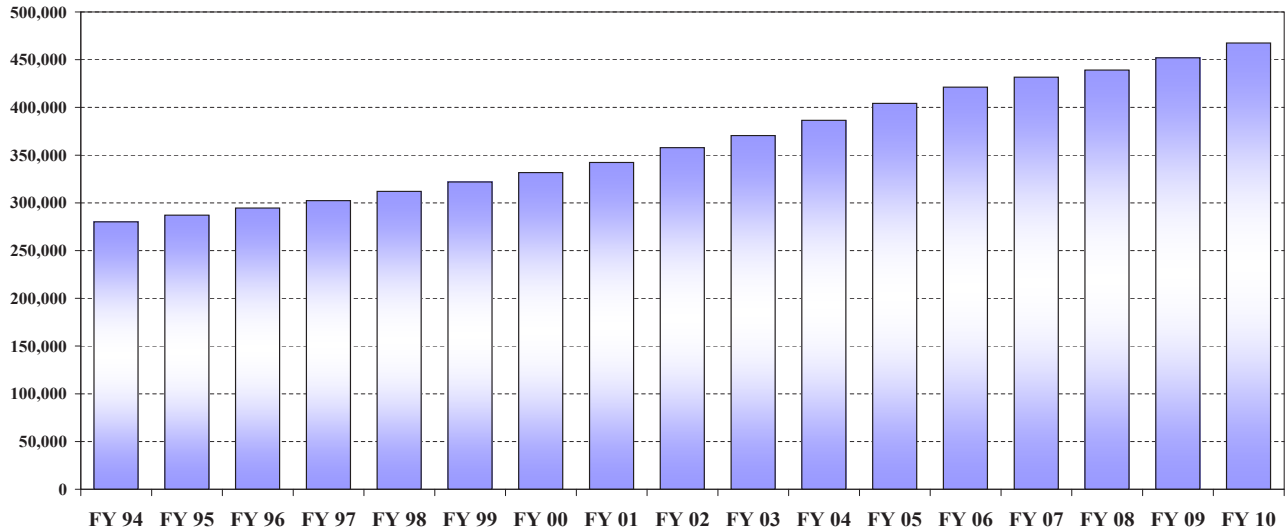
Household Type	1990	1990	2000	2000	2007	2007
		(% of total)		(% of total)		(% of total)
Total Households	69,709	100.0%	94,570	100.0%	121,993	100.0%
Family Households	56,289	80.7%	72,737	76.9%	93,442	76.6%
Non-Family Households	13,420	19.3%	21,833	23.1%	28,551	23.4%

Sources: U.S. Department of Commerce, Bureau of the Census, 1990 Census of Population and Housing, STF 1A; Census 2000 Summary File 1

Prince William County, Office of Information Technology, Geographic Information System Division, First Quarter 2009 Demographic Factsheet (March 15, 2008) and 2007 American Community Survey



**Population Characteristics**



	Prince William (including towns)	Manassas	Manassas Park	Total*
Fiscal Year 1994	240,237	31,933	7,971	280,141
Fiscal Year 1995	246,595	32,304	8,291	287,190
Fiscal Year 1996	253,487	32,557	8,616	294,660
Fiscal Year 1997	260,313	33,043	8,954	302,310
Fiscal Year 1998	268,894	33,656	9,546	312,096
Fiscal Year 1999	277,359	34,577	10,002	321,938
Fiscal Year 2000 <sup>(1, 2)</sup>	280,813	35,401	10,335	326,549
Fiscal Year 2001	294,798	36,400	11,200	342,398
Fiscal Year 2002	309,351	36,600	11,900	357,851
Fiscal Year 2003	321,570	36,600	12,300	370,470
Fiscal Year 2004	336,820	37,000	12,700	386,520
Fiscal Year 2005	354,383	36,510	13,369	404,262
Fiscal Year 2006	371,178	36,576	13,910	421,664
Fiscal Year 2007 <sup>(4)</sup>	381,221	36,528	13,950	431,699
Fiscal Year 2008 <sup>(3)</sup>	388,269	36,510	14,363	439,142
Fiscal Year 2009	400,711	36,492	14,775	451,978
Fiscal Year 2010 <sup>(5)</sup>	415,763	36,474	15,188	467,425
	(D)	(E)	(F)	Computed

**Sources PWC Population figures:**

Estimates and projections are from the Prince William County Office of Information Technology - Prince William County Standard Data Set as of June 15, 2007.

(1) The FY 2000 (June 15, 2000) County population estimate is from the OIT Policy presentation on 8/30/2004 (page 18 of the handout, dated 8/27/2004).

(3) FY 2008 for PWC: PWC population revised 2nd Quarter 2008 from 390,844 to 388,269 in PWC Demographic Fact Sheet.

