

Facts about the Budget

Development of the Annual Budget

Each year, the County publishes two fiscal plan (budget) documents: the *Proposed Budget* 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 (this requirement specifies the need to approve an annual budget amount for school purposes). 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 2011 (July 1, 2010 - June 30, 2011) 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.

The CIP also 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 Improvement 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 the current adopted budget may not be enacted without



Fiscal Year 11 Budget Development Process

Calendar of Events

(July 2009 - 2010)

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

August 27

Phase I: Agency Phase I FY 11 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

September-Mid January

Budget Congress Convened: This is a group of agency representatives responsible for formulating and recommending priorities to Executive Management related to development of the budget. Agencies are represented on Budget Congress in four teams - Community Development, General Government, Human Services and Public Safety

October 2

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

October 19

Phase II-a: Budget instructions and Budget Targets distributed to agencies

October 27

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

November 17

Agencies submit Phase II-b supplemental budget requests and priorities identified by Budget Congress

December-Mid January

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

December 8

County Executive presents Proposed CIP to the Board of County Supervisors

February 16

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

February 20

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

March 2

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

March 9 and 23

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

April 5 and 12

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

April 27

Board of County Supervisors adopts the Fiscal Plan and CIP

July 1

Fiscal year and execution of agency budgets begin



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, Subfunds¹ and Projects

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

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



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

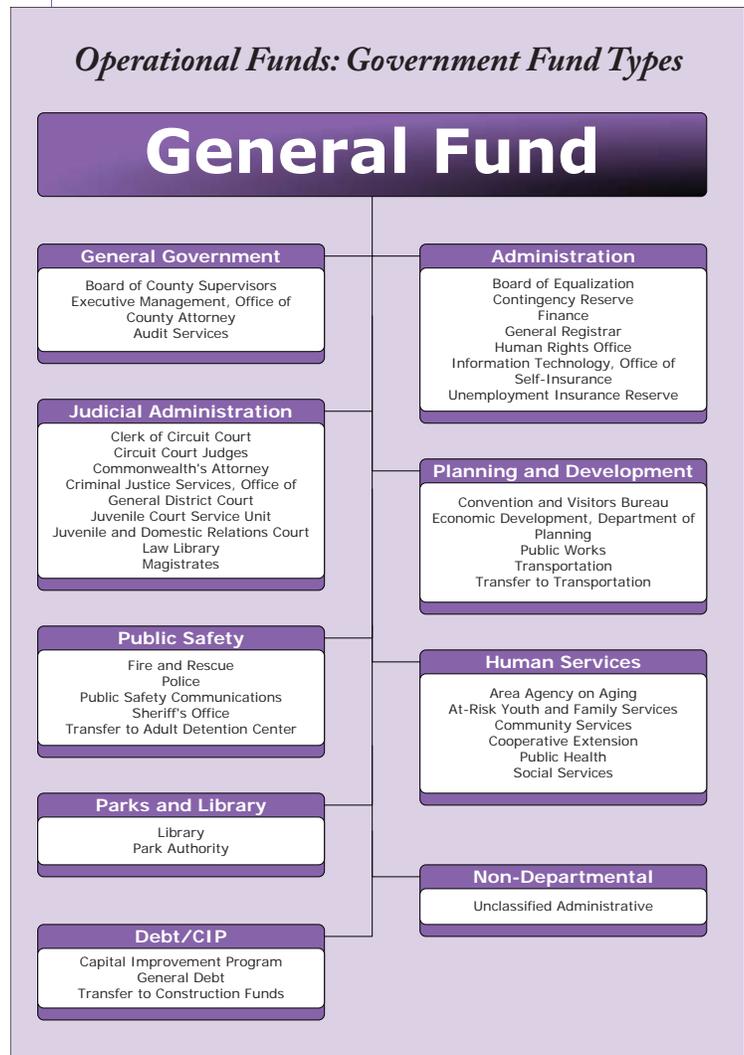
Most of the County's governmental functions are accounted for in Governmental Fund Types. These fund types measure changes in financial position rather than net income. All of these funds are appropriated. The following are the County's Governmental Fund Types:

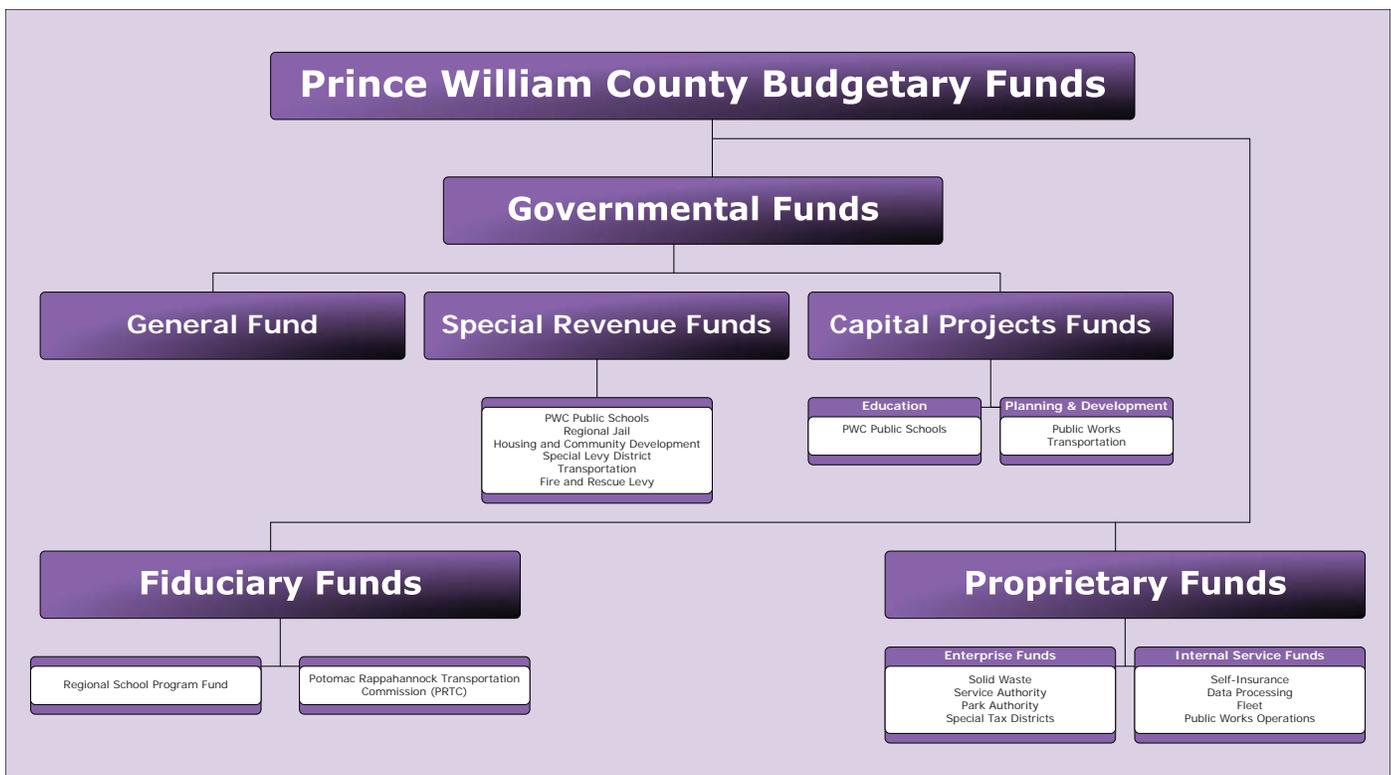
- 1. General Fund** - The General Fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, license and permit fees, charges for services 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.





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 that describe each agency's organization, budget and service delivery for FY 11.

- 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.

Police Department

A →

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    graph TD
      BCS[Board of County Supervisors] --> CE[County Executive]
      CE --> OC[Office of the Chief]
      OC --> AD[Administrative Division]
      OC --> OD[Operations Division]
      OC --> CID[Criminal Investigations Division]
      OC --> PSC[Public Safety Communications]
      OD --> CG[Crossing Guard]
      OD --> AC[Animal Control]
    
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B →

Mission Statement
 To enhance the quality of life by providing police services through shared responsibility with the public.

