

Proposed
FY2017
BUDGET

Catharpin

Manassas National Battlefield Park

Haymarket

Gainesville

Linton Hall

Manassas Park

Manassas

Bristow

Nokesville

Lake Ridge

Occoquan

Woodbridge

Dale City

Montclair

Prince William Forest Park

Dumfries

Triangle

Quantico

Prince William County, Virginia

Prince William County
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CHRISTOPHER E. MARTINO
Acting County Executive



Proposed
FY2017 BUDGET

Prince William County, Virginia



STRATEGIC VISION

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

Information about the Proposed FY2017 Budget is available online at <http://www.pwcgov.org/budget>

In addition, for information about the budget you may contact the Office of Management & Budget at (703) 792-6720 from 8:00 a.m. to 5:00 p.m. Monday - Friday or visit the office at James J. McCoart Building, 1 County Complex Court, Suite 225, Prince William, Virginia 22192

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Prince William County
Virginia**

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Prince William County Virginia for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

Table of Contents

Introduction	IV
Organization Chart	IV
Transmittal Letter	V
Budget Highlights.....	VIII
Budget Development Process	1
State Budget Requirements	1
Elements of the PWC Budget.....	1
Policies & Practices for Budget Preparation.....	2
<i>Adopted Policies</i>	2
<i>County Practices</i>	4
<i>FY2017 Budget Development</i>	7
<i>Amending the Budget</i>	8
<i>Basis of Budgeting</i>	9
<i>Fund Types</i>	9
<i>Outcome Budgeting</i>	11
<i>Defining Short-Term Initiatives</i>	11
<i>Measuring Outcome Budget Success</i>	12
<i>Citizen Satisfaction</i>	12
<i>Resource Allocation Accomplishments</i>	12
Budget Summary	13
Budget Highlights.....	13
Five-Year Plan	14
General Fund Revenue Summary.....	19
All Funds Expenditure Summary	22
Agency Page Information	37
Functional Areas	37
Agency Pages.....	38
Community Development	43
2013-2016 Strategic Plan	44
Development Services.....	45

Table of Contents

Economic Development	53
Library	61
Parks & Recreation	69
Planning	78
PWC/Manassas Convention & Visitors Bureau	86
Public Works	90
Transit Subsidy	114
Transportation	129
General Government	137
Board of County Supervisors	138
Audit Services	142
Contingency	147
County Attorney	149
Elections	155
Executive Management	162
Finance	171
Human Resources	185
Human Rights	195
Information Technology	201
Management & Budget	214
Human Services	221
2013-2016 Strategic Plan	222
Area Agency on Aging	223
Community Services	231
Housing & Community Development	247
Public Health	254
Social Services	263
Virginia Cooperative Extension	275

Table of Contents

Public Safety	285
2013-2016 Strategic Plan	286
Adult Detention Center	287
Circuit Court Judges	297
Clerk of the Circuit Court	301
Commonwealth’s Attorney	307
Criminal Justice Services	313
Fire & Rescue	320
General District Court	336
Juvenile & Domestic Relations Court	341
Juvenile Court Service Unit	345
Law Library	353
Magistrate	357
Police	361
Public Safety Communications.....	374
Sheriff’s Office	380
Community Partners	387
Funding Provided to Community Partners.....	390
Non-Departmental	413
General Debt	425
Capital Improvement Program (CIP)	433
Summary.....	434
Community Development.....	449
General Government.....	469
Public Safety	487
Transportation	503
Appendix	519

ORGANIZATION CHART

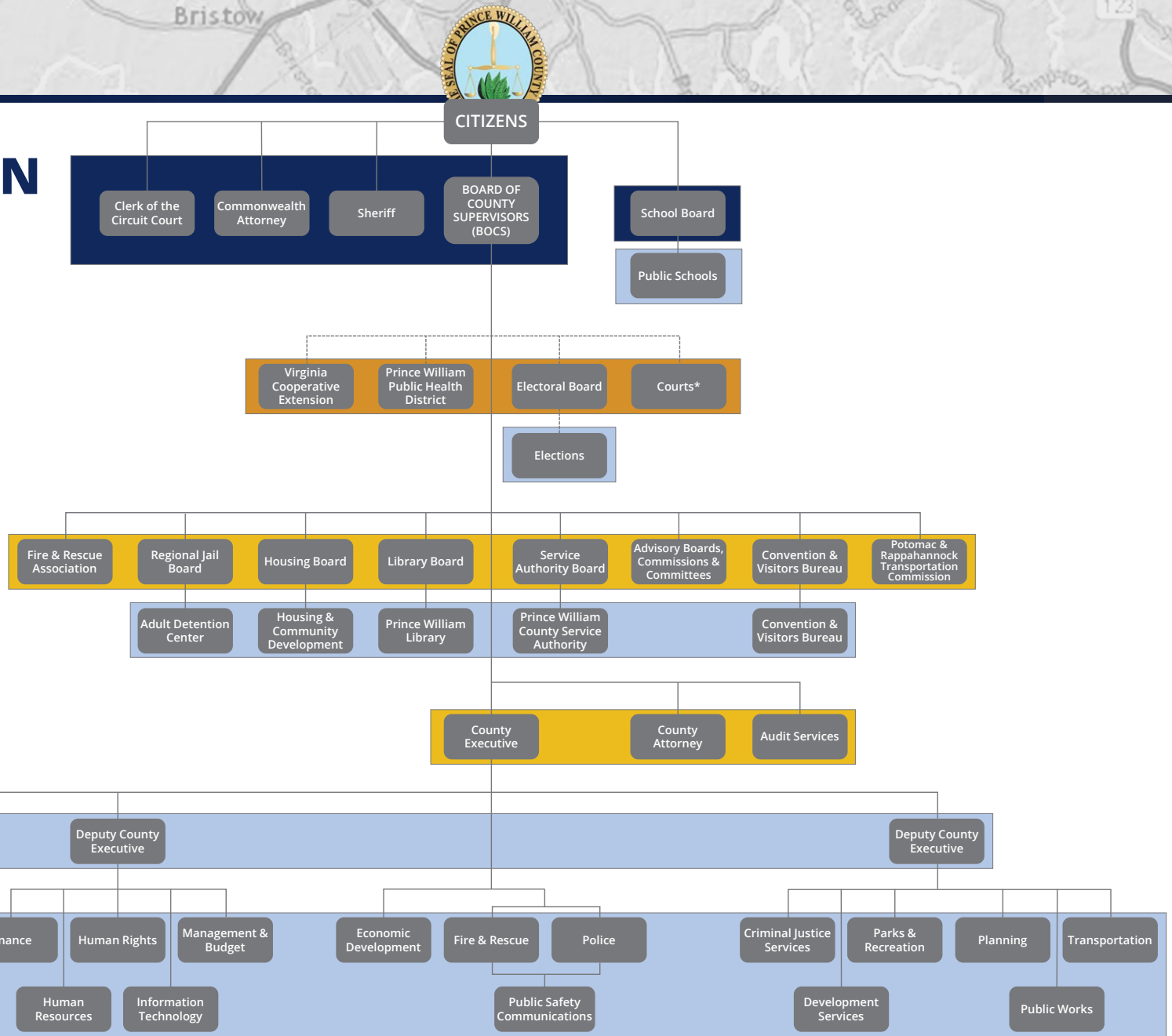
Legend:

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

Notes:

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

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



Transmittal Letter



February 16, 2016

Mr. Chairman and Members of the Board:

As Acting County Executive, I am pleased to present the Proposed FY2017 Budget, the FY2017-2022 Capital Improvement Program, and the accompanying Five-Year Plan. This proposed budget meets my statutory and administrative obligations to prepare and to present a balanced budget for your consideration.

This proposal incorporates the Board of County Supervisors' FY2017 budget guidance given December 15, 2015. In keeping with that guidance, this proposed budget limits real estate tax revenue to the amount generated by a 3.88% average residential tax bill increase, and invests in the strategic priorities articulated by the Board of County Supervisors. This budget and CIP also includes, per the Board's direction, the reinvestment of FY2015 year-end savings and revenue surplus of \$24.3 million to address one-time "must do" and capital infrastructure items necessary to continue progress towards the Board's adopted strategic goals.

Please note that Virginia Retirement System rate reductions and fire levy support for volunteer shift coverage provide more than \$8 million in additional investment capacity in each year of the proposed Five-Year Plan. These sustainable resources allow us to address the Board's FY2017 budget priorities and propose considerable progress toward advancing the County's strategic priorities.

This Board clearly articulated its desire to develop a stable and sustainable budget that meets the needs of our community. This budget is presented with the understanding that Prince William County has experienced steady and sustained growth over the past six years. Our economic development efforts have added \$3 billion dollars in private capital investments and 14,000 new jobs. The value of the County's real estate base is approaching \$53 billion. County residents are benefitting from six straight years of residential appreciation and wage growth. Our population growth has contributed to increases in sales tax, personal property tax, and Business Professional Occupational License (BPOL) revenues.

Bond rating agencies acknowledged the structural budget changes that the Board put in place in FY2016 to manage budget savings and fiscal practices, and continue to reward the County with AAA ratings. These favorable results confirm that the County is well positioned to prosper both in the near and long-term, and I trust you will find that this proposed budget and Five-Year Plan provides a strong, stable and sustainable fiscal plan for the next five years to facilitate the accomplishment of your strategic goals and initiatives.

Robust Economy - Creating the community of choice begins with economic development and an expanding tax base. The proposed budget adds \$3 million to the Economic Development Opportunity Fund (EDOF). The EDOF is an effective tool that enhances the County's ability to attract targeted businesses, which is evidenced by the 14,000 jobs and \$3 billion of investment attracted through the use of EDOF over the past six years. This budget raises the BPOL exemption to \$300,000 of gross receipts (the second installment in the Board's Five-Year Plan) to provide tax relief for small business owners. Funding is also proposed to facilitate the continued growth and development of Innovation Park. The County's comprehensive plan envisions diverse economic growth, which requires a stable, diverse, and ready workforce. The County

Transmittal Letter

and School Board have a long-established partnership that recognizes the competitive importance of an excellent school system. In support of the role that the Schools play in attracting new business to the County and providing the workforce of the future, the revenue-sharing agreement is maintained at the current revenue split. We also continue to expand cultural and recreational quality of life amenities within the County, increasing value and desirability to current and prospective residents and businesses.

Regional Connectivity - In the Northern Virginia market, transportation is a primary concern for residents and businesses alike. Prince William County provides an expanded roadway network, commuter rail, regional bus services, and local bus services. Continued development of a multi-modal transportation network is critical to our economic success and quality of life. As the Board directed in its budget guidance, \$6 million in Northern Virginia Transportation Authority (NVTA) 30% funding will support local transit operating costs. This budget proposes to fund commuter rail operations directly with NVTA funding, eliminating the competition for funding between commuter rail and commuter bus service. New cash-to-capital funding for roads is also included in this budget proposal.

Safe and Secure Community - This budget proposal continues the Five-Year Plan public safety staffing initiatives. As the community grows, public safety capacity must keep pace, maintaining the community policing initiatives that have reduced the crime rate to the lowest levels in 24 years. The Central District police station will open in 2018, alleviating the overcrowded Gar-Field district station, and enhancing visibility and response time in the mid-County neighborhoods. Significant investment is proposed to address the Board's directive regarding fire and emergency response, including a Five-Year Plan using both general revenues and fire levy funds to accelerate apparatus staffing initiatives. Station 26 will open in 2017, improving our mid-County response, and a new fire station is proposed for the Wellington Road area. Planning continues for the 2019 opening of the 204-bed Adult Detention Center expansion at the Judicial Center with significant investment scheduled in the Five-Year Plan.

Healthy Individuals and Families - Prince William County has always focused on creating opportunities for families and individuals to prosper. Our human services investments have leveraged federal, state, and private revenue and support to put our children, families, and adults in a position to succeed while reducing the local tax burden needed to provide critical services. The County partners with the Schools and community organizations to work toward a healthy community by targeting investments in active and passive recreational opportunities, expanding the library system with new facilities, integrating mental health services into the school environment and supporting community-based care. The County also partners with the State on innovative human service programs, and is reaping the benefit of that partnership, receiving \$2.2 million in new state funding since July 2015. The proposed budget continues to create opportunities for success by making a capital investment in the Human Services Building, providing more caseworkers so that intellectually disabled residents can receive federally-funded services in the community, adding therapists to eliminate existing waiting lists for adults needing services to address serious mental illness, and increasing support for vulnerable adults with court-appointed guardians.

Compensation and Overhead - Our workforce is essential to continue providing high-quality services to the community. The proposed budget funds the existing level of health and retirement benefits, including the 401a matching retirement contribution reinstated by the Board in FY2016. A 3% merit increase is also budgeted for FY2017 in accordance with the Board's adopted Five-Year Plan. Small investments are made in general government functions to address recent findings by the Board's Internal Auditor, which brings the County's overhead rate to 4.2%. This rate is far below the norm in both the private and public sectors for an employer the size of Prince William County government, and represents an identified area of risk for the organization.

Transmittal Letter

As noted, the Proposed FY2017 Budget continues to follow the Board's policy guidance by investing in economic development, education, transportation, public safety, human services, and community amenities. The proposed budget rises to the challenge of a growing and diversifying community by continuing to build opportunities for businesses, families and individuals to grow and prosper, positioning Prince William County as a community of choice.

The FY2017 Budget is now in the hands of the Board and the community. We stand ready to support you as you make these decisions.

Sincerely,



Acting County Executive

Budget Highlights

Proposed FY2017 Budget Highlights

The Proposed FY2017 Budget, including the [FY2017-2022 Proposed Capital Improvement Program \(CIP\)](#) and the FY2017-2021 Proposed Five-Year Plan, implements the guidance found in the Strategic Plan, the County/School revenue agreement and the Principles of Sound Financial Management. The \$2.9 billion all funds budget addresses the longstanding strategic priorities - economic development, education, human services, public safety and transportation, and the Board's commitment to maintaining a range of recreational opportunities in our community.

The Proposed FY2017 Budget is based on a \$1.145 real estate tax rate, generating general revenues of \$939,251,645. Additional agency revenues of \$141,281,239 and County resources of \$27,191,053 bring the FY2017 proposed funding total to \$1,107,723,937. The County's Proposed FY2017-2022 Capital Improvement Program (CIP) is funded through an assortment of sources, including 40.0% Northern Virginia Transportation Authority (NVTA), 18.4% state and federal, 11.6% general fund debt, 7.3% cash to capital, 8.2% solid waste fees, 2.3% proffers, and 1.6% fire levy, with the remainder supplied by several local tax and fee sources.

Five-Year Plan

County policy states that no additions shall be included in the annual budget unless they can be afforded throughout the life of the Five-Year Plan and the Five-Year Plan must be balanced in all years. The FY2017-2021 Proposed Five-Year Plan accomplishes this and maintains the planned compensation adjustments - a 3% pay for performance increase in FY17, 19, and 21, and 2% market adjustment in FY18 and 20.

New Community Investments

The Proposed FY2017 Budget, including the FY2017-2022 Proposed Capital Improvement Program (CIP) and the FY2017-2021 Proposed Five-Year Plan, invests \$80 million of additional general fund revenue in operating and capital in the four functional areas of the organization, as well as Non-Departmental, Debt/CIP and Schools (details can be found in the individual agency pages and the CIP):

Community Development: \$4M

- Contractual increases
- Parks and schools field maintenance
- Courthouse security support
- Central District Station support
- Neighborhood Traffic Safety staff
- Vehicle replacement plan increases for new vehicles
- Innovation Park studies
- Security cameras for cash handling areas

General Government: \$1.5M

- Election ballots, software and 2016 Presidential election support
- Voter education guide
- Contractual increases
- Automated agenda software
- Capacity to address audit findings in Risk Management, Human Resources and Management and Budget

Budget Highlights

- Commercial appraisal study
- Windows 7 upgrade
- Security cameras in Tax Administration

Human Services: \$3.5M

- Colgan High School New Horizons therapist
- Capacity to support Public Safety staff
- Capacity to address Adult Protective Services mandated guardianship
- Capacity to address Intellectually Disabled Services and Mental Health waiting lists

Public Safety: \$8M

- Contractual increases
- Station 26 operating budget
- 4 supervisors for the E-911 call center
- Police staffing plan, to include patrol and speciality staff, Central District Station sworn staff, Colgan High School Resource Officer and body-worn camera staff, and vehicles
- Fire and Rescue staffing plan, to include dispatch supervision, health and safety, Engine 526 at Station 26, 24-hour rescue at Coles Station, and 24-hour tankers at Evergreen and Buckhall Stations
- Pretrial caseload support
- Security cameras at Juvenile Courts Services
- New community partner – Humane Society

Non-Departmental: \$3M

- Class size reduction grant
- Unclassified administration

Capital Improvements/Debt Service: \$34M

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

- Human resources information system
- Human resources electronic document management system
- Courthouse security system
- Locust Shade Park waterline
- Locust Share Park maintenance facility
- General District courtroom #6
- Animal shelter

Budget Highlights

- Future county facilities
- Public Safety Training Center water tower
- Economic Development Opportunity Fund
- Neabsco Mills Road widening
- Route 28 (234 Bypass)

Schools: \$26M

- Transfer general revenue to the Schools in compliance with the adopted revenue sharing agreement
 - 57.23% Schools/42.77% County

Transit Subsidy

This budget addresses the transit shortfall by redirecting \$6 million in NVTa 30% funding to Virginia Rail Express (VRE). Bus operations (OMNIRide and OMNILink) are funded with motor fuels tax revenue, planned fare increases and service level reductions. The separate revenue streams reduce competition between the two transit services and meet the guidance provided by the Board. Motor fuels tax floor bills are under consideration by the General Assembly to address the future shortfalls of \$3 to \$4 million annually (FY18 and beyond).

Position Reclassifications

The annual benchmark salary survey was completed and resulted in the following recommendations for the FY17 budget:

Position Reclassifications			
	Code	Current Grade	New Grade
Title Researcher	1702	09	10
Accounting Services Coordinator II	1721	12	13
Deputy Clerk Manager	0114	15	17
Chief Deputy Clerk	0120	17	18
Construction Plans Reviewer	2442	14	15
Family Services Associate	5670	11	12
Human Resources Director	0215	21	22
Library System Director	4561	21	22
Director of Social Services	5735	22	23
Communications Director	0320	21	22
Parks and Recreation Director	9695	22	23
Animal Caretaker	6200	PS07	PS08
Animal Head Caretaker	6205	PS10	PS11
Deputy Animal Control Officer	6210	PS10	PS11
Animal Control Investigator	6212	PS11	PS12
Animal Control Patrol Supervisor	6213	PS11	PS14
Chief Animal Control Officer	6215	PS12	PS16

There are no salary impacts for these recommendations.

Budget Highlights

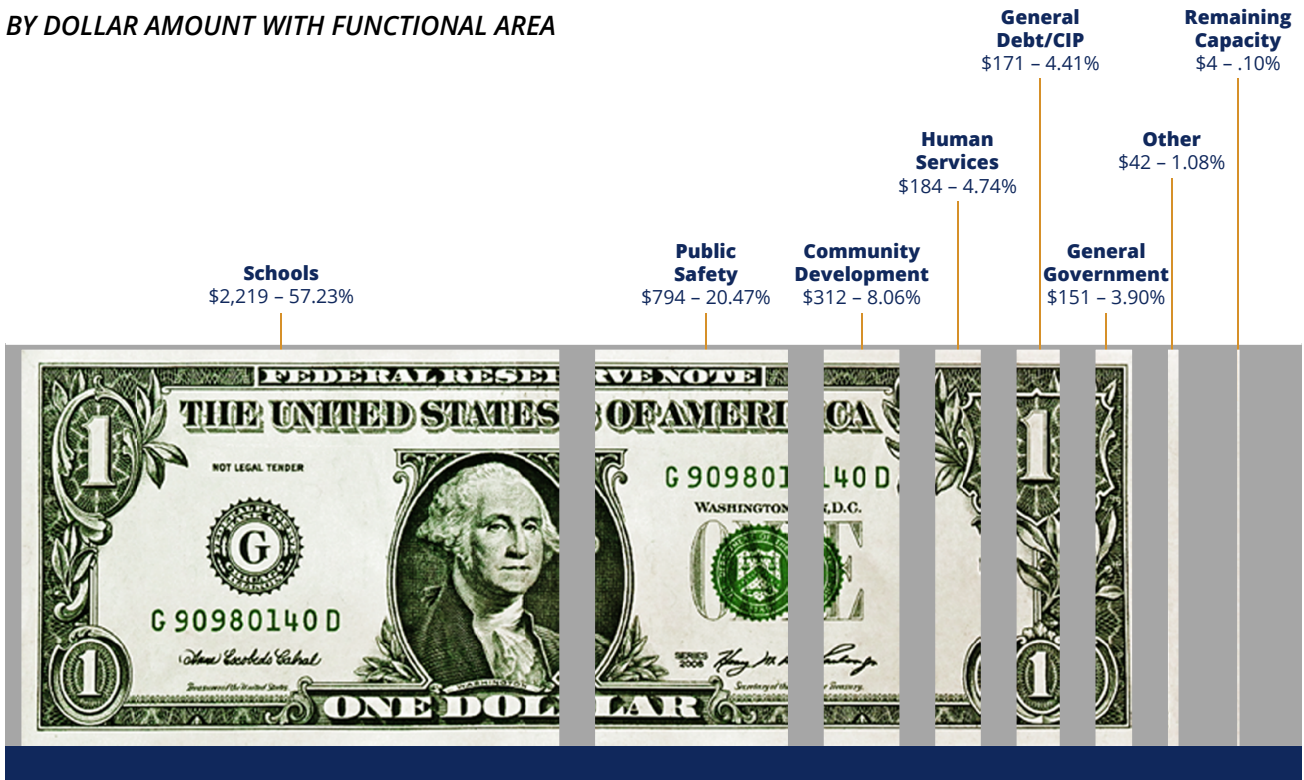
Community Partners

The Proposed FY2017 Budget maintains the donation to community partners and the continuation of more robust community partners section, outlining the mission of each partner receiving County funds and anticipated performance. An annual review of each partner's financial statements is performed to ensure compliance with County policy and proper categorization in the budget as a donation, pass-through, membership, interjurisdictional agreement or grant.

Average Residential Tax Bill

FY2017 Average Residential Tax Bill - \$3,877

BY DOLLAR AMOUNT WITH FUNCTIONAL AREA



Introduction



Budget Development Process

State Budget Requirements

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

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

In accordance with state code, the Schools budget must be adopted by May 15th of each year. This mandate impacts the County's schedule because the final budget includes the transfer to the Schools. It has been the BOCS' practice to adopt the final budget in April of each year.

Elements of the PWC Budget

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

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

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

- **Community Development** - Development Services, Economic Development, Library, Parks & Recreation, Planning, PWC-Manassas Convention and Visitors Bureau, Public Works, Transit and Transportation
- **General Government** - Board of County Supervisors, Audit Services, Contingency, County Attorney, Elections, Executive Management, Finance, Human Resources, Human Rights, Information Technology and Management & Budget
- **Human Services** - Area Agency on Aging, Community Services, Housing & Community Development, Public Health, Social Services and Virginia Cooperative Extension
- **Public Safety** - Adult Detention Center, Circuit Court Judges, Clerk of the Circuit Court, Commonwealth's Attorney, Criminal Justice Services, Fire & Rescue, General District Court, Juvenile & Domestic Relations Court, Juvenile Court Services Unit, Law Library, Magistrates, Police, Public Safety Communications and Sheriff
- **Community Partners**
- **Non-Departmental**
- **General Debt/Capital Improvement Program**

Budget Development Process

Policies & Practices for Budget Preparation

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

Adopted Policies

Principles of Sound Financial Management

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

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

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 BOCS to ensure that no undue burden is placed on the County's taxpayers. The following administrative policy provides the framework to limit the use of debt in Prince William County:

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

Five-Year Plan

One of the financial principles is relatively unique and especially relevant to budget preparation - the requirement to prepare a balanced Five-Year Plan - and deserves additional attention. By local code the County is required to prepare not only a balanced annual budget, but also a balanced Five-Year Plan. The primary benefit of this requirement is that the community cannot fund a new initiative (staffing, facilities, program or compensation adjustment) if it is not affordable throughout the full five years of the budget plan. Adopting a Five-Year Plan provides a longer term picture of the County's financial future and provides a longer planning window for both the County and the Schools. This process also facilitates community conversations about what services and programs are desired, as well as what the community is willing to fund. This Five-Year Planning process led to the creation of a revenue stabilization reserve that can be used to smooth revenue shortfalls during economic downturns. Over the past two decades the balanced Five-Year Plan has proven to be an effective financial control tool for the BOCS, the organization and the community.

County/Schools Revenue Sharing Agreement

The PWC School system is the second largest in Virginia, with over 86,000 students, 95 schools and 10,000 employees. The voters in PWC chose, via referendum in 1995, to move from an appointed to an elected School Board. There are eight members of the School Board, one elected from each of the seven magisterial districts and a chairman elected at-large; each member serves a four year term. The operations of the School Board are independent of the BOCS and County administration, as prescribed by Virginia law.

Budget Development Process

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

The BOCS and the School Board have been partners in protecting the fiscal health of the County, as evidenced by the revenue sharing agreement in place since 1988. The original agreement allocated 56.75% of the County's general revenues to the Schools and 43.25% to the County government. This agreement was modified in 2004 to exclude recordation tax from the split, and again in 2013 with the adoption of the FY14 Budget to allocate 57.23% of general revenues (excluding recordation tax) to the Schools and 42.77% to the County government.

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

Strategic Plan

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

The County adopted the [2013-2016 Strategic Plan](#) in January 2013. This sixth PWC strategic plan is based upon the 2030 goals of the County's Comprehensive Plan and the second [Future Report](#), both of which provide perspectives on where the community should be in 2030. The Comprehensive Plan goals relate to the physical makeup of the community and the infrastructure necessary to support that, while the second Future Report addresses social and civic, as well as physical, goals. The Plan does not anticipate that the goals of the Comprehensive Plan or the second Future Report can be achieved during this four-year period. The 2013-2016 Strategic Plan is one of six plans that will build upon each other to achieve those long term goals by 2030.



The 2013-2016 Strategic Plan provides budget guidance by highlighting those areas critical to the continued success of the community. The following vision and goals summarize the Strategic Plan:

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

- **Economic Development** - The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.
- **Education** - The County will provide an educational environment rich in opportunities to increase educational attainment for workforce readiness, post-secondary education, and lifelong learning.
- **Human Services** - The County will provide human services to individuals and families most at risk, through innovative and effective leveraging of state and federal funds and community partnerships.

Budget Development Process

- **Public Safety** - The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies.
- **Transportation** - The County will provide a multi-modal transportation network that supports County and regional connectivity.

Progress toward the overarching goals and the related community outcomes, as well as the status of the various strategies, are reported to the community on an annual basis and are included in this budget document. The status of the outcomes will be used to determine whether resource adjustments should be made through the annual budget process.

Comprehensive Plan

Since 1974, PWC has had a [Comprehensive Plan](#) that provides general guidance to land use and the location, character and extent of supporting infrastructure and public facilities for a 20-year period. In accordance with State law, the Comprehensive Plan is reviewed every five years and updated as conditions or community expectations require new or different action strategies. The current Comprehensive Plan has 15 elements - Community Design, Cultural Resources, Economic Development, Environment, Fire & Rescue, Housing, Land Use, Libraries, Parks/Open Space/Trails, Police, Potable Water, Sanitary Sewer, Schools, Telecommunications, and Transportation. Each element states the community's goal for that specific area and the recommended action strategies to achieve that goal. A major implementation tool for the Comprehensive Plan is the annual capital budget and the six-year Capital Improvement Program.

Capital Improvement Program

Each year in conjunction with the budget, the BOCS adopts a six year [Capital Improvement Program](#) (CIP). The CIP identifies those capital improvements and construction projects that should be funded over the next six year period to maintain or enhance County assets and service delivery. All funding sources are identified, and the resources necessary are accounted for in the capital projects fund. The first year of the CIP is adopted as the County's capital budget. The primary expenditure included in the capital budget is debt service for general obligation bonds or other types of debt issued to fund specific CIP projects. The General Debt/CIP section of this document provides detailed information on debt management considerations. The CIP also identifies facility and program operating costs, as well as any operating revenues, associated with the capital projects. Funding for operating costs for an approved CIP project is included in the affected agency's budget, consistent with the projections in the CIP.

County Practices

In addition to the adopted policies identified above, the County uses several practices to limit unnecessary growth in agency budgets. Some are undertaken by the Office of Management & Budget (OMB) once the prior year's budget is adopted, and others are collaborative practices between OMB and County agencies. In order to build the FY2017 Budget, a series of adjustments are made to the FY2016 Budget to build a "base" for FY17 budget discussions:

Removal of All One-Time Revenues and Expenditures

Revenues and expenditures in the annual budget are either ongoing or one-time. In the case of a new staff position, salaries and benefits are ongoing costs; a vehicle or computer station is a one-time cost. OMB staff removes all one-time costs and one-time revenues to establish the true starting point for the FY17 budget for each agency.

Resetting Vacant Positions Back to Entry Level

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

Budget Development Process

Inflationary Adjustments

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

Replacement of Lost Revenue

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

Agency Budget Reviews

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

Collaboration Between Agencies Within and Across Functional Areas

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

Efficiencies

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

Add Operating Costs Associated With Capital Projects

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

Position Classification Plan

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

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

Compensation Policy

The BOCS' recent compensation policy has been a mix of pay plan (commonly known as cost of living) adjustments and pay for performance (commonly known as merit) adjustments.

FY2017 Budget Development Process Calendar

2015							2016						
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
CITIZEN ENGAGEMENT	Direct contact with BOCS members and public comments at BOCS meetings												
				Strategic Plan Update Presentation				Proposed FY2017 Budget Presentation Feb. 16th Attend/View Budget Worksessions Attend Community Budget Meeting Feb 20th Participate on BOCS Budget Committees Submit comments/questions to website View or Try budget decision app			Attend/View • Public Hearing • Markup • Budget Adoption		
BOCS ACTIONS	Receive citizen comments												
				Strategic Plan Update Presentation		Receive preliminary revenue forecast Provide budget guidance to CXO and Schools Superintendent		Receive FY2017 Budget Presentation Feb. 16th Set and authorize maximum tax rate to be advertised Feb. 23rd	Receive Budget Worksessions		• Receive Schools Budget • Hold Public Hearing • Hold budget markup session • Adopt tax rates and FY2017 Budget		
COUNTY DEPT/AGENCIES	Post FY2016 Budget online	Develop and distribute FY17 budget instructions "Scrub" the FY2016 Budget to create FY17 starting point	Report/prepare: • Prior year's performance • Strategic Plan Updates • Agency historical variance report	Finalize FY16 "scrub" in financial reporting system Agency budget review	• Prioritize needs • Identify efficiencies/savings • Compensation modeling • Update Five-Year Plan	Provide preliminary revenue forecast	Enter proposed budget into financial system to balance	• Present Proposed FY2017 Budget to BOCS • Meet with BOCS Budget Committees • Respond to budget questions • Finalize revenue projection	Advertise authorized tax rate and public hearing date Budget Worksessions		Rebalance budget in financial system & prepare budget adoption resolutions		
			Identify operating and capital needs		Address critical needs in light of budget guidance							Finalize FY2017 Budget document	

Abbreviation Guide: BOCS - Board of County Supervisors; CXO - County Executive

Budget Development Process

FY2017 Budget Development

Scrubbing FY16 Adopted to Create a Starting Point

OMB, in cooperation with all County agencies, applies the BOCS policies and County practices to the FY16 Budget to create a starting point for FY17 budget discussions. One-time revenues and expenditures are removed, as are planned Five-Year Plan reductions such as previously funded capital and technology projects. Current salaries are brought forward, and all vacant positions are reset to the starting salary.