(5) FY 2010 for PWC: Based on 2nd Quarter 2008 PWC Demographic Fact Sheet

**Sources City Population figures:**

FY 1993 - FY 1999: Table CO-EST2001-12-51 - Time Series of Virginia Intercensal Population Estimates by County: April 1, 1990 to April 1, 2000; Source: Population Division, U.S. Census Bureau; Release Date: April 17, 2002.

(2) FY 2000 (July 1, 2000): Interpolated from the Census 2000 figure for April 1, 2000, and the Weldon Cooper Center figure for July 1, 2001  
 FY 2001 - FY 2006: Weldon Cooper Center for Public Service, University of Virginia, 2006 Final Population Estimates Table.



## Population Growth

The County has experienced one of the most rapid population growths in the nation for the last quarter century. As of the 2000 Census, Prince William had the third largest population of any jurisdiction in Virginia. Between the 1990 and 2000 Censuses, the County grew 30.2%, from 215,686 to 280,813 (population figures as of April 1, 2000). Please note that for budget purposes, the FY 00 population total used is 283,224 and is based on a June 15, 2000 estimate. The current projected population statistics are listed in the tables on the previous page.

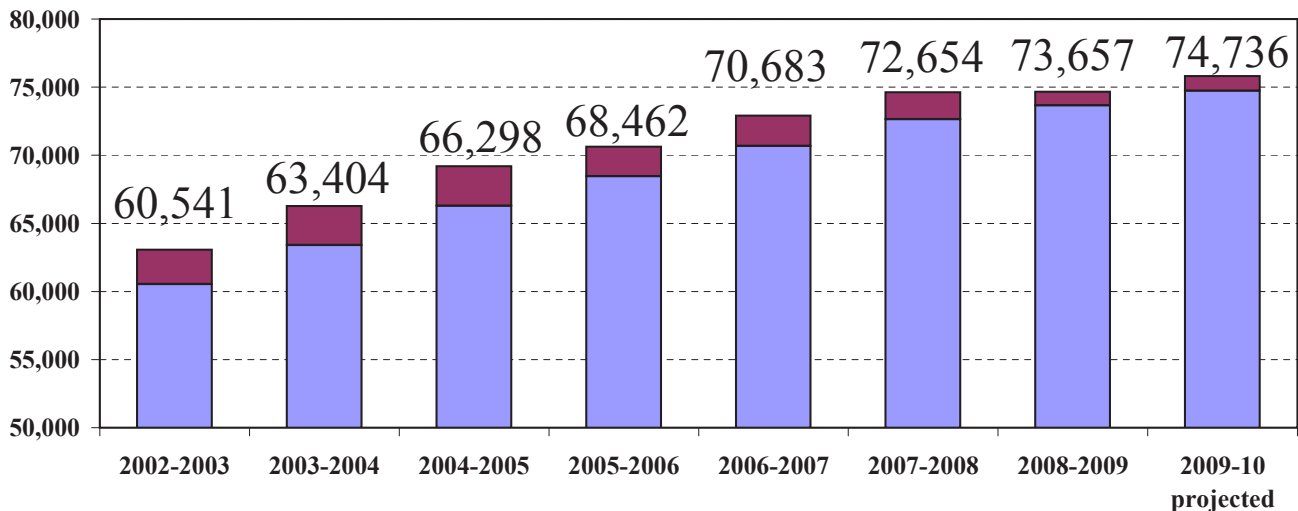
According to the U.S. Census Bureau's 2007 American Community Survey, 29.7% of Prince William County's population is under 18 years of age. School Enrollment in Prince William County's public schools has increased each year from 2000 to the present. In the 2001/2002 school year there were 60,541 students enrolled in public schools in the County. For the school year 2008-09, a total of 73,657 students were enrolled in public schools in the County as reported by the Prince William County Public School System. In May 2009, the Prince William County Public School System estimated that the County would have 74,736 students for the 2009/2010 school year.

County residents comprise one of the best educated and most highly skilled work forces in the nation. According to the Census Bureau's 2007 American Community Survey, 19.9% of County residents have some college but no degree; 43.8% of adults hold an Associates degree or higher; 36.5% of adults have a Bachelor's degree or higher and 13.8% hold a graduate or professional degree.

## Median Income

According to the U.S. Census Bureau's 2007 American Community Survey, the estimated median household income for Prince William County was \$87,243. That figure is a 76.7% increase from 1990 when the median income was \$49,370 according to the 1990 Census. The median household income for Prince William County is \$27,681 or 46.5% greater than the median income for the Commonwealth of Virginia. The U.S. Census Bureau's 2007 American Community Survey median income estimate for the Commonwealth of Virginia was \$59,562.