C →

AGENCY & PROGRAM

Public Safety

- Adult Detention Center
- Fire and Rescue Department
- Volunteer Fire and Rescue
- **Police Department**
 - Office of the Chief
 - Administrative
 - Operations
 - Criminal Investigations
 - Animal Control
 - Crossing Guards
 - Public Safety Communications
 - Sheriff's Office

LOCATOR

Prince William County | 2011 Fiscal Plan [Public Safety] 59

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 services; 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.

D

**Police Department
Expenditure and Revenue Summary**

EXPENDITURE AND REVENUE SUMMARY

	FY 09 Approp	FY 09 Actual	FY 10 Adopted	FY 11 Adopted	% Change Adopt 10/ Adopt 11
A. Expenditure by Program					
1 Office of the Chief	\$8,207,232	\$8,321,476	\$7,743,308	\$7,832,354	1.15%
2 Administrative	\$15,255,154	\$14,937,409	\$12,322,819	\$13,461,096	9.24%
3 Operations	\$36,727,986	\$35,621,965	\$36,013,212	\$35,549,139	-1.29%
4 Criminal Investigations	\$14,260,306	\$14,215,240	\$13,462,228	\$13,873,777	3.06%
5 Animal Control	\$1,796,546	\$1,626,703	\$1,710,925	\$1,672,933	-2.22%
6 Crossing Guards	\$1,946,560	\$1,607,221	\$1,936,271	\$1,990,743	2.81%
Total Expenditures	\$78,193,784	\$76,330,014	\$73,188,763	\$74,380,042	1.63%
B. Expenditure by Classification					
1 Personal Services	\$48,527,119	\$48,794,534	\$49,342,141	\$49,134,434	-0.42%
2 Fringe Benefits	\$14,787,462	\$14,869,597	\$14,766,841	\$15,058,597	1.98%
3 Contractual Services	\$1,515,712	\$922,730	\$610,793	\$696,967	14.11%
4 Internal Services	\$7,880,031	\$7,880,374	\$5,164,769	\$5,856,109	13.39%
5 Other Services	\$3,650,402	\$2,409,729	\$2,614,824	\$2,727,750	4.32%



- 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, 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.

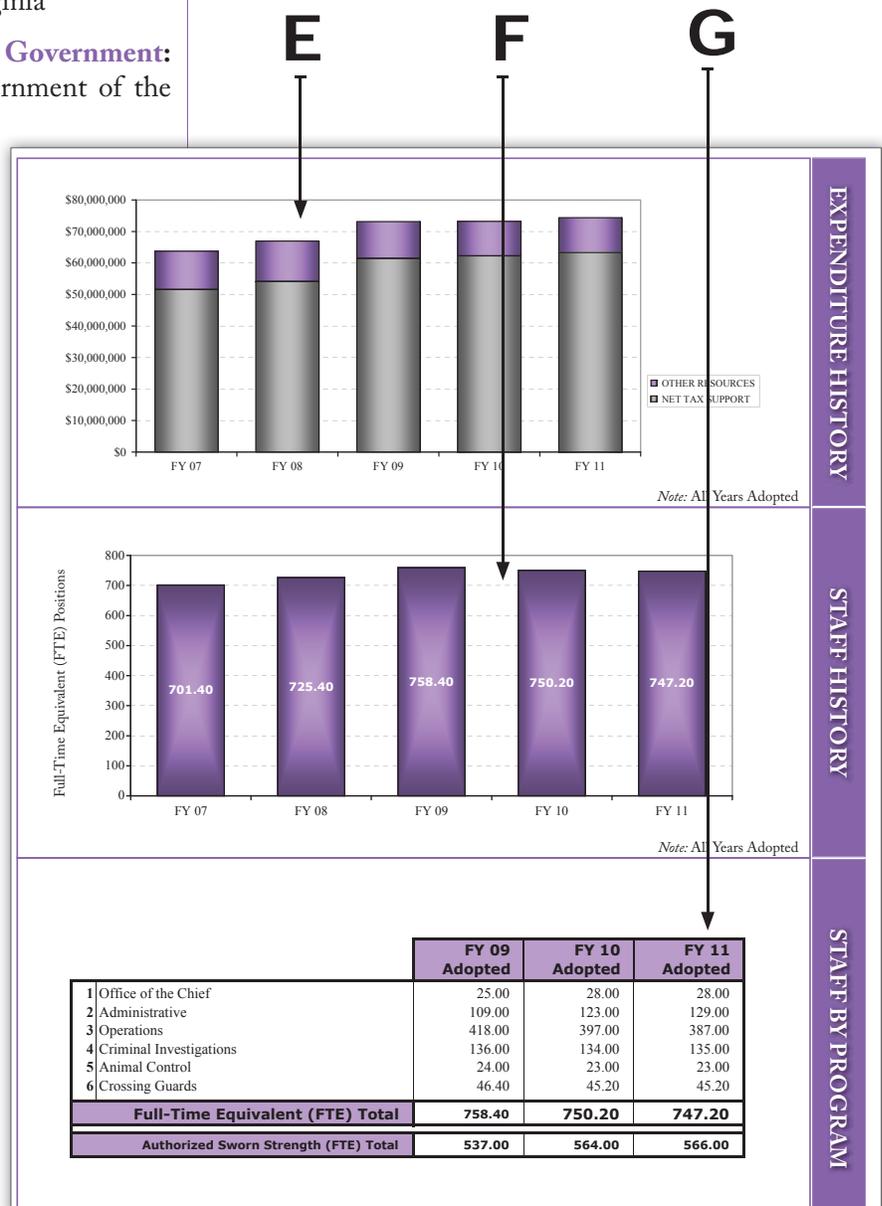
For historical reference, final budget (appropriated) and actual expenditures and revenues are reported for FY 09 to allow comparisons. Adopted budget information is displayed for FY 10 and FY 11. The FY 10 and FY 11 adopted budgets are compared in the final column, which calculates the percentage change 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 07 to FY 11. 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 07 through FY 11 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 09, FY 10 and FY 11 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 11.
- 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 five categories, including Base Reduction, Fees/Revenue Increase, Five-Year Plan Reduction, 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.

- 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 10 and FY 11. 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 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

H

**Police Department
Major Issues**

I. Major Issues

A. Seat Management Distribution - Funding to augment agency seat management costs previously budgeted in Non-Departmental/Unclassified Administrative has been reallocated to agency budgets to account for the actual expenditures incurred by each county act
Police's FY

**B. House B
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and expen**

B. Budget Savings

1. HB 599 Revenue Reduction

Expenditure Savings -	\$237,668
Budget Shift -	\$0
Supporting Revenue Foregone -	\$237,668
PWC Savings	\$0

II. Budget Adjustments

A. Compensation Adjustments

Total Cost -	\$498,550
Supporting Revenue -	\$0
Total PWC Cost -	\$498,550
Additional FTE Positions -	0.00

1. Description - Compensation adjustments totaling \$498,550 are made to support a 7.61% Health Insurance rate increase, a 5% Retiree Health increase, a decrease in the Money Purchase Plan 401(a) rate from 0.5% of salary to 0.0%, a 1.46% Virginia Retirement System increase and a 0.49% Group Life insurance decrease. Additional detail concerning these adjustments can be found in the Unclassified

FY 08 Adopted	\$11,502,330
FY 09 Adopted	\$10,923,910
FY 10 Adopted	\$10,063,420
FY 11 Adopted	\$9,521,630

The following adjustments occur \$541,794 revenue reduction:

- A portion (\$144,096) was added to the budget via a contribution to the year-end salary lapse
- The general fund will replace a limit the need to cut additional corresponding supplemental ad

The remaining \$272,827 was so Department in the following ma



measure is stated and the numerical targets shown for FY 09, FY 10 and FY 11 as adopted by the Board of County Supervisors. Actual results are shown for FY 08 and FY 09.

is shown for FY 09, FY 10, and FY 11 as adopted by the Board of County Supervisors. Actual costs are shown for FY 08 and FY 09.