Agency Collaboration

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

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

BOCS Budget Guidance

In December of each year the BOCS provides budget guidance to the County Executive and the School Superintendent in the form of projected real estate tax bill increases or decreases across the life of the Five-Year Plan. This guidance sets the tax policy assumptions that are used to build the Five-Year Plan. Revenues estimates can then be calculated, and the County Executive and School Superintendent know the upper limit of projected tax revenue that is to be split using the adopted revenue sharing agreement.

The following FY17 budget guidance was provided on December 15, 2016:

- Maintain the tax policy established for FY17 in the adopted FY16-20 Five-Year Plan, which, at the time of adoption, was a 3.88% increase;
- Address fire protection services issues using the fire levy;
- Address the \$6 million PRTC issue with non-general fund monies and/or funds generated through efficiencies or reductions;
- Maintain the current County/Schools revenue sharing agreement; and
- Utilize the FY15 year-end savings and revenue surplus of \$24.3 million to address one-time “must do” items and capital investments.

Revenue Forecast

The revenue projection involves another collaborative process with internal and external partners working together to identify changing economic conditions and analyze a complex market to calculate the anticipated tax base. Information is gleaned from national, state and local tax and real estate experts to forecast revenues for the upcoming five years. The process has achieved a high level of accuracy, with the variance between budgeted and actual revenues between FY07 and FY13 ranging from 0.62% (\$4.8 million) to -0.81% (\$6.0 million). In 2010, the County's revenue forecasting process received an Achievement Award from the Virginia Association of Counties. The BOCS budget guidance is applied to the revenue forecast to build the revenue side of the Five-Year Plan.

Budget Development Process

Additions and Reductions

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

Amending the Budget

The County budget can be amended through increases or decreases in agency appropriations or through transfers within or between agencies. Changes in agency appropriations require budget and appropriate resolutions adopted through formal Board actions. When the total dollar value of the appropriation changes proposed at any one Board meeting exceeds one percent (1%) of the total expenditures in the current adopted budget, the BOCS cannot act until the appropriation changes have been advertised for public comment, as required by [Section 15.2-2507](#) of the State Code, and a public hearing on such changes has been held.

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

Budget Transfer Matrix

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

Transfer Category	Department Head Approval	BOCS Approval
Within expenditure category (object level 1)	\$1 +	NA

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

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

C. Transfers Within Fund Between Departments

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

D. Transfers Between Funds or Subfunds*

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

* Transfers between subfunds within funds 11 - 39 do not require 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.

Budget Development Process

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

Basis of Budgeting

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

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

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

Fund Types

The County has three kinds of funds:

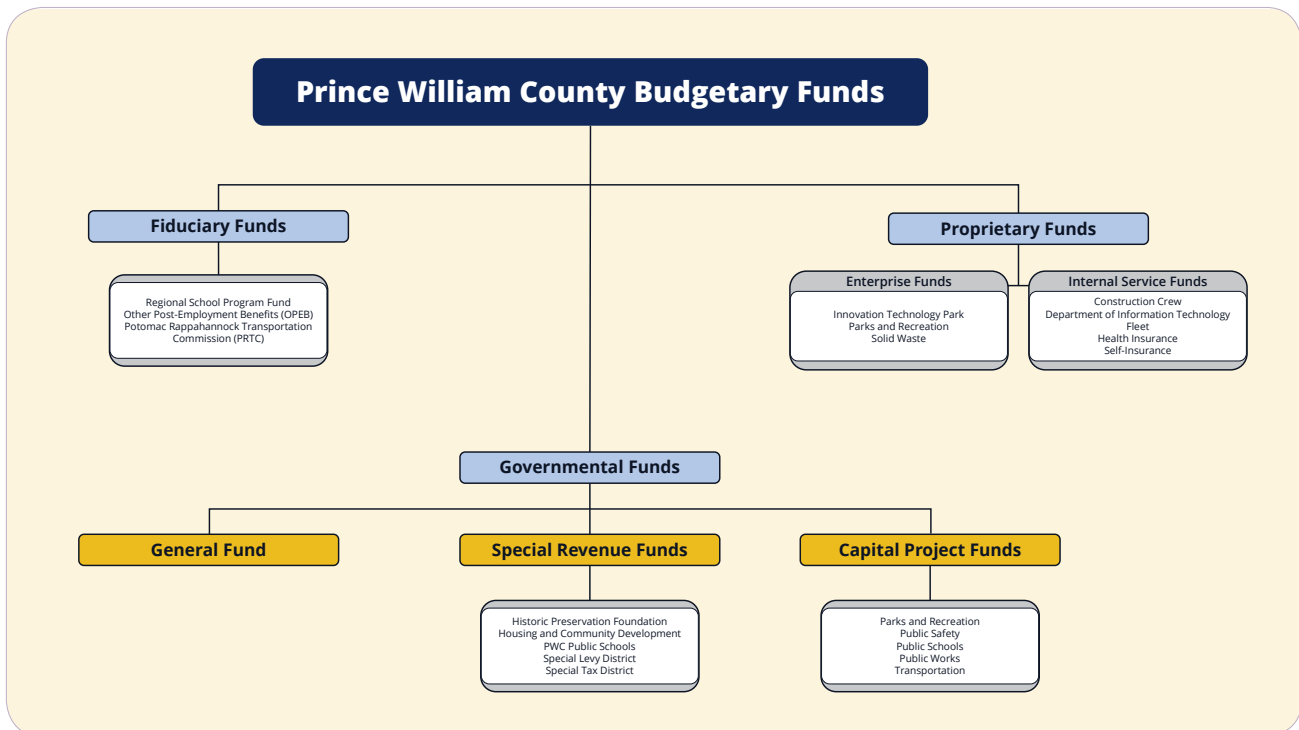
- 1. Governmental Funds** - Most of the County's governmental functions are accounted for in governmental funds. These funds measure changes in financial position rather than net income. All of these funds are appropriated. The following are the County's governmental funds:
 - a. General Fund** - The general fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, license and permit fees, charges for services and interest income. A significant part of the fund's revenues are transferred to other funds to finance the operations of the County Public Schools and the Regional Adult Detention Center. Debt service expenditures for payments of principal and interest of the County's general long-term debt (bonds and other long-term debt not serviced by proprietary or special revenue funds) are included in the general fund.
 - b. Special Revenue Funds** - Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds are used to account for volunteer Fire & Rescue levies, school operations, the Regional Adult Detention Center, and development fees.
 - c. Capital Projects Fund** - The capital projects fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types as discussed on the following page). The capital projects fund accounts for all current construction projects including improvements to and the construction of schools, roads and various other projects.
- 2. Proprietary Funds** - Proprietary funds account for County activities that operate similarly to private sector businesses. These funds measure net income, financial position and changes in financial position. The following are the county's proprietary fund types:
 - a. Enterprise Funds** - These funds are used to account for operations that are: (a) financed and operated in a manner similar to private business enterprises - where the intent of the BOCS is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the

Budget Development Process

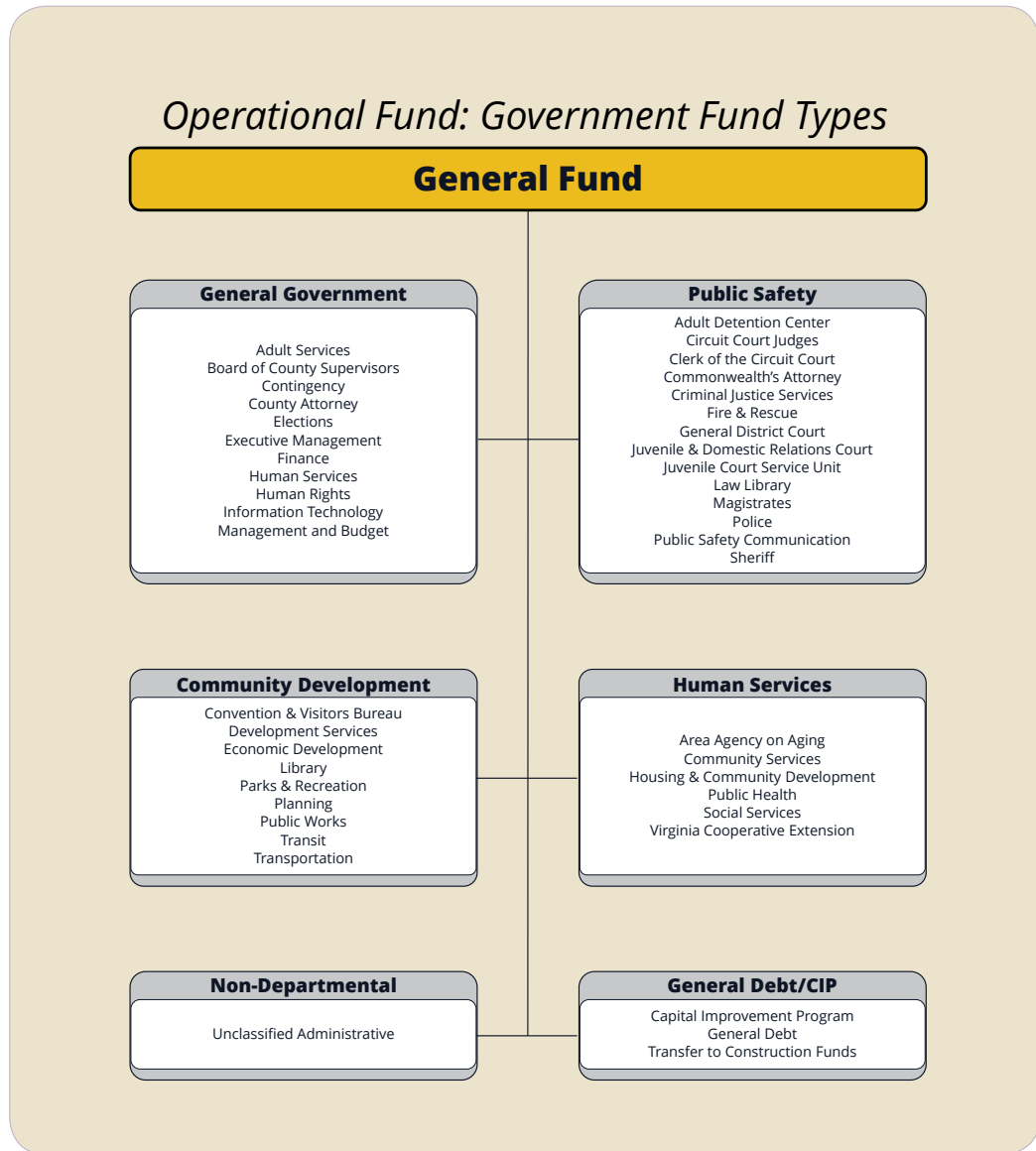
BOCS has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The following are enterprise funds: Prince William County Parks & Recreation, Prince William County Landfill (solid waste disposal) and Innovation Park (County owned land sold to businesses relocating to the Innovation area).

b. Internal Service Funds - These funds are used to account for financing of goods or services provided by one county department or agency to other departments and agencies on an allocated cost recovery basis. Internal service funds are established for information technology, vehicle maintenance, small project construction and self-insurance.

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



Budget Development Process



Outcome Budgeting

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

Defining Short-Term Initiatives

When new dollars are allocated for agency initiatives the impact to the base performance measure is described in the agency detail section of the budget document. Service level impacts, or service level targets, represent the 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.

Budget Development Process

Measuring Outcome Budget Success

Two measures of success in outcome budgeting in recent years have been the decline in the overall cost of government and the shifting of resources to strategic goal areas. The County has had much success in recent years minimizing the cost of government. When costs for general County services, including the schools transfer, are adjusted for inflation, taxpayers are paying \$392 less per capita in the proposed FY17 budget than they did in FY07. Not adjusted for inflation, the general budgeted cost per capita for County services was \$2,249 in FY07, as compared to \$2,326 in the proposed FY17 budget.

Citizen Satisfaction

The County is also constantly receiving input from its citizens on what services are appropriate for government to provide. This input is received through the strategic planning process and through the community survey. In 2014, the survey showed that 91% of County residents were satisfied or very satisfied with the services provided by Prince William County Government. Also in 2014, satisfaction with the value for their tax dollar was 86%. The next survey will be conducted during the summer of 2016.

Resource Allocation Accomplishments

- The Strategic Plan has guided resource allocation in the County by increasing resources to strategic service areas while continuing to provide sufficient resources for areas considered to be important, but not strategic.
- The Strategic Plan and the Comprehensive Plan guide the development of the CIP. In FY14, Prince William County received a “Special Capital Recognition” award by the Government Finance Officers’ Association.
- Prince William County has received the Certificate of Achievement of Distinguished Budget Presentation from the Government Finance Officers’ Association (GFOA) for every budget year from FY87 through FY16. This is the highest form of recognition in governmental budgeting.
- The National Association of Counties (NACO) presented a 2014 Achievement Award to the County for Prince William’s budgeting process which focuses on citizen engagement.

Budget Summary

Budget Highlights

The total Prince William County government budget for all funds, excluding the general fund transfer to the Schools, increases by 10.91% from FY16 to FY17.

All Funds Expenditures				
	FY16 Adopted	FY17 Proposed	Dollar Change	Percent Change
County Government *	\$832,017,070	\$922,828,809	\$90,811,740	10.91%

* The County Government all funds expenditure budget excludes the general fund transfer to the Schools.

The total Prince William County general fund budget increases by 7.78% from FY16 to FY17. This includes a 5.20% increase in the transfer to the Schools and a 10.30% increase in the County government general fund budget.

General Fund Expenditures				
Funding Area	FY16 Adopted	FY17 Proposed	Dollar Change	Percent Change
County Government	\$519,916,987	\$573,454,261	\$53,537,274	10.30%
Transfer To Schools	\$506,976,013	\$533,333,034	\$26,357,021	5.20%
Total General Fund	\$1,026,893,000	\$1,106,787,295	\$79,894,295	7.78%

It is important to note that the FY17 proposed general fund budget includes the use of audited savings from FY15. On December 15, 2015, the Board of County Supervisors (BOCS) reserved FY15 expenditure savings and revenue surplus funds totaling \$24.3 million for consideration of one-time must-do initiatives and one-time capital improvements during the FY17 budget process. Excluding the use of FY15 funds, the total general fund budget increases by 5.41% from FY16 to FY17. The County government general fund budget, excluding the transfer to Schools, increases 5.62%.

General Fund Expenditures (Excluding the Use of FY15 Funds in FY17)				
Funding Area	FY16 Adopted	FY17 Proposed	Dollar Change	Percent Change
County Government	\$519,916,987	\$549,160,506	\$29,243,519	5.62%
Transfer To Schools	\$506,976,013	\$533,333,034	\$26,357,021	5.20%
Total General Fund	\$1,026,893,000	\$1,082,493,540	\$55,600,540	5.41%

Budget Summary

Five-Year Plan

The Proposed FY2017 Budget implements the eighteenth iteration of the County/School revenue agreement which allocates 57.23% of general revenues to the Schools and 42.77% of general revenues to the County. This agreement makes the allocation of revenues in the Five-Year Plan more efficient and predictable. The Five-Year Plan is an important tool for addressing strategic goals and community needs over a five year horizon. The proposed FY17-21 five year budget plan is based on an annual 3.9% increase to the average existing residential tax bill.

FY2017-2021 Five-Year Plan					
	FY17	FY18	FY19	FY20	FY21
Revenue and Resources:					
General Revenue	\$939,251,645	\$980,122,869	\$1,022,962,414	\$1,068,194,214	\$1,115,845,840
Agency Revenue	\$141,281,239	\$134,697,002	\$136,682,790	\$138,070,679	\$138,407,524
County Resources	\$27,191,053	\$2,636,061	\$2,460,481	\$2,103,338	\$2,101,646
Total Revenue & Resources Available	\$1,107,723,937	\$1,117,455,932	\$1,162,105,685	\$1,208,368,231	\$1,256,355,010
Expenditures:					
County Government	\$573,454,261	\$560,712,232	\$580,845,529	\$600,359,680	\$619,090,055
Transfer To Schools	\$533,333,034	\$556,637,791	\$581,069,018	\$606,869,332	\$634,048,789
Total Expenditures	\$1,106,787,295	\$1,117,350,023	\$1,161,914,547	\$1,207,229,012	\$1,253,138,844
Available Capacity	\$936,642	\$105,909	\$191,138	\$1,139,219	\$3,216,166

Budget Summary

General Fund Revenue & Resource Summary					
Title	FY16 Adopted Budget	FY17 Base Budget	FY17 Total Revisions	FY17 Proposed Budget	% Change FY16/FY17 Proposed
General Revenues:					
All Real Estate Taxes:					
Real Estate - Current Year	\$583,522,000	\$583,522,000	\$32,956,000	\$616,478,000	5.65%
Real Estate Tax Refunds	(\$15,171,600)	(\$15,171,600)	(\$856,800)	(\$16,028,400)	5.65%
Tax Deferrals	(\$500,000)	(\$500,000)	\$0	(\$500,000)	0.00%
Land Redemption	\$315,000	\$315,000	\$0	\$315,000	0.00%
Real Estate Taxes- Public Service	\$17,357,170	\$17,357,170	\$2,051,875	\$19,409,045	11.82%
Real Estate Penalties - Current Year	\$1,479,000	\$1,479,000	\$84,000	\$1,563,000	5.68%
Total All Real Estate Taxes	\$587,001,570	\$587,001,570	\$34,235,075	\$621,236,645	5.83%
All Personal Property Taxes:					
Personal Property	\$156,400,000	\$156,400,000	\$8,500,000	\$164,900,000	5.43%
Personal Property - Prior Year	\$50,000	\$50,000	\$0	\$50,000	0.00%
Personal Property Tax Deferrals	(\$500,000)	(\$500,000)	\$0	(\$500,000)	0.00%
Personal Property Penalty - Current Year	\$1,600,000	\$1,600,000	\$230,000	\$1,830,000	14.38%
Total All Personal Property Taxes	\$157,550,000	\$157,550,000	\$8,730,000	\$166,280,000	5.54%
Interest On Taxes:					
Interest On All Taxes	\$1,377,000	\$1,377,000	\$77,000	\$1,454,000	5.59%
Total Interest On Taxes	\$1,377,000	\$1,377,000	\$77,000	\$1,454,000	5.59%
Total General Property Taxes	\$745,928,570	\$745,928,570	\$43,042,075	\$788,970,645	5.77%
Other Local Taxes:					
Local Sales Tax	\$60,280,000	\$60,280,000	\$1,808,000	\$62,088,000	3.00%
Sales Tax On Daily Rental	\$206,000	\$206,000	(\$16,000)	\$190,000	(7.77%)
Consumer's Utility Tax	\$13,940,000	\$13,940,000	\$300,000	\$14,240,000	2.15%
Bank Stock Tax	\$1,500,000	\$1,500,000	\$0	\$1,500,000	0.00%
BPOL Taxes - Local Businesses	\$25,024,520	\$25,024,520	\$1,026,480	\$26,051,000	4.10%
BPOL Taxes - Public Service	\$1,296,000	\$1,296,000	\$222,000	\$1,518,000	17.13%
Motor Vehicles - Regular	\$8,400,000	\$8,400,000	\$60,000	\$8,460,000	0.71%
Recordation Taxes*	\$6,426,000	\$6,426,000	\$914,000	\$7,340,000	14.22%
Additional Taxes On Deeds	\$1,658,000	\$1,658,000	\$72,000	\$1,730,000	4.34%
Transient Occupancy Tax	\$1,589,000	\$1,589,000	(\$189,000)	\$1,400,000	(11.89%)
Total Other Local Taxes	\$120,319,520	\$120,319,520	\$4,197,480	\$124,517,000	3.49%
Total Local Tax Sources	\$866,248,090	\$866,248,090	\$47,239,555	\$913,487,645	5.45%
Additional Revenue Sources:					
Revenue From Money & Property	\$6,187,000	\$6,187,000	\$955,000	\$7,142,000	15.44%
Miscellaneous Revenue	\$7,000	\$7,000	\$0	\$7,000	0.00%
State Revenue	\$1,171,000	\$1,171,000	(\$56,000)	\$1,115,000	(4.78%)
Communications Sales and Use Tax #	\$18,600,000	\$18,600,000	(\$1,170,000)	\$17,430,000	(6.29%)
Federal Revenue	\$70,000	\$70,000	\$0	\$70,000	0.00%
Total Additional Revenue Sources	\$26,035,000	\$26,035,000	(\$271,000)	\$25,764,000	(1.04%)
Total General Revenues	\$892,283,090	\$892,283,090	\$46,968,555	\$939,251,645	5.26%

Budget Summary

General Fund Revenue & Resource Summary (Cont.)					
Title	FY16 Adopted Budget	FY17 Base Budget	FY17 Total Revisions	FY17 Proposed Budget	% Change FY16/FY17 Proposed
Agency Revenue:					
Area Agency on Aging	\$2,254,896	\$2,254,896	(\$28,333)	\$2,226,563	(1.26%)
Clerk of the Court	\$3,377,474	\$3,377,474	(\$169,379)	\$3,208,095	(5.01%)
Commonwealth's Attorney	\$2,102,384	\$2,102,384	\$419,225	\$2,521,609	19.94%
Community Services	\$20,643,452	\$22,271,516	\$0	\$22,271,516	7.89%
County Attorney	\$245,186	\$245,186	\$0	\$245,186	0.00%
Criminal Justice Services	\$1,380,933	\$1,380,933	\$0	\$1,380,933	0.00%
Economic Development	\$330,086	\$106,939	\$0	\$106,939	(67.60%)
Elections	\$83,669	\$83,669	\$0	\$83,669	0.00%
Finance	\$2,500,469	\$2,496,469	\$25,000	\$2,521,469	0.84%
Fire and Rescue	\$16,797,691	\$16,753,773	\$6,716,807	\$23,470,580	39.73%
General Debt	\$14,406,480	\$14,347,576	\$2,507,425	\$16,855,001	17.00%
General District Court	\$2,392,930	\$2,392,930	\$0	\$2,392,930	0.00%
Human Rights Office	\$28,580	\$28,580	\$19,070	\$47,650	66.72%
Information Technology	\$140,000	\$140,000	\$0	\$140,000	0.00%
Juvenile & Domestic Relations Court	\$81,517	\$81,517	\$0	\$81,517	0.00%
Juvenile Court Service Unit	\$35,643	\$5,264	\$0	\$5,264	(85.23%)
Law Library	\$160,823	\$121,787	\$2,514	\$124,301	(22.71%)
Library	\$3,021,455	\$3,021,455	\$0	\$3,021,455	0.00%
Parks & Recreation	\$1,010,151	\$1,153,667	(\$2,602)	\$1,151,065	13.95%
Planning	\$36,462	\$36,462	\$0	\$36,462	0.00%
Police	\$10,857,507	\$10,857,507	\$5,000	\$10,862,507	0.05%
Public Health	\$323,381	\$323,381	\$0	\$323,381	0.00%
Public Safety Communications	\$2,302,892	\$2,502,892	\$0	\$2,502,892	8.68%
Public Works	\$3,965,608	\$3,965,608	(\$291,255)	\$3,674,353	(7.34%)
Sheriff	\$3,309,859	\$3,309,859	\$0	\$3,309,859	0.00%
Social Services	\$23,883,716	\$24,464,468	\$47,274	\$24,511,742	2.63%
Virginia Cooperative Extension Service	\$536,465	\$536,465	(\$15,613)	\$520,852	(2.91%)
Non-Departmental	\$7,924,980	\$6,466,841	\$7,216,608	\$13,683,449	72.66%
Total Agency Revenue	\$124,134,689	\$124,829,498	\$16,451,741	\$141,281,239	13.81%
Total General Fund Revenue	\$1,016,417,779	\$1,017,112,588	\$63,420,296	\$1,080,532,884	6.31%
County Resources:					
Budgeted County Resources:					
Capital Reserve/CIP/One-Time	\$1,000,000	\$500,000	(\$500,000)	\$0	(100.00%)
Indirect Cost Transfers:					
From Solid Waste	\$940,121	\$1,164,019	\$0	\$1,164,019	23.82%
From Stormwater Management	\$467,974	\$591,647	\$0	\$591,647	26.43%
From Transportation Dept.	\$464,771	\$256,013	\$0	\$256,013	(44.92%)
From Mosquito and Forest Pest Mgmt.	\$185,384	\$212,379	\$0	\$212,379	14.56%
From Development Services	\$1,815,680	\$945,496	\$0	\$945,496	(47.93%)
From Planning	\$35,420	\$53,967	\$0	\$53,967	52.36%
From Fire & Rescue (Fire Marshal)	\$62,023	\$38,397	\$0	\$38,397	(38.09%)
Development Services Repayment to GF	\$2,076,944	\$0	\$0	\$0	(100.00%)
Special Taxing District Debt Support	\$260,400	\$260,400	\$0	\$260,400	0.00%
Total Budgeted County Resources	\$7,308,717	\$4,022,318	(\$500,000)	\$3,522,318	(51.81%)
Total Budgeted Revenue & Resources	\$1,023,726,496	\$1,021,134,906	\$62,920,296	\$1,084,055,202	5.89%

Budget Summary

General Fund Revenue & Resource Summary (Cont.)					
Title	FY16 Adopted Budget	FY17 Base Budget	FY17 Total Revisions	FY17 Proposed Budget	% Change FY16/FY17 Proposed
Other County Resources:					
FY2015 Year-end Savings/Surplus for One-time					
Capital Needs or Must Do Items	\$0	\$0	\$24,293,755	\$24,293,755	---
Fund Schools Class Size Reduction Grant	(\$1,000,000)	\$0	\$0	\$0	(100.00%)
Recordation Tax Revenue Committed					
For Transportation Projects	(\$4,750,000)	(\$4,750,000)	(\$700,000)	(\$5,450,000)	14.74%
Recordation Tax Revenue Used					
For Transportation Debt Service	\$4,621,434	\$4,621,434	\$259,546	\$4,880,980	5.62%
Reduce Revenue Stabilization Reserve to 2.0% of Projected Revenue	\$2,138,845	\$2,138,845	\$6,411,155	\$8,550,000	299.75%
Contribute Excess Revenue Stabilization Funds to Capital Reserve	\$0	\$0	(\$8,550,000)	(\$8,550,000)	---
Add Funds to Golf Course Reserve	(\$80,000)	(\$80,000)	\$0	(\$80,000)	0.00%
Use of Senior Tour Bus					
Replacement Fund	\$24,000	\$24,000	\$0	\$24,000	0.00%
Use of E-911 Technology Fund for E-911 System	\$250,000	\$0	\$0	\$0	(100.00%)
Use of E-911 Technology Fund for E-911 Replacement Project	\$1,970,226	\$0	\$0	\$0	(100.00%)
Total Other County Resources	\$3,174,505	\$1,954,279	\$21,714,456	\$23,668,735	645.59%
Total County Resources	\$10,483,222	\$5,976,597	\$21,214,456	\$27,191,053	159.38%
Total Revenue & Resources	\$1,026,901,001	\$1,023,089,185	\$84,634,752	\$1,107,723,937	7.87%

Budget Summary

Calculation of County & Schools General Revenue Split					
Title	FY16 Adopted Budget	FY17 Base Budget	FY17 Total Revisions	FY17 Proposed Budget	% Change FY16/FY17 Proposed
Revenues & Resources Which Are Split Between County & Schools:					
Total General Revenues	\$892,283,090	\$892,283,090	\$46,968,555	\$939,251,645	5.26%
Less Recordation Tax Revenue*	(\$6,426,000)	(\$6,426,000)	(\$914,000)	(\$7,340,000)	14.22%
Total Split Between County & Schools	\$885,857,090	\$885,857,090	\$46,054,555	\$931,911,645	5.20%
General Fund Total Transferred to Schools (57.23%)	\$506,976,013	\$506,976,013	\$26,357,022	\$533,333,034	5.20%
County Share Of Split Between County & Schools (42.77%)	\$378,881,077	\$378,881,077	\$19,697,533	\$398,578,611	5.20%
Other County Resources (Not Split):					
-Agency Revenue	\$124,134,689	\$124,829,498	\$16,451,741	\$141,281,239	13.81%
-Budgeted County Resources	\$7,308,717	\$4,022,318	(\$500,000)	\$3,522,318	(51.81%)
-Other County Resources	\$3,174,505	\$1,954,279	\$21,714,456	\$23,668,735	645.59%
-Recordation Tax Revenue*	\$6,426,000	\$6,426,000	\$914,000	\$7,340,000	14.22%
County Share of General Fund Total	\$519,924,988	\$516,113,172	\$58,277,730	\$574,390,903	10.48%
Total County and Transfer To Schools	\$1,026,901,001	\$1,023,089,185	\$84,634,752	\$1,107,723,937	7.87%

Notes:

* Starting in FY06, Recordation Tax Revenue is excluded from the funds split between the County & Schools. The part designated for Transportation Projects is indicated under Other County Resources.

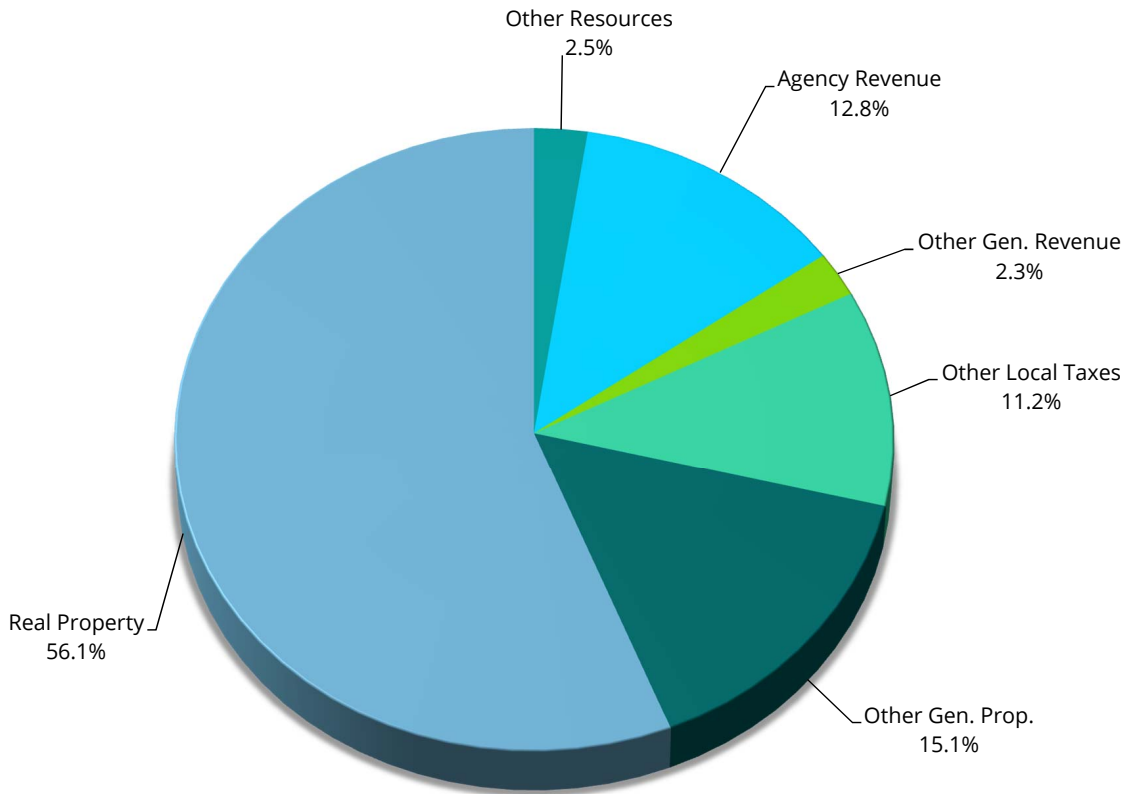
Starting in FY17, Communications Sales and Use Tax revenue is reclassified from Other Local Taxes.