**Number of Registered Students in Prince William County by School Year**



**Indicators of Financial Condition**

The County’s revenues have remained strong and have accommodated continued growth in population and school enrollment. A few indicators of financial condition are presented in the table below. More detailed financial information is available in the Comprehensive Annual Financial Report (CAFR) and the FITNIS, or Financial Trends Report, available from the Finance Department.

One key financial factor is the amount of funds unexpended and available to finance future operations or to provide for unforeseen expenditures. There are restrictions on all of these funds except the undesignated fund balance. The County’s FY 08 undesignated general fund balance has increased significantly to 7.5% as a percent of general fund revenues.

A second measure of financial condition is the County’s debt ratios. The measure shown in Table 3 is the amount of debt service as a percent of annual revenues. Debt service as a percent of revenue has begun increasing due to acceleration in Road and School project construction. County policies require that the amount of debt service not exceed 10.0% of annual revenues. The ratio of actual revenues to revenue estimates highlights the accuracy of the County’s revenue estimates. Accurate estimates enable the County to better plan its expenditures and provide consistent services to its citizens.

The bond rating is reflective of the commercial financial marketplace’s perception of the economic, administrative, and character strengths of the County. The County maintains an AAA from Fitch Ratings on its general obligation bonds. AAA is the highest rating awarded by a credit rating agency and certifies the County’s sound, consistent, and excellent financial management practices.

**Trends in Selected Financial Indicators**

	<b>Ratio of Debt Service to Revenues (1)</b>	<b>Undesignated Fund Balances as a Percent of Revenue (2)</b>	<b>Actual Revenues as a Percent of Revenue Estimate (3)</b>	<b>Bond Rating (Fitch/Moody's/Standard and Poors) (4)</b>
FY 94	7.2%	4.7%	100.4%	AA/Aa/AA
FY 95	7.9%	4.9%	100.9%	AA/Aa/AA
FY 96	7.0%	4.7%	98.5%	AA/Aa/AA
FY 97	6.7%	4.6%	100.6%	Aa/Aa2/AA
FY 98	6.5%	4.6%	101.4%	Aa/Aa2
FY 99	6.5%	4.5%	99.5%	AA/Aa2
FY 00	6.3%	4.8%	103.9%	AA+/Aa1
FY 01	6.1%	5.9%	105.9%	AA+/Aa1
FY 02	6.1%	6.5%	105.8%	AA+/Aa1
FY 03	6.7%	6.6%	102.9%	AA+/Aa1
FY 04	6.3%	7.0%	103.0%	AA+/Aa1
FY 05	6.4%	7.3%	104.8%	AAA/Aa1
FY 06	6.8%	7.5%	101.6%	AAA/Aa1
FY 07	6.6%	7.5%	98.9%	AAA/Aa1
FY 08	7.3%	7.5%	98.4%	AAA/Aa1

1 - Department of Finance, Fiscal Year 2008 CAFR, Table 14, Pages 162-163

2 - Department of Finance, Fiscal Year 2008 CAFR, Page 38 & 44

3 - Department of Finance, Fiscal Year 2008 CAFR, Page 44

4 - Department of Finance, Fiscal Year 2007 CAFR, Page 31



## Past Trends in County Service Efforts

### Spending Adjustment for Inflation

It is widely recognized that inflation reduces the purchasing power of a dollar, and growth in the population of a community increases demands for services. Table 4 illustrates the per capita less inflation expenditures between FY 92 and FY 10 for the General Fund.

FY 92-10 Cost Per Capita General Fund		
	Cost Per Capita	Cost Per Capita Less
FY 92	\$1,284	\$1,284
FY 93	\$1,223	\$1,200
FY 94	\$1,243	\$1,189
FY 95	\$1,242	\$1,154
FY 96	\$1,307	\$1,194
FY 97	\$1,317	\$1,163
FY 98	\$1,331	\$1,153
FY 99	\$1,370	\$1,167
FY 00	\$1,419	\$1,173
FY 01	\$1,478	\$1,176
FY 02	\$1,541	\$1,183
FY 03	\$1,689	\$1,263
FY 04	\$1,814	\$1,305
FY 05	\$1,922	\$1,323
FY 06	\$2,062	\$1,319
FY 07	\$2,249	\$1,377
FY 08	\$2,202	\$1,289
FY 09	\$2,231	\$1,246
FY 10	\$2,033	\$1,039

For FY 10, budgeted expenditures per capita decreased in the majority of the service areas, including planning and development (\$29.50), judicial administration (\$0.56), administration (\$9.67), general government (\$0.49), human services (\$29.83) and parks and library (\$20.08). Overall budgeted expenditures per capita, adjusted for inflation, have increased \$165.35 between FY 00 and FY 10.