M. Activities/Service Level Trends Table - Measurable statements describing the activity 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 09, FY 10 and FY 11 as adopted by the Board of County Supervisors. Actual results are shown for FY 08 and FY 09. The cost for each activity

Police Department Administrative																						
Budget Summary - Administrative																						
Total Annual Budget			Number of FTE Positions																			
FY 2010 Adopted	\$	12,322,819	FY 2010 FTE Positions	123.00																		
FY 2011 Adopted	\$	13,461,096	FY 2011 FTE Positions	129.00																		
Dollar Change	\$	1,138,277	FTE Position Change	6.00																		
Percent Change		9.24%																				
Desired Strategic Plan Community Outcomes																						
<ul style="list-style-type: none"> 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 08	FY 09	FY 09	FY 10	FY 11																
		Actual	Adopted	Actual	Adopted	Adopted																
▪ Average emergency response time (minutes)		5.3	6.5	5.1	6.5	6.5																
▪ OSHA Recordable Incident rate among Public Safety Employees		—	—	10.9	—	10.3																
▪ Preventable Collision Frequency Rate (motor vehicle)		—	—	10.5	—	9.9																
▪ DART Rate for Public Safety Employees		—	—	6.9	—	5.9																
▪ Public Safety uniform and sworn staff retention rate		—	—	92.4%	—	92%																
				19.5	20.5	19.2																
				58.6%	—	59%																
				25.2%	22.1%	24%																
				92.5%	93.0%	93.0%																
				4	5	7																
Activities/Service Level Trends Table																						
1. Administrative Services																						
Functions within this activity include: storage and inventory of all evidence collected by officers; ordering and inventory of all department equipment, vehicles, supplies and uniforms; and the inspection and licensing of taxicabs, towing activities and concealed weapon permits.																						
		FY 08	FY 09	FY 09	FY 10	FY 11																
		Actual	Adopted	Actual	Adopted	Adopted																
▪ Total Activity Annual Cost	\$	6,690,802	5,935,744	6,220,298	4,074,494	4,152,517																
▪ Discrepancies found from audit of property evidence material		0	0	0	0	0																
▪ Property received entered into systems within 48 hours		100%	95%	100%	95%	95%																
▪ Permits and licenses reviewed		1,626	1,050	2,380	1,075	1,100																
<table border="0"> <tr> <td></td> <td></td> <td>FY 09</td> <td>FY 10</td> <td>FY 11</td> </tr> <tr> <td></td> <td></td> <td>Actual</td> <td>Adopted</td> <td>Adopted</td> </tr> <tr> <td>▪ Total Activity Annual Cost</td> <td>\$</td> <td>6,690,802</td> <td>5,935,744</td> <td>6,220,298</td> <td>4,074,494</td> <td>4,152,517</td> </tr> </table>								FY 09	FY 10	FY 11			Actual	Adopted	Adopted	▪ Total Activity Annual Cost	\$	6,690,802	5,935,744	6,220,298	4,074,494	4,152,517
		FY 09	FY 10	FY 11																		
		Actual	Adopted	Adopted																		
▪ Total Activity Annual Cost	\$	6,690,802	5,935,744	6,220,298	4,074,494	4,152,517																



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

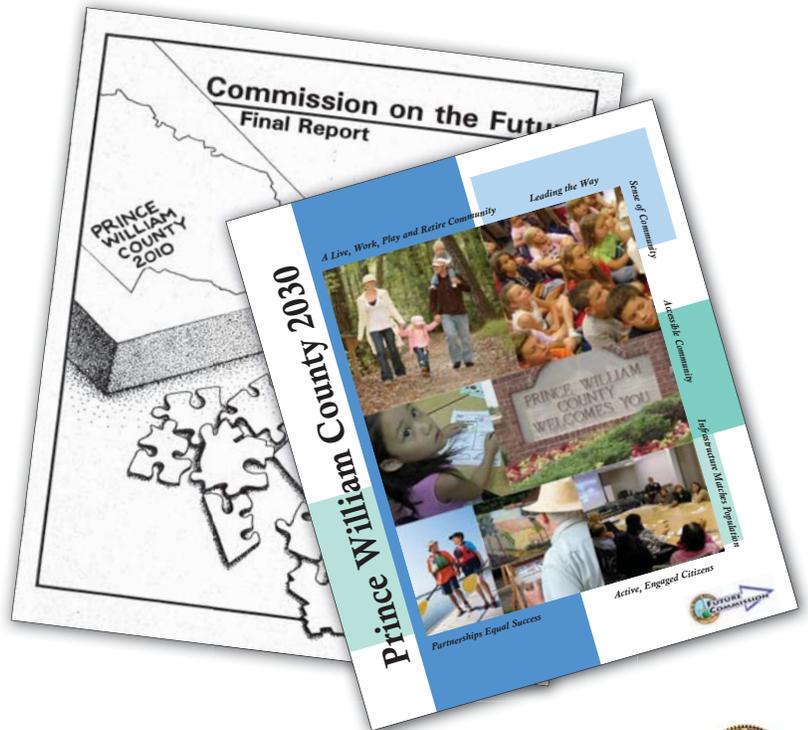
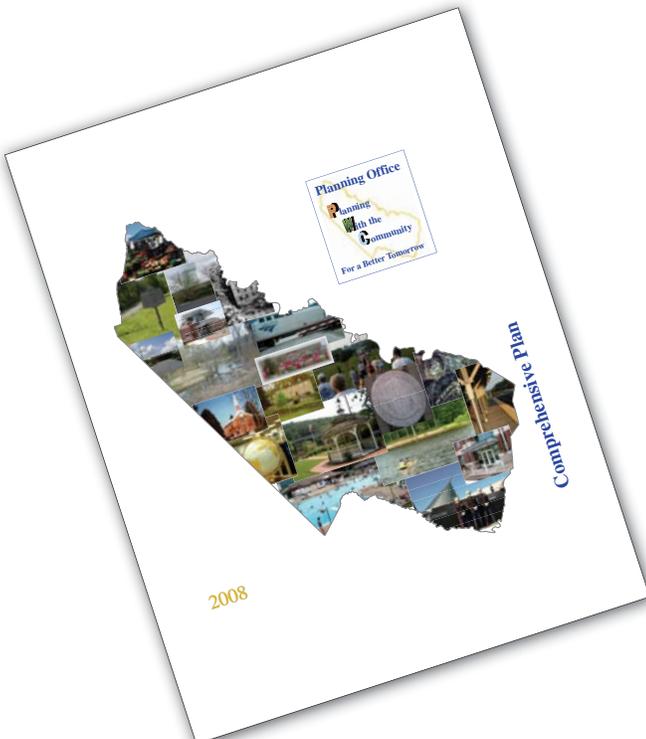
A. The Comprehensive Plan

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

B. The Future Report

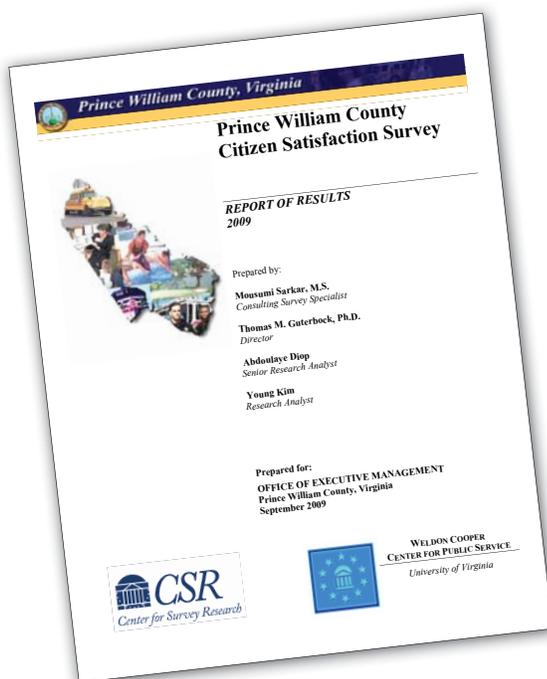
In 1989, the Prince William Board of County Supervisors approved a process to involve the community in envisioning the physical and aesthetic characteristics of life as well as the amenities and opportunities that should exist in Prince William in the year 2010. The Board appointed fifteen citizens to 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 led 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. Is 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 Supervisors' 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. 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 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
- or
- 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 advance 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