Budget Summary

General Fund Revenue Summary

The general fund accounts for all financial transactions and resources in Prince William County other than those required to be accounted for in another fund. Thus, the general fund is the largest and most important fund used by the County. The general fund is divided into revenues and expenditures. This pie chart shows all FY17 proposed funding sources contained within Prince William County's general fund. In other words, the chart shows where the money comes from to support the County's expenditures. The largest slice of this pie (56.1%) comes from Real Property Taxes. This source contains revenues received from the County's real estate. The next largest source is Other General Property Tax (15.1%) which contains revenue from Personal Property Taxes. The next largest sources are Other Local Taxes and Agency Revenue. Other Local Taxes (11.2%) contains revenues from such sources as Sales Tax, Business, Professional & Occupational License, Public Utility Gross Receipts Tax, Consumer Utility Tax, and Transient Occupancy Tax. Agency Revenue (12.8%) contains revenues that are collected by individual County agencies. These revenues most typically come from Federal and State grants as well as private sector sources. These four pieces of the pie, when added together, make up 95.2% of total funding sources in the general fund.

FY17 Funding Sources General Fund



\$1,107,723,937

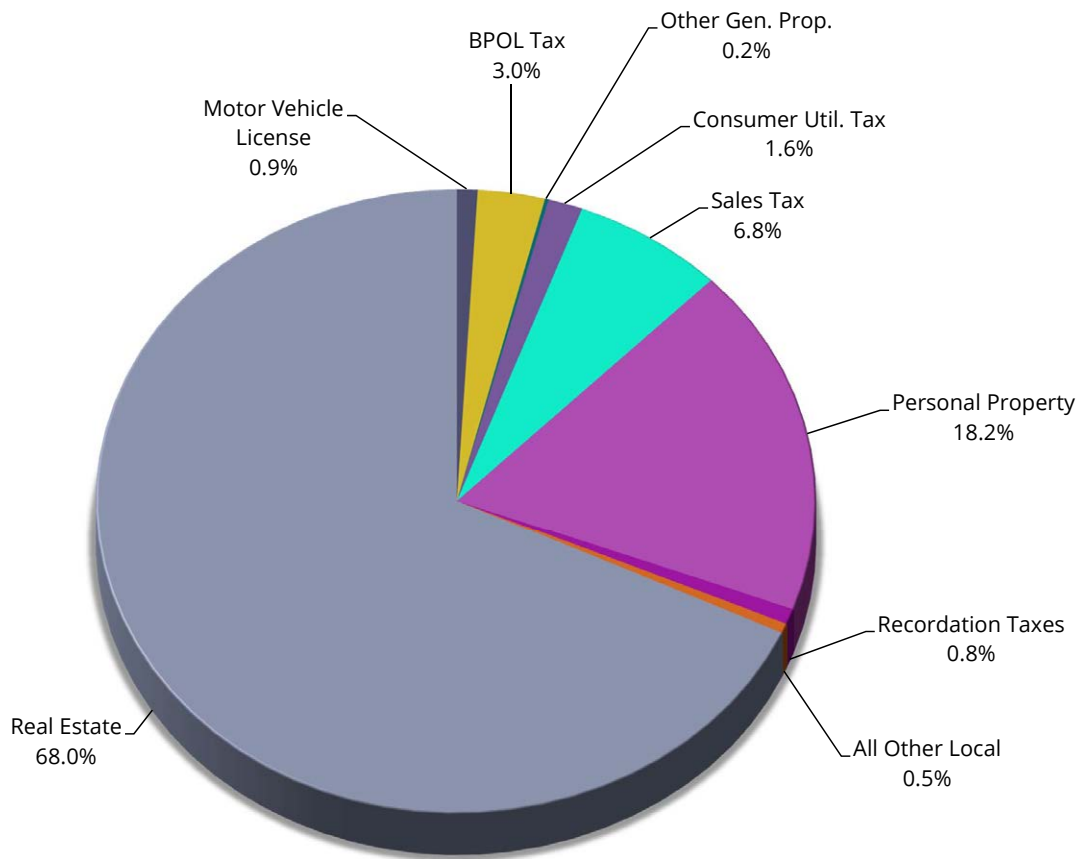
Budget Summary

General Fund Local Tax Sources

This pie chart provides detail regarding the County's FY17 proposed local tax sources. These taxes make up a majority of the funding sources contained in the County's general fund. The largest source of local tax dollars (68.0%) comes from the real estate tax (\$1.145 per \$100 of assessed value) assessed on all taxable real estate. The next largest source (18.2%) is Personal Property Taxes (\$3.70 per \$100 of assessed value) assessed on individual and business personal property. The next source (6.8%) is Sales Tax (a tax rate of 1.0%) levied on the retail sale or rent of most tangible property. These three tax sources taken together provide 93.0% of total local tax dollars coming into the County. The smaller sources of tax dollars include:

- Business, Professional, Occupational License Tax (3.0%) levied on the gross receipts of County businesses;
- Consumer Utility Tax (1.6%) levied on the consumers of electricity and natural gas;
- Motor Vehicle License Fee (0.9%) levied in conjunction with the personal property tax;
- Recordation Taxes (0.8%) levied when a legal instrument regarding real property such as a deed is recorded with the clerk of the circuit court;
- All Other Local (0.5%) include miscellaneous tax sources such as Transient Occupancy and additional taxes on deeds; and
- Other General Property (0.2%) is interest earned on all taxes.

Detail of FY17 Local Tax Sources



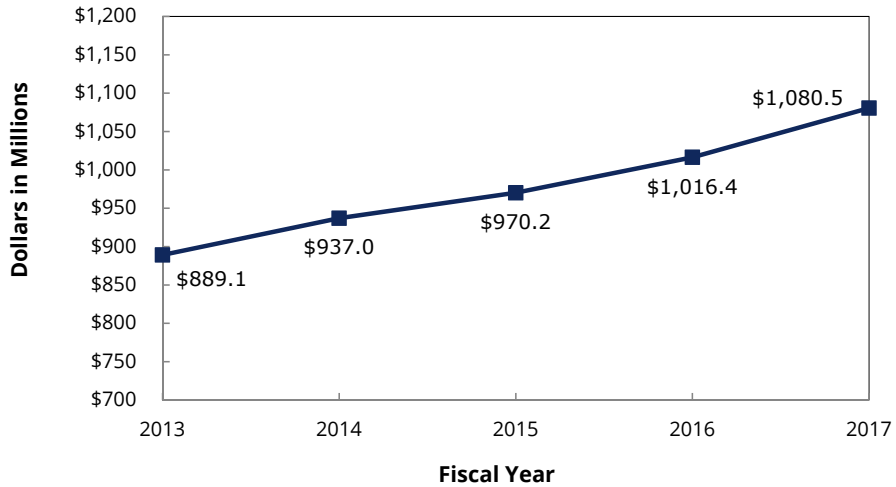
\$913,487,645

Budget Summary

General Fund Revenue Trends

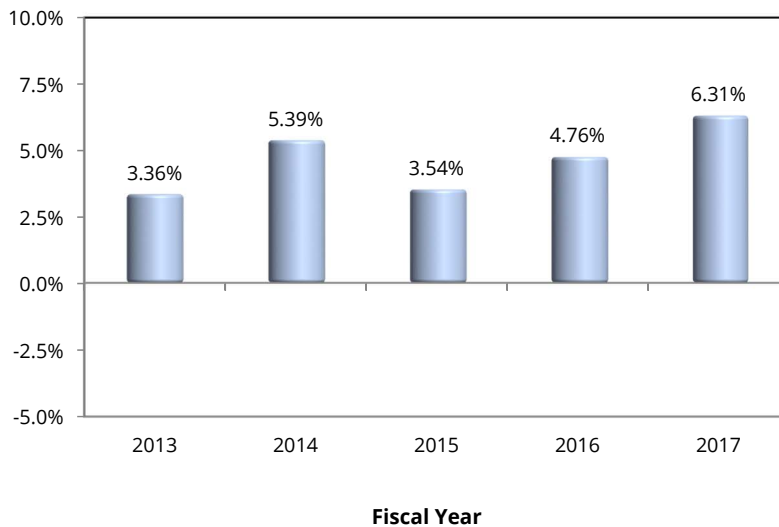
As the following graphs show, total Prince William County general fund revenues have increased 21.5% from FY13 Adopted to FY17 Proposed (from \$889.1 million to \$1,080.5 million).

General Fund Revenue History FY13 to FY17



Note: FY17 Proposed; All Others Adopted

General Fund Revenue Summary Percent Change: FY13 to FY17



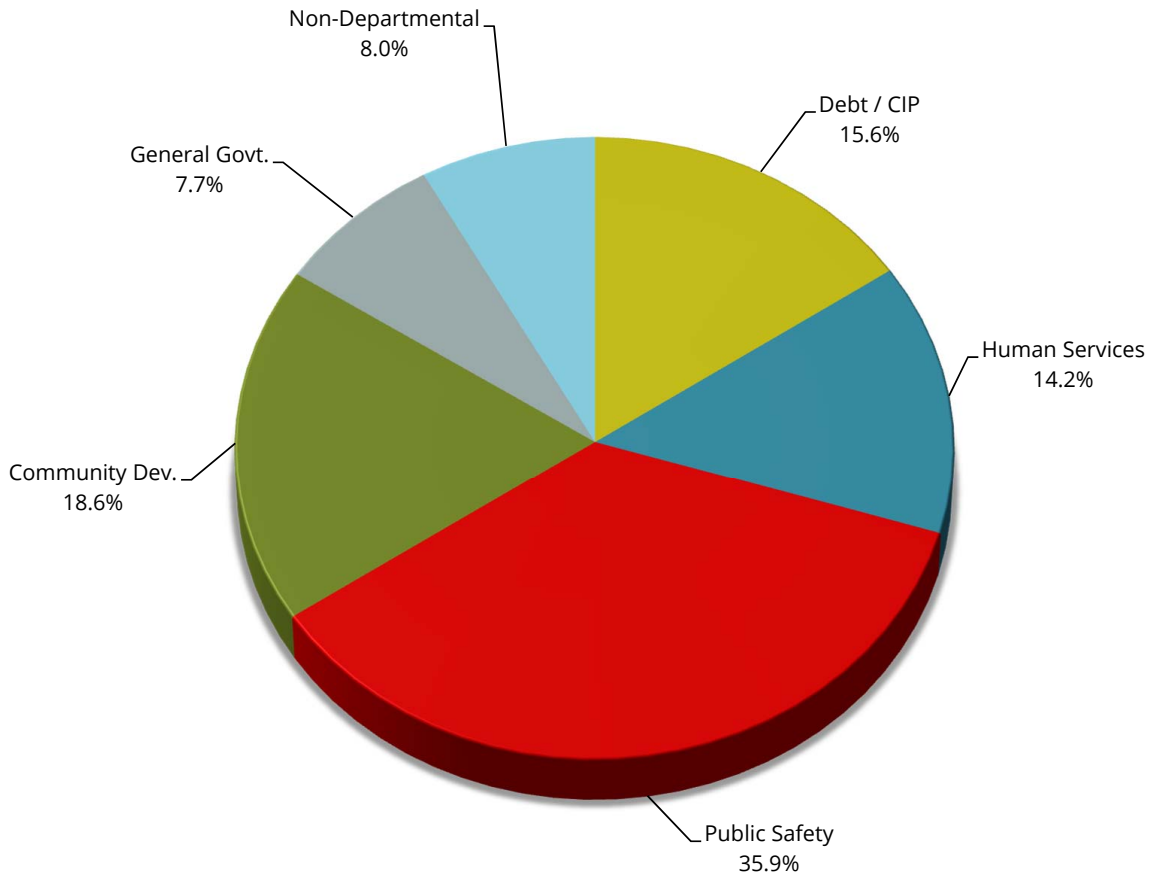
Note: FY17 Proposed; All Others Adopted

Budget Summary

All Funds Expenditure Summary

The chart displayed below shows the County government expenditure budget for all funds, excluding the general fund transfer to the Schools.

**FY17 Total County Government Budget
By Functional Categories**



\$922,828,809

Budget Summary

Expenditure Summary									
Department/Agency	FY13 Adopted Budget	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Adopted Budget	FY17 Base Budget	FY17 Total Revisions	FY17 Proposed Budget	\$ Change 16 to 17 Proposed	% Change 16 to 17 Proposed
SECTION ONE: GENERAL FUND EXPENDITURE									
SUMMARY:									
Community Development:									
Economic Development	\$2,142,551	\$2,412,715	\$2,499,531	\$2,580,087	\$2,604,895	\$149,769	\$2,754,664	\$174,576	6.77%
Library	\$13,651,156	\$13,653,943	\$14,518,150	\$17,412,963	\$16,601,202	\$299,034	\$16,900,236	(\$512,727)	(2.94%)
Park Authority Local Contribution (A)	\$15,295,235	\$0	\$0	\$0	\$0	\$0	\$0	\$0	---
Parks & Recreation (A)	\$0	\$16,551,495	\$18,399,297	\$18,178,338	\$18,047,129	\$1,137,619	\$19,184,748	\$1,006,410	5.54%
Planning	\$2,412,407	\$4,046,358	\$3,332,320	\$3,286,212	\$3,395,512	\$235,822	\$3,631,334	\$345,122	10.50%
Public Works	\$29,508,976	\$30,061,662	\$31,003,369	\$30,707,932	\$31,135,429	\$1,639,505	\$32,774,934	\$2,067,003	6.73%
Transfer to Convention & Visitors Bureau	\$1,028,812	\$1,098,812	\$1,211,777	\$1,162,562	\$1,162,562	\$18,239	\$1,180,801	\$18,239	1.57%
Transfer to Parks & Recreation Enterprise Fund	\$0	\$0	\$0	\$1,907,661	\$2,287,199	\$449,737	\$2,736,936	\$829,275	43.47%
Transfer to Special Revenue Fund	\$3,514,184	\$3,280,027	\$3,844,609	\$4,097,033	\$4,061,298	\$74,134	\$4,135,432	\$38,399	0.94%
Transportation	\$2,406,060	\$2,646,049	\$2,588,004	\$2,470,044	\$2,497,527	\$77,114	\$2,574,641	\$104,597	4.23%
Subtotal	\$69,959,381	\$73,751,061	\$77,397,057	\$81,802,833	\$81,792,753	\$4,080,973	\$85,873,726	\$4,070,894	4.98%
General Government:									
Board of County Supervisors	\$3,582,572	\$3,640,802	\$3,519,497	\$3,524,129	\$3,525,401	\$96,954	\$3,622,355	\$98,226	2.79%
Audit Services	\$786,233	\$789,430	\$787,140	\$772,487	\$772,040	\$1,675	\$773,715	\$1,228	0.16%
Board of Equalization (B)	\$52,344	\$54,254	\$0	\$0	\$0	\$0	\$0	\$0	---
Contingency	\$1,068,021	\$750,000	\$750,000	\$500,000	\$500,000	\$0	\$500,000	\$0	0.00%
County Attorney	\$3,443,835	\$3,425,755	\$3,538,328	\$3,613,761	\$3,585,460	\$52,484	\$3,637,944	\$24,183	0.67%
Elections	\$1,303,398	\$2,110,111	\$2,015,276	\$2,149,446	\$1,494,846	\$897,861	\$2,392,707	\$243,261	11.32%
Executive Management	\$3,296,866	\$3,245,761	\$3,416,832	\$3,689,246	\$3,784,975	\$82,518	\$3,867,493	\$178,247	4.83%
Finance	\$16,660,918	\$16,956,751	\$17,597,627	\$18,609,549	\$18,614,719	\$864,544	\$19,479,263	\$869,714	4.67%
Human Resources	\$2,527,600	\$3,074,623	\$3,086,840	\$3,124,252	\$3,156,801	\$34,752	\$3,191,554	\$67,302	2.15%
Human Rights	\$582,292	\$557,428	\$586,120	\$588,770	\$551,061	\$38,905	\$589,966	\$1,196	0.20%
Information Technology (C)	\$2,648,720	\$0	\$0	\$140,000	\$140,000	\$0	\$140,000	\$0	0.00%
Management & Budget	\$1,368,357	\$1,340,238	\$1,395,329	\$1,602,312	\$1,600,168	\$107,998	\$1,708,165	\$105,853	6.61%
Subtotal	\$37,321,156	\$35,945,155	\$36,692,990	\$38,313,951	\$37,725,471	\$2,177,691	\$39,903,162	\$1,589,211	4.15%
Human Services:									
Area Agency on Aging	\$5,349,076	\$5,590,428	\$5,739,387	\$5,850,175	\$5,834,170	(\$28,380)	\$5,805,790	(\$44,385)	(0.76%)
At Risk Youth & Family Services (D)	\$8,572,968	\$8,605,506	\$9,187,630	\$0	\$0	\$0	\$0	\$0	---
Community Services	\$33,580,942	\$36,044,123	\$37,592,330	\$38,508,549	\$40,029,541	\$1,080,424	\$41,109,964	\$2,601,416	6.76%
Public Health	\$4,162,645	\$4,000,292	\$3,947,974	\$3,323,536	\$3,317,686	\$5,849	\$3,323,535	(\$1)	(0.00%)
Social Services (D)	\$30,229,528	\$30,656,512	\$32,460,786	\$42,536,745	\$42,851,001	\$734,992	\$43,585,993	\$1,049,249	2.47%
Transfer to Housing & Community Development	\$21,082	\$21,082	\$41,811	\$21,414	\$21,414	\$0	\$21,414	\$0	0.00%
Virginia Cooperative Extension Service	\$810,422	\$798,061	\$829,639	\$799,565	\$789,784	(\$8,144)	\$781,640	(\$17,926)	(2.24%)
Subtotal	\$82,726,663	\$85,716,005	\$89,799,558	\$91,039,983	\$92,843,596	\$1,784,740	\$94,628,336	\$3,588,353	3.94%

Budget Summary

Expenditure Summary (Cont.)									
Department/Agency	FY13 Adopted Budget	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Adopted Budget	FY17 Base Budget	FY17 Total Revisions	FY17 Proposed Budget	\$ Change 16 to 17 Proposed	% Change 16 to 17 Proposed
Public Safety:									
Circuit Court Judges	\$690,988	\$703,435	\$692,530	\$765,607	\$754,995	\$15,191	\$770,186	\$4,579	0.60%
Clerk of the Circuit Court	\$3,715,034	\$3,836,392	\$3,821,766	\$3,819,031	\$3,791,352	\$37,638	\$3,828,990	\$9,959	0.26%
Commonwealth's Attorney	\$4,988,482	\$5,150,403	\$5,274,094	\$5,412,687	\$5,406,505	\$60,303	\$5,466,808	\$54,121	1.00%
Criminal Justice Services	\$3,229,953	\$3,243,241	\$3,474,009	\$3,487,830	\$3,611,134	\$346,159	\$3,957,294	\$469,463	13.46%
Fire & Rescue (E)	\$65,662,659	\$68,425,331	\$73,245,381	\$75,647,014	\$75,102,867	\$6,086,432	\$81,189,299	\$5,542,286	7.33%
General District Court	\$258,101	\$262,378	\$266,598	\$268,183	\$268,440	\$3,402	\$271,842	\$3,658	1.36%
Juvenile & Domestic Relations Court	\$110,060	\$101,184	\$102,708	\$104,053	\$104,347	\$3,113	\$107,460	\$3,407	3.27%
Juvenile Court Service Unit	\$1,082,962	\$1,082,334	\$1,119,175	\$859,712	\$828,190	\$18,749	\$846,939	(\$12,773)	(1.49%)
Law Library	\$152,423	\$161,064	\$158,723	\$160,823	\$121,787	\$2,515	\$124,301	(\$36,522)	(22.71%)
Magistrate	\$208,944	\$221,389	\$222,446	\$151,495	\$129,159	\$849	\$130,008	(\$21,487)	(14.18%)
Police	\$80,330,712	\$85,665,079	\$96,010,296	\$96,635,505	\$94,740,060	\$5,674,221	\$100,414,281	\$3,778,777	3.91%
Public Safety Communications	\$9,525,483	\$9,474,584	\$10,383,983	\$12,353,040	\$10,229,476	\$773,347	\$11,002,823	(\$1,350,218)	(10.93%)
Sheriff	\$8,966,063	\$8,900,311	\$9,395,446	\$9,543,405	\$9,551,825	\$108,797	\$9,660,622	\$117,216	1.23%
Transfer to Adult Detention Center	\$24,123,180	\$25,249,492	\$26,822,342	\$27,907,307	\$26,529,793	\$335,441	\$26,865,234	(\$1,042,073)	(3.73%)
Subtotal	\$203,045,044	\$212,476,618	\$230,989,497	\$237,115,695	\$231,169,930	\$13,466,157	\$244,636,087	\$7,520,393	3.17%
Debt/CIP:									
Transfer to Construction Funds	\$13,812,700	\$6,521,414	\$7,245,358	\$10,239,050	\$3,471,835	\$18,552,466	\$22,024,301	\$11,785,251	115.10%
Transfer to Vol. Fire Construction Fund	\$177,139	\$761,944	\$582,589	\$477,891	\$0	\$338,517	\$338,517	(\$139,374)	(29.16%)
Transfer to IT Internal Serv Const Fund	\$7,256,072	\$14,331,072	\$1,884,072	\$900,195	\$175,000	\$13,631,540	\$13,806,540	\$12,906,345	1433.73%
Transfer to Enterprise Fund	\$35,000	\$6,880,753	\$35,000	\$35,000	\$35,000	\$0	\$35,000	\$0	0.00%
General Debt	\$41,116,841	\$42,593,107	\$45,331,780	\$48,621,933	\$54,210,471	\$3,544,293	\$57,754,764	\$9,132,831	18.78%
NoVa Criminal Justice Training Academy Debt	\$465,015	\$453,165	\$441,565	\$429,965	\$418,365	(\$34,818)	\$383,547	(\$46,418)	(10.80%)
UOSA Expansion Debt	\$427,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	---
Subtotal	\$63,289,767	\$71,541,455	\$55,520,364	\$60,704,034	\$58,310,671	\$36,031,998	\$94,342,669	\$33,638,635	55.41%
Non-Departmental:									
Unclassified Administrative	\$9,392,529	\$9,268,301	\$9,537,562	\$7,714,048	\$5,322,637	\$4,130,117	\$9,452,754	\$1,738,706	22.54%
Property & Misc. Insurance	\$896,227	\$955,375	\$955,375	\$931,491	\$1,260,491	\$0	\$1,260,491	\$329,000	35.32%
Transfers to Schools:									
Class Size Reduction Grant	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000	---
Cable Grant	\$500,019	\$652,625	\$766,882	\$792,636	\$792,636	\$54,654	\$847,290	\$54,654	6.90%
Federal Govt. Reimbursement on Schools' Debt	\$1,495,657	\$1,356,960	\$1,378,802	\$1,377,317	\$1,377,317	\$7,429	\$1,384,746	\$7,429	0.54%
Unemployment Insurance Reserve	\$150,000	\$75,000	\$125,000	\$125,000	\$125,000	\$0	\$125,000	\$0	0.00%
Subtotal	\$12,434,432	\$12,308,261	\$12,763,621	\$10,940,492	\$9,878,081	\$4,192,200	\$14,070,281	\$3,129,789	28.61%
Total Without School Transfer	\$468,776,443	\$491,738,554	\$503,163,088	\$519,916,987	\$511,720,502	\$61,733,760	\$573,454,261	\$53,537,274	10.30%
Transfer To Schools	\$445,307,679	\$470,827,490	\$486,673,956	\$506,976,013	\$506,976,013	\$26,357,021	\$533,333,034	\$26,357,021	5.20%
Total With School Transfer	\$914,084,122	\$962,566,044	\$989,837,044	\$1,026,893,000	\$1,018,696,515	\$88,090,781	\$1,106,787,295	\$79,894,295	7.78%

Budget Summary

Expenditure Summary (Cont.)									
Department/Agency	FY13 Adopted Budget	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Adopted Budget	FY17 Base Budget	FY17 Total Revisions	FY17 Proposed Budget	\$ Change 16 to 17 Proposed	% Change 16 to 17 Proposed
SECTION TWO: NON GENERAL FUND									
EXPENDITURE SUMMARY:									
Special Revenue Funds:									
Adult Detention Center	\$38,878,388	\$39,458,514	\$41,225,762	\$42,444,823	\$40,897,055	\$376,901	\$41,273,955	(\$1,170,867)	(2.76%)
Community Development Authorities	\$0	\$0	\$0	\$0	\$1,229,479	\$0	\$1,229,479	\$1,229,479	---
Fire and Rescue Levy	\$40,346,600	\$32,799,632	\$34,247,269	\$36,971,475	\$37,190,813	\$6,817,437	\$44,008,250	\$7,036,775	19.03%
Fire Marshal's Office (E)	\$0	\$0	\$0	\$1,166,370	\$1,030,615	\$35,983	\$1,066,598	(\$99,772)	(8.55%)
Lake Jackson Service Dist.	\$152,915	\$152,530	\$152,554	\$165,311	\$165,311	\$0	\$165,311	\$0	0.00%
Bull Run Mountain Serv. Dist.	\$232,500	\$232,500	\$200,000	\$200,000	\$200,000	\$0	\$200,000	\$0	0.00%
Mosquito & Forest Pest Mgmt. Control Dist.	\$1,677,606	\$1,746,512	\$1,762,906	\$1,769,138	\$1,791,103	\$16,974	\$1,808,077	\$38,939	2.20%
P. W. Parkway Trans Imprv Dst.	\$2,200,000	\$2,300,000	\$2,068,914	\$0	\$0	\$0	\$0	\$0	---
234 Bypass Trans Imprv Dst	\$200,000	\$200,000	\$254,400	\$260,400	\$260,400	\$0	\$260,400	\$0	0.00%
Public Works - Stormwater Mgmt.	\$7,817,190	\$7,432,969	\$8,324,574	\$7,967,028	\$7,883,567	\$185,677	\$8,069,244	\$102,216	1.28%
Public Works - Site Dev. Fee	\$1,639,922	\$1,931,631	\$2,264,171	\$2,707,354	\$2,856,027	\$186,181	\$3,042,208	\$334,853	12.37%
Planning - Site Dev. Fee	\$1,400,269	\$1,472,463	\$1,912,939	\$1,989,402	\$1,960,860	\$23,649	\$1,984,509	(\$4,893)	(0.25%)
Transportation - Site Dev Fee	\$2,259,850	\$2,095,349	\$2,072,518	\$2,308,612	\$2,113,326	\$13,854	\$2,127,180	(\$181,432)	(7.86%)
Development Services - Dev Fee	\$12,200,101	\$12,612,766	\$14,793,882	\$17,460,957	\$13,842,157	\$476,317	\$14,318,474	(\$3,142,483)	(18.00%)
Housing & Community Dev.	\$32,843,116	\$32,866,144	\$35,085,402	\$36,005,103	\$35,764,470	\$267,800	\$36,032,270	\$27,167	0.08%
Total Special Revenue Funds	\$141,848,457	\$135,301,010	\$144,365,290	\$151,415,973	\$147,185,182	\$8,400,772	\$155,585,955	\$4,169,981	2.75%
Capital Projects Fund:									
Capital Improvement Projects	\$48,862,403	\$10,485,153	\$70,382,576	\$21,529,970	\$15,585,150	\$33,848,393	\$49,433,543	\$27,903,573	129.60%
Total Capital Projects Fund	\$48,862,403	\$10,485,153	\$70,382,576	\$21,529,970	\$15,585,150	\$33,848,393	\$49,433,543	\$27,903,573	129.60%
Enterprise Fund:									
Parks & Recreation	\$0	\$14,137,921	\$14,428,391	\$15,512,275	\$15,969,329	\$416,379	\$16,385,708	\$873,433	5.63%
Public Works; Solid Waste	\$29,485,686	\$33,174,179	\$31,673,366	\$20,246,749	\$17,112,210	\$7,836,244	\$24,948,454	\$4,701,706	23.22%
Innovation @ Prince William	\$35,000	\$35,000	\$65,000	\$195,000	\$195,000	\$0	\$195,000	\$0	0.00%
Total Enterprise Fund	\$29,520,686	\$47,347,100	\$46,166,757	\$35,954,023	\$33,276,539	\$8,252,623	\$41,529,162	\$5,575,139	15.51%
Internal Service Funds:									
Public Works; Fleet Management	\$8,008,678	\$8,359,115	\$8,634,276	\$9,015,019	\$8,549,889	\$246,820	\$8,796,709	(\$218,310)	(2.42%)
DoIT; Data Processing	\$28,856,911	\$39,833,493	\$30,982,054	\$31,984,045	\$28,592,242	\$3,037,835	\$31,630,077	(\$353,968)	(1.11%)
Medical Insurance	\$49,491,000	\$55,586,000	\$58,745,000	\$60,341,000	\$60,341,000	\$0	\$60,341,000	\$0	0.00%
Public Works; Small Proj. Const.	\$1,930,313	\$1,927,860	\$1,952,950	\$1,860,051	\$1,811,621	\$246,481	\$2,058,102	\$198,051	10.65%
Total Internal Service Funds	\$88,286,902	\$105,706,467	\$100,314,280	\$103,200,116	\$99,294,752	\$3,531,136	\$102,825,888	(\$374,228)	(0.36%)
Total County Budget Without Transfer to Schools	\$777,294,890	\$790,578,285	\$864,391,992	\$832,017,070	\$807,062,126	\$115,766,683	\$922,828,809	\$90,811,740	10.91%

Notes: Totals may not add due to rounding. All prior year budget amounts are adopted. As such, they exclude carryovers of funds from prior fiscal years and any budget amendments which occurred after adoption.
 (A) After the adoption of the FY 2013 Budget, the BOCs approved the creation of the Department of Parks & Recreation by merging the functions of the Prince William County Park Authority into the County government.
 (B) For FY15, the Board of Equalization was merged into the Finance Department.

(C) In FY14, the Department of Information Technology's budget became exclusively an internal services fund.
 (D) The Department of At-Risk Youth and Family Services is merged into the Department of Social Services in the FY2016 Budget.
 (E) The Fire Marshal's Office activity in the Department of Fire and Rescue is moved from the general fund to the special revenue fund in the FY2016 Budget.