### Dollar Change in Spending Per Capita by Major Service Area

General Fund (Adjusted for Inflation)	
General Government	(\$0.49)
Planning and Development	(\$29.50)
Debt/CIP	\$37.09
Administration	(\$9.67)
Judicial Administration	(\$0.56)
Public Safety	\$103.49
Human Services	(\$29.83)
Parks and Library	(\$20.08)
Other	\$8.88
School Transfer	\$106.02
<b>Total</b>	<b>\$165.35</b>

### General County Government Staffing

Prince William County has 8.59 employees per 1,000 residents for FY 10, reflecting a decrease from the FY 09 statistic of 9.24. This reduction reflects agency recommended and BOCS approved staff reductions to respond to the current negative economic conditions. Employees per 1,000 residents declined in the mid and late 1990's due to County population rising much faster than staffing. Staffing had been increasing since FY 01, due in large part to public safety initiatives.

### Authorized Staffing and Employees per 1,000 Residents

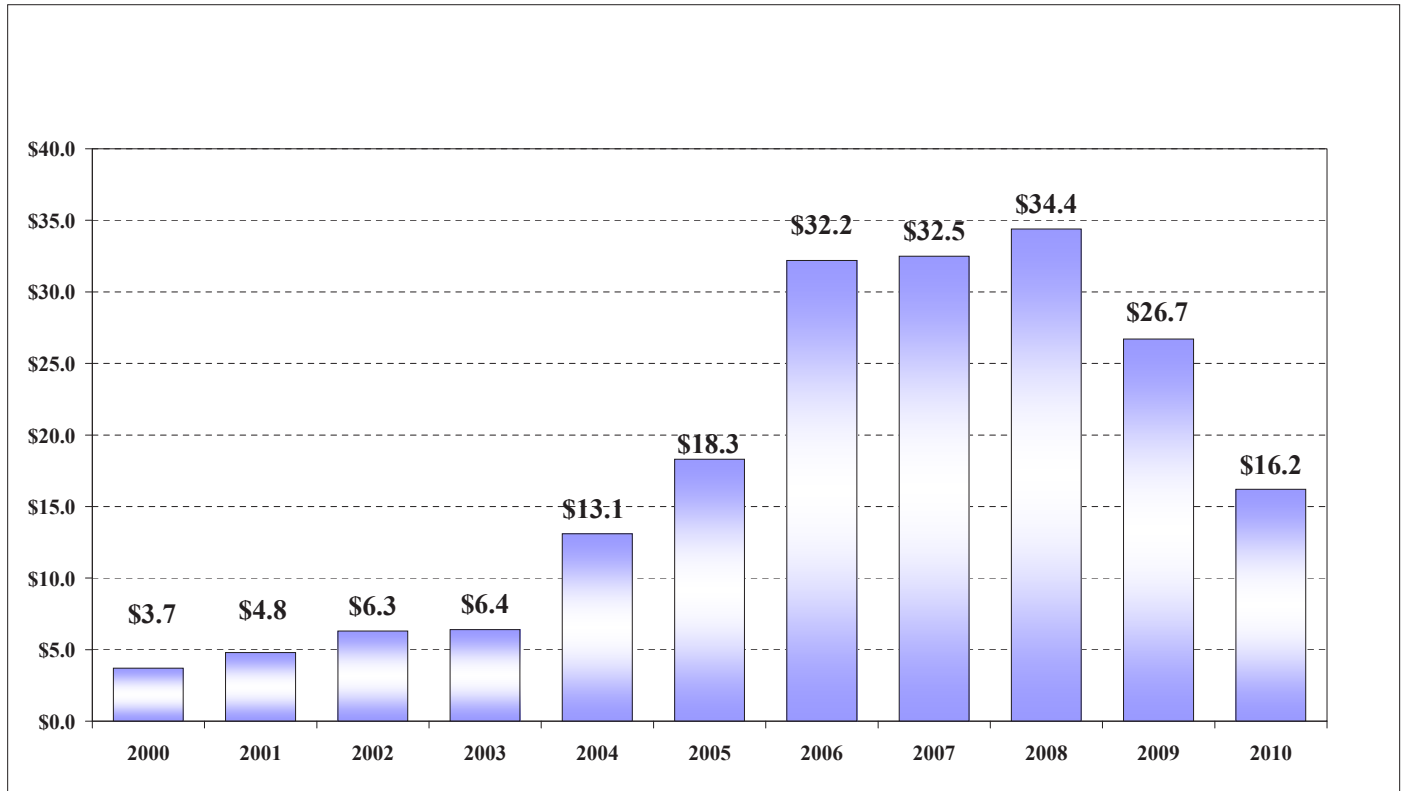
	Staffing	Employees Per 1,000 Residents
FY 94	2,349.10	9.78
FY 95	2,332.29	9.46
FY 96	2,411.60	9.51
FY 97	2,469.21	9.49
FY 98	2,536.30	9.43
FY 99	2,631.69	9.49
FY 00	2,729.86	9.54
FY 01	2,829.04	9.60
FY 02	2,928.88	9.47
FY 03	3,043.33	9.46
FY 04	3,131.19	9.30
FY 05	3,242.16	9.15
FY 06	3,393.21	9.14
FY 07	3,552.27	9.32
FY 08	3,586.42	9.24
FY 09	3,700.72	9.24
FY 10	3,570.03	8.59