The County takes 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
Outcome Measure

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	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			D		S
Community Services Board	P	P	S	S	S	P
Public Health	P	S	D	S	S	
Agency on Aging	P				S	
Social Services	P			D	D	
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
Outcome Measure	<p>Human Services</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>By 2012, 58% of children completing early intervention services do not require special education; the percentage should increase annually over the planning period</p>					



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
Outcome Measure	<p>Human Services</p> <p>Ensure that 95% of PWC food establishments operate without founded complaint of food borne illness annually</p> <p>By 2012, reduce the percent of nursing home patient days per adult population to .65%; the rate should decrease annually throughout the planning period</p> <p>Ensure that the rate of admissions to State-funded psychiatric beds does not exceed 280/100,000 population annually.</p> <p>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.</p> <p>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.</p> <p>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.</p>					



Outcome Measure	2011	2012	2013	2014	2015	2016	2017	2018	
Public Safety	Achieve a rate of residential fire-related deaths that is less than 2 per year								
	Achieve a rate of fire injuries at 8 or fewer per 100,000 population per year								
	Attain a witnessed cardiac arrest survival rate of 15% or greater								
	Reach 70% of the population 90% of the time annually by attaining:								
	▲ Fire and Rescue turnout time of <= 1 minute								
	▲ Emergency incident response <= 4 minutes								
	▲ First engine on scene-suppressions <= 4 minutes								
	▲ Full first-alarm assignment on scene - suppression <= 8 minutes								
	▲ Advance Life Support (ALS) Response <= 8 minutes								
	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%								
	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	P
	Fire and Rescue	P	P	P		P		P	P
	Criminal Justice Services							P	S
	Juvenile Court Service Unit							P	P
	Sheriff			S			S	P	P
	Police			S			P	P	P
	Public Safety Communications	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	



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 09, FY 10 and FY 11 as adopted by the Board of County Supervisors. Actual data is shown for FY 08 and FY 09. The 2012 Strategic Plan was adopted March 3, 2009; the FY 11 Budget is the first to show trend data for the 2012 Strategic Plan Community Outcomes.
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 Board of County Supervisors' adopted numerical targets are shown for FY 09, FY 10, and FY 11; actual data is reported for FY 08 and FY 09.

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 has benchmarked services against similar services in other jurisdictions in the 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 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 traditional line item budgets to 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 an agency initiative the impact to the base performance measure is described in the agency detail section of the budget document. Service level impact, or service level target, represents the short-term fiscal year initiatives expected to occur with the new resource allocation. These initiatives are directly linked to achieving the desired community outcomes contained in the Strategic Plan.

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 case 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 minimizing the cost of government. Taxpayers are paying \$331.74 less per capita for general County services than they did in 19 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 11 per capita of \$2,047.83.

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 2009, the citizen survey showed that 90.6% of County residents were satisfied or very satisfied with the services provided by Prince William County Government. Also in 2009, citizen satisfaction with the value for their tax dollar was 80.8%.

F. Resource Allocation Accomplishments

1. The Strategic Plan has guided resource allocation in the County by shifting resources to strategic service areas and away from those service areas considered to be non-strategic.
2. The Strategic Plan guides the development of the Capital Improvement Program (CIP); 93% 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" award 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 10. This is the highest form of recognition in governmental budgeting. In FY 98 and again in FY 01, the County received an upgraded award when the GFOA recognized the Prince William County Fiscal Plan as an "Outstanding Operations Guide." Also in both FY 01 and FY 06, the GFOA recognized the County's Fiscal Plan as an "Outstanding Policy Document." In FY 05, the County's Fiscal Plan received special recognition as an "Outstanding Communication Device" as well as "Special Performance Measure Recognition" which was also recognized in FY 06. In FY 06, FY 07 and FY 08, the County's Fiscal Plan received "Special Performance Measures Recognition."
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 double 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 AAA rating-highest rating that can be bestowed on a government agency. 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.

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;
- Invest a minimum 100% of total book cash balances at all times; and
- 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;
- Assess all property at 100% of market value; and
- Assess Real Property according to fair market value annually as of January 1 in accordance with Title 58.1 of the Code of Virginia.

8. Property Tax Collection

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

9. Procurement

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

10. Risk Management

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



Debt Management Policy Statement

Proper Debt Management provides a locality and its citizens with fiscal advantages. The State does not 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

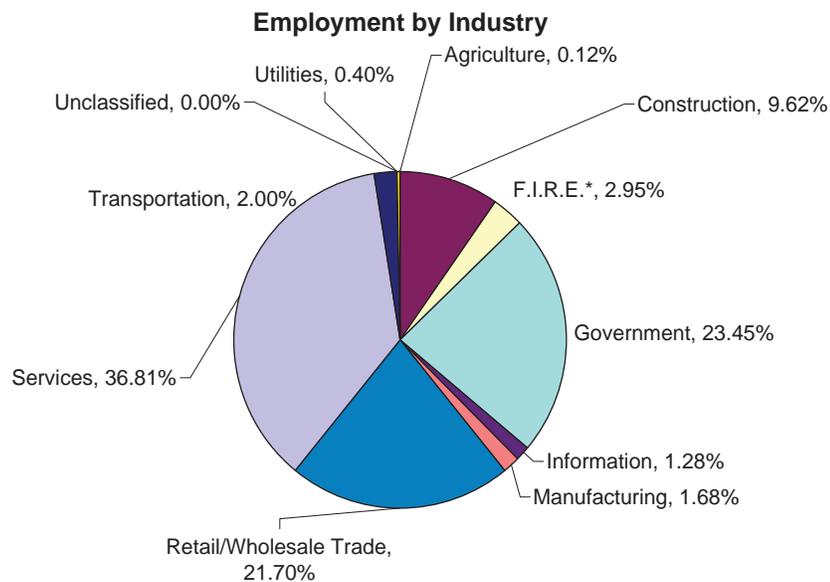
Economic Indicators

Employment

Prince William County's average annual 2009 unemployment rate was 5.4%. The unemployment rate continues to remain below national and state averages. The annual average unemployment rate in Virginia in 2009 was 6.7%, and in the United States, the overall rate was 9.3%.

The services sector and retail outlets are the greatest sources of employment within Prince William County. Employment in the retail/wholesale industry represents 21.7% in 2009, 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 36.8% in 2009. Employment in the government sector shifted from 21.4% in 2008 to 23.5% in 2009, a 2.1% increase. The construction sector showed a decrease from the previous year. Employment in the construction sector shifted from 11.4% in 2008 to 9.6% in 2009, a 1.8% reduction.

Employment by Industry 2009



Unemployment Rates

YEAR	PWC	VA	U.S.
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%	4.9%
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	2.9%	3.7%	5.5%
2005	2.7%	3.5%	5.1%
2006	2.4%	3.0%	4.6%
2007	2.4%	3.0%	4.6%
2008	3.3%	3.9%	5.8%
2009	5.4%	6.7%	9.3%

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

Note: Data are annual averages.