Budget Summary

Position Summary of Full Time Equivalent Positions (FTE)									
Department/Agency	FY13 Adopted FTE Positions	FY14 Adopted FTE Positions	FY15 Adopted FTE Positions	FY16 Adopted FTE Positions	FY17 Base FTE Positions	FY17 Total FTE Revisions	FY17 Proposed FTE Positions	Position Change FY16 to FY17	Percent Change FY16 to FY17
Community Development:									
Development Services	88.50	95.50	107.00	112.00	112.00	0.00	112.00	0.00	0.00%
Economic Development	13.00	13.00	13.00	13.00	13.00	0.00	13.00	0.00	0.00%
Library	163.33	163.86	179.51	208.48	208.48	0.00	208.48	0.00	0.00%
Parks & Recreation (1)	0.00	382.07	391.68	396.58	400.06	8.51	408.57	11.99	3.02%
Planning	32.50	33.50	29.00	29.00	29.00	0.00	29.00	0.00	0.00%
Public Works	344.52	346.52	348.52	348.02	348.02	4.00	352.02	4.00	1.15%
Transportation	50.80	50.80	50.80	42.80	42.80	1.00	43.80	1.00	2.34%
Subtotal	692.65	1,085.25	1,119.51	1,149.88	1,153.36	13.51	1,166.87	16.99	1.48%
General Government:									
Board of County Supervisors	25.00	25.00	25.00	25.00	25.00	0.00	25.00	0.00	0.00%
Audit Services	7.00	1.00	1.00	1.00	1.00	0.00	1.00	0.00	0.00%
County Attorney	27.00	27.00	27.00	27.00	27.00	0.00	27.00	0.00	0.00%
Elections	11.00	13.00	13.00	14.00	14.00	0.00	14.00	0.00	0.00%
Executive Management	24.00	25.00	25.00	26.00	26.00	0.00	26.00	0.00	0.00%
Finance	155.00	156.00	156.00	158.00	158.00	2.00	160.00	2.00	1.27%
Human Resources	18.50	23.50	23.50	23.50	24.50	2.00	26.50	3.00	12.77%
Human Rights Office	5.00	5.00	5.00	5.00	5.00	0.00	5.00	0.00	0.00%
Information Technology	79.00	79.00	87.88	88.88	88.88	3.00	91.88	3.00	3.38%
Management & Budget	11.00	11.00	11.00	12.00	12.00	1.00	13.00	1.00	8.33%
Subtotal	362.50	365.50	374.38	380.38	381.38	8.00	389.38	9.00	2.37%
Human Services:									
Area Agency on Aging	32.14	32.14	32.14	32.14	32.14	0.14	32.28	0.14	0.44%
At-Risk Youth & Family Services (2)	4.60	5.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00%
Community Services	279.88	286.71	294.21	293.96	306.26	10.00	316.26	22.30	7.59%
Housing & Community Development	27.00	27.00	24.00	24.00	24.00	0.00	24.00	0.00	0.00%
Public Health	3.60	3.60	3.60	3.60	3.60	0.00	3.60	0.00	0.00%
Social Services (2)	309.39	307.46	306.46	322.26	330.26	1.00	331.26	9.00	2.79%
Virginia Cooperative Extension Service	7.81	7.14	7.14	7.14	7.14	(0.27)	6.87	(0.27)	(3.78%)
Subtotal	664.42	669.05	673.55	683.10	703.40	10.87	714.27	31.17	4.56%
Public Safety:									
Adult Detention Center	337.00	339.00	348.40	349.40	349.40	0.00	349.40	0.00	0.00%
Circuit Court Judges	9.00	9.00	9.00	10.00	10.00	0.00	10.00	0.00	0.00%
Clerk of the Circuit Court	46.00	46.00	46.00	46.00	46.00	0.00	46.00	0.00	0.00%
Commonwealth's Attorney	43.00	44.00	44.00	44.00	44.00	0.00	44.00	0.00	0.00%
Criminal Justice Services	39.60	39.60	39.60	39.60	39.60	3.00	42.60	3.00	7.58%
Fire & Rescue	549.70	574.70	589.70	614.70	614.70	49.00	663.70	49.00	7.97%
General District Court	1.00	1.00	1.00	1.00	1.00	0.00	1.00	0.00	0.00%
Juvenile Court Services Unit	8.00	8.00	8.00	6.00	6.00	0.00	6.00	0.00	0.00%
Law Library	1.00	1.00	1.00	1.00	1.00	0.00	1.00	0.00	0.00%
Police	763.00	792.00	820.00	847.00	847.00	35.00	882.00	35.00	4.13%
Public Safety Communications	103.00	103.00	103.00	109.00	109.00	4.00	113.00	4.00	3.67%
Sheriff	94.50	94.50	94.50	96.50	96.50	0.00	96.50	0.00	0.00%
Subtotal	1,994.80	2,051.80	2,104.20	2,164.20	2,164.20	91.00	2,255.20	91.00	4.20%
Total FTE Positions	3,714.37	4,171.60	4,271.64	4,377.56	4,402.34	123.38	4,525.72	148.16	3.38%
PWC Population (3)	418,395	422,727	428,329	433,510	438,692	438,692	438,692	---	---
PWC FTE Positions Per 1,000 Population (4)	8.88	9.87	9.97	10.10	10.04	0.28	10.32	---	---

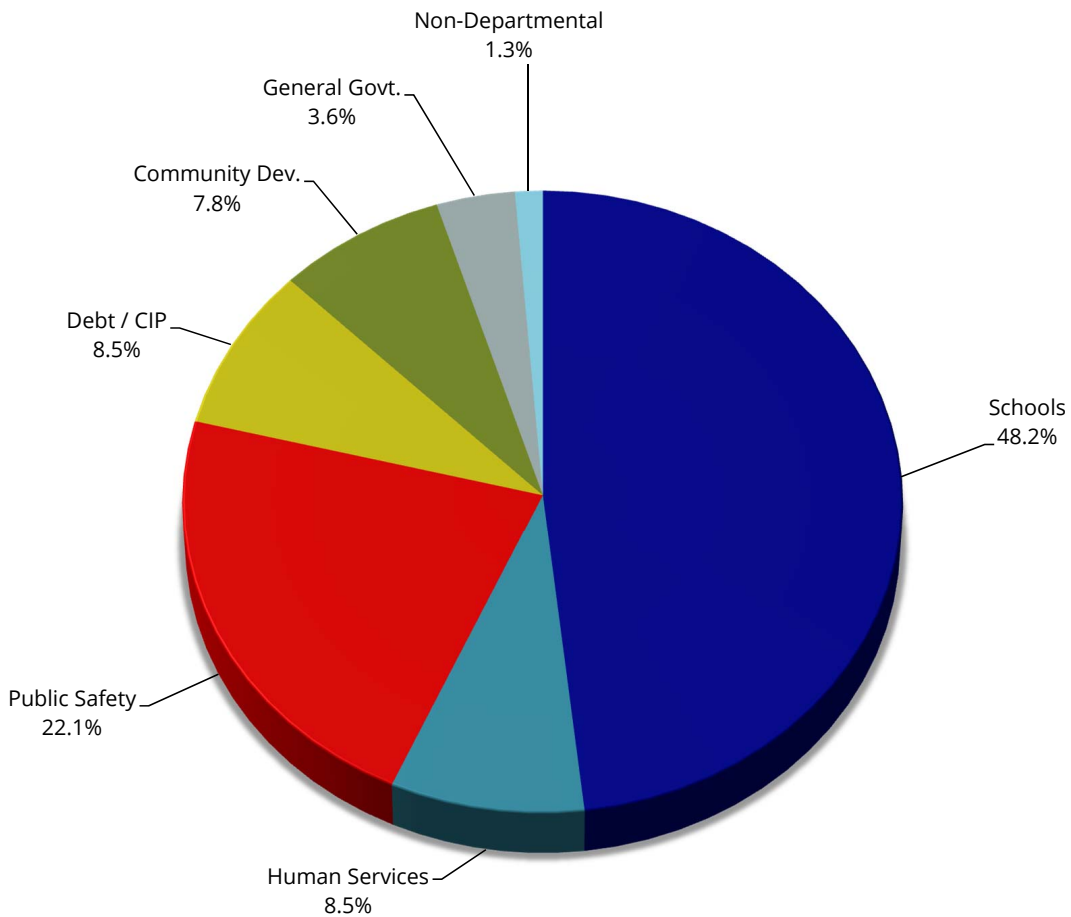
- After the adoption of the FY2013 Budget, the BOCS approved the creation of the Department of Parks & Recreation by merging the functions of the Prince William County Park Authority into the County government.
- At-Risk Youth & Family Services was integrated into the Department of Social Services as part of the FY16 base budget.
- Source County Population: Estimates and projections are from the Prince William County Department of Finance
- The number of PWC FTE Positions Per 1,000 Population in the FY2014 Budget increased to 9.87 due to the merging of the Park Authority into the County government as the Department of Parks & Recreation.

Budget Summary

General Fund Expenditure Summary – Functional Areas with School Transfer

The total proposed FY17 general fund budget is \$1.1 billion within the seven functional categories shown below. This pie chart indicates which services County revenues buy for Prince William County residents. The largest single slice of this pie (48.2%) goes towards funding the Prince William County School System. The next largest categories are Public Safety at 22.1%, Human Services at 8.5%, and Debt/Capital Improvements Program (CIP) at 8.5%. These four categories represent almost 90% of the total Prince William County budget (87.3%).

FY17 General Fund Budget By Functional Categories
(Includes School Transfer Budget)



\$1,106,787,295

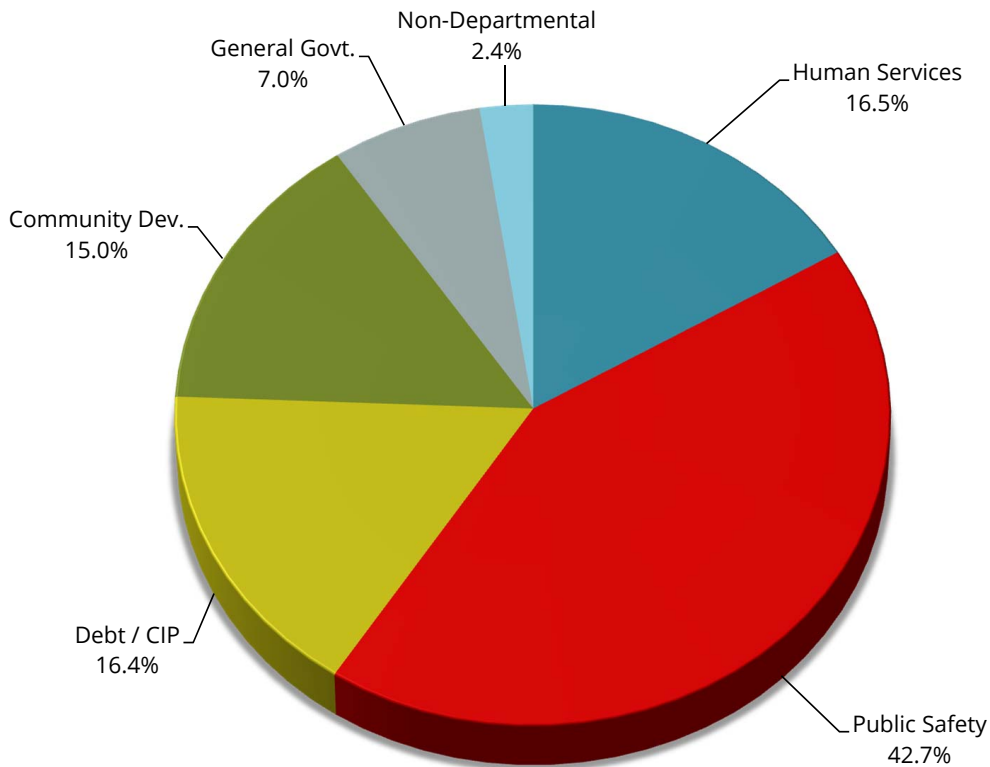
Budget Summary

General Fund Expenditure Summary – Functional Areas without School Transfer

The total proposed FY17 general fund budget excluding the Prince William County School transfer budget is \$573.5 million within six functional categories. The various categories are shown in this pie chart. As in FY16, Public Safety continues to receive the largest commitment of County funds with 42.7% of the total budget. This category funds Police, Fire and Rescue, Public Safety Communications, Sheriff, Adult Detention Center, Criminal Justice and all court services. Again as in FY16, Human Services is the second largest category with 16.5% of the total budget. This category contains funding for such departments as Social Services, Community Services, Aging, Virginia Cooperative Extension, Housing and Community Development, and Public Health. Taken together, these two categories command over half (59.2%) of the total Prince William County general fund budget. The remainder of the budget is broken into the following categories:

- Debt/Capital Improvements Program (CIP) (16.4%) funds debt service payments as well as cash funding for projects contained in the County's Proposed FY2017-2022 Capital Improvement Program;
- Community Development (15.0%) contains funding for Transportation, Public Works, Economic Development and the Planning Office as well as Libraries and Parks & Recreation;
- General Government (7.0%) contains funding for the BOCS, the County Attorney, Audit Services, and Executive Management. It also funds financial, support and community activities such as Finance, Information Technology, Human Rights, Elections, Human Resources and Management and Budget; and
- Non-Departmental (2.4%) contains funding for the County Self-Insurance Program and general fund support for the Information Technology and Fleet internal service funds.

FY17 General Fund Budget By Functional Categories
(Excludes School Transfer Budget)



\$573,454,261

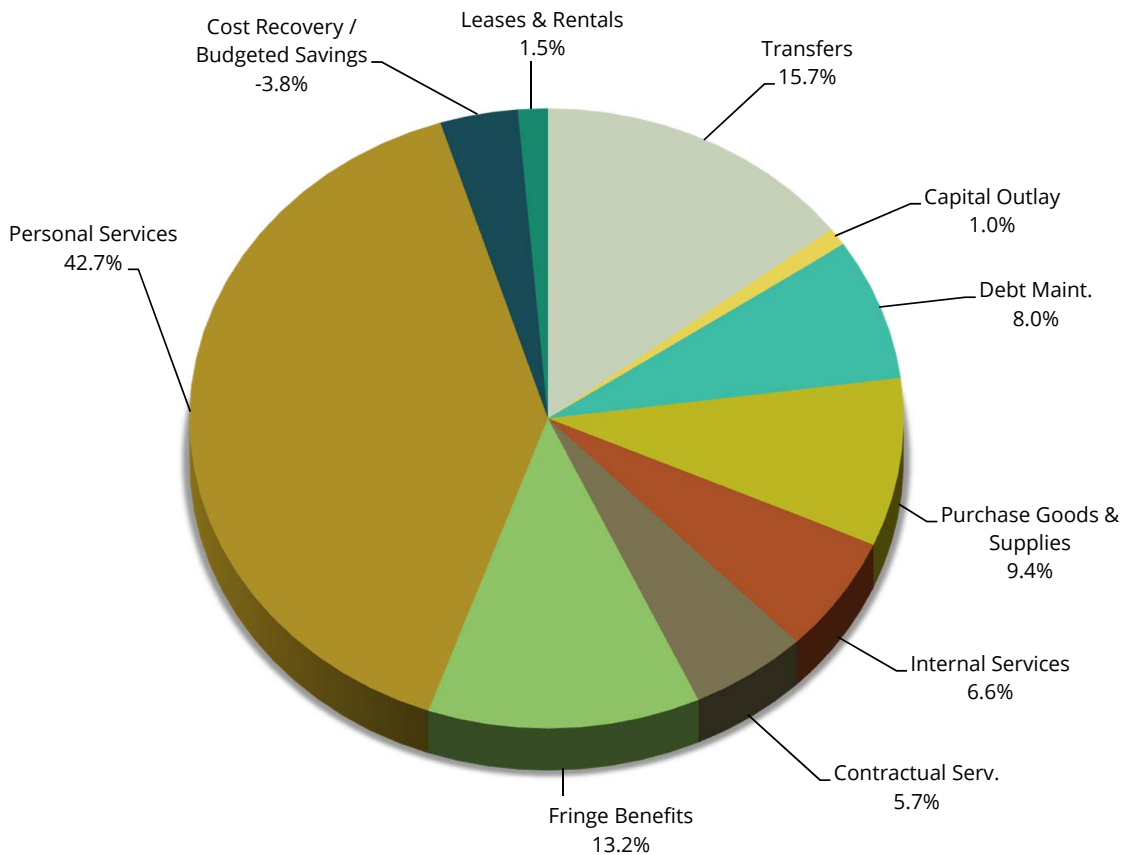
Budget Summary

Expenditure Categories

This pie chart shows the proposed FY17 general fund budget by expenditure categories excluding the Prince William County School budget transfer (a total of \$533.3 million). These general fund expenditures relate only to the County Government portion of the budget. The largest slice of this pie (42.7%) is Personal Services. Combined with Fringe Benefits (13.2%), compensation for all County employees accounts for over one half (55.9%) of total general fund expenditures. The remainder of the budget is broken into the following categories.

- Transfers (15.7%) contains funds transferred out of the general fund to other funds such as the Adult Detention Center and the Construction Fund;
- Purchase Goods and Supplies (9.4%) contains funds to supply, equipment and train employees to perform their jobs;
- Debt Maintenance (8.0%) pays the debt service on capital projects such as roads and other construction;
- Internal Services (6.6%) contains funds to account for financing of goods or services provided by one department of the County to other departments. An example is information technology services;
- Contractual Services (5.7%) pays for products and services contracted out by the County;
- Leases and Rentals (1.5%) contains funds to pay for leases and rentals on goods and property;
- Capital Outlay (1.0%) pays for capital items, e.g., vehicles purchased by County departments; and
- Cost Recovery and Budgeted Savings (-3.8%): Cost Recovery is a negative expenditure budget used to offset project management costs in the general fund that are reimbursed from capital projects. Budgeted Savings is a negative line-item used to reduce year-end agency expenditure savings.

FY17 General Fund Budget By Category of Expenditure
(Excludes School Transfer Budget)



\$573,454,261

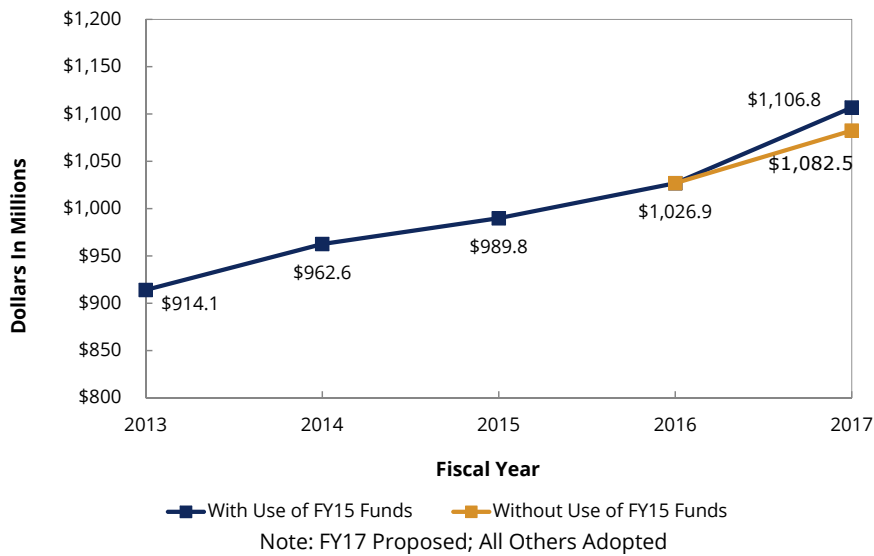
Budget Summary

General Fund Expenditure Trends

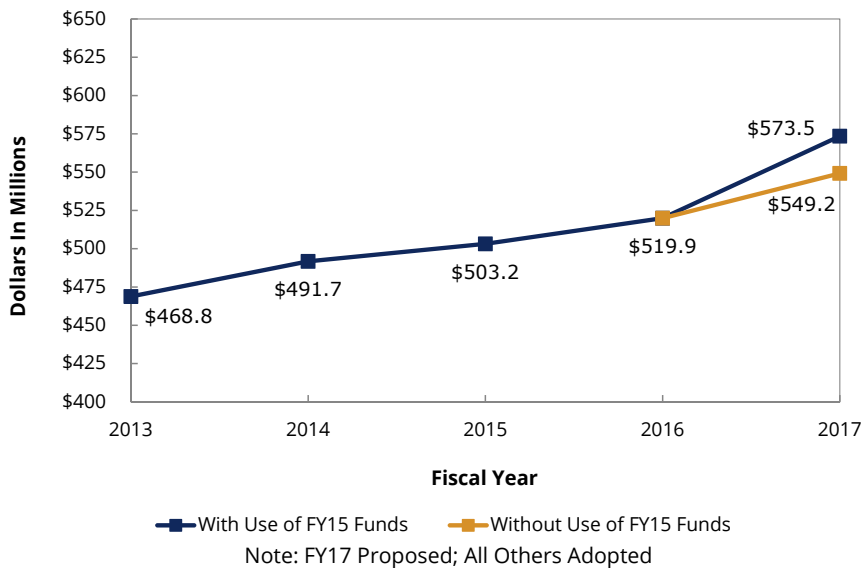
The following graphs show the general fund budget history both including and excluding the Prince William County School transfer budget. With the Prince William County School budget included, total expenditures have increased 21.1% from FY13 Adopted to FY17 Proposed (from \$914.1 million to \$1,106.8 million). Excluding the Prince William County School budget, total expenditures have increased 22.3% over the same period (from \$468.8 million to \$573.5 million).

The Proposed FY2017 Budget includes the use of FY15 savings totaling \$24.3 million. On December 15, 2015, the BOCS reserved FY15 expenditure savings and revenue surplus funds totaling \$24.3 million for consideration of one-time must-do initiatives and one-time capital improvements during the FY17 budget process. Each graph shows the proposed budget with and without the use of FY15 savings.

General Fund Expenditure Budget History
(Includes School Transfer Budget)



General Fund Expenditure Budget History
(Excludes School Transfer Budget)



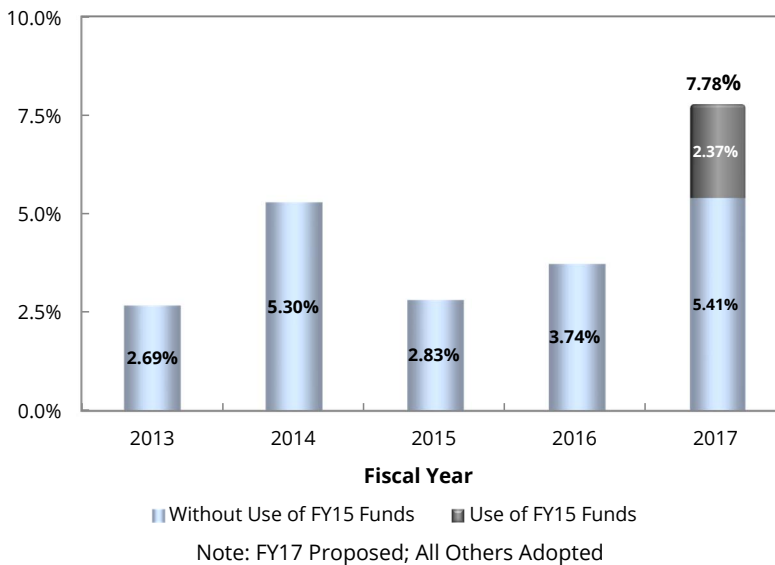
Budget Summary

Percentage Change in General Fund Expenditures

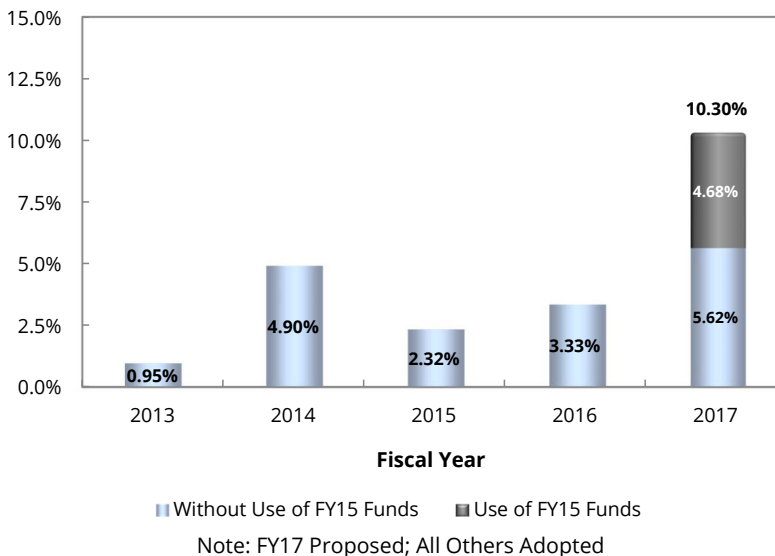
The following graphs show general fund expenditure budgets from FY13 Adopted to FY17 Proposed both including and excluding the Prince William County School transfer budget.

The Proposed FY2017 Budget includes the use of FY15 savings totaling \$24.3 million. On December 15, 2015, the BOCS reserved FY15 expenditure savings and revenue surplus funds totaling \$24.3 million for consideration of one-time must-do initiatives and one-time capital improvements during the FY17 budget process. Each graph shows the proposed budget with and without the use of FY15 savings.

General Fund Expenditure Budget History Percent Change: FY13 to FY17
(Includes School Transfer Budget)



General Fund Expenditure Budget History Percent Change: FY13 to FY17
(Excludes School Transfer Budget)

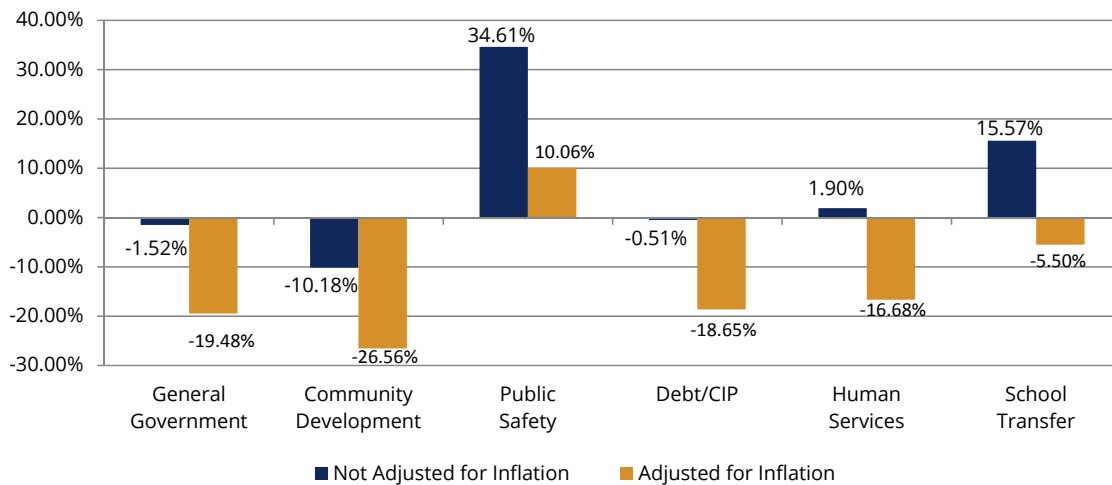


Budget Summary

General Fund Cost per Capita by Service Area

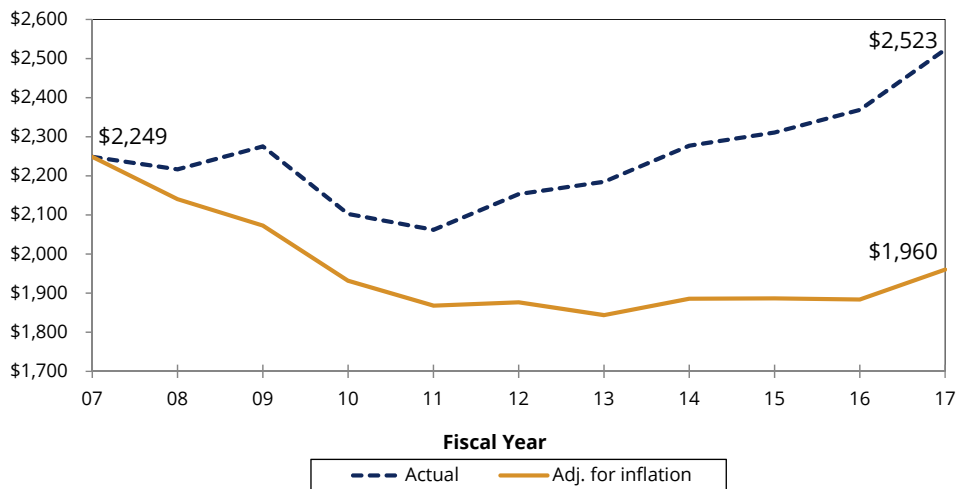
The following graph shows the percentage change in cost per capita of the general fund budget between the FY2007 Adopted and Proposed FY2017 Budgets by County service area. The graph shows the percentage change for each service area not adjusted for inflation as well as adjusted for inflation.

FY07 to FY17 Percent Change In General Fund Cost per Capita by Service Area



The following graph shows that the cost per capita of the general fund budget for FY17 when adjusted for inflation is approximately 12.9% below the cost per capita in FY07. During that same period the population in the County increased from 381,221 in FY07 to a projected 438,692 in FY17 for a 15.1% increase - an average 1.5% increase per year over the past ten fiscal years.

Cost Per Capita of General Fund Budget

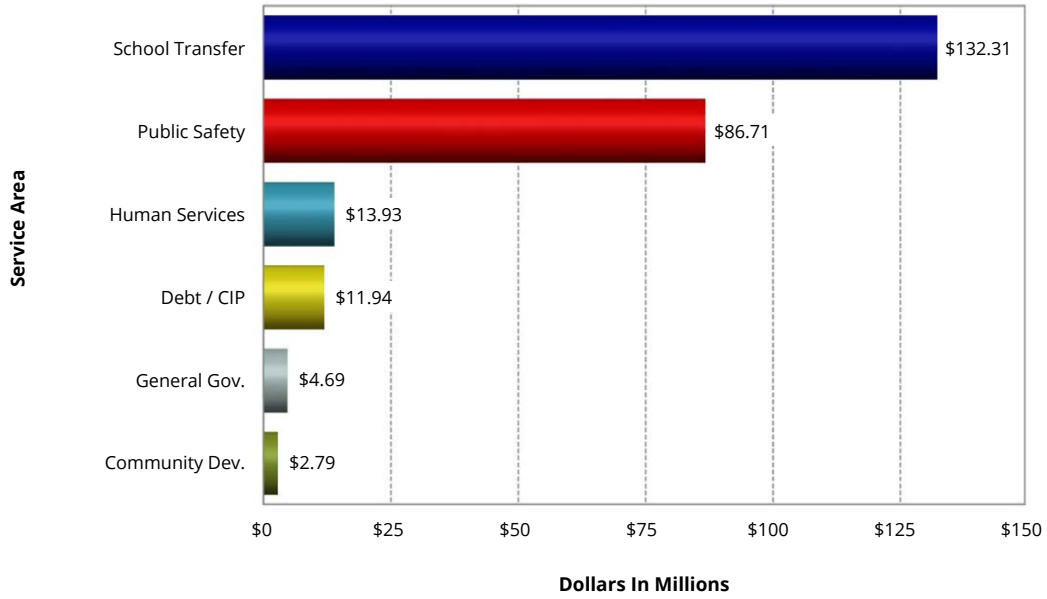


Note: FY17 Proposed; All Others Adopted

Budget Summary

The following graph shows the actual dollar change by County service area within the general fund from FY2007 through the Proposed FY2017 Budget. These figures are not adjusted for inflation. The largest growth areas are the County's local transfer to the Schools (\$132.3 million) and Public Safety (\$86.7 million).