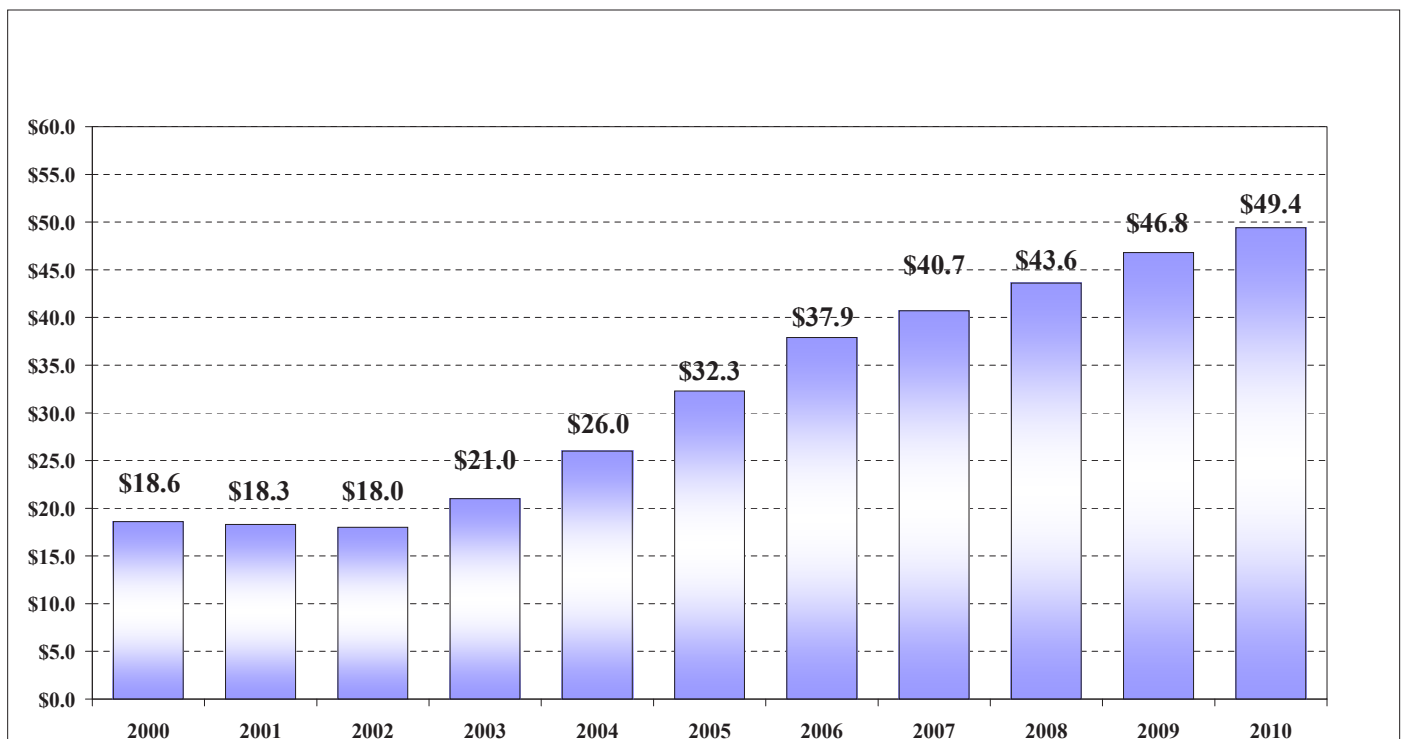
**Capital Improvement Program**

The County has continued to invest in Capital Improvements. Since 2000, General Fund cash to capital expenditures increased to a peak of \$34.4 million in 2008, decreasing to \$16.2 million in 2010.