	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999
Agriculture	0.12%	0.10%	0.10%	0.15%	0.17%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
Construction	9.62%	11.40%	12.88%	14.78%	15.11%	14.00%	12.70%	12.90%	12.90%	11.10%	10.90%
F.I.R.E.*	2.95%	2.98%	3.13%	3.39%	3.46%	3.40%	3.50%	3.40%	3.30%	3.10%	3.10%
Government	23.45%	21.35%	20.45%	21.57%	No Data	21.30%	21.30%	22.00%	21.50%	22.20%	22.30%
Information	1.28%	1.33%	1.45%	1.39%	1.55%	1.30%	1.40%	1.50%	1.70%	1.60%	1.50%
Manufacturing	1.68%	1.92%	2.05%	2.27%	2.24%	2.40%	2.70%	3.00%	3.10%	3.30%	3.50%
Retail/Wholesale Trade	21.70%	21.59%	20.78%	19.64%	20.93%	20.50%	20.50%	20.30%	21.40%	22.40%	22.80%
Services	36.81%	37.01%	36.83%	34.47%	35.54%	34.70%	35.40%	34.40%	33.40%	33.50%	33.00%
Transportation	2.00%	1.81%	1.84%	1.92%	2.32%	1.70%	1.80%	1.80%	1.90%	2.00%	2.10%
Unclassified	0.00%	0.10%	0.11%	0.08%	No Data	0.10%	0.00%	0.10%	0.10%	0.10%	0.00%
Utilities	0.40%	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%	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, June 2, 2010 Quarterly Census of Employment and Wages (QCEW), 4th Quarter (October, November, December) 2009.

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 54.0 million square feet. The make-up of the commercial and industrial space in Prince William is 46.5% retail, 28.7% industrial, and 24.8% office. Table 1 shows new office, industrial and retail space construction from 1989 through 2009.

Real Estate Tax Base

Between 2009 and 2010, the total valuation of real estate decreased 2.47%. This overall decrease was the net result of a 4.2% decrease, attributable to depreciation and a net increase of 1.8% in growth. New housing units constructed in 2009 included 52% assessed at over \$300,000. The total real estate assessments in Prince William County, including Public Service parcels, decreased from \$39.8 billion in tax year 2009 to \$38.8 billion in tax year 2010.

The FY 11 adopted rate for current real estate taxes uses the \$1.236 per \$100 of assessed value real estate tax adopted by the Board of County Supervisors. Each penny on the rate generates approximately \$3.8 million in real estate revenue in FY 11.

Prince William County continues to have a heavy reliance on residential real estate. In 2010, the commercial property represented 15.18% 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.

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
2009	143,812	104,329	54,099	302,240
Total	13,392,345	15,505,914	25,168,563	54,066,822

2009 - 2010 Tax Year Comparisons

	2009	2010
Commercial Property as a % of Total Real Estate Tax Base	17.37%	15.18%
Average Assessed Value Residential Property (includes growth)	\$248,955	\$251,293
Average Real Estate Tax Residential Property (includes growth) tax year 2009 rate is \$1.212; tax year 2010 is \$1.236	\$3,017	\$3,106
Average Change Existing Residential Property Value Assessment	-30.11%	0.43%
Average Change Existing Commercial Property Value Assessment	-14.85%	-17.43%

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 more than 31% from 1990 to 2000.

As of March 15, 2010, there were an estimated 138,086 housing units in Prince William County. This represents an additional 40,034 units since April 2000.

Of the total number of housing units in the County, it is estimated that 77,176 (56.0%) are single-family detached; 36,938 (27%) are townhouses; and 22,775 (16%) are units in multi-family structures. Some 1,197 (1.0%) are reported as “other units.”

According to the Census Bureau’s 2008 American Community Survey, the estimated median value of owner-occupied housing units in Prince William County was approximately \$382,300, a decrease of \$52,800 since 2007, when the median value of owner-occupied units was \$435,100. By comparison, the 2008 Virginia median value of owner-occupied housing units was \$269,600 (up from \$262,100 in 2007) and the U.S. median in 2008 was \$194,300 (up from \$181,800 in 2007).

As of March 15, 2010, there were an estimated 125,406 households (occupied housing units) in Prince William County. According to the Census Bureau’s 2008 American Community Survey, 77.8% of the County’s households are occupied by families. Approximately 42.4% 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 2008 American Community Survey reports an average household size of 2.92 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%
2010	138,086	40.8%

Source: U.S. Department of Commerce, Bureau of the Census, Census 1950 - Census 2000
Pr. Wm. Co. Finance Dept., Prince William Report, March 15, 2010

Household Types: 1990, 2000, 2008

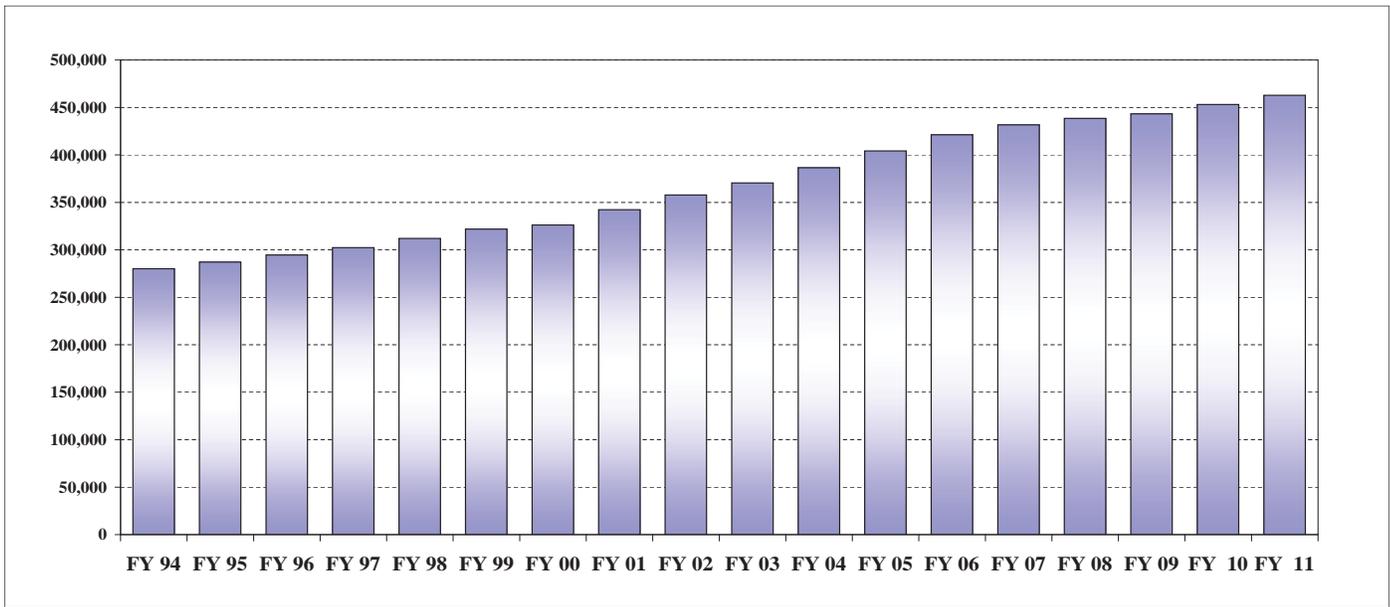
Household Type	1990	1990 (% of total)	2000	2000 (% of total)	2008	2008 (% of total)
Total Households	69,709	100.0%	94,570	100.0%	125,406	100.0%
Family Households	56,289	80.7%	72,737	76.9%	97,578	77.8%
Non-Family Households	13,420	19.3%	21,833	23.1%	27,828	22.2%

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, Finance Dept., First Quarter 2010 Prince William Report (March 15, 2010) and 2008 American Community Survey



Population Characteristics



Population and CPI Information

Population By Jurisdiction

	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 ^(1,2)	280,813	35,135	10,335	326,283
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	36,288	13,845	421,311
Fiscal Year 2007 ⁽⁴⁾	381,221	36,528	13,950	431,699
Fiscal Year 2008 ⁽³⁾	388,269	36,225	14,050	438,544
Fiscal Year 2009	392,900	36,031	14,388	443,319
Fiscal Year 2010 ⁽⁵⁾	402,529	35,838	14,725	453,092
Fiscal Year 2011 ⁽⁵⁾	412,159	35,644	15,063	462,866
	(D)	(E)	(F)	Computed

Sources PWC Population figures:

Estimates and projections are from the Prince William County Finance Department - Prince William County Standard Data Set as of March 15, 2010.