FY07 to FY17 Dollar Change by Service Area
(Not Adjusted for Inflation)



Budget Summary

Percent Share of Total General Fund County Budget (Excludes Transfer to Schools)						
Department/Agency	FY13 Adopted % of Budget	FY14 Adopted % of Budget	FY15 Adopted % of Budget	FY16 Adopted % of Budget	FY17 Base % of Budget	FY17 Proposed % of Budget
Community Development:						
Economic Development	0.457%	0.491%	0.497%	0.496%	0.509%	0.480%
Library	2.912%	2.777%	2.885%	3.349%	3.244%	2.947%
Park Authority Local Contribution	3.263%	0.000%	0.000%	0.000%	0.000%	0.000%
Parks & Recreation	0.000%	3.366%	3.657%	3.496%	3.527%	3.345%
Planning	0.515%	0.823%	0.662%	0.632%	0.664%	0.633%
Public Works	6.295%	6.113%	6.162%	5.906%	6.084%	5.715%
Transfer to Convention & Visitors Bureau	0.219%	0.223%	0.241%	0.224%	0.227%	0.206%
Transfer to Parks & Recreation Enterprise Fund	0.000%	0.000%	0.000%	0.367%	0.447%	0.477%
Transfer to Special Revenue Fund	0.750%	0.667%	0.764%	0.788%	0.794%	0.721%
Transportation	0.513%	0.538%	0.514%	0.475%	0.488%	0.449%
Subtotal	14.924%	14.998%	15.382%	15.734%	15.984%	14.975%
General Government:						
Board of County Supervisors	0.764%	0.740%	0.699%	0.678%	0.689%	0.632%
Audit Services	0.168%	0.161%	0.156%	0.149%	0.151%	0.135%
Board Of Equalization	0.011%	0.011%	0.000%	0.000%	0.000%	0.000%
Contingency	0.228%	0.153%	0.149%	0.096%	0.098%	0.087%
County Attorney	0.735%	0.697%	0.703%	0.695%	0.701%	0.634%
Elections	0.278%	0.429%	0.401%	0.413%	0.292%	0.417%
Executive Management	0.703%	0.660%	0.679%	0.710%	0.740%	0.674%
Finance	3.554%	3.448%	3.497%	3.579%	3.638%	3.397%
Human Resources	0.539%	0.625%	0.613%	0.601%	0.617%	0.557%
Human Rights	0.124%	0.113%	0.116%	0.113%	0.108%	0.103%
Information Technology	0.565%	0.000%	0.000%	0.027%	0.027%	0.024%
Management & Budget	0.292%	0.273%	0.277%	0.308%	0.313%	0.298%
Subtotal	7.961%	7.310%	7.292%	7.369%	7.372%	6.958%
Human Services:						
Area Agency on Aging	1.141%	1.137%	1.141%	1.125%	1.140%	1.012%
At-Risk Youth & Family Services	1.829%	1.750%	1.826%	0.000%	0.000%	0.000%
Community Services	7.164%	7.330%	7.471%	7.407%	7.823%	7.169%
Public Health	0.888%	0.813%	0.785%	0.639%	0.648%	0.580%
Social Services	6.449%	6.234%	6.451%	8.181%	8.374%	7.601%
Transfer to Housing & Community Development	0.004%	0.004%	0.008%	0.004%	0.004%	0.004%
Virginia Cooperative Extension Service	0.173%	0.162%	0.165%	0.154%	0.154%	0.136%
Subtotal	17.647%	17.431%	17.847%	17.510%	18.143%	16.501%

Budget Summary

Percent Share of Total General Fund County Budget (Cont.) (Excludes Transfer to Schools)						
Department/Agency	FY13 Adopted % of Budget	FY14 Adopted % of Budget	FY15 Adopted % of Budget	FY16 Adopted % of Budget	FY17 Base % of Budget	FY17 Proposed % of Budget
Public Safety:						
Circuit Court Judges	0.147%	0.143%	0.138%	0.147%	0.148%	0.134%
Clerk of the Circuit Court	0.792%	0.780%	0.760%	0.735%	0.741%	0.668%
Commonwealth's Attorney	1.064%	1.047%	1.048%	1.041%	1.057%	0.953%
Criminal Justice Services	0.689%	0.660%	0.690%	0.671%	0.706%	0.690%
Fire & Rescue	14.007%	13.915%	14.557%	14.550%	14.677%	14.158%
General District Court	0.055%	0.053%	0.053%	0.052%	0.052%	0.047%
Juvenile & Domestic Relations Court	0.023%	0.021%	0.020%	0.020%	0.020%	0.019%
Juvenile Court Service Unit	0.231%	0.220%	0.222%	0.165%	0.162%	0.148%
Law Library	0.033%	0.033%	0.032%	0.031%	0.024%	0.022%
Magistrate	0.045%	0.045%	0.044%	0.029%	0.025%	0.023%
Police	17.136%	17.421%	19.081%	18.587%	18.514%	17.510%
Public Safety Communications	2.032%	1.927%	2.064%	2.376%	1.999%	1.919%
Sheriff	1.913%	1.810%	1.867%	1.836%	1.867%	1.685%
Transfer to Adult Detention Center	5.146%	5.135%	5.331%	5.368%	5.184%	4.685%
Subtotal	43.314%	43.209%	45.907%	45.606%	45.175%	42.660%
Debt/CIP:						
Transfer to Construction Funds	2.947%	1.326%	1.440%	1.969%	0.678%	3.841%
Transfer to Volunteer Fire Construction Fund	0.038%	0.155%	0.116%	0.092%	0.000%	0.059%
Transfer to IT Internal Serv Const Fund	1.548%	2.914%	0.374%	0.173%	0.034%	2.408%
Transfer to Enterprise Fund	0.007%	1.399%	0.007%	0.007%	0.007%	0.006%
General Debt	8.771%	8.662%	9.009%	9.352%	10.594%	10.071%
NoVa Criminal Justice Academy Debt	0.099%	0.092%	0.088%	0.083%	0.082%	0.067%
UOSA Expansion	0.091%	0.000%	0.000%	0.000%	0.000%	0.000%
Subtotal	13.501%	14.549%	11.034%	11.676%	11.395%	16.452%
Non-Departmental:						
Unclassified Administrative	2.004%	1.885%	1.896%	1.484%	1.040%	1.648%
Property & Miscellaneous Insurance	0.191%	0.194%	0.190%	0.179%	0.246%	0.220%
Transfers to Schools:						
Class Size Reduction Grant	0.000%	0.000%	0.000%	0.000%	0.195%	0.174%
Cable Grant	0.107%	0.133%	0.152%	0.152%	0.155%	0.148%
Federal Govt. Reimbursement on Schools' Debt	0.319%	0.276%	0.274%	0.265%	0.269%	0.241%
Unemployment Insurance Reserve	0.032%	0.015%	0.025%	0.024%	0.024%	0.022%
Subtotal	2.653%	2.503%	2.537%	2.104%	1.930%	2.454%
Total	100.000%	100.000%	100.000%	100.000%	100.000%	100.000%

Budget Summary



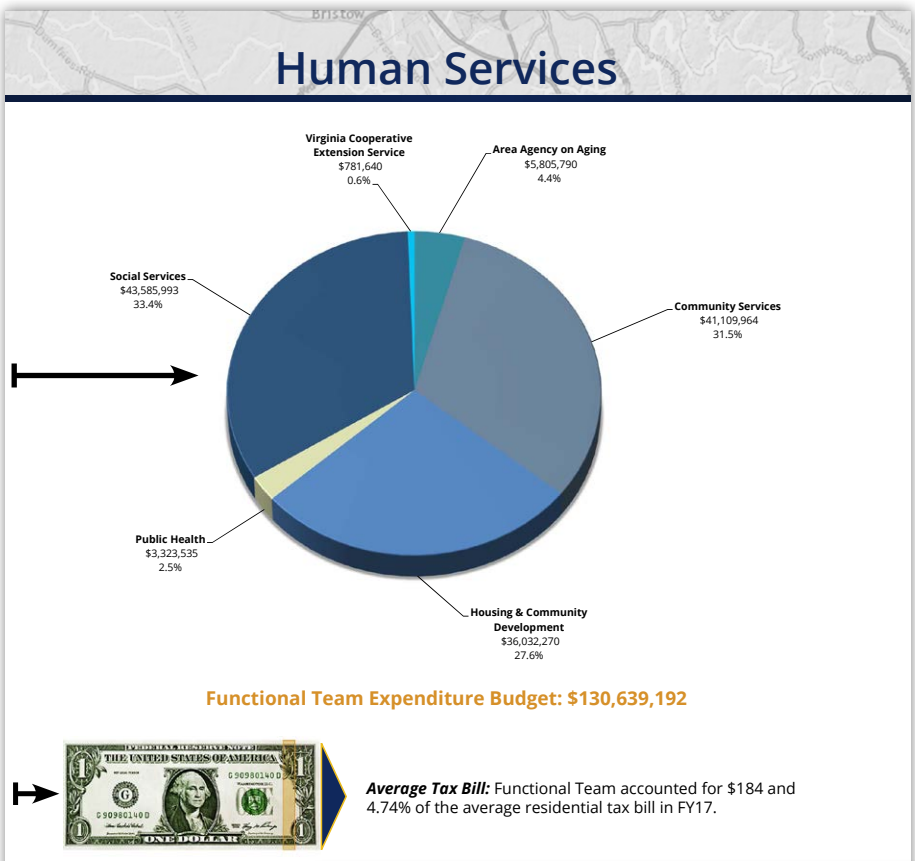
Agency Page Information

Functional Areas

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

- A. Functional Area Expenditure Budget Pie Chart** - Each section begins with a pie chart showing the FY17 proposed expenditure budget broken out by agency and a list of all the agencies included in the functional area.
- B. Average Tax Bill** - The Proposed FY2017 Budget produces an average residential tax bill of \$3,630. The portion devoted to the functional area is shown.
- C. 2013-2016 Strategic Plan Outcomes** - The 2013-2016 Strategic Plan was adopted by the BOCS in January 2013. The adopted goal statement and strategic plan outcomes for each functional area are listed in the front of the Community Development, Human Services, and Public Safety functional area sections.

A



B



Average Tax Bill: Functional Team accounted for \$184 and 4.74% of the average residential tax bill in FY17.

C

Department & Agencies

- Area Agency on Aging
- Community Services
- Housing & Community Development

2013-2016 Strategic Plan

Human Services

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

	FY2017 Strategic Plan Targets
State hospitalization of seriously mentally ill individuals per 100,000 population	≤175
Permanent placement of foster children	38%
TANF participants engaged in work activities	51%
Reoccurring cases of child abuse	1%
Reoccurring cases of adult abuse	5%
Point-in-time homeless count	327

Agency Page Information

Agency Pages

- A. Mission Statement** - The mission statement is a brief description of the purpose and functions of the agency.
- B. Expenditure Budget within Functional Area** - The agency's FY17 proposed expenditure budget is shown in relation to other agencies within the functional area.
- C. Mandates** - Describe the activities in an agency that are governed by requirements from the federal, state, and local mandates with the relevant code or ordinance information referencing the source.

A →

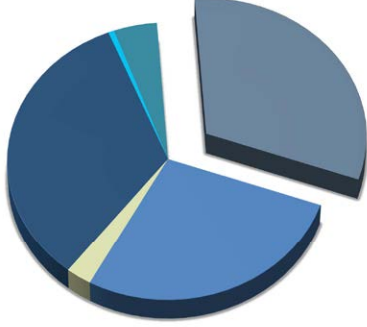
B ←

C →

Community Services

Mission Statement

We are committed to improving the quality of life for people with or at risk of developing mental disabilities and substance abuse problems and to preventing the occurrences of these conditions. We do this through a system of caring that respects and promotes the dignity, rights and full participation of individuals and their families. To the maximum extent possible, these services are provided within the community.



Functional Team Expenditure Budget:
\$130,639,192

Expenditure Budget:
\$41,109,964

31.5% of Human Services

Programs:

- Emergency Services: \$3,730,930
- Youth Mental Health & Substance Abuse Services: \$2,913,195
- Mental Health Outpatient Services: \$3,598,456
- Mental Health Day Support & Employment Services: \$1,695,912
- Mental Health Residential Services: \$5,930,623
- Early Intervention Services: \$4,071,955
- Intellectual Disability Case Management Services: \$3,218,073
- Intellectual Disability Day Support Services: \$3,404,530
- Intellectual Disability Residential Services: \$793,215
- Substance Abuse Adult Outpatient Services: \$1,957,386
- Drug Offender Recovery Services: \$1,655,557
- Medical Services: \$2,859,900
- Administrative Services: \$3,257,057

Mandates

The County is mandated to establish a Community Services Board (CSB) to provide emergency services and, subject to the availability of appropriated state funds, case management services. Community Services (CS) is the single point of entry into publicly funded mental health, developmental and substance abuse services.

State Code: [37.2-500](#), [37.2-504](#)

PRINCE WILLIAM COUNTY, VA | PROPOSED FY2017 BUDGET | 221 | Human Services

Agency Page Information

D. Expenditure and Revenue Summary - The expenditure and revenue summary provides historical and adopted expenditure and revenue information for each agency. For historical reference, actual expenditures and revenues are reported for FY13, FY14, and FY15. Adopted budget information is displayed for FY16 and proposed budget information for FY17. The last column calculates the change between the FY16 adopted and FY17 proposed budgets. Three 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. Total Designated Funding Sources (revenues)** - Includes all sources of agency revenue that support the expenditures.
- 3. Net General Tax Support (in dollars)** - The operating subsidy received by the agency; this amount is calculated by subtracting total designated funding sources (revenues) from total expenditures for each fiscal year.
- 4. Net General Tax Support (as a %)** - The percentage of the expenditure budget that is supported by the general fund; this percentage is calculated by dividing the net general tax support by the total expenditures for each fiscal year.

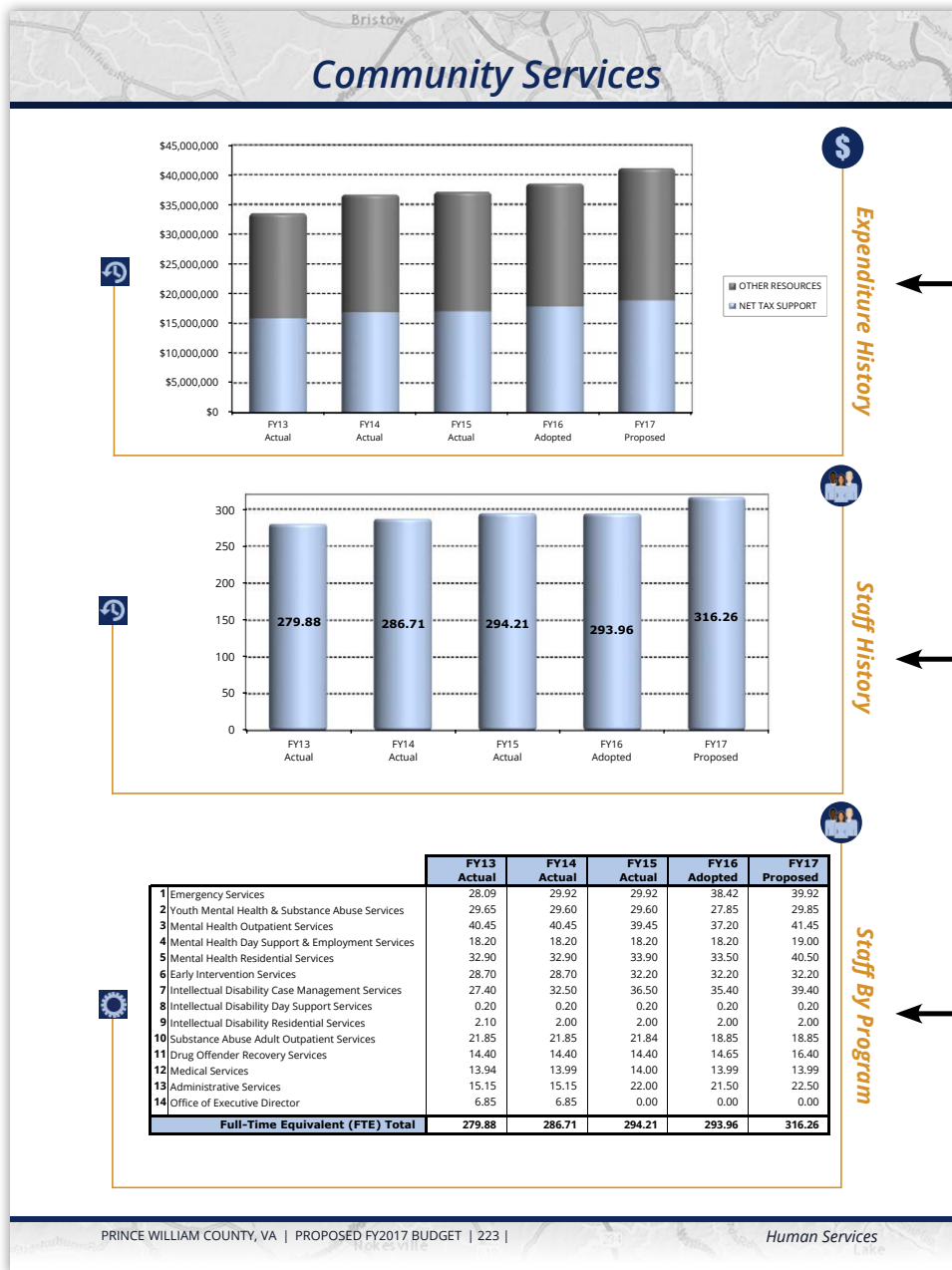
D



Community Services						
Expenditure and Revenue Summary						
	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
Expenditure by Program						
1 Emergency Services	\$3,026,153	\$3,207,744	\$3,940,546	\$3,730,930	\$4,066,738	9.00%
2 Youth Mental Health & Substance Abuse Services	\$3,003,139	\$3,074,614	\$2,911,148	\$2,913,195	\$3,091,229	6.11%
3 Mental Health Outpatient Services	\$3,004,303	\$3,101,583	\$2,999,897	\$3,020,216	\$3,598,456	19.15%
4 Mental Health Day Support & Employment Serv	\$1,524,466	\$1,678,298	\$1,660,200	\$1,695,912	\$1,712,559	0.98%
5 Mental Health Residential Services	\$4,338,344	\$5,173,710	\$5,137,721	\$5,930,623	\$7,249,475	22.24%
6 Early Intervention Services	\$3,317,673	\$3,650,474	\$3,913,331	\$4,071,955	\$4,204,982	3.27%
7 Intellectual Disability Case Management Services	\$2,483,319	\$3,532,586	\$3,015,680	\$3,218,073	\$3,283,716	2.04%
8 Intellectual Disability Day Support Services	\$2,961,608	\$2,993,063	\$3,299,528	\$3,404,530	\$3,226,843	(5.22%)
9 Intellectual Disability Residential Services	\$724,737	\$747,106	\$762,441	\$793,215	\$783,737	(1.19%)
10 Substance Abuse Adult Outpatient Services	\$2,234,641	\$2,151,332	\$1,973,857	\$1,957,386	\$1,911,372	(2.35%)
11 Drug Offender Recovery Services	\$1,496,629	\$1,558,801	\$1,591,061	\$1,655,557	\$1,820,844	9.98%
12 Medical Services	\$2,206,315	\$2,369,864	\$2,324,449	\$2,859,900	\$2,781,694	(2.73%)
13 Administrative Services	\$2,037,829	\$2,235,283	\$3,552,444	\$3,257,057	\$3,378,319	3.72%
14 Office of Executive Director	\$1,128,122	\$1,189,952	\$20,482	\$0	\$0	—
Total Expenditures	\$33,487,278	\$36,664,410	\$37,102,785	\$38,508,549	\$41,109,964	6.76%
Expenditure by Classification						
1 Personal Services	\$17,798,843	\$19,281,671	\$19,570,813	\$20,905,689	\$22,742,570	8.79%
2 Fringe Benefits	\$5,558,993	\$5,916,644	\$5,868,830	\$6,379,300	\$6,697,136	4.98%
3 Contractual Services	\$6,886,808	\$7,178,811	\$8,144,856	\$8,529,810	\$8,728,224	2.33%
4 Internal Services	\$1,342,248	\$1,584,886	\$1,684,745	\$1,506,313	\$1,610,111	6.89%
5 Purchase Goods & Supplies	\$1,484,167	\$1,594,517	\$1,566,774	\$1,953,291	\$1,893,577	(3.06%)
6 Debt Maintenance	\$24,258	\$24,258	\$24,258	\$24,258	\$24,258	0.00%
7 Capital Outlay	\$36,594	\$0	\$0	\$0	\$80,000	—
8 Leases & Rentals	\$151,197	\$149,335	\$159,413	\$154,282	\$178,482	15.69%
9 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$944,394)	\$0	—
10 Transfers Out	\$204,170	\$934,288	\$83,096	\$0	\$0	—
Total Expenditures	\$33,487,278	\$36,664,410	\$37,102,785	\$38,508,549	\$41,109,964	6.50%
Funding Sources						
1 General Property Taxes	\$0	\$0	\$0	\$0	\$0	—
2 Charges for Services	\$832,973	\$721,416	\$1,048,856	\$740,071	\$740,071	0.00%
3 Miscellaneous Revenue	\$58,737	\$98,573	\$38,147	\$160,883	\$160,883	0.00%
4 Revenue From Other Localities	\$2,270,256	\$2,463,021	\$2,819,333	\$2,765,019	\$2,765,019	0.00%
5 Revenue From Commonwealth	\$11,821,621	\$13,866,500	\$13,617,428	\$14,243,040	\$15,891,635	11.57%
6 Revenue From Federal Government	\$2,671,747	\$2,627,983	\$2,553,516	\$2,734,439	\$2,713,908	(0.75%)
7 Transfers In	\$0	\$0	\$0	\$0	\$0	—
Total Designated Funding Sources	\$17,655,334	\$19,777,493	\$20,077,280	\$20,643,452	\$22,271,516	7.89%
Net General Tax Support	\$15,831,944	\$16,886,917	\$17,025,505	\$17,865,097	\$18,838,448	5.45%
General Tax Support	47.28%	46.06%	45.89%	46.39%	45.82%	

Agency Page Information

- E. Expenditure History** - Chart showing the expenditure history for the agency including the FY13 actual, FY14 actual, FY15 actual, FY16 adopted, and FY17 proposed expenditures.
- F. Staffing History** - Chart showing the staffing history for the agency including the FY13 actual, FY14 actual, FY15 actual, FY16 adopted, and FY17 proposed staffing.
- G. Staffing by Program** - Table showing the total authorized full-time and part-time positions for FY13 actual, FY14 actual, FY15 actual, FY16 adopted, and FY17 proposed staffing summarized by program. Values are expressed in FTEs (full-time equivalents). One FTE is equal to one full-time position.



Agency Page Information

- H. **Future Outlook** - Information on current and future issues or circumstances that impact an agency's service delivery.
- I. **General Overview** - Narrative discussion summarizing major FY17 budget changes for the agency as a whole.

H



Future Outlook

Ensuring Timely Access to Behavioral Health Care – Community Services (CS) continues to strive to provide timely access to persons with serious mental illness and/or substance use disorders in need of outpatient treatment services who are uninsured or who have no private provider options. Despite seeking additional state funds and streamlining the initial assessment process, additional staff resources and medication assisted treatment resources are needed to increase clinical capacity and timely, appropriate access to behavioral health care.

Impact of Legislation to Virginia's Civil Commitment Laws - As a result of the past two Virginia General Assembly sessions, Community Services Boards have been tasked with additional processes and documentation requirements in the execution of Emergency Custody Orders (ECOs) and Temporary Detention Orders (TDOs), the utilization of an online Acute Psychiatric Bed Registry, and additional requirements for monitoring Mandatory Outpatient Treatment (MOT) for persons with serious mental illness. In addition to increased accountability requirements, there has been a steady increase in the number of ECOs and TDOs. To ensure full compliance, additional qualified emergency services resources are needed.

Infrastructure Support to Fulfill Utilization, Performance and Quality Management Functions - CS is required to collect, monitor, analyze and report to the state on numerous quantitative and qualitative fiscal, utilization management, and performance outcome measures in order to maintain Federal, State and Medicaid revenues which combined are 44% of CS's total revenues. There is an increasing need to enhance CS staff infrastructure with administrative staff who have expertise in data reporting and analyses, electronic billing and revenue collection, and electronic data base management to ensure compliance with continuously evolving external reporting mandates.

Changes in Intellectual Disability/Developmental Disability (ID/DD) Waiver - CSBs are not required by existing Virginia legislation to provide services to individuals who only have a developmental disability diagnosis. The Virginia General Assembly is expected to finalize a plan to re-design and combine the Medicaid ID and DD Waiver programs for implementation in FY2017 that would require CSBs to assume responsibilities for determining eligibility and providing case management services, either directly or contractually, for persons whose primary diagnoses is a developmental disability (DD). There is no capacity within existing ID programs to serve this new priority population. The extent of the increased demand is not yet known.

I



General Overview

A. Internal Service Fund - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17, the CS technology bill increased by \$76,419 to \$1,467,138.

B. Decrease Human Services Application Support - This initiative supports a \$5,060 decrease in maintenance support of the human services technology systems. The maintenance is funded by the general fund, providing revenue to the Information Technology internal service fund.

C. Compensation Increase - Compensation adjustments totaling \$432,071 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Agency Page Information

- J. Program Summary** - Information on the programs that are managed by each agency and include the following details:
- 1. Program Description** - Description of the activities the program performs or services that will be delivered.
 - 2. Key Measures** - Shows important performance measures that demonstrate the productivity and effectiveness of the program. Measures are outcome measures, generally, which are specific objectives to be accomplished by the program.
 - 3. Program Activities with Expenditure Dollars** - List of activities that roll up into the program including the expenditure dollars, expressed in thousands, for FY13 actual, FY14 actual, FY15 actual, FY16 adopted, and FY17 proposed.
 - 4. Workload Measures** - Performance measures, specifically workload measures, which demonstrates an aspect of work performed within the activity.
 - 5. Supplementals** - Budget adjustments for each program are grouped into three categories, including budget reductions, budget initiatives (additions), and budget shifts.

J



Program Summary

Emergency Services

Serves as the point of entry for all behavioral health services within Community Services or within the statewide public sector. Services provided include comprehensive assessments for residents seeking CS services and state-mandated 24-hour crisis intervention services.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Cases diverted from inpatient treatment	62%	61%	58%	60%	60%
Clients satisfied with services received	93%	96%	95%	92%	94%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
CS Intake and Emergency Telephone Services	\$667	\$453	\$1,123	\$1,211	\$1,168
Telephone contacts received and processed	8,470	NR	NR	NR	NR
Access assessments completed	—	—	1,807	2,780	1,807
Emergency Services	\$2,359	\$2,755	\$2,818	\$2,520	\$2,899
Clients served	2,748	2,759	2,903	2,759	2,803

A. Budget Initiatives

1. Add One Position for In-School Substance Abuse Treatment Services

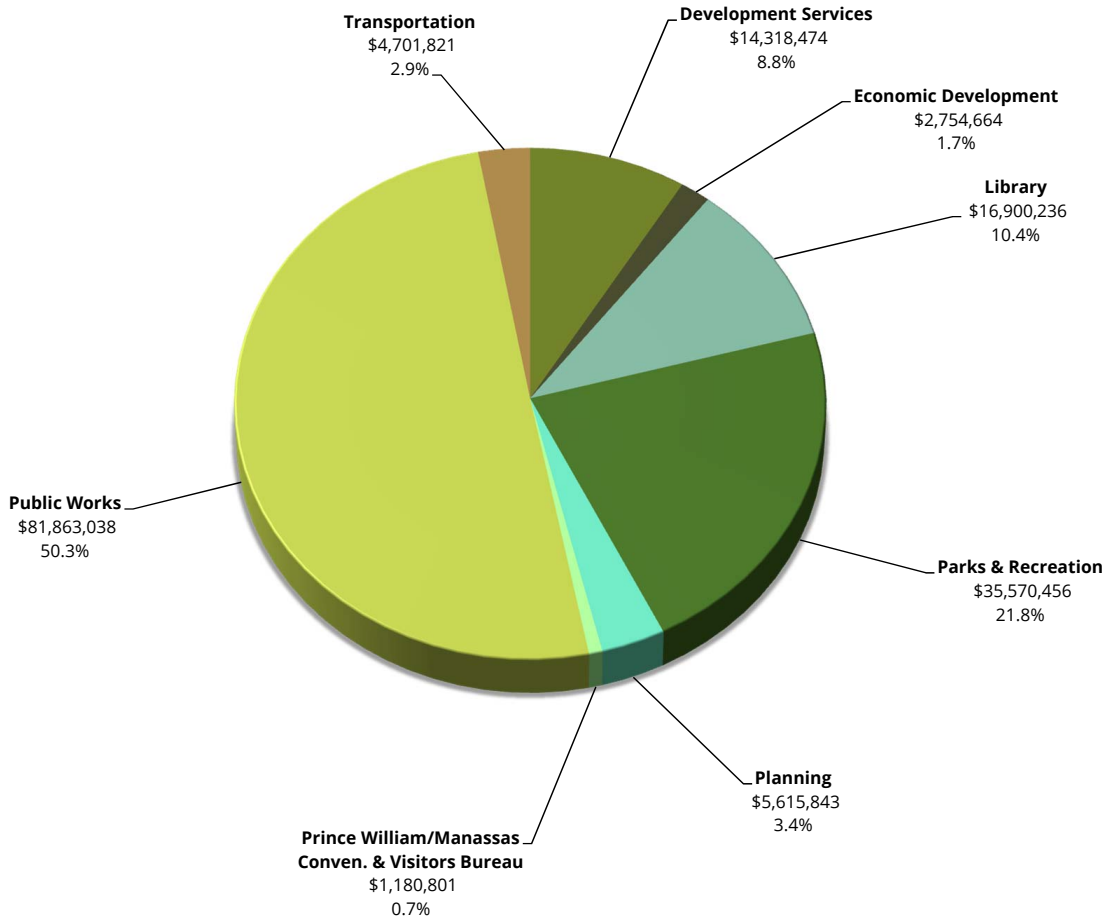
Expenditure	\$85,769
Revenue	\$0
General Fund Impact	\$85,769
FTE Positions	1.00

a. Description - This budget addition will provide one Therapist II position to provide substance abuse and co-occurring disorder treatment to the students and families of the new Colgan High School. This position will provide consultation, training and prevention activities for students, parents, and professionals on substance abuse and related issues.

b. Service Level Impacts -

▪ In-School Substance Abuse Treatment Services Clients Served	
FY17 w/o Addition	1,000
FY17 w/ Addition	1,100

Community Development



Community Development Expenditure Budget: \$162,905,334



Average Tax Bill: Community Development accounted for \$312 and 8.06% of the average residential tax bill in FY17.