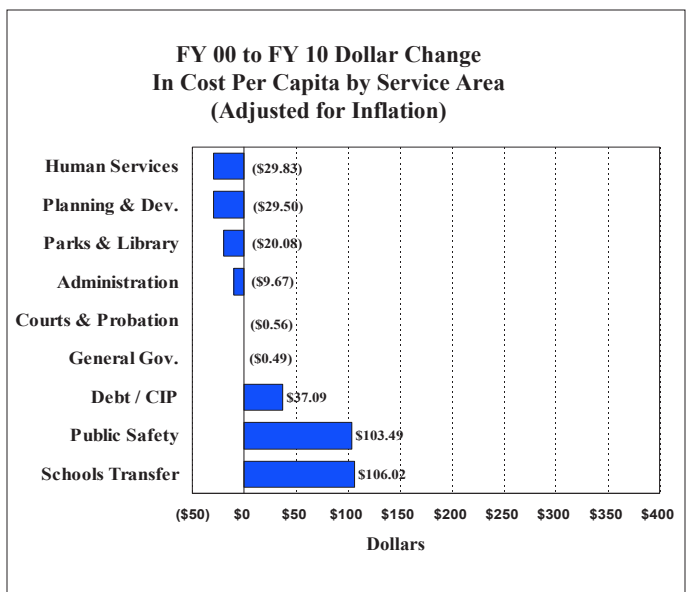
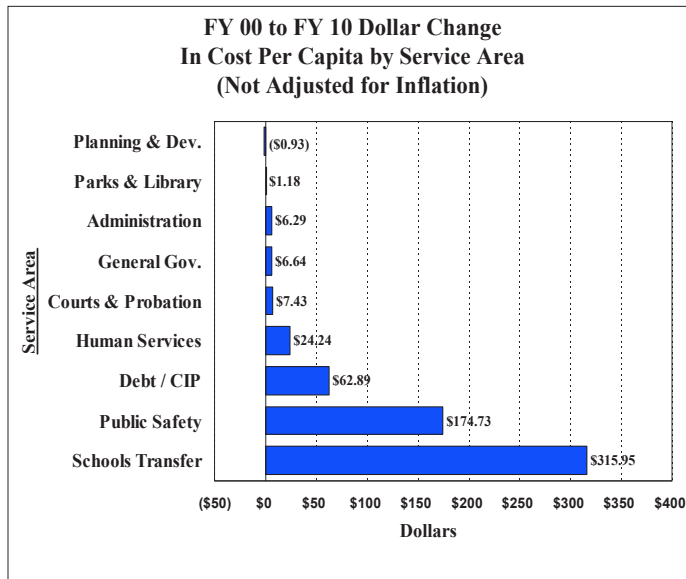
**General Debt Service**

General debt service has steadily increased since 2000 as a result of increased capital investment.

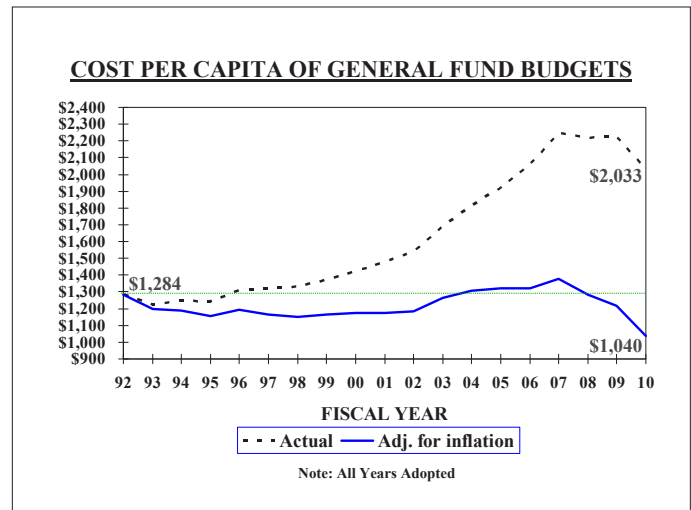


## Cost Per Capita

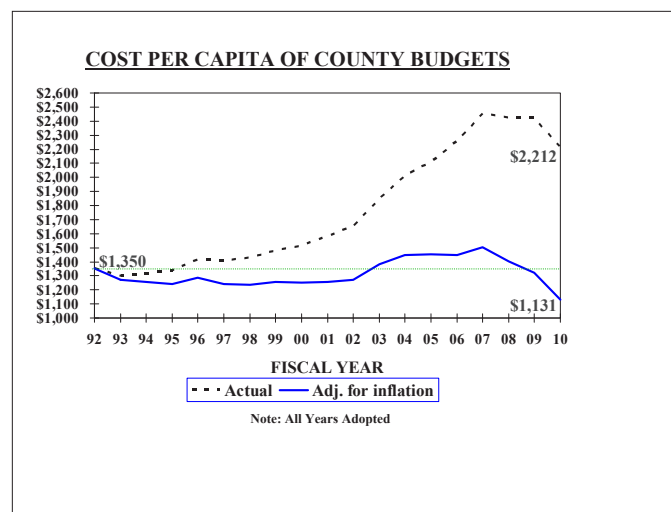
The following graphs show the change in cost per capita between the FY 00 and FY 10 Budgets by County service area. The first graph shows these changes not adjusted for inflation, the second graph shows the same information with the numbers adjusted for inflation.