(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 1st Quarter 2010 Prince William Report population as of March 15, 2010

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 2009: Weldon Cooper Center for Public Service, University of Virginia, 2009 Final Population Estimates Table.

FY 2010 projections for the cities: Based on the average annual change during the period (from 1994 - 2009).

Note: County figures are as of June 15 (Example: June 15, 2001 population used for FY 2001). FY 2010 population is as of Mar. 15, 2010

Note: City figures are as of July 1 (Example: July 1, 2001 population used for FY 2001).



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.

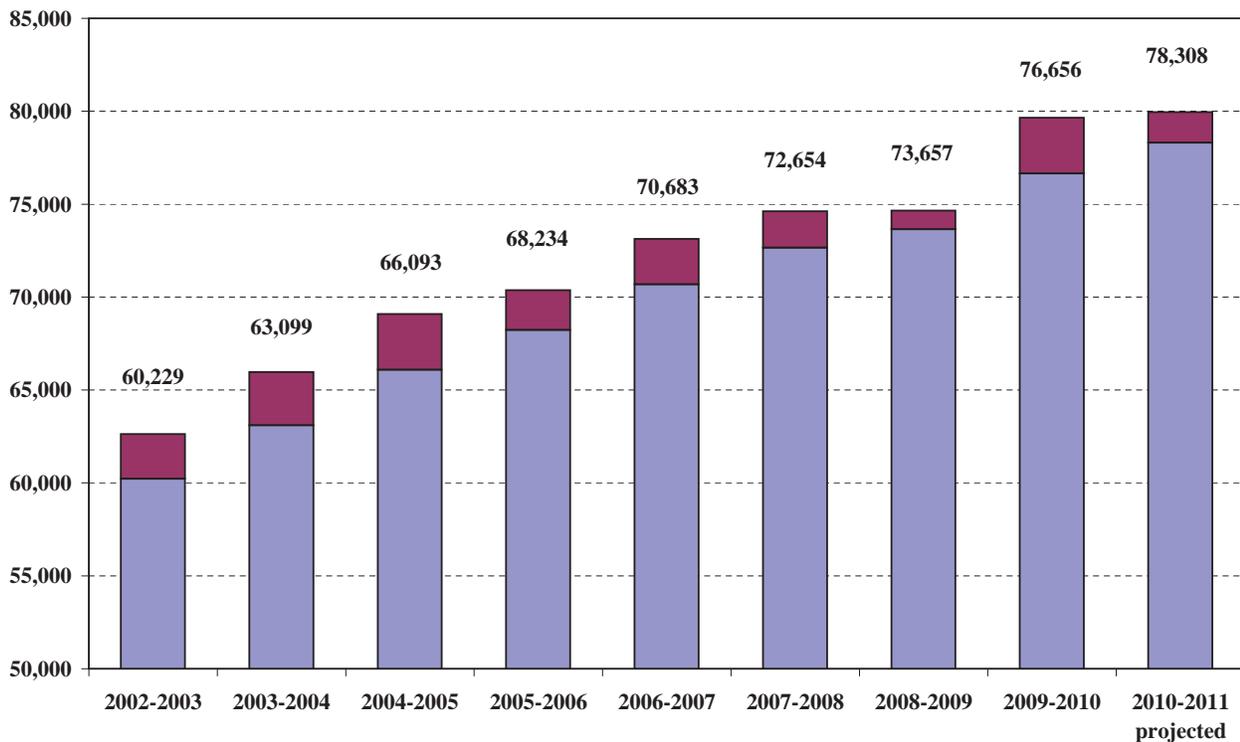
According to the U.S. Census Bureau's 2008 American Community Survey, 31.8% of Prince William County's population is 19 years of age or under. School Enrollment in Prince William County's public schools has increased each year from 2000 to the present. In the 2001/2002 school year there were 60,541 students enrolled in public schools in the County. For the school year 2009-10, a total of 76,656 students were enrolled in public schools in the County as reported by the Prince William County Public School System. In May 2010, the Prince William County Public School System estimated that the County would have 78,308 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 2008 American Community Survey, 13.8% hold a graduate or professional degree; 23.0% of adults have a Bachelor's degree, 7.7% of adults hold an Associates degree or higher and 22.3% of County residents have some college but no degree.

Median Income

According to the U.S. Census Bureau's 2008 American Community Survey, the estimated median household income for Prince William County was \$88,724. That figure is a 79.7% increase from 1990 when the median income was \$49,370 according to the 1990 Census. The median household income for Prince William County is \$27,491 or 44.9% greater than the 2008 median income for the Commonwealth of Virginia. The U.S. Census Bureau's 2008 American Community Survey median income estimate for the Commonwealth of Virginia was \$61,233.

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 and online through the County website, www.pwcgov.org.

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. On May 3, 2010, the County’s bond rating was upgraded from Aa1 to AAA by Moody’s. The County also 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

	Ratio of Debt Service to Revenues (1)	Undesignated Fund Balances as a Percent of Revenue (2)	Actual Revenues as a Percent of Revenue Estimate (3)	Bond Rating (Fitch/Moody's/Standard and Poors) (4)
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
FY 09	7.1%	7.5%	102.2%	AAA/Aa1

1 - Department of Finance, Fiscal Year 2009 CAFR, Table 14, Pages 164-165

2 - Department of Finance, Fiscal Year 2009 CAFR, Page 36 & 42

3 - Department of Finance, Fiscal Year 2009 CAFR, Page 42

4 - Department of Finance, Fiscal Year 2009 CAFR, Page 29



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 11 for the General Fund.

FY 92-11 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	\$1,157
FY 00	\$1,419	\$1,164
FY 01	\$1,478	\$1,165
FY 02	\$1,541	\$1,173
FY 03	\$1,689	\$1,251
FY 04	\$1,814	\$1,292
FY 05	\$1,922	\$1,310
FY 06	\$2,062	\$1,305
FY 07	\$2,249	\$1,361
FY 08	\$2,217	\$1,187
FY 09	\$2,275	\$1,218
FY 10	\$2,100	\$1,047
FY 11	\$2,048	\$952

For FY 11, budgeted expenditures per capita decreased in the majority of the service areas, including planning and development (\$33.58), judicial administration (\$1.82), administration (\$12.15), general government (\$0.85), human services (\$29.85) and parks and library (\$25.62). Overall budgeted expenditures per capita, adjusted for inflation, have increased \$124.47 between FY 00 and FY 11.

Dollar Change in Spending Per Capita by Major Service Area

General Fund (Adjusted for Inflation)	
General Government	(\$0.85)
Planning and Development	(\$33.58)
Debt/CIP	\$25.96
Administration	(\$12.15)
Judicial Administration	(\$1.82)
Public Safety	\$112.96
Human Services	(\$29.85)
Parks and Library	(\$25.62)
Other	\$6.61
School Transfer	\$82.81
Total	\$124.47

General County Government Staffing

Prince William County has 8.74 employees per 1,000 residents for FY 11, reflecting a decrease from the FY 10 statistic of 8.87. 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.