Department & Agencies

- Development Services
- Economic Development
- Library

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

- Public Works
- Transit
- Transportation

2013-2016 Strategic Plan

Community Development

Economic Development

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

	FY2017 Strategic Plan Targets
At-place employment	118,000
Targeted jobs associated with new businesses	1,200 Cumulative over 4 years
Targeted jobs associated with existing businesses	800 Cumulative over 4 years
Capital investment associated with new and expansion projects	\$200M Cumulative over 4 years
Capital investment in targeted redevelopment areas	\$8M Cumulative over 4 years

Transportation

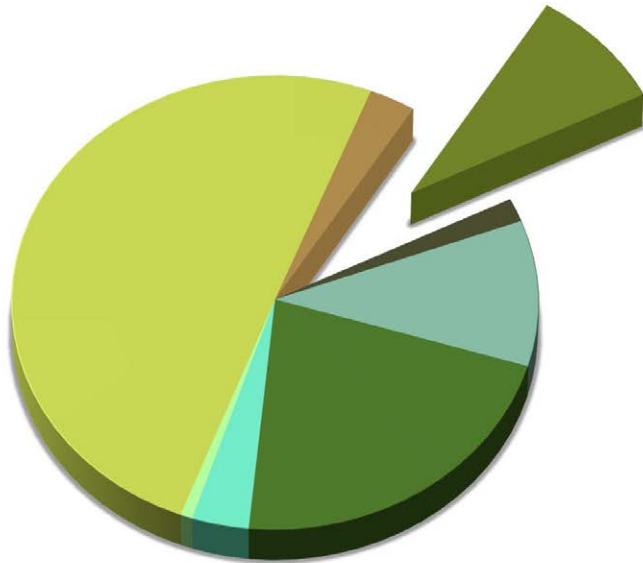
Goal Statement: The County will provide a multi-modal transportation network that supports County and regional connectivity.

	FY2017 Strategic Plan Targets
Multi-modal trips	9.16M
Positive responses to "I can easily get around PWC by car"	>84%
Percentage of 2006 Road Boad projects completed or under construction	92%
Miles of pedestrian trail and sidewalks constructed and added to County's comprehensive plan roads	15 Cumulative over 4 years
County residents telecommuting (MWCOG survey)	23%

Development Services

Mission Statement

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



Expenditure Budget:
\$14,318,474



8.8% of Community Development

Programs:

- Building Development: \$11,509,451
- Land Development: \$2,519,216
- Customer Liaison: \$289,808

Community Development Expenditure Budget:
\$162,905,334

Mandates

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

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

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

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

Development Services



Expenditure & Revenue Summary

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Building Development	\$10,139,953	\$10,757,170	\$11,651,262	\$12,688,037	\$11,509,451	(9.29%)
2 Land Development	\$1,707,966	\$2,895,281	\$2,830,824	\$4,453,074	\$2,519,216	(43.43%)
3 Customer Liaison	\$311,414	\$319,072	\$304,871	\$319,846	\$289,808	(9.39%)
Total Expenditures	\$12,159,333	\$13,971,523	\$14,786,957	\$17,460,957	\$14,318,474	(18.00%)

Expenditure by Classification

1 Personal Services	\$5,733,187	\$6,672,024	\$7,215,016	\$7,670,768	\$7,655,288	(0.20%)
2 Fringe Benefits	\$2,039,430	\$2,314,834	\$2,419,828	\$2,629,584	\$2,545,874	(3.18%)
3 Contractual Services	\$32,949	\$36,760	\$53,063	\$106,185	\$125,285	17.99%
4 Internal Services	\$1,979,731	\$2,132,464	\$2,108,797	\$2,020,054	\$2,038,988	0.94%
5 Purchase Goods & Supplies	\$154,834	\$271,296	\$308,862	\$554,450	\$504,433	(9.02%)
6 Capital Outlay	\$73,423	\$104,418	\$207,225	\$259,248	\$157,000	(39.44%)
7 Leases & Rentals	\$7,989	\$10,084	\$14,910	\$11,756	\$20,656	75.71%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$48,713)	(\$48,713)	0.00%
9 Transfers	\$2,137,790	\$2,429,643	\$2,459,256	\$4,257,624	\$1,319,663	(69.00%)
Total Expenditures	\$12,159,333	\$13,971,523	\$14,786,957	\$17,460,957	\$14,318,474	(18.00%)

Funding Sources

1 Permits, Privilege Fees & Regulatory Licenses	\$10,157,547	\$10,859,311	\$10,743,097	\$12,079,034	\$12,079,034	0.00%
2 Fines and Forfeitures	\$805	\$1,260	\$875	\$0	\$0	—
3 Revenue From Use of Money & Property	\$5,561	\$38,241	\$47,452	\$4,790	\$4,790	0.00%
4 Charges for Services	\$163,400	\$144,103	\$115,069	\$138,285	\$138,285	0.00%
5 Miscellaneous Revenue	\$273,198	\$228,634	\$230,757	\$267,872	\$267,872	0.00%
6 Non-Revenue Receipts	\$4,969	\$1,181	\$10,005	\$0	\$0	—
7 Transfers In (Other) ¹	\$84,263	\$285,548	\$2,326,004	\$287,393	\$225,727	(21.46%)
Total Designated Funding Sources	\$10,689,743	\$11,558,278	\$13,473,259	\$12,777,374	\$12,715,708	(0.48%)

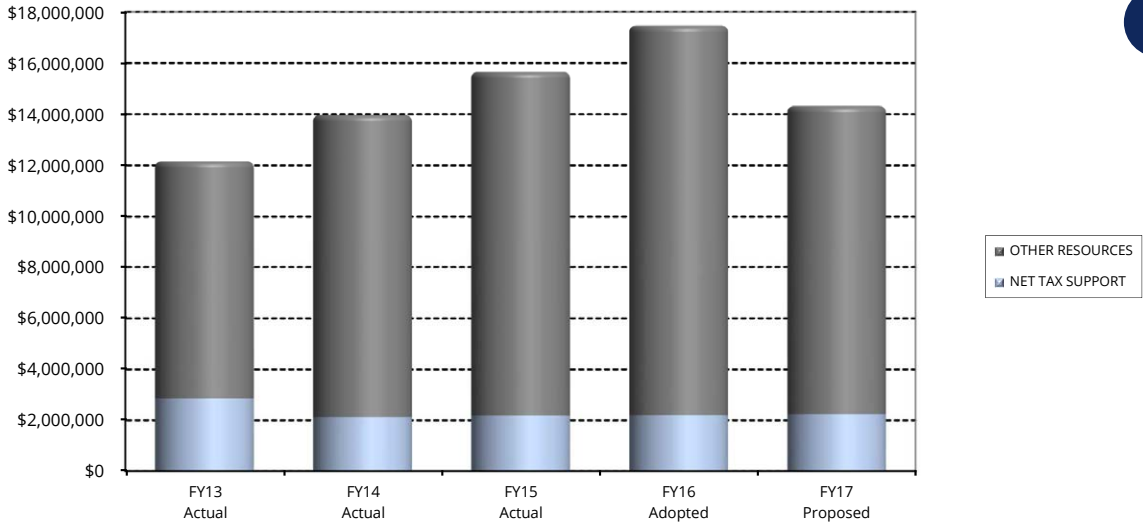
Special Revenue Fund

Contribution To/(From) Reserves & Retained Earnings	\$1,388,425	(\$283,107)	\$868,937	(\$2,485,709)	\$633,506	125.49%
Net General Tax Support²	\$2,858,015	\$2,130,139	\$2,182,635	\$2,197,874	\$2,236,273	
Net General Tax Support	23.50%	15.25%	14.76%	12.59%	15.62%	

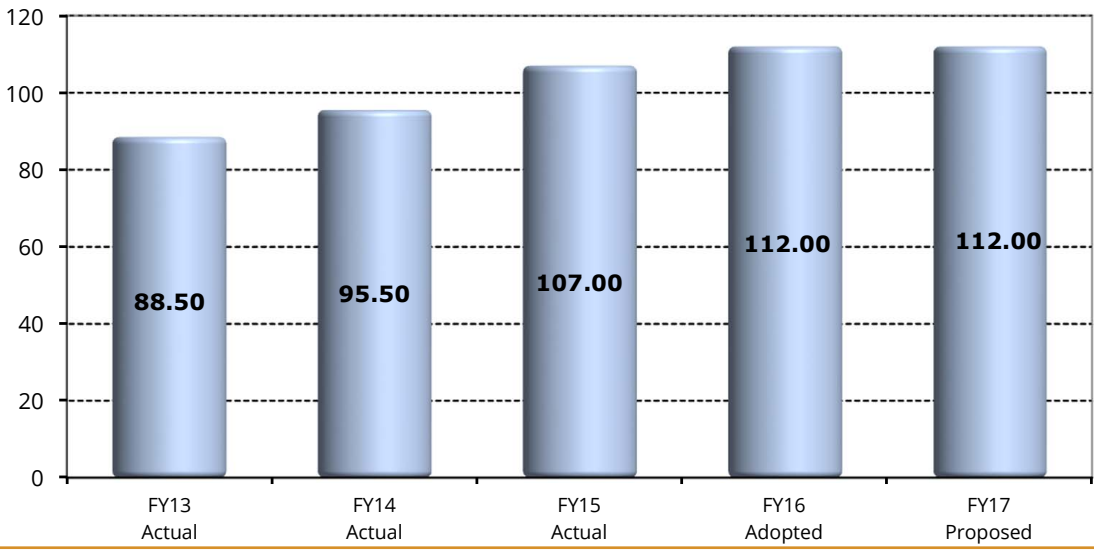
1 **Other Funds Transfers** - Operating transfers between DDS and agencies not in the general fund.

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

Development Services



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Building Development	71.04	79.12	83.91	87.90	87.90
2 Land Development	14.22	13.66	20.54	21.54	21.54
3 Customer Liaison	3.24	2.72	2.55	2.56	2.56
Full-Time Equivalent (FTE) Total	88.50	95.50	107.00	112.00	112.00



Staff By Program

Development Services

Future Outlook

EnerGov System - Phase 1: In November 2014, development agencies implemented phase 1 of the new land management system called EnerGov. As with any new system, there is a steep learning curve and a number of systems bugs that will be identified. Throughout the first year, the County worked closely with the vendor to address system issues. Staff also identified a number of system enhancements, which will further improve the customer's and/or staff's experience with the system. As issues are identified and addressed, the customer experience will continue to improve.

Phase 2: Electronic Plan Review (EPR) - This component of the project will enable the County to receive and review Site and Building Plans electronically. EPR will expedite the plan review process by digitizing hard-copy plans that were previously submitted in-person by customers. EPR will also reduce the need to store hard copy plans; thus, drastically reducing the use of paper products. A Process Action Team will be created to develop system requirements, configure and pilot the process in FY17.

Phase 3: System Enhancements - This component of the project will including adding enhancements to the current system. These enhancements will improve data collection, improve staff efficiency and provide better report capabilities.

Proffer and Special Use Permit (SUP) Condition Review and Enforcement - With the implementation of EnerGov, the County will have an improved ability to track and enforce Proffer and SUP Conditions. In addition, development agencies are taking a more proactive approach to ensure projects comply with adopted Proffer Conditions. These efforts will require additional staff time and resources, but are necessary to ensure compliance with proffer and SUP conditions. We will be developing processes to address the creation of Proffer/SUP Conditions (enforceability, common language, definitions, etc.) and to address the tracking of these Conditions to ensure compliance.

Development Process Improvements - An increased emphasis will be placed on assisting small business owners and contractors through the County development process. We will continue to partner with industry to identify process improvements and develop the policies and procedures to implement the improvements.

Matching Staffing Resources to Development Workload - The BOCS adopted a flex-position model in FY14 to meet rapidly changing market conditions. This model allows new fee-supported positions to be added when authorized by the County Executive. Innovative workforce planning will be a necessary component to support economic development opportunities in the future.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17, the Development Services technology bill decreases by \$55,200.
- B. Indirect Costs Transferred to the General Fund** - Indirect costs are expenditures charged by one unit of the County government for services rendered by another unit of the County government. These expenditures are reimbursed to the general fund for services rendered. In FY17 the indirect cost allocation expense for Development Services decreases by \$870,125.
- C. One-Time Reductions** - \$183,421 has been removed from Development Services FY17 budget for non-recurring expenditures associated office reconfiguration (\$70,000) and one-time costs associated with four positions added to Development Services in FY16 (\$113,431). An additional \$2,076,944 has been removed from the Development Services FY17 budget for repayment of funds provided to DDS from Economic Development Opportunity funds.

Development Services

- D. Increase Community Development Applications Support** - \$10,000 has been transferred from Development Services to the Information Technology internal service fund maintenance support to community development technology systems.
- E. Budget Shift** - \$844 has been shifted from other services into the internal service series to support a computer purchase during FY16.
- F. Compensation Increase** - Compensation adjustments totaling \$148,205 are made to support the following rate changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Building Development

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Inspections performed on day requested	100%	99%	100%	98%	98%
Commercial plans reviewed within 6 weeks, first review	34%	70%	96%	90%	90%
Tenant layout plans reviewed within 3 weeks, first review	49%	81%	95%	90%	90%
Code enforcement cases resolved or moved to court within 100 days	—	67%	67%	80%	80%
Overall customer satisfaction	97%	89%	86%	95%	90%

Development Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Building Plan Review	\$2,956	\$3,098	\$3,798	\$3,919	\$3,711
Plan submissions	10,203	9,886	9,008	10,364	8,600
Building Permitting Services	\$999	\$1,226	\$1,319	\$1,578	\$1,344
Permits issued	25,044	24,708	24,954	25,326	25,400
Building Construction Inspections	\$5,325	\$5,463	\$5,524	\$5,990	\$5,337
Inspections performed	65,627	70,672	64,105	74,206	65,500
Building Special Inspections	\$454	\$456	\$471	\$573	\$476
Field and test results, certifications and shop drawings reviewed	—	1,866	2,399	2,038	2,500
Building Code Enforcement	\$406	\$515	\$540	\$629	\$642
Enforcement cases	1,509	1,035	960	1,076	1,025

A. Budget Initiatives

1. Security Cameras for Cash Handling and Collection

Expenditure	\$30,000
Revenue	\$30,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative will capture views of the following cash receipt and handling processes: customer payment collection, mailed payment processing, safe access, deposit verification, and remittance preparation. The Development Services building lobby is equipped with security cameras, but they are not positioned to monitor cash collection or handling activity. Due to the inherent risk associated with cash acceptance and handling, and the high number and dollar amount of cash transactions processed by Development Services employees, the department is at a higher risk of fraud or theft of cash.

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

2. Increase Community Development Applications Support

Expenditure	\$74,134
Revenue	\$74,134
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds the increase in maintenance support required for community development technology systems. The increase is located in Development Service's budget, increasing revenue to the Information Technology internal service fund.

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

Development Services

Land Development

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Total bond and escrow activities completed within 21 days	—	30%	64%	90%	—
Average days from first to final plan approval, non-residential	42	42	45	44	44
Average days from first to final plan approval, residential	51	48	62	59	59
Overall customer satisfaction	97%	89%	86%	95%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Site and Subdivision Plans	\$876	\$1,569	\$1,479	\$3,080	\$1,192
Plans reviewed	1,189	1,121	1,147	1,250	1,176
Bonds and Escrows	\$832	\$898	\$860	\$862	\$819
Bond and escrow cases administered	1,187	1,092	813	1,206	850
Lot escrow cases initiated and released	1,013	869	853	994	850
Customer Service/Zoning Permits	—	\$429	\$491	\$511	\$508
Permits processed	6,386	6,312	6,471	6,300	6,500

A. Budget Initiatives

1. Security Cameras for Cash Handling and Collection

Expenditure	\$30,000
Revenue	\$30,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative will capture views of the following cash receipt and handling processes: customer payment collection, mailed payment processing, safe access, deposit verification, and remittance preparation. The Development Services building lobby is equipped with security cameras, but they are not positioned to monitor cash collection or handling activity. Due to the inherent risk associated with cash acceptance and handling, and the high number and dollar amount of cash transactions processed by Development Services employees, the department is at a higher risk of fraud or theft of cash.

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

Development Services

2. Increase Energov Systems Support

Expenditure	\$180,000
Revenue	\$180,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds an FTE and an increase in maintenance expenditures in the Department of Information Technology to provide technical Support for Energov. This land use information system provides land development, building development and code enforcement information.

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

Customer Liaison

The Early Assistance Desk (EAD) is the central point of contact for all community development customers. The EAD routes customers to the appropriate community development agency in a timely, organized and efficient manner.

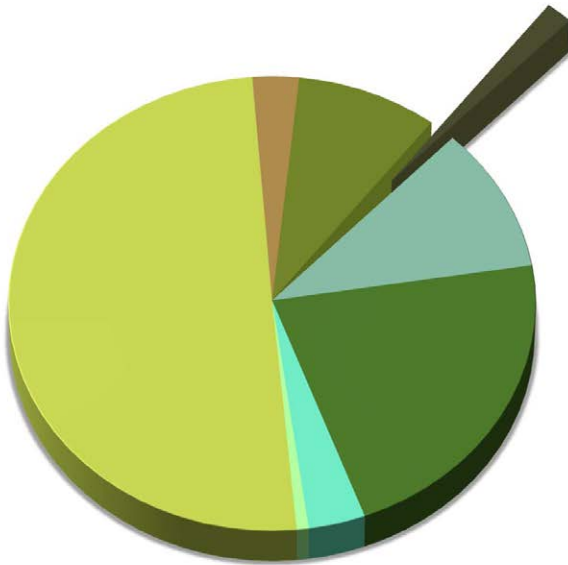
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customer transactions processed per FTE	22,737	21,590	20,905	22,000	21,250
Overall customer satisfaction	97%	89%	86%	95%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Early Assistance Desk	\$311	\$319	\$305	\$320	\$290
Customer transactions	45,474	43,179	41,810	44,000	42,500

Economic Development

Mission Statement

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



Expenditure Budget:
\$2,754,664



1.7% of Community Development

Programs:

- Investment Attraction: \$1,671,641
- Existing Business: \$533,534
- Marketing & Research: \$549,489

Community Development Expenditure Budget:
\$162,905,334

Mandates

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

Economic Development

Expenditure & Revenue Summary



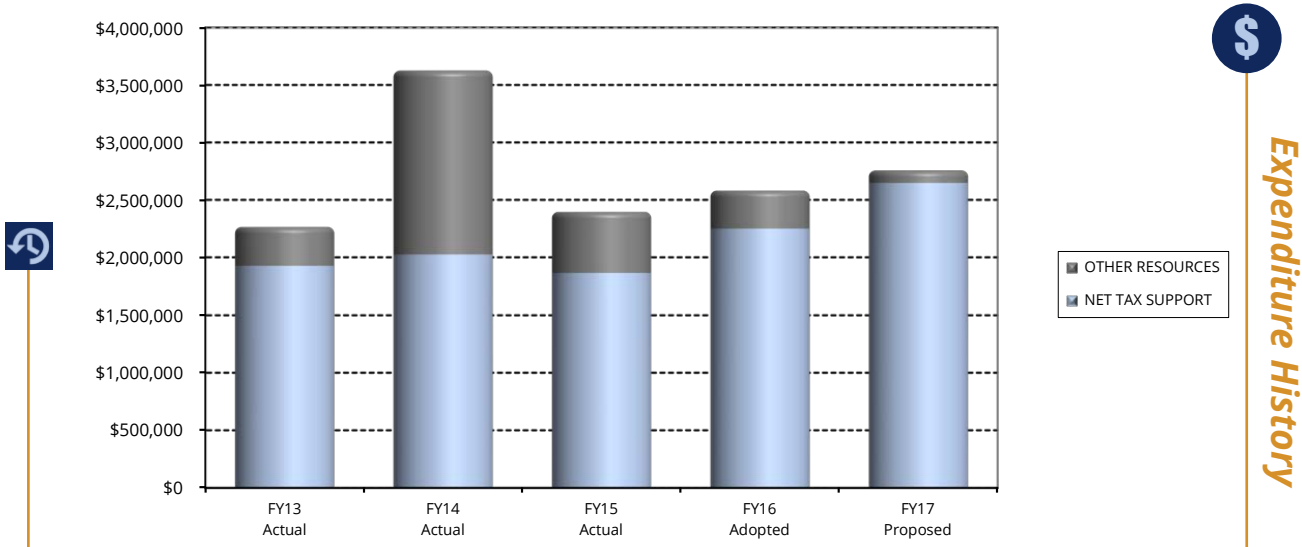
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Investment Attraction	\$1,256,931	\$2,866,014	\$1,332,912	\$1,553,489	\$1,671,641	7.61%
2 Existing Business	\$468,587	\$419,966	\$457,648	\$494,884	\$533,534	7.81%
3 Marketing & Research	\$306,478	\$338,362	\$604,432	\$531,714	\$549,489	3.34%
4 Contributions	\$231,132	\$0	\$0	\$0	\$0	—
Total Expenditures	\$2,263,128	\$3,624,342	\$2,394,992	\$2,580,087	\$2,754,664	6.77%

Expenditure by Classification

1 Personal Services	\$942,897	\$1,060,926	\$1,039,693	\$1,130,058	\$1,172,016	3.71%
2 Fringe Benefits	\$300,584	\$321,429	\$303,173	\$348,896	\$353,651	1.36%
3 Contractual Services	\$427,001	\$214,834	\$229,041	\$332,878	\$476,548	43.16%
4 Internal Services	\$54,645	\$55,477	\$61,954	\$41,803	\$49,823	19.19%
5 Purchase Goods & Supplies	\$462,758	\$482,378	\$486,466	\$483,647	\$493,532	2.04%
6 Capital Outlay	\$0	\$1,280,546	\$27,760	\$1,000	\$1,000	0.00%
7 Leases & Rentals	\$75,244	\$208,752	\$240,305	\$250,407	\$271,707	8.51%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$63,613)	(\$63,613)	—
9 Transfers Out	\$0	\$0	\$6,600	\$55,011	\$0	—
Total Expenditures	\$2,263,128	\$3,624,342	\$2,394,992	\$2,580,087	\$2,754,664	6.77%

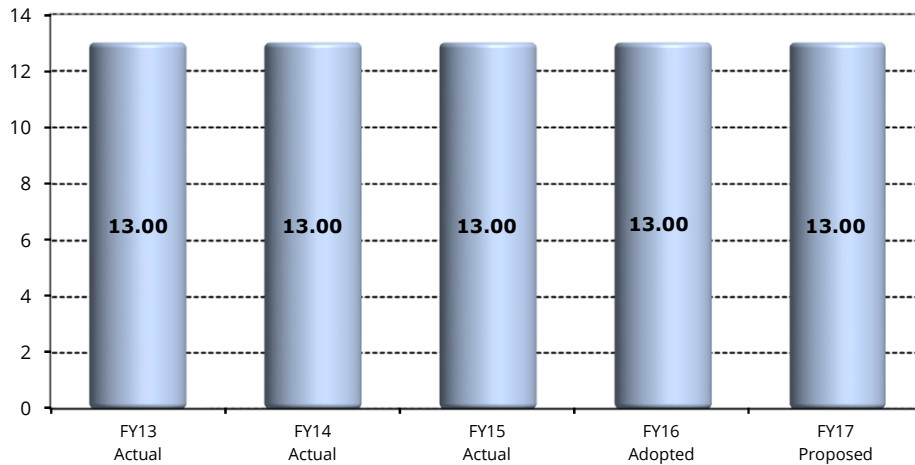
Funding Sources

1 Revenue for Use of Money & Property	\$0	\$0	\$25,163	\$55,011	\$106,939	94.40%
2 Miscellaneous Revenue	(\$9,644)	\$6,061	\$0	\$26,568	\$0	(100.00%)
3 Transfers In	\$341,895	\$1,593,147	\$501,235	\$248,507	\$0	(100.00%)
Total Designated Funding Sources	\$332,251	\$1,599,208	\$526,398	\$330,086	\$106,939	(67.60%)
Net General Tax Support	\$1,930,877	\$2,025,134	\$1,868,594	\$2,250,001	\$2,647,725	17.68%
Net General Tax Support	85.32%	55.88%	78.02%	87.21%	96.12%	



Expenditure History

Economic Development



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Investment Attraction	6.10	6.10	6.10	6.85	7.05
2 Existing Business	3.95	3.95	1.85	1.60	1.40
3 Marketing & Research	2.95	2.95	5.05	4.55	4.55
Full-Time Equivalent (FTE) Total	13.00	13.00	13.00	13.00	13.00



Staff By Program

Future Outlook

Data Centers - Prince William County continues to be a major attractor of data centers. Over the last two years, Northern Virginia has moved to the top of the list of the five major US data center markets, accounting for 24% of total market absorption. This places Northern Virginia over Dallas, Silicon Valley, Chicago and the Pacific Northwest. Prince William now has 2.3 million square feet of data centers in place. Data centers are particularly attractive because of their enormous property tax generation and minimal impact in terms of traffic or school children.

Modeling/Simulation - Because of the County's strong information technology assets, modeling and simulation including game design is an increasingly significant component of our growth. Prince William County, in conjunction with George Mason University's (GMU) Computer Game Design Program launched the Virginia Serious Game Institute (VSGI) in March 2014. Currently, there are eight companies with 70 employees in total at VSGI. VSGI has received over \$1 million in corporate support.

Economic Development

Life Sciences - Prince William County has focused on building a life sciences cluster since the adoption of its first Strategic Plan in 1992 and the establishment of the Economic Development Opportunity Fund. In 2012, the Board authorized the funding of a Life Sciences Strategy Assessment, which recommended the creation of wet laboratory space to help retain and attract early stage life sciences companies. The Prince William Science Accelerator was subsequently built and opened in May 2014. There are currently three companies in the Science Accelerator (two of which have expanded from their original space) and a fourth is due to locate this year, bringing the occupancy level to 41%.

Innovation Park - Innovation Park is one of the jewels of Prince William County and a prime development attraction asset. With recent upgrades to park signage and landscaping, new office/flex space coming online in 2017, the announcement of the Two Silos micro-brewery and bistro at the former Thomasson Barn, Innovation is getting more interest than at any time in the last six years. With GMU's official designation of the Prince William Campus as its Science & Technology Campus, the opening of the Institute for Advanced Biomedical Institute, and the County's VSGL and Science Accelerator initiatives, this "technology cluster" is gaining great significance.

Workforce Development - Labor force quality and availability is the most significant component in businesses decisions to expand or to locate. Having the critical skill sets currently available, as well as a clear expectation of the "talent pipeline" coming through our K-12 and two and four year educational institutions is critical. With the opening in February 2016 of Northern Virginia Community College's Regional Workforce Training & Education Center, a significant new asset will be in place to provide expanded workforce training customized to the needs of existing and future employers. The Center will focus initially on cybersecurity, the health sciences, and advanced manufacturing all targets of Economic Development's business retention and attraction efforts.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17, Economic Development's technology bill increases by \$8,020 to \$46,582.
- B. Increase in Life Sciences Facility Lease Costs** - In FY13, the County signed a five-year master lease for a Life Sciences facility at Innovation Technology Park. On October 15, 2013, [BOCS Resolution 13-635](#) was adopted, extending this lease to ten years. The FY17 total lease payments are \$269,807 or \$23,658 more than FY16. Beginning in FY17, the lease will be funded by the general fund.
- C. Decrease Revenue Budget for Salary Reimbursement** - The agreement between Economic Development and the Industrial Development Authority (IDA) to share personnel costs has been terminated, resulting in a revenue reduction of \$26,568.
- D. Budget Shift** - \$139 has been shifted from supplies and services into the internal service series to support an off-cycle computer purchased in FY16.
- E. Property Revenue Increase** - Lease revenue and associated facility expenditures for use of Wet Lab Space increased by \$51,928 per [BOCS Resolution 15-722](#) on November 17, 2015.
- F. Budget Shift** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the printing services budget will increase \$424 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget. Existing service levels will be maintained.