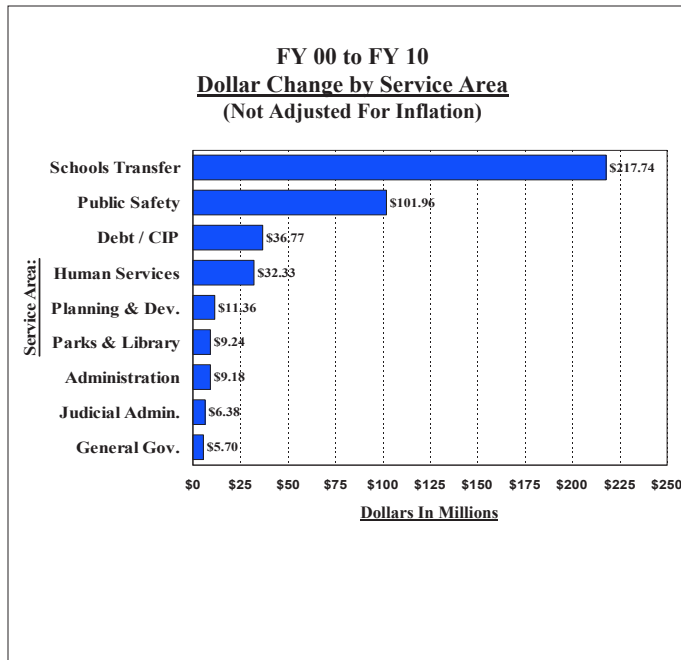
The following graph shows that the cost per capita of the General Fund Budget for FY 10 when adjusted for inflation is 19.1% less than the cost per capita in FY 92. This is an average decrease of 1.06% per year over the past eighteen Fiscal Years. During that same period the population in the County increased from 225,735 in FY 92 to a projected 415,763 for FY 10 for a 84.2% increase. This is an average rate of increase of 4.68% per year over the past eighteen Fiscal Years.



The following graph shows the cost per capita of the County Budgets for FY 10 when adjusted for inflation is a 16.2% less than the cost per capita in FY 92. This is an average rate of decrease of 0.9% per year over the past eighteen Fiscal Years. During that same period the population in the County increased from 225,735 in FY 92 to projected 415,763 for FY 10 for a 84.2% increase. This is an average of 4.68% per year over the past eighteen Fiscal Years.



The following graph shows the actual dollar change by County service area from FY 00 through the FY 10 Adopted Budget. These figures are not adjusted for inflation. The largest growth areas correspond directly with the County's adopted Strategic Goals: Economic Development, Transportation (these two areas are represented primarily in increases in Planning and Development and Debt / CIP), Public Safety, Human Services and Schools, which has experienced the largest growth over this time period.



## Community Resources

### State and Federal Parks in Prince William County

Prince William County has a significant amount of land dedicated to state and national parks. The tables below provide a list of the parks and other federal land accessible to the public and the amount of acreage dedicated to each one.

#### State Parks

- Conway-Robinson 400
- Leesylvania 537

**Total State Land Acres 937**

#### Federal Parks

##### Prince William Forest Park

- (Federal land) 10,854.34
- (Non-federal land) 1,328.71
- Total Acres 12,183.05

##### Manassas National Battlefield Park

- (Federal land) 4,313.32
- (Non-federal land) 136.00
- Total Acres 4,449.32

##### Occoquan Bay National Wildlife Preserve

- Total Acres 643.00

##### Marine Corps Heritage Center

- Total Acres 135.00

#### Other Federal Land

- Quantico Marine Base 22,970.24

**Total Federal Land Acres 40,380.61**



## Universities and Colleges

Prince William County has several colleges and universities that offer various degree and certificate programs. Below is a list of some of the colleges and universities located in Prince William County.

### Public Colleges, Universities and Community Colleges

- George Mason University - Prince William Campus
- Northern Virginia Community College - Manassas and Woodbridge Campus

### Private Colleges and Universities

- ACT College
- American Public University System
- Aviation Institute of Maintenance
- ECPI College of Technology
- Heritage Institute
- Park University
- Stratford University
- Strayer University
- The College of St. George
- University of Northern Virginia
- University of Oklahoma - Command Education Center
- Valley Forge Christian College At Christ Chapel

## Libraries

Prince William Public Library System provides access to a world of information through its collection of library materials, by connecting users to information sources



Bull Run Regional Library

and offering a variety of programs for all ages. Located throughout the County are ten library branches of varying sizes offering different services:

### Regional Libraries (2 locations)

The regional libraries provide large collections of circulating and reference materials in a variety of formats, staff to answer information questions, Internet and on-line information services, quiet study rooms, free programs on various topics for all ages, meeting rooms with kitchens for public use, and specialized reference collections and services - MAGIC and RELIC.