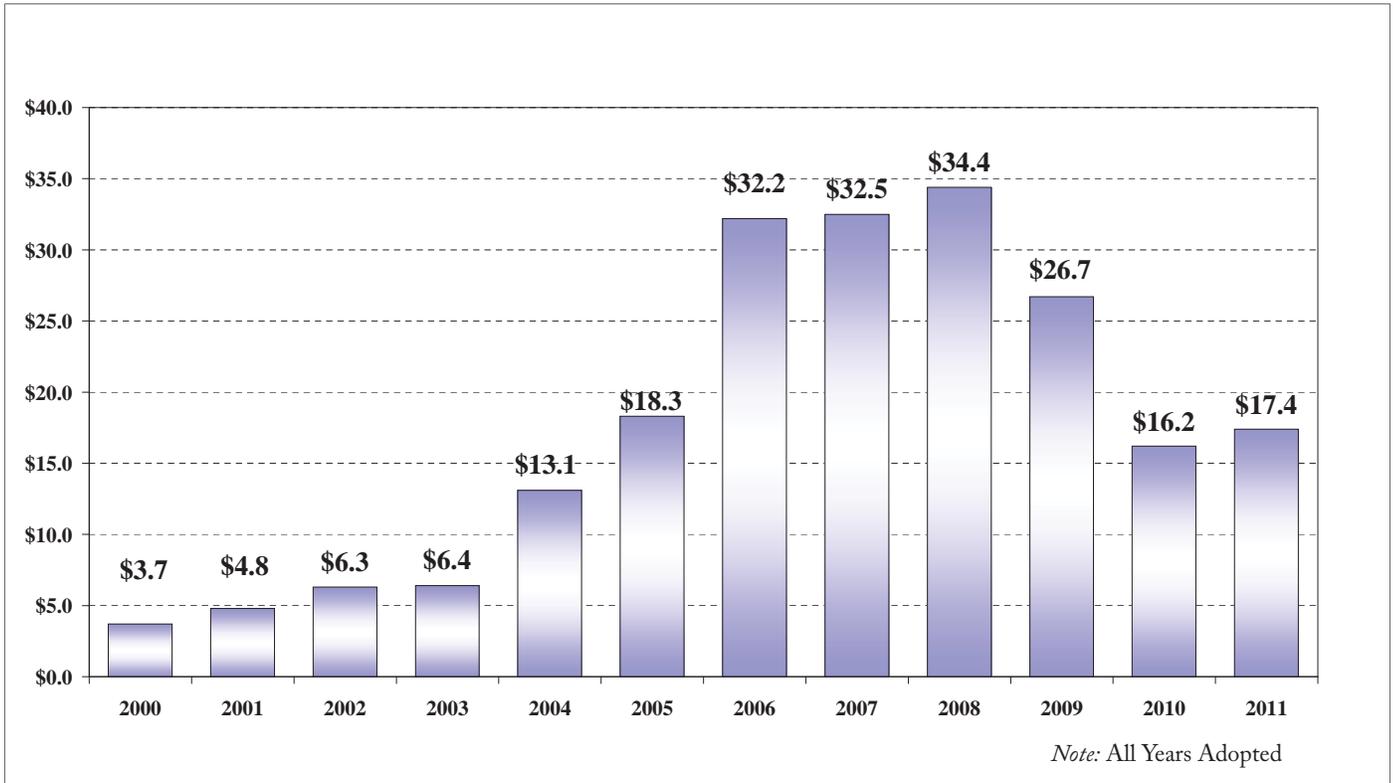
Authorized Staffing and Employees per 1,000 Residents

	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	9.42
FY 10	3,570.03	8.87
FY 11	3,600.96	8.74



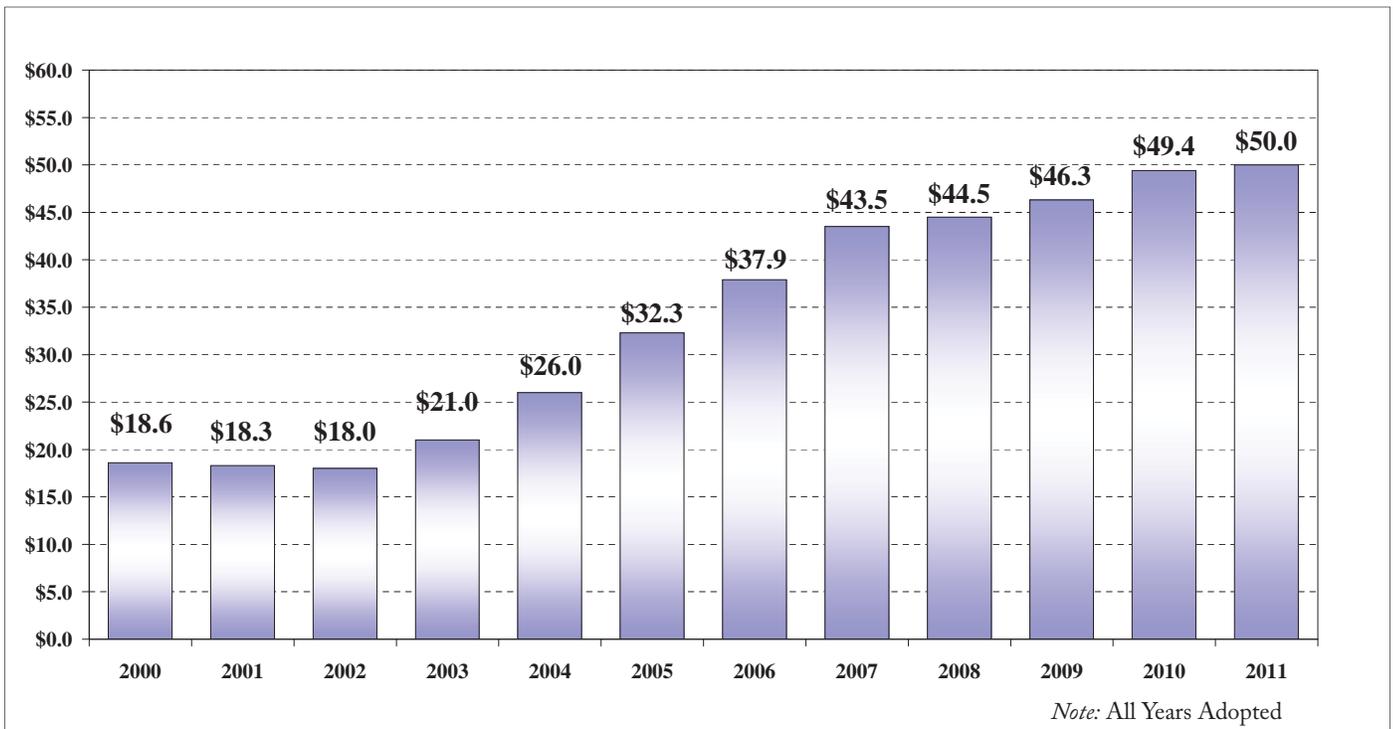
Capital Improvement Program

The County has continued to invest in Capital Improvements. Since 2000, General Fund cash to capital expenditures, exclusive of Schools, increased to a peak of \$34.4 million in 2008, decreasing to \$17.4 million in 2011.