Economic Development

G. Compensation Increase - Compensation adjustments totaling \$24,983 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Investment Attraction

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
County at-place employment	114,942	117,546	119,297	118,000	122,000
Targeted jobs associated with new businesses	110	239	690	300	350

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Investment Attraction Marketing	\$1,257	\$2,866	\$1,333	\$1,553	\$1,672
Target missions/trade shows/special events attended	111	144	105	100	120
Contacted leads	—	—	151	300	400
Qualified leads	—	—	23	75	50
Projects managed	—	—	55	40	55
Project wins	—	—	21	25	28

Economic Development

A. Budget Initiatives

1. Innovation Attraction for Innovation Park Strategies

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

a. Description - This proposed request uses \$75,000 to support next generation strategies for Innovation Park. This item will assist the growing entrepreneurial cluster in the life sciences and information technology sectors as well as more closely link George Mason University program offerings with surrounding tenants and businesses.

b. Service Level Impacts - Service level impacts are shown below:

- **County at place employment**

FY17 w/o Addition | 118,000

FY17 w/ Addition | 122,000

- **Targeted jobs associated with new businesses**

FY17 w/o Addition | 300

FY17 w/ Addition | 350

- **Capital investment associated with new and existing projects (non-retail)**

FY17 w/o Addition | \$300M

FY17 w/ Addition | \$400M

2. Industry Labor Force Analysis

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

a. Description - This proposed item builds upon the work of the 2012/2013 Competitive Analysis & Target Industry Studies, developing a more precise labor market analysis for targeted industry sectors as included in the Strategic Plan.

b. Service Level Impacts - Service level impacts are shown below:

- **Contacted leads**

FY17 w/o Addition | 300

FY17 w/ Addition | 400

- **Project wins**

FY17 w/o Addition | 25

FY17 w/ Addition | 28

- **Capital investment associated with new and existing projects (non-retail)**

FY17 w/o Addition | \$300M

FY17 w/ Addition | \$400M

Economic Development

Existing Business

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
County at-place employment	114,942	117,546	119,297	118,000	122,000
Targeted jobs associated with existing businesses	484	39	579	200	350

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Existing Business Outreach/Expansion	\$263	\$222	\$227	\$264	\$302
Local companies assisted with expansion projects	8	47	12	17	15
Entrepreneurship Initiatives	\$231	\$198	\$231	\$231	\$231
Jobs created	64	94	105	100	100
Jobs saved/retained	43	72	25	50	50

Economic Development

Marketing & Research

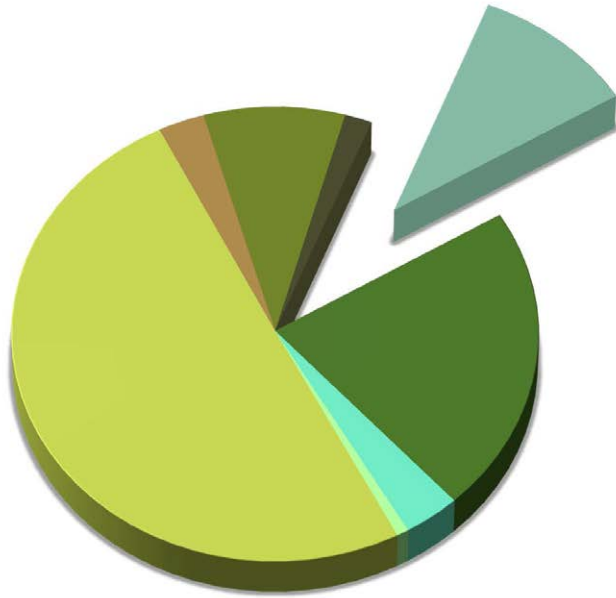
The Marketing & Research program is responsible for the coordination and execution of the Economic Development's marketing and communication strategy, as well as the provision of economic intelligence to support the business attraction, expansion and retention efforts of Economic Development.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
County at-place employment	114,942	117,546	119,297	118,000	122,000
Capital investment associated with new and existing projects (non-retail)	\$423M	\$1.07B	\$676M	\$300M	\$400M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Business Location and Expansion Research	\$306	\$338	\$427	\$310	\$316
Site and building inventory maintained and updated	4	81	320	144	350
Economic development research conducted for or presented to clients	6	65	240	144	250
Web Site Marketing and Outreach, Public Relations and Special Events	\$206	\$198	\$178	\$222	\$233
Press releases disseminated or media calls for information/statements fielded	20	199	202	40	200
Property searches on the Economic Development Site and Building Database	6,449	5,247	6,436	6,750	7,000

Mission Statement

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



Expenditure Budget:
\$16,900,236



10.4% of Community Development

Programs:

- Library Administrative Services: \$1,446,584
- Public Services: \$9,387,941
- Materials Services: \$3,575,115
- Financial Services: \$777,110
- Technology Services: \$1,713,486

Community Development Expenditure Budget:
\$162,905,334

Mandates

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

Expenditure & Revenue Summary



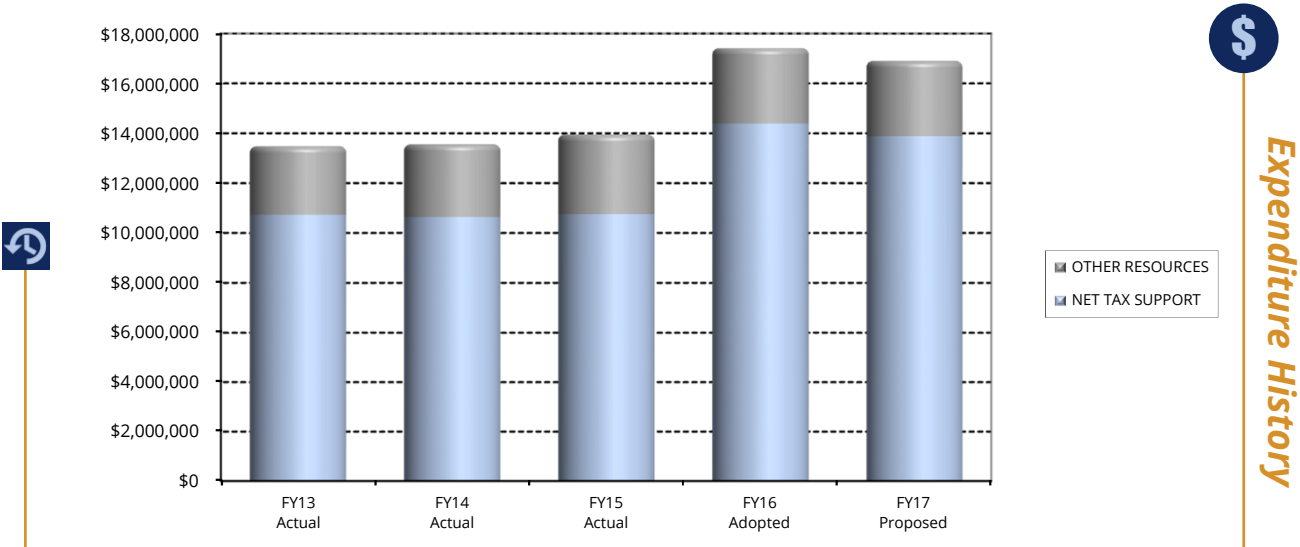
Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Library Administrative Services	—	—	—	\$688,574	\$1,446,584	110.08%
2 Public Services	\$7,887,275	\$7,954,252	\$8,321,361	\$9,928,692	\$9,387,941	(5.45%)
3 Materials Services	\$3,278,914	\$3,246,963	\$3,304,045	\$3,637,842	\$3,575,115	(1.72%)
4 Financial Services	\$711,587	\$689,171	\$683,609	\$766,413	\$777,110	1.40%
5 Technology Services	\$1,599,264	\$1,666,296	\$1,636,788	\$2,391,442	\$1,713,486	(28.35%)
Total Expenditures	\$13,477,041	\$13,556,682	\$13,945,803	\$17,412,963	\$16,900,236	(2.94%)

Expenditure by Classification

1 Personal Services	\$8,199,828	\$8,424,817	\$8,601,048	\$10,624,182	\$10,727,847	0.98%
2 Fringe Benefits	\$2,221,323	\$2,207,448	\$2,206,690	\$2,793,587	\$2,694,935	(3.53%)
3 Contractual Services	\$283,636	\$250,874	\$294,233	\$423,650	\$367,580	(13.23%)
4 Internal Services	\$870,977	\$846,172	\$878,217	\$1,118,559	\$853,396	(23.71%)
5 Purchase Goods & Supplies	\$1,847,565	\$1,788,314	\$1,922,356	\$2,769,414	\$2,572,907	(7.10%)
6 Capital Outlay	\$38,927	\$0	\$0	\$0	\$0	—
7 Leases & Rentals	\$14,784	\$39,057	\$43,259	\$54,912	\$54,912	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$371,341)	(\$371,341)	0.00%
Total Expenditures	\$13,477,040	\$13,556,682	\$13,945,803	\$17,412,963	\$16,900,236	(2.94%)

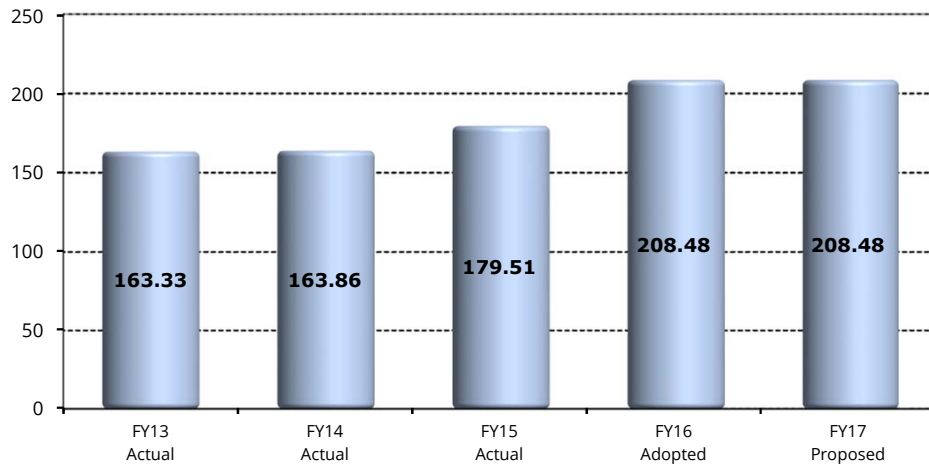
Funding Sources

1 Fines and Forfeitures	\$142	\$0	\$0	\$0	\$0	—
2 Charges for Services	\$547,522	\$567,434	\$663,492	\$663,492	\$663,492	0.00%
3 Revenue From Other Localities	\$1,648,512	\$1,756,068	\$1,957,556	\$1,834,001	\$1,834,001	0.00%
4 Revenue From Commonwealth	\$509,287	\$543,915	\$523,962	\$523,962	\$523,962	0.00%
5 Non-Revenue Receipts	\$31	\$0	\$0	\$0	\$0	—
6 Transfers In	\$42,510	\$42,510	\$42,510	\$0	\$0	—
Total Designated Funding Sources	\$2,748,004	\$2,909,927	\$3,187,520	\$3,021,455	\$3,021,455	0.00%
Net General Tax Support	\$10,729,037	\$10,646,755	\$10,758,283	\$14,391,508	\$13,878,781	(3.56%)
Net General Tax Support	79.61%	78.54%	77.14%	82.65%	82.12%	



Expenditure History

Library



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Library Administrative Services	0.00	0.00	0.00	7.67	15.67
2 Public Services	124.62	123.62	136.74	162.17	155.04
3 Materials Services	23.71	24.24	25.24	25.24	24.71
4 Financial Services	6.00	6.00	6.00	4.40	4.53
5 Technology Services	9.00	10.00	11.53	9.00	8.53
Full-Time Equivalent (FTE) Total	163.33	163.86	179.51	208.48	208.48



Staff By Program

Future Outlook

Expanded Library Service - Two new community libraries opened in FY16 bringing expanded library service to two additional areas of the County: Haymarket Gainesville and Montclair. These full service libraries offer standard library services such as circulation, information, programs for patrons of all ages, public Internet and public WiFi service, as well as providing access to electronic resources, Web-based Library services and self check-out. The libraries also provide much needed additional reader space, as well as quiet study, group study, and small study rooms for public use.

Libraries Continue to Evolve - Expanding its emphasis on technology and the library as a community center will enable the Library System to respond to changing customer needs. Incorporating emerging technologies and updating and adjusting library services and facilities will enable the Library System to remain a vibrant, visible, and valued part of its community.

Improvements to Older Facilities - With facilities ranging in age from 21 to 44 years, library locations are in need of improvement. The Library System needs to identify service, spatial, and aesthetic improvements needed to maximize the library experience for its customers.

General Overview

- A. One-Time Reductions** - \$328,438 has been removed from the Library's FY17 budget for non-recurring expenditures associated with the purchase of computer equipment associated for the Haymarket Gainesville and Montclair libraries.
- B. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Library's technology bill decreases by \$265,302 to \$814,385.
- C. Position Reclassifications** - \$2,269 has been removed from the Library's FY17 budget to support the difference between the old and new classification of one position.
- D. Budget Shift** - \$139 has been shifted into the internal service series to support a computer purchase during FY16.
- E. Library Reorganization** - The Prince William Public Library System reorganized in FY16 to address the need for a Library Administrative Services program responsible for long range planning and oversight of Library human resources, facility operations, and the Library's community partner, Literacy Volunteers of America—Prince William. At that time the Office of Community Engagement activity was placed under the Public Services program. However, since this activity is now responsible for all Library System communications, marketing and development, graphics, Web services, social media, programming coordination, and grant writing for the Library it is more appropriate for this activity to report directly to the Library System Director. This increases the number of activities in the Library Administrative Services Program from four to five.
- F. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the printing services budget will increase \$78,269 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- G. Compensation Increase** - Compensation adjustments totaling \$225,757 are made to support the following changes:
- Benefits:**
- 5.00% Retiree Health Credit;
 - 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
 - -0.01% Group Life Insurance;
 - -1.00% VRS Plan 1 Savings; and
 - -1.75% VRS employer rate;
- Salaries:**
- 3.00% Pay for Performance; and
 - 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.
- Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Library Administrative Services

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customer schedule actions for Graphics and Web Services (such as new publications, new services) completed according to schedule	—	—	—	—	90%
Customer scheduled actions, such as new publications, completed according to schedule (Graphics)	—	99%	95%	90%	—
Customer scheduled actions (e.g. new services) completed according to schedule (Web Services)	100%	99%	99%	98%	—
Total Web page sessions	—	—	—	—	500,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Library Director's Office	\$267	\$299	\$325	\$242	\$365
Library services meet residents' needs	94%	95%	95%	95%	95%
Human Resources	\$390	\$376	\$368	\$299	\$354
FTE value of volunteer hours contributed	17.06	17.76	17.44	17.00	16.00
Facilities Maintenance	\$69	\$72	\$112	\$120	\$120
Maintenance, repair and/or special project requests	472	504	744	450	600
Community Engagement	\$175	\$170	\$263	\$324	\$580
Web requests and print pieces produced	—	—	—	—	6,500
Social media growth rate	—	—	—	—	50%
E-mail and print newsletters produced	—	—	—	—	28

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Literacy Volunteers of America-Prince William	\$26	\$26	\$27	\$27	\$27
Adults served	752	667	678	650	655
Tutors trained and supported	232	230	236	232	234
Literacy volunteer hours	15,033	15,003	14,696	14,750	14,700

Public Services

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Residents with library cards	72%	69%	66%	69%	66%
Information requests completed within 24 hours	95%	93%	95%	93%	94%
Library services meet residents' needs	94%	95%	95%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Circulation	\$2,329	\$2,396	\$2,578	\$3,399	\$3,442
Print materials circulated	3.5M	3.5M	3.2M	3.4M	3.2M
Digital materials circulated	109,672	178,846	206,637	170,000	205,000
Information Services	\$3,335	\$3,291	\$3,370	\$4,723	\$4,655
Information requests handled: staff assisted (in person, telephone, e-mail)	381,836	362,971	354,221	350,000	360,000
Information requests handled: electronic	3.9M	4.5M	5.1M	4.0M	5.1M
Library Activities and Events	\$362	\$364	\$374	\$496	\$487
Attendees at Library programs/events	94,174	96,224	95,527	95,000	105,000
Library events and activities	2,218	2,315	2,518	2,200	2,700

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Neighborhood Libraries	\$935	\$960	\$905	\$987	\$804
Materials circulated	775,021	810,241	731,612	750,000	600,000
Information requests handled (staff assisted)	136,677	128,011	167,057	125,000	130,000
Events and activities	261	302	440	275	350
Attendees at events and activities	5,699	8,005	10,080	7,500	7,000

Materials Services

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Materials availability survey title fill rate	74%	73%	71%	73%	70%
Subject/author fill rate	81%	82%	79%	81%	79%
Browser fill rate	95%	95%	92%	92%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Library Materials Support	\$3,279	\$3,247	\$3,304	\$3,638	\$3,575
Items processed	83,458	65,687	75,628	79,200	72,000

Financial Services

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Financial transactions processed on schedule	98%	98%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Financial Management Services	\$712	\$689	\$684	\$766	\$777
Financial transactions processed	16,705	22,756	24,681	20,000	22,000

Technology Services

The Technology Services Program of the Library System manages the daily operations of all Library-specific automated systems, such as the library's automated circulation system and print, time management and credit card payment systems, as well as all library Web-based services, such as meeting room and event reservations, interlibrary loan, reading programs, Library wireless services, Library mobile services; and the Library System's Public Access Computer (PAC) network and related assets.

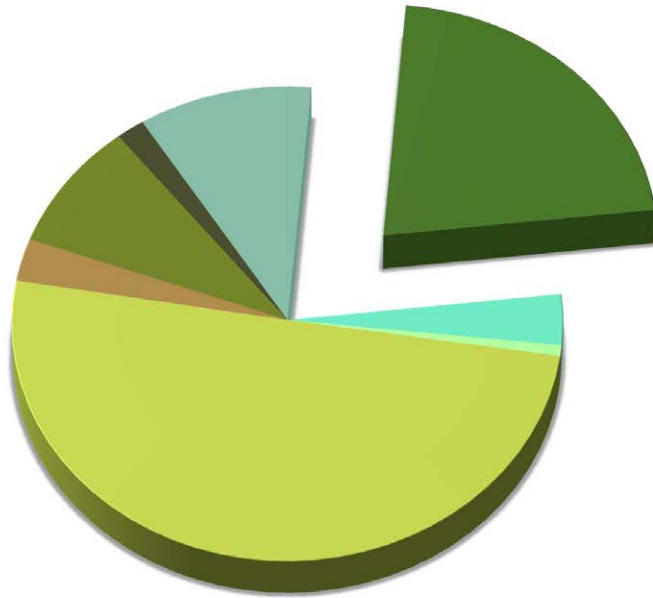
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customer on-site hardware/software problems resolved within 8 hours (Library Network Support Services)	99%	99%	99%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Library Network Support	\$1,599	\$1,666	\$1,637	\$2,391	\$1,713
Support requests assigned to Library Network Support Services	—	7,250	11,660	6,500	7,500

Parks & Recreation

Mission Statement

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



Expenditure Budget:
\$35,570,456



21.8% of Community Development

Programs:

- Recreation: \$17,768,700
- Administration & Communications: \$3,330,864
- Operations, Planning & Support: \$14,470,892

Community Development Expenditure Budget:
\$162,905,334

Mandates

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

Parks & Recreation



Expenditure & Revenue Summary

Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Recreation	\$20,752,830	\$16,126,609	\$15,259,418	\$16,894,918	\$17,768,700	5.17%
2 Administration & Communications	\$2,553,402	\$4,279,597	\$5,846,444	\$3,389,860	\$3,330,864	(1.74%)
3 Operations, Planning & Support	\$10,014,476	\$10,546,371	\$13,009,376	\$13,405,834	\$14,470,892	7.94%
Total Expenditures	\$33,320,708	\$30,952,576	\$34,115,238	\$33,690,612	\$35,570,456	5.58%

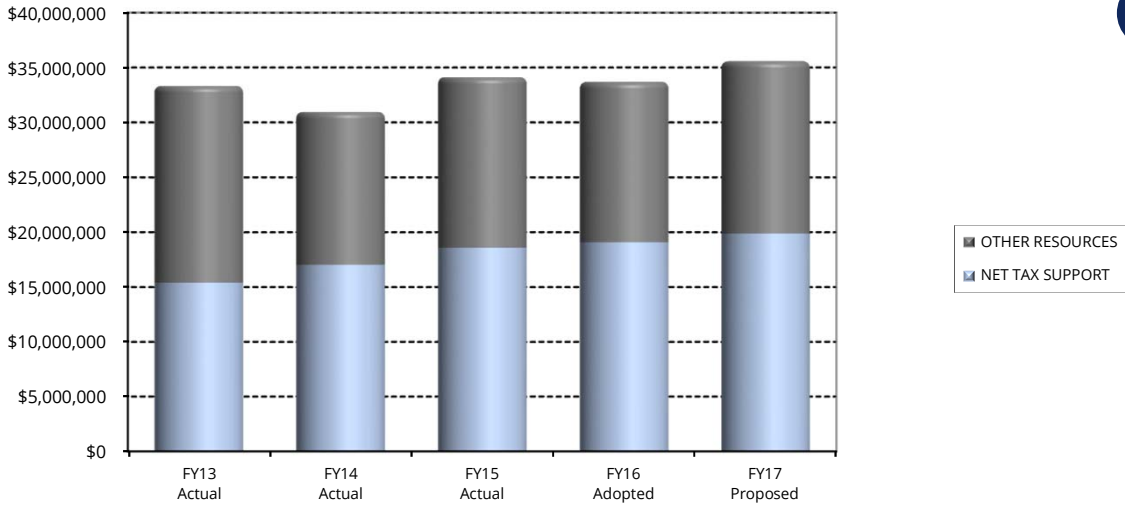
Expenditures by Classification

1 Personal Services	\$10,568,780	\$12,522,968	\$13,668,610	\$14,686,555	\$15,465,144	5.30%
2 Fringe Benefits	\$3,841,192	\$3,015,962	\$3,278,425	\$3,767,867	\$3,977,999	5.58%
3 Contractual Services	\$9,039,198	\$6,967,047	\$5,399,724	\$5,364,267	\$5,730,099	6.82%
4 Internal Services	\$4,732	\$1,238,614	\$1,385,161	\$912,773	\$982,263	7.61%
5 Purchase Goods & Supplies	\$4,767,957	\$4,256,985	\$5,362,634	\$6,425,570	\$6,794,738	5.75%
6 Debt Maintenance	\$533,587	\$948,056	\$908,689	\$1,171,987	\$1,010,441	(13.78%)
7 Depreciation	\$3,794,794	\$1,074,506	\$1,150,318	\$0	\$0	—
8 Capital Outlay	\$240,557	\$124,055	\$1,278,449	\$1,698,557	\$1,915,143	12.75%
9 Leases and Rentals	\$6,625	\$27,942	\$53,124	\$50,207	\$81,800	62.93%
10 Reserves & Contingencies	\$0	\$0	(\$60,000)	\$0	\$0	—
11 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$599,835)	(\$599,835)	0.00%
12 Transfers Out	\$523,286	\$776,441	\$1,690,105	\$212,664	\$212,664	0.00%
Total Expenditures	\$33,320,708	\$30,952,576	\$34,115,238	\$33,690,612	\$35,570,456	5.58%

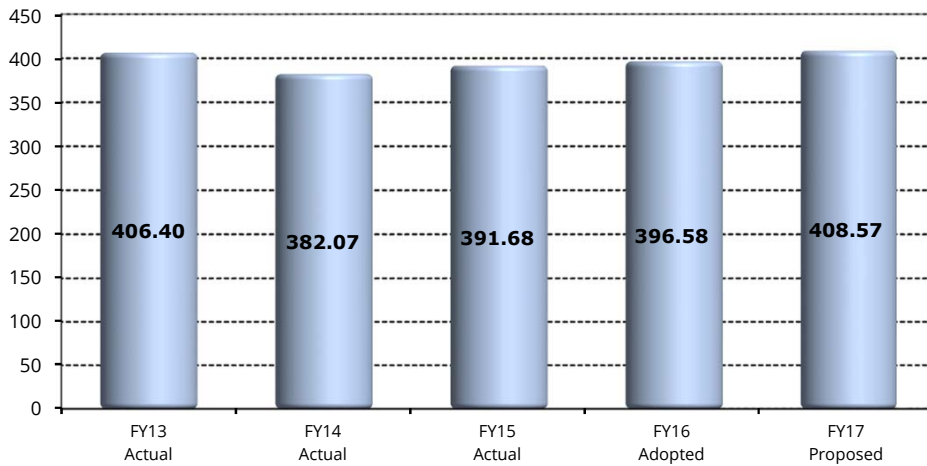
Funding Sources

1 Rev fr Use of Money & Prop	\$298,355	\$84,262	\$157,962	\$0	\$0	—
2 Charges for Services	\$12,091,609	\$12,738,084	\$12,945,275	\$14,332,115	\$14,554,025	1.55%
3 Miscellaneous Revenue	\$642,509	\$45,070	\$22,092	\$34,236	\$0	(100.00%)
4 Revenue from Federal Government	\$0	\$75,500	\$0	\$0	\$0	—
5 Non-Revenue Receipts	\$1,228	\$47,126	\$51,151	\$0	\$0	—
6 Transfers In from Transient Occupancy Tax	\$0	\$0	\$0	\$25,750	\$25,750	0.00%
7 Transfers In From Capital Reserve	\$0	\$0	\$469,138	\$10,000	\$7,398	(26.02%)
8 Transfers In From Enterprise Fund	\$0	\$45,058	\$394,777	\$212,664	\$212,664	0.00%
Parks GF Revenue Subtotal	\$2,062,573	\$1,382,722	\$2,091,043	\$1,010,151	\$1,151,065	13.95%
Parks Enterprise Revenue Subtotal	\$10,971,128	\$11,652,378	\$11,949,373	\$13,604,614	\$14,528,275	6.79%
Total Parks Revenue	\$13,033,701	\$13,035,100	\$14,040,416	\$14,614,765	\$15,679,340	7.28%
Contribution To/(From) Reserves & Retained Earnings (Enterprise Fund)	(\$4,890,381)	(\$883,203)	(\$1,486,923)		\$0	—
Net General Tax Support	\$15,396,626	\$17,034,273	\$18,587,899	\$19,075,847	\$19,891,116	4.27%
Net General Tax Support	46.21%	55.03%	54.49%	56.62%	55.92%	

Parks & Recreation



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Recreation	293.90	221.35	223.85	223.97	225.31
2 Operations, Planning & Support	85.00	136.45	147.44	151.10	161.75
3 Administration & Communications	27.50	24.27	20.39	21.51	21.51
Full-Time Equivalent (FTE) Total	406.40	382.07	391.68	396.58	408.57



Staff By Program

Parks & Recreation

Future Outlook

Over the last few years there have been multiple improvements and enhancements in the Prince William County Parks and Recreation system. Park and School fields have been enhanced which enables more youth to participate in sports which enhances the overall health and wellness of the Prince William community. Lighting was added to ten parks fields and seven lighted artificial turf fields were installed at middle schools. These enhancements allow for longer play throughout the year. Fuller Heights Park was completed which added three lighted little league fields and a league building for concessions and restrooms. Other enhancements in the Park system include the re-alignment of a dangerous intersection at the entrance to Hellwig Park; a new waterline for Long Park so that the wells can be abandoned; and trail segment additions throughout the trails system in the County. In FY17 the first phase of the Ali Krieger Sports Complex will be completed which will add one artificial turf field, two rectangular fields and one softball field. Catharpin Park will add two rectangular fields and at Orchard Bridge Park four softball fields will be completed. These improvements will go a long way to meeting the needs of the ever growing youth sports leagues, but despite all of these improvements there are still needs to be addressed within the Parks.

Aging Infrastructure of Recreation Facilities - Many of the recreation facilities are 25 to 30 years old. Although they have been maintained throughout the years it is time for some major repairs and renovations to continue to provide sound, safe and updated facilities for the citizens. Some upcoming projects include pools renovations, parking lots improvements, roof and HVAC unit replacements; and space renovations and repurposing.

Parks Maintenance Shops - Due to the growth of sports and the addition of maintaining the elementary and middle schools, each of the grounds maintenance shops has inadequate space for the current employees and much of the equipment and materials are stored outside. Prince William Golf Course has critical needs related to maintenance facilities. A renovation to the existing building will provide space for mechanics to work on the equipment.

ADA Improvements - The County has received a report that documents the immediate needs for Parks to be fully ADA compliant. There are some major renovations to be accomplished and many minor fixes to be done over the next two to seven years.

Splashdown Waterpark Updates and Expansion - Opened in 1996 and built with revenue bonds, Splashdown's infrastructure is aging. In 20 years of operation, no new attractions have been added, resulting in flat revenues and attendance, making it difficult to market or increase prices. Other local jurisdictions are expanding waterpark offerings, as these projects are completed; they draw from Splashdown's attendance. Guest surveys at Splashdown mention aging facilities and outdated amenities. In 2011, a leading waterpark consultant's report identified Splashdown's strength as a known waterpark in Northern Virginia and the demographics appear to support expansion with a resulting increase in revenues.

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 Parks & Recreation's technology budget increases by \$53,714 to \$966,487.

Parks & Recreation

- B. Shift Expenditures from Administration to Recreation** - In order to align the County's donations to community partners with the most appropriate program, the donations to Community Arts, the ARC, Prince William Soccer Inc., Special Olympics, and the Boys and Girls Club have been moved from Administration to Recreation. That same rationale is behind the shift of the County's contribution to the Freedom Center from Administration to Recreation.
- C. Shift from County Print Shop for Printing Services** - In FY16 the Print Shop was converted to a cost-recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17 the entire activity will be cost-recovered, so the \$228,000 allocation will be shifted to those departments. As a result, the Parks and Recreation printing services budget will increase \$9,560 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- D. Utilities and Chemicals** - The FY17 budget includes \$218,752 to cover the increased costs of utilities and chemicals needed to operate the various park facilities. Funding is divided between the general fund (\$57,348) and enterprise fund (\$161,404) portions of the Parks & Recreation budget.
- E. Compensation Increase** - Compensation adjustments totaling \$424,748 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Operations, Planning & Support

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Fishing, boating and green space meet resident needs (community survey)	88%	87%	87%	87%	87%
Trail miles	—	—	—	—	45
Park acreage	—	—	—	—	4,221

Parks & Recreation

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Grounds and Landscape Maintenance	\$4,888	\$5,476	\$6,910	\$7,398	\$8,577
Park acres maintained	806	825	835	1,006	853
School acres maintained	265	265	265	265	267
Fleet and Equipment Repair	\$791	\$853	\$1,401	\$1,720	\$1,528
Total work orders	1,374	1,378	1,366	1,500	1,500
Planning and Project Management	\$287	\$252	\$508	\$489	\$474
Land use plans reviewed	55	85	42	110	48
Total capital improvement projects	45	66	33	89	13
Facility Maintenance	\$1,274	\$1,293	\$1,455	\$1,573	\$1,649
Work orders completed	1,357	1,425	1,589	1,500	1,600
Cyclical Maintenance Plan (CMP)	\$2,107	\$1,982	\$1,922	\$1,400	\$1,400
Total CMP projects	—	37	27	20	20
Security/Rangers	\$668	\$691	\$814	\$827	\$842
Total park patrols	25,452	25,120	28,423	26,000	26,500

A. Budget Initiatives

1. Increase Field Maintenance

Expenditure	\$819,447
Revenue	\$0
General Fund Impact	\$819,447
FTE Positions	6.60

a. Description - This initiative funds the increased staffing and equipment costs related to the maintenance of new sports fields at Chris Jung Elementary School, Pace West, Catharpin Park, and the Ali Krieger Sports Complex (formerly known as the Potomac Shores proffered fields), as well as the minimum maintenance required for the developing fields at Orchard Bridge Park. New staff include two full-time Grounds Technicians, one full-time Grounds Area Supervisor, one full-time Automotive Mechanic II, and five part-time Maintenance Workers.

b. Service Level Impacts - Existing field service levels are maintained at these new fields.

Parks & Recreation

2. Increase Maintenance of Little League Restrooms at Hellwig Park

Expenditure	\$28,369
Revenue	\$0
General Fund Impact	\$28,369
FTE Positions	0.56

- a. **Description** - This initiative funds the cost of maintaining the Little League restrooms currently under construction at Hellwig Park. New staff consists of one part-time Maintenance Worker.
- b. **Service Level Impacts** - Restrooms will be available with this new facility.

Recreation

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Sports fields meet resident needs (community survey)	88%	89%	89%	89%	89%
Pools meet resident needs (community survey)	88%	87%	87%	87%	87%
Recreation centers meet resident needs (community survey)	88%	90%	90%	90%	90%
Growth in non-golf recreation revenue	—	—	—	—	2.5%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Parks and Centers	\$10,145	\$8,071	\$7,958	\$8,470	\$9,188
Participant visits	1,574,000	1,633,000	1,507,000	1,600,000	1,555,000
Golf	\$6,633	\$4,212	\$3,744	\$3,966	\$3,907
Rounds of golf (18-hole equivalent)	91,000	90,500	98,783	100,000	100,000
Water Parks	\$1,929	\$2,002	\$2,025	\$2,267	\$2,428
Water park admissions	142,855	147,000	149,119	147,318	153,000
Community Sports	\$1,023	\$554	\$765	\$809	\$862
Sports youth participant visits	1,325,055	1,366,770	1,400,544	1,421,988	1,431,988
Sports adult participant visits	216,414	223,578	210,012	232,610	210,000
Sports tournament participants	33,975	25,545	32,055	26,577	34,000

Parks & Recreation

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Multi-Jurisdictional Agreements and Contributions	\$1,023	\$1,288	\$1,302	\$1,383	\$1,383
Special Olympics events	25	25	25	25	26
ARC participants	1,050	1,070	1,134	1,080	1,140
Prince William Soccer participants	6,800	6,800	6,800	6,800	6,800
Children served at Boys & Girls Club locations	3,236	2,868	2,705	3,450	2,705

A. Budget Reductions

1. Reduction to Billy Casper Golf Operations

Expenditure	(\$27,333)
Revenue	(\$27,333)
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative reduces revenues and expenditures for the Billy Casper Golf budget, based on the contractor's assessment of market pricing and rounds of golf anticipated.
- b. **Service Level Impacts** - Existing service levels are maintained.