- Bull Run Regional - Serving Manassas and the Western Portion of Prince William County
- Chinn Park Regional - Serving Woodbridge and the Eastern Portion of Prince William County

### Community Libraries (2 locations)

The community libraries provide large collections of circulating and reference materials in a variety of formats, staff to answer information questions, Internet and on-line information services, public computer labs, free programs for adults and children on many topics, and meeting rooms with kitchens for public use.

- Central Community - Serving Manassas and the Central Portion of Prince William County
- Potomac Community - Serving Woodbridge and the Eastern Portion of Prince William County

### Neighborhood Libraries (6 locations)

The neighborhood libraries provide small circulating collections of popular library materials in a variety of formats, Internet service, some children's programs, and fax service.

- Dale City - Serving Dale City and the Eastern Portion of Prince William County
- Dumfries - Serving Dumfries and the Eastern Portion of Prince William County
- Gainesville - Serving Haymarket and the Northwestern Portion of Prince William County
- Independent Hill - Serving Independent Hill and the Central Portion of Prince William County
- Lake Ridge - Serving Lake Ridge and the Eastern Portion of Prince William County
- Nokesville - Serving Nokesville and the Southwestern Portion of Prince William County

## Historical Sites

Outside of the state and federal park lands listed earlier, which have historical value, Prince William County has invested funds for the renovation and restoration of several historical sites in Prince William County.

### Ben Lomond Historic Site

The Ben Lomond house is a two-story Federal-style house originally constructed in 1832. It was used as a field hospital during the first and second battles of Manassas during the Civil War. The site is open daily from dawn to dusk. Tours are available from May through October,

Friday-Sunday. For more information please call (703) 367-7872.

***Bennett School***

Built in 1909, Bennett School served as a public school until the 1970's.

***Brentsville Courthouse Historic Centre***

The Brentsville Courthouse was constructed in 1822 and was the County's fourth courthouse. The historic site contains the Courthouse, jail, the 1870's Union Church, the 1920's one room schoolhouse, and the 1840's Hall-Haislip cabin. The site is open daily from dawn to dusk, tours are available from May through October, Friday-Sunday. For more information please call (703) 365-7895.

***Bristoe Station Battlefield Heritage Park***

This 133 acre Civil War heritage park was the site of intense fighting on October 14, 1863. Confederate troops attacked Union forces entrenched along the railroad line causing heavy casualties. The site has been developed for public use. This includes a 2.7 mile interpretive trail to highlight the battles of Bristoe Station in 1863 and Kettle Run in 1862. The site also has two Confederate graveyards associated with an 1862 encampment. The site is open daily from dawn to dusk. For more information please call (703) 257-5243.

***Rippon Lodge***

Built by Richard Blackburn, circa 1745, this colonial home was added to in the early 1800's and again in 1924. The 15 room restored home overlooks the Neabsco Creek and Potomac River. Tours are available from May through October, Friday-Sunday. Special group tours are given by appointment. For more information please call (703) 499-9812.



Ben Lomond Historic Site



Brentsville Courthouse Historic Centre



Rippon Lodge



Williams Ordinary



### *Williams Ordinary*

Williams Ordinary was built in the form of an eighteenth century mansion, it is thought to have been built around 1765 and served as a tavern in the colonial port town of Dumfries. Over the years it was also known as Love's Tavern, the Dumfries Hotel and the Stage Coach Inn. During the Civil War, the building was used as a Confederate Headquarters during the blockade of Washington, D.C. along the Potomac River. Prince William County acquired the tavern and 1.7 acres in December 2006. The tavern will be rehabilitated and transformed into a restaurant. The building currently houses the Historic Preservation Division offices. For more information please call (703) 792-4754.

### *Lucasville School*

Lucasville School is Prince William County's last remaining school built specifically for African-American children. The original one-room school was built in 1883 for citizens living in the Lucas neighborhood and operated until 1926. The County and Pulte Homes reconstructed the property as a museum in 2008. It is open on weekends in February or by appointment. For more information please call (703) 792-4754.

### *Old Manassas Courthouse*

The Old Manassas Courthouse was the fifth County courthouse in Prince William County. The courthouse and County seat was moved to Manassas in 1897, and this building was used as the County courthouse until 1982. In 2001, restoration and rehabilitation were completed, and the Courthouse was reopened to the public as a rental facility. For more information about booking the Old Manassas Courthouse for a meeting, reception or special event, call 703-792-5546.