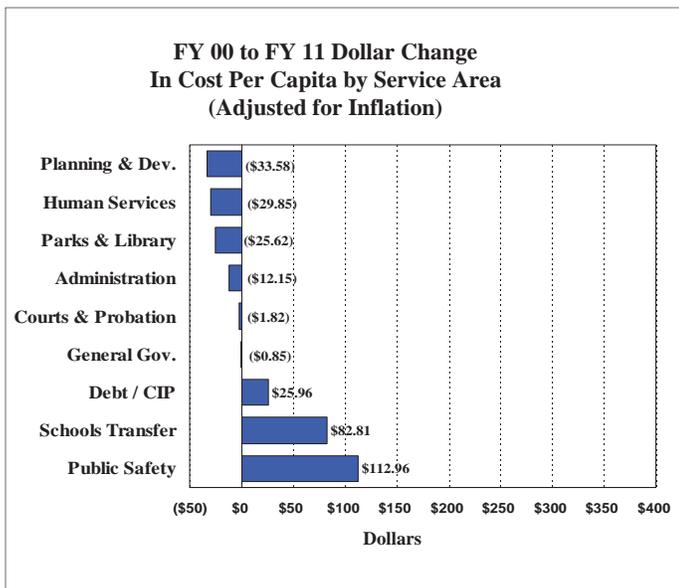
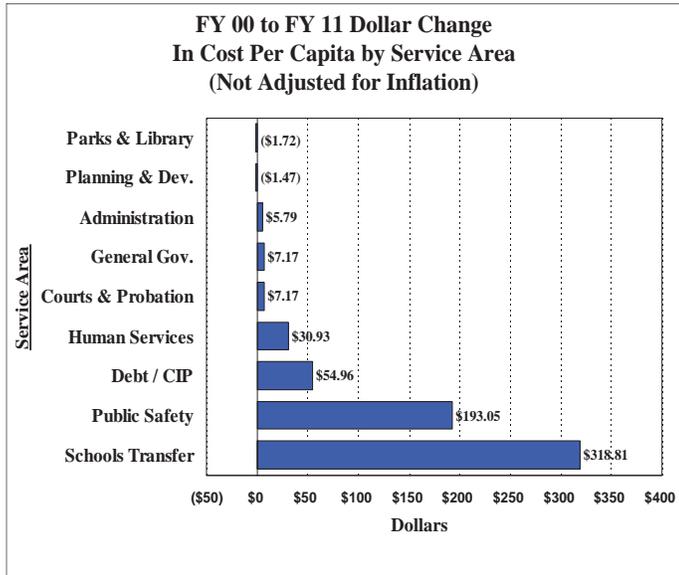
General Debt Service

General debt service has steadily increased since 2000 as a result of increased capital investment, but remains below the 10% limit established by the Principles of Sound Financial Management.

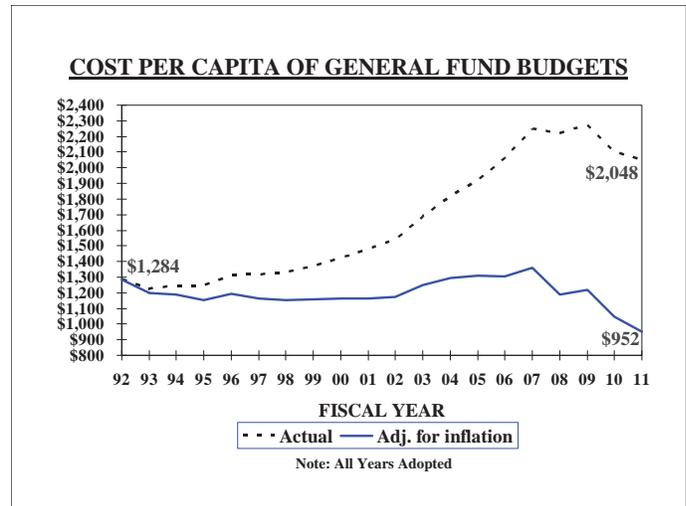


Cost Per Capita

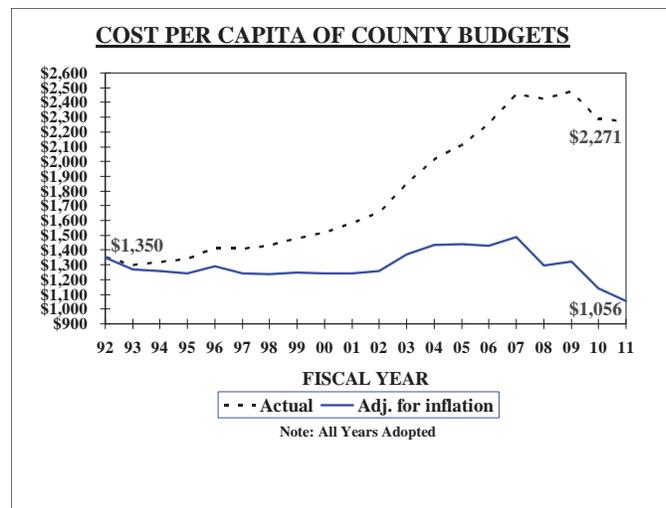
The following graphs show the change in cost per capita between the FY 00 and FY 11 Budgets by County service area. The first graph shows these changes not adjusted for inflation, the second graph shows the same information with the numbers adjusted for inflation.



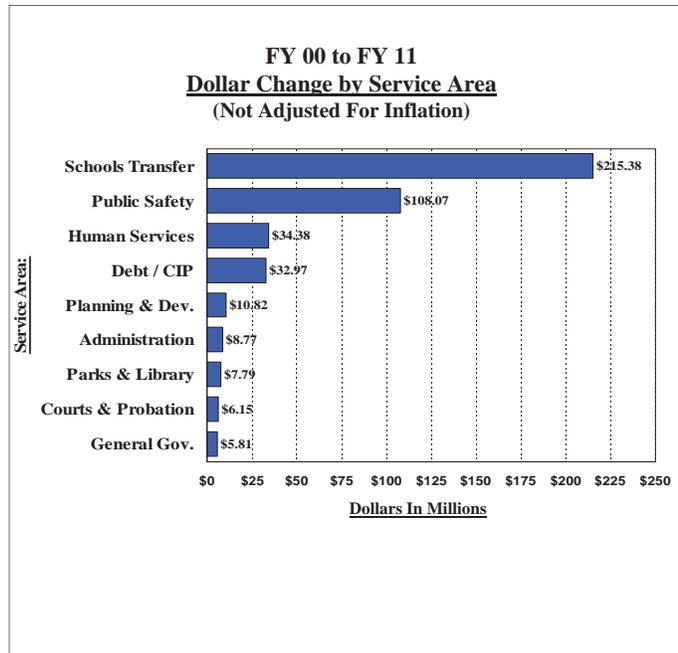
The following graph shows that the cost per capita of the General Fund Budget for FY 11 when adjusted for inflation is 25.8% less than the cost per capita in FY 92. This is an average decrease of 1.4% per year over the past nineteen Fiscal Years. During that same period the population in the County increased from 225,735 in FY 92 to a projected 412,159 for FY 11 for a 82.6% increase. This is an average rate of increase of 4.3% per year over the past nineteen Fiscal Years.



The following graph shows the cost per capita of the County Budgets for FY 11 when adjusted for inflation is a 21.8% less than the cost per capita in FY 92. This is an average rate of decrease of 1.1% per year over the past nineteen Fiscal Years. During that same period the population in the County increased from 225,735 in FY 92 to projected 412,159 for FY 11 for a 82.6% increase. This is an average of 4.3% per year over the past nineteen Fiscal Years.



The following graph shows the actual dollar change by County service area from FY 00 through the FY 11 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 list 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
- Merrimack Farm 302

Total State Land Acres 1,239

Federal Parks

Prince William Forest Park

- (Federal land) 10,854
- (Non-federal land) 1,329
- Total Acres 12,183

Manassas National Battlefield Park

- (Federal land) 4,313
- (Non-federal land) 136
- Total Acres 4,449

Occoquan Bay National Wildlife Preserve

- Total Acres 643

Marine Corps Heritage Center

- Total Acres 135

Other Federal Land

- Quantico Marine Base 22,970

Total Federal Land Acres 57,012



Universities and Colleges

Prince William County has several colleges and universities that offer various degree and certificate programs. Below are listed 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

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



Bull Run Regional Library

sources 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 located within the 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, Thursday-Monday. For more information please call (703) 367-7872.





Ben Lomond

Bennett School

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



Bennett School

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, Thursday-Monday. For more information please call (703) 365-7895.



Brentsville Courthouse

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 3.7 miles of 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 and a rich natural environment. The site is open daily from dawn to dusk. Guided tours are given on weekends, for more information, please call (703) 257-5243.



Bristoe Station

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, Thursday-Monday. Special group tours are given by appointment. For more information please call (703) 499-9812.





Rippon Lodge

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.



Williams Ordinary

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 in partnership with 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.



Lucasville School

Old Manassas Courthouse

The Old Manassas Courthouse was the fifth County courthouse in Prince William County. The courthouse and County seat were 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, wedding reception or special event, call 703-792-5546.



Old Manassas Courthouse