B. Budget Initiatives

1. Increase Splashdown Waterpark Operating Budget

Expenditure	\$49,413
Revenue	\$49,413
General Fund Impact	\$0
FTE Positions	0.07

- a. **Description** - This initiative increases revenues and expenditures at Splashdown Waterpark, allowing for additions to food service and operations, updated merchandising, and the conversion of a part-time Group Sales Representative to full-time.
- b. **Service Level Impacts** - Service level impacts are as follows:
 - **Waterpark admissions**

FY17 w/o Addition		150,000
FY17 w/ Addition		153,000

Parks & Recreation

2. Add Nursery Services at Chinn Recreation Center

Expenditure	\$22,378
Revenue	\$22,378
General Fund Impact	\$0
FTE Positions	1.28

a. Description - This initiative increases revenues and expenditures at Chinn Recreation Center in order to provide nursery services for center members and includes the creation of part-time nursery attendants.

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

▪ **Participant visits at parks and centers**

FY17 w/o Addition		1,550,000
FY17 w/ Addition		1,555,000

Administration & Communications

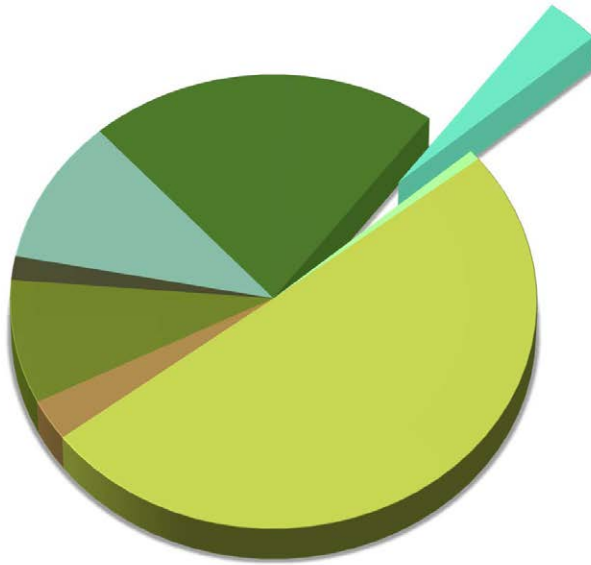
Provides leadership, coordination, oversight and marketing of all Parks & Recreation programs. Also provides financial and administrative support for Parks & Recreation.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Residents interacting with county parks & recreation centers (community survey)	60%	56%	56%	56%	56%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Executive Management/Administration	\$1,799	\$3,660	\$3,860	\$2,575	\$2,502
Accident rate per 100,000 miles driven	0.72	2.30	2.00	1.50	1.00
Marketing	\$754	\$619	\$684	\$814	\$829
Customer surveys	5	9	5	9	—
Annual website visitors	912,000	337,623	504,883	400,000	525,000
Advertising media distribution	516,000	280,885	2,891,166	280,000	3,000,000

Mission Statement

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



Expenditure Budget:
\$5,615,843



3.4% of Community Development

Programs:

- Zoning Administration: \$934,116
- Long Range Planning: \$3,433,004
- Current Planning: \$1,050,393
- Community Development: \$198,330

Community Development Expenditure Budget:
\$162,905,334

Mandates

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

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

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

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

Planning



Expenditure & Revenue Summary

	FY13	FY14	FY15	FY16	FY17	% Change
Expenditure by Program	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Zoning Administration	\$847,128	\$632,535	\$949,909	\$908,444	\$934,116	2.83%
2 Long Range Planning	\$923,345	\$2,747,437	\$3,030,915	\$3,066,743	\$3,433,004	11.94%
3 Office Management	\$1,252,799	\$1,217,893	\$0	\$0	\$0	—
4 Current Planning	\$525,113	\$631,631	\$896,020	\$1,108,480	\$1,050,393	(5.24%)
5 Community Development	\$49,334	\$110,046	\$179,023	\$191,946	\$198,330	3.33%
Total Expenditures	\$3,597,719	\$5,339,542	\$5,055,867	\$5,275,614	\$5,615,843	6.45%

Expenditure by Classification

1 Personal Services	\$2,053,668	\$2,004,072	\$1,960,639	\$2,164,258	\$2,170,860	0.31%
2 Fringe Benefits	\$716,858	\$649,443	\$624,584	\$703,885	\$669,785	(4.84%)
3 Contractual Services	\$21,025	\$201,693	\$53,704	\$47,182	\$47,182	0.00%
4 Internal Services	\$135,171	\$1,851,987	\$1,783,653	\$1,785,043	\$2,114,848	18.48%
5 Purchase Good & Supplies	\$534,405	\$507,464	\$503,528	\$562,483	\$581,858	3.44%
6 Capital Outlay	\$49,334	\$0	\$0	\$0	\$0	—
7 Leases & Rentals	\$14,845	\$15,554	\$18,241	\$19,116	\$19,116	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$114,186)	(\$114,186)	0.00%
9 Transfers Out	\$72,413	\$109,329	\$111,518	\$107,833	\$126,380	17.20%
Total Expenditures	\$3,597,719	\$5,339,542	\$5,055,867	\$5,275,614	\$5,615,843	6.45%

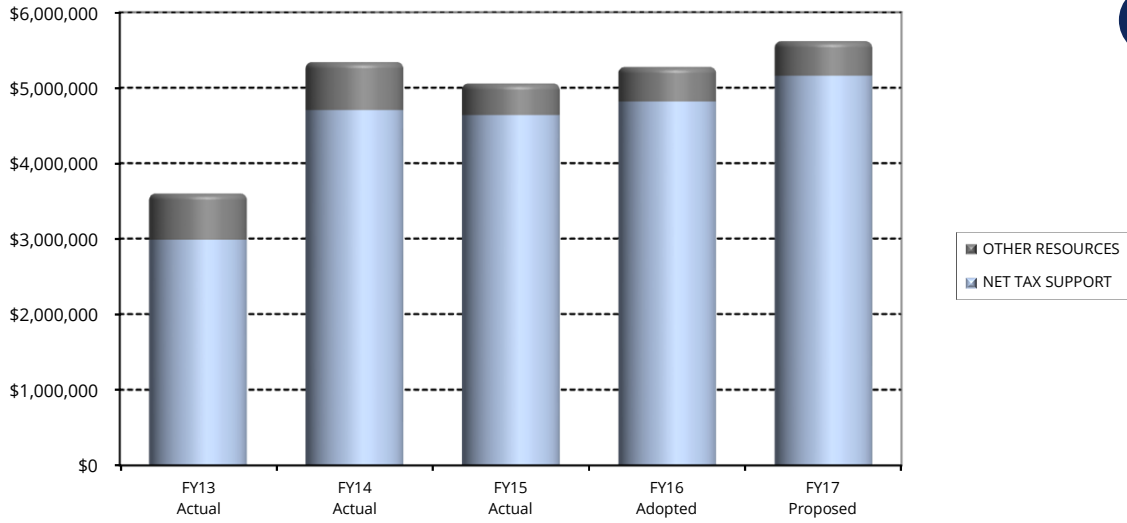
Funding Sources

1 Permits, Privilege Fees & Regulatory Licenses	\$583,859	\$604,018	\$337,246	\$419,894	\$419,894	0.00%
2 Fines and Forfeitures	\$35	(\$25)	\$0	\$0	\$0	—
3 Charges for Services	\$29,042	\$31,437	\$22,189	\$37,437	\$37,437	0.00%
4 Miscellaneous Revenue	\$250	\$381	\$3,681	\$155	\$155	0.00%
5 Revenue from Federal Government	\$0	\$0	\$56,317	\$0	\$0	—
6 Non-Revenue Receipts	\$220	\$0	\$0	\$0	\$0	—
Total Designated Funding Sources	\$613,406	\$635,811	\$419,433	\$457,486	\$457,486	0.00%
Net General Tax Support [includes general fund transfer to land development and GIS System application hosting]	\$2,984,313	\$4,703,730	\$4,636,434	\$4,818,128	\$5,158,357	7.06%
Net General Tax Support	82.95%	88.09%	91.70%	91.33%	91.85%	

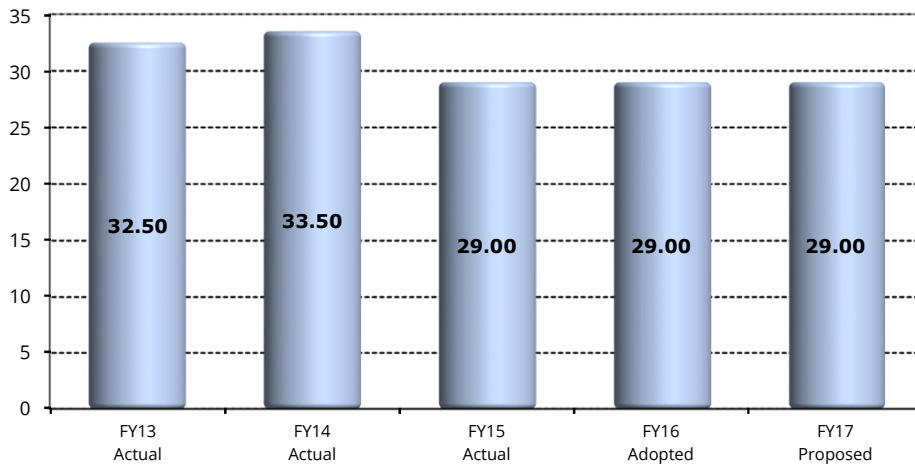
Special Revenue Fund - Land Development

Contribution To/(From) Reserves & Retained Earnings	\$242,548	\$300,405	\$36,988	(\$146,010)	(\$113,594)	22.20%
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Planning



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Zoning Administration	7.39	8.59	7.50	6.90	7.65
2 Long Range Planning	9.90	9.80	10.20	9.20	9.50
3 Office Management	9.61	8.61	0.00	0.00	0.00
4 Current Planning	5.60	5.50	9.80	11.20	9.95
5 Community Development	0.00	1.00	1.50	1.70	1.90
Full-Time Equivalent (FTE) Total	32.50	33.50	29.00	29.00	29.00



Staff By Program

Future Outlook

Land Use Tools - Prince William County has begun to update our land use planning policies to better implement our Comprehensive Plan goals; particularly with regards to mixed use development, redevelopment, environmental and cultural resource preservation, and rural preservation. The County should continue to refine existing tools and develop additional tools to meet stated goals, achieve strategic objectives, and promote economic development opportunities. Future updates to the Comprehensive Plan should be tied to achievable implementation measures.

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

Comprehensive Plan Update - The Planning Office is nearing completion of two significant updates to the Comprehensive Plan (Technical Update and Economic Development Chapter Update). In the coming year, the Planning Office will begin to implement strategies from the Economic Development Chapter in order to promote business development opportunities. In addition, the Planning Office will continue to develop and implement strategies from the Rural Preservation Study and prepare amendments to the County's Thoroughfare Plan. Depending upon the results of the Technical Update, amendments to the County's Level of Service policies may be necessary.

Redevelopment Opportunities - The Community Development program will continue to work on enhancing the County's redevelopment/infill development land use planning tools and will also continue to market redevelopment opportunities. Over the next year, the Community Development Program will begin to implement recommendations from the Dale City Design Guidelines and will continue to implement the strategies outlined in the Potomac Communities Design Guidelines and the Potomac Communities Initiative.

Resource Limitations - The Planning Office is operating at core staffing levels and several major projects either have been recently initiated or are on the horizon. We cannot adequately accomplish many initiatives outlined in the Comprehensive Plan with existing resources. Work program activity will need to be carefully monitored to ensure that the highest priority goals are accomplished.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 Planning's technology bill increases by \$126,625.
- B. Increase in Indirect Costs** - Indirect costs are expenditures charged to one unit of the County government for services rendered by another unit of the County government. The indirect costs paid by Planning to the general fund increases by \$18,547 in FY17.

Planning

- C. Shift from County Print Shop for Printing Services** – In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, Planning’s printing services budget will increase \$1,725 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- D. Compensation Increase** - Compensation adjustments totaling \$38,241 are made to support the following rate changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Zoning Administration

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
By enforcing zoning standards, the County has helped preserve the appearance and condition of our neighborhoods (community survey)	84%	85%	85%	85%	85%

Planning

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Zoning Administration	\$847	\$636	\$950	\$908	\$934
Zoning verifications/interpretations/certifications completed within 30 days	95%	90%	66%	90%	90%
Zoning verifications/interpretations/certifications issued	182	154	107	175	165
Zoning text amendments initiated	10	7	9	10	10
Zoning text amendments completed	10	7	10	10	11

Long Range Planning

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
The County effectively manages land use and development (community survey)	78%	72%	72%	72%	72%
Neighborhoods have or are planning adequate community facilities (community survey)	77%	77%	77%	77%	77%
County does a good job of preserving open space (community survey)	78%	73%	73%	73%	73%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Comprehensive Plan Maintenance and Update	\$923	\$2,708	\$3,031	\$3,067	\$3,433
Comprehensive Plan Amendments initiated	—	2	6	4	5
Public facility review determinations requested	—	3	4	4	4
Case closeout updates to GIS system completed within 14 days	—	97%	99%	85%	95%

Planning

A. Budget Initiatives

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

Expenditure	\$17,650
Revenue	\$0
General Fund Impact	\$17,650
FTE Positions	0.00

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

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

2. Increase GIS Applications Support

Expenditure	\$203,180
Revenue	\$0
General Fund Impact	\$203,180
FTE Positions	0.00

a. Description - This initiative increases support for GIS operating, upgrades and maintenance. The budget is located in the Planning Office's 4000 series, providing revenue to the Information Technology internal service fund.

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

Current Planning

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	85%	85%	85%
County does a good job protecting our natural environment (community survey)	86%	84%	84%	84%	84%

Planning

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Current Planning	\$525	\$632	\$896	\$1,108	\$1,050
Development review cases (rezonings & SUP)	44	46	51	50	55
Development review cases meeting 10 day quality control review goal	—	70%	82%	70%	85%
Development review cases meeting 42 day first review comments goal	—	87%	74%	85%	85%
Records Center requests fulfilled	2,406	3,027	2,497	2,500	2,500
Records Center requests fulfilled within 24 hours	99%	99%	99%	99%	99%

Community Development

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

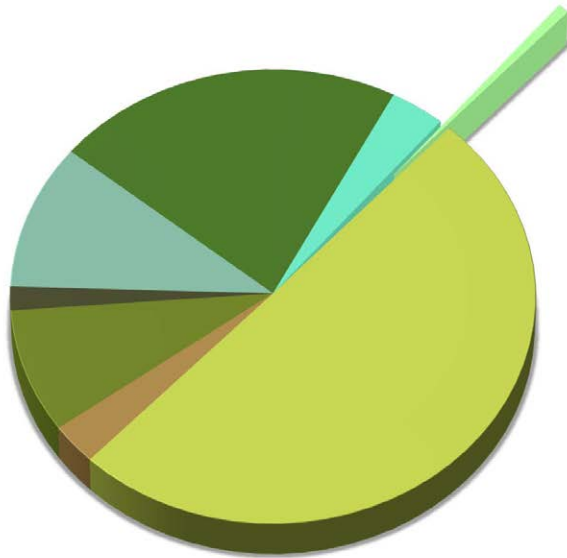
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Capital investment in targeted redevelopment areas	—	\$3M	\$2M	\$3M	\$3M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Community Development	\$49	\$110	\$179	\$192	\$198
Private industry new contact inquiries/ assists	—	86	44	40	40
Land use policy and zoning text amendments prepared	—	1	2	2	4
Marketing programs initiated	—	1	1	1	1

PWC/Manassas Convention & Visitors Bureau

Mission Statement

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



Expenditure Budget:
\$1,180,801



0.7% of Community Development

Program:

- Transfer to PWC/Manassas CVB:
\$1,180,801

Community Development Expenditure Budget:
\$162,905,334

Mandates

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

PWC/Manassas Convention & Visitors Bureau

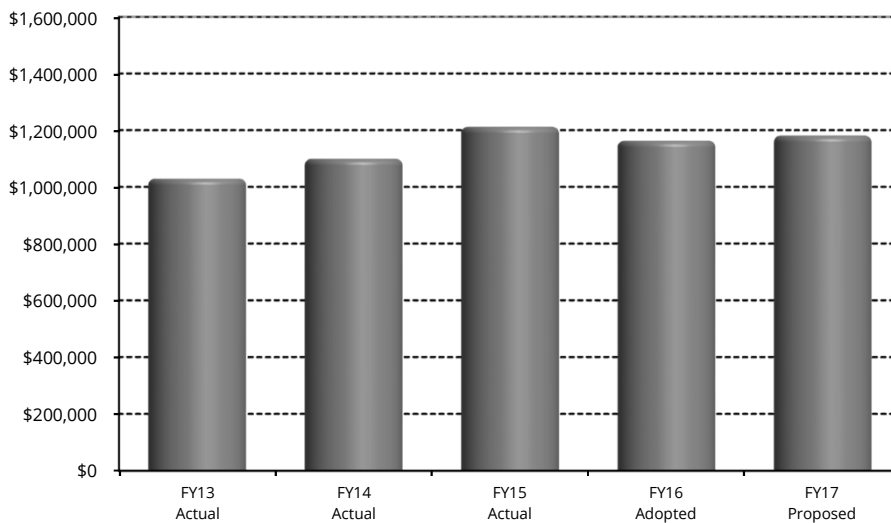
Expenditure & Revenue Summary



Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Transfer to PWC/Manassas CVB	\$1,028,812	\$1,098,812	\$1,211,777	\$1,162,562	\$1,180,801	1.57%
Total Expenditures	\$1,028,812	\$1,098,812	\$1,211,777	\$1,162,562	\$1,180,801	1.57%

Funding Sources

1 Designated Transient Occupancy Tax	\$1,028,812	\$1,098,812	\$1,211,777	\$1,162,562	\$1,180,801	1.57%
Total Designated Funding Sources	\$1,028,812	\$1,098,812	\$1,211,777	\$1,162,562	\$1,180,801	1.57%
Net General Tax Support	\$0	\$0	\$0	\$0	\$0	—
Net General Tax Support	0.00%	0.00%	0.00%	0.00%	0.00%	



Expenditure History



PWC/Manassas Convention & Visitors Bureau

Future Outlook

Sponsored Sports Tournaments - The CVB is sponsoring several sports tournaments in FY17 that bring visitors to the County - the USA BMX and Virginia State Little League Baseball tournaments in July; the Prince William Historic Half-Marathon in September; and the Insane Inflatable 5K in October – along with four Marine Corps Marathon events.

New Tourism Developments - Several developments are planned for FY17 that should positively impact tourism dollars spent in Prince William County – two new hotels in Woodbridge and one in Gainesville; the 2 Silos Brewery and Bistro in INNOVATION Park; the Potomac Nationals stadium, and the hotel/resort/conference center in Potomac Shores.

Regional Partnerships and Grants - The CVB partners with other tourism agencies to expand Prince William County’s reach for tourism dollars. The CVB, Destination DC, and Northern Virginia Visitors Consortium and the Virginia Tourism Corporation will host the Travel Industry Association’s Annual International Pow Wow Conference in June 2017, with more than 5,000 international tour operators and attendees from over 70 countries. The CVB continues its three year association with Amtrak’s Virginia by Rail Partnership.

Per Diem Rate - The County’s low per diem rate will continue to negatively impact future investment and growth for hotel and conference center development and revenues. Concerted efforts to raise the rate should be continued.

Potential tax revenue impacts - Fluctuations in federal government travel and spending, as well as any additional sequestration, will negatively impact hotel occupancy and the transient occupancy tax revenue collected by the County. At this point, the County has not experienced any negative impacts from new travel opportunities, such as AirBNB, but we cannot rule out long term impacts in the future as the travel industry expands.

Program Summary

PWC/Manassas Convention & Visitors Bureau

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Annual increase in Transient Occupancy Tax revenue collected	8%	(13%)	7%	10%	(12%)
Transient Occupancy Tax revenue collected	\$3,498,440	\$3,096,400	\$3,303,757	\$3,972,500	\$3,500,000
Hotel occupancy rate	63%	59%	64%	62%	63%
Average Daily Room (ADR) rate	\$85	\$81	\$82	\$85	\$86
Revenue per room (REVPAR)	\$53	\$48	\$53	\$53	\$54

PWC/Manassas Convention & Visitors Bureau

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
PWC/Manassas Convention & Visitors Bureau	\$1,029	\$1,099	\$1,212	\$1,163	\$1,181
Inquiries	88,158	54,850	77,749	75,000	125,000
Visitor services/interactions	23,924	18,678	23,566	23,500	20,500
Visits to attractions/historic sites	2.9M	3.0M	3.2M	3.3M	3.4M
Unique website visitors	—	163,267	143,769	150,000	153,769
Group requests for proposals (RFPs)/leads	—	83	113	—	130
Room nights	—	7,927	7,268	—	7,860
Overnight RFPs/leads	—	40	58	—	68
Day trip RFPs/leads	—	43	55	—	64
Planner interactions	—	649	1,183	—	1,366
Public relations stories generated	—	144	153	—	164
Electronic marketing impressions	—	529,260	635,441	—	650,000
New social media followers	—	2,059	4,317	—	6,500

A. Budget Initiatives

1. Merit Pay Increase

Expenditure	\$18,239
Revenue	\$18,239
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds a 3% merit increase for CVB staff, in line with the 3% pay for performance increase proposed for County staff. Additionally, the transfer increase requires the continued operation of the Occoquan Visitors Center.

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

Mission Statement

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



Community Development Expenditure Budget:
\$162,905,334

Expenditure Budget:
\$81,863,038

50.3% of Community Development

Programs:

- Director's Office: \$720,936
- Historic Preservation: \$1,425,258
- Stormwater Infrastructure Management: \$3,302,756
- Site Development: \$3,299,188
- Watershed Improvement: \$4,594,931
- Fleet Management: \$11,609,594
- Facilities Construction Management: \$119,149
- Sign Shop: \$205,435
- Small Project Construction: \$2,058,102
- Mosquito & Forest Pest Management: \$1,808,077
- Solid Waste: \$24,948,454
- Buildings & Grounds: \$11,167,356
- Property Management: \$12,312,610
- Neighborhood Services: \$4,085,882
- Service Districts (Bull Run & Lake Jackson): \$365,311

Mandates

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

State Code: [Chapter 7](#), Virginia Public Records Act; Highways, Bridges and Ferries, [33.2-328](#), Wetland Board, [28.2-1303](#), Chesapeake Bay Preservation Area Review Board, [Title 9](#), Virginia Administrative Code, [62.1-44.15:24](#)

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

Public Works

Expenditure & Revenue Summary



Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Director's Office	\$1,433,949	\$1,279,245	\$1,314,440	\$698,136	\$720,936	3.27%
2 Historic Preservation	\$1,437,429	\$1,451,620	\$1,471,991	\$1,418,429	\$1,425,258	0.48%
3 Stormwater Infrastructure Management	\$8,211,116	\$8,716,141	\$2,985,878	\$2,942,359	\$3,302,756	12.25%
4 Site Development	\$0	\$82,979	\$3,131,249	\$3,382,599	\$3,299,188	(2.47%)
5 Watershed Improvement	\$0	\$243	\$3,123,486	\$4,434,386	\$4,594,931	3.62%
6 Fleet Management	\$10,136,244	\$10,391,824	\$10,231,551	\$11,689,920	\$11,609,594	(0.69%)
7 Facilities Construction Management	\$58,470	\$197,895	\$1,551	\$119,156	\$119,149	(0.01%)
8 Sign Shop	\$244,810	\$230,756	\$231,381	\$181,082	\$205,435	13.45%
9 Small Project Construction	\$3,015,250	\$2,048,951	\$1,599,435	\$1,860,051	\$2,058,102	10.65%
10 Mosquito & Forest Pest Management	\$1,396,279	\$1,503,026	\$1,417,367	\$1,769,138	\$1,808,077	2.20%
11 Solid Waste	\$17,962,340	\$19,269,885	\$19,256,939	\$20,246,749	\$24,948,454	23.22%
12 Buildings & Grounds	\$9,634,426	\$10,736,120	\$10,479,664	\$10,327,940	\$11,167,356	8.13%
13 Property Management	\$11,233,841	\$10,787,030	\$10,991,448	\$11,365,486	\$12,312,610	8.33%
14 Neighborhood Services	\$3,312,784	\$3,254,636	\$3,450,579	\$3,837,839	\$4,085,882	6.46%
15 Service Districts (Bull Run & Lake Jackson)	\$358,840	\$462,222	\$336,990	\$365,311	\$365,311	0.00%
Total Expenditures	\$68,435,778	\$70,412,571	\$70,023,949	\$74,638,581	\$82,023,038	9.89%

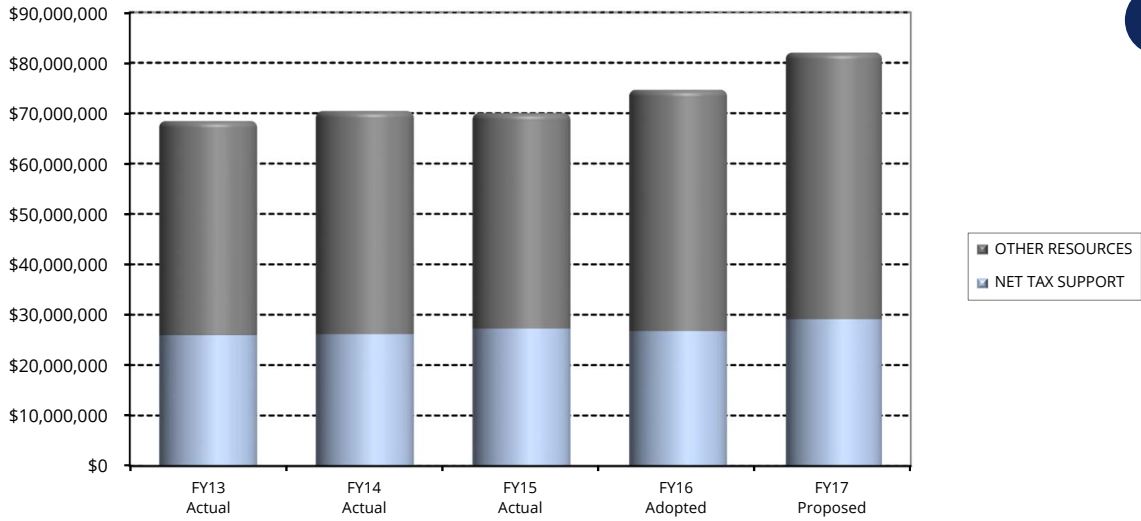
Expenditure by Classification

1 Personal Services	\$18,065,424	\$18,674,308	\$19,095,819	\$20,179,168	\$20,943,624	3.79%
2 Fringe Benefits	\$6,516,792	\$6,521,293	\$6,114,896	\$7,024,048	\$6,998,629	(0.36%)
3 Contractual Services	\$9,218,162	\$11,066,409	\$10,594,637	\$11,897,089	\$13,761,735	15.67%
4 Internal Services	\$3,081,607	\$2,986,634	\$3,803,399	\$2,701,730	\$2,780,723	2.92%
5 Purchase Goods & Supplies	\$13,478,666	\$11,574,683	\$11,328,794	\$15,322,085	\$14,609,678	(4.65%)
6 Debt Maintenance	\$297,314	(\$35)	\$0	\$0	\$0	—
7 Depreciation	\$3,342,356	\$3,171,757	\$4,433,516	\$1,007,569	\$1,007,569	0.00%
8 Amortization	\$1,748,550	\$3,774,243	\$2,386,372	\$1,755,699	\$1,755,699	0.00%
9 Capital Outlay	\$2,314,194	\$2,658,020	\$2,552,188	\$6,986,263	\$11,929,994	70.76%
10 Leases & Rentals	\$6,293,748	\$6,247,571	\$6,452,339	\$6,806,411	\$6,959,789	2.25%
11 Recovered Costs/Budgeted Savings	(\$646,633)	(\$829,535)	(\$997,515)	(\$3,522,700)	(\$3,570,217)	1.35%
12 Transfers	\$4,725,599	\$4,567,221	\$4,259,504	\$4,481,219	\$4,845,816	8.14%
Total Expenditures	\$68,435,778	\$70,412,571	\$70,023,949	\$74,638,581	\$82,023,038	9.89%

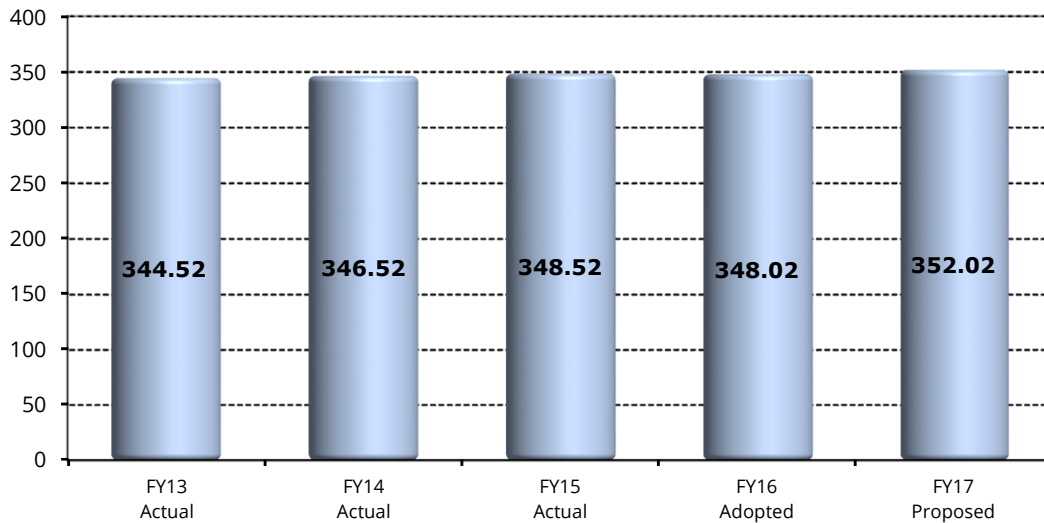
Funding Sources

1 General Property Taxes	\$1,474,561	\$1,540,997	\$1,599,105	\$1,714,771	\$1,794,771	4.67%
2 Permits, Privilege Fees & Regulatory License	\$2,112,441	\$1,901,782	\$2,297,479	\$2,546,327	\$2,407,996	(5.43%)
3 Fines & Forfeitures	\$6,000	\$1,163	\$570	\$0	\$0	—
4 Revenue From Use of Money & Property	\$584,946	\$1,761,543	\$1,735,851	\$1,957,067	\$1,989,190	1.64%
5 Charges for Services	\$35,773,031	\$35,346,122	\$36,322,119	\$37,044,787	\$37,338,895	0.79%
6 Miscellaneous Revenue	\$87,116	\$145,166	\$259,314	\$140,000	\$243,000	73.57%
7 Revenue From Other Localities	\$0	\$56,997	\$2,839	\$0	\$0	—
8 Revenue From Commonwealth	\$482,738	\$480,227	\$1,295,388	\$552,728	\$552,728	0.00%
9 Revenue From Federal Government	\$34,126	\$267,260	\$267,260	\$330,000	\$330,000	0.00%
10 Non-Revenue Receipts	\$331,502	\$157,526	\$223,397	\$239,700	\$173,700	(27.53%)
11 Transfers	\$5,178,335	\$10,067,561	\$2,212,371	\$2,514,702	\$2,023,447	(19.54%)
12 Non-General Fund Adjustments	(\$3,561,191)	(\$7,444,974)	(\$3,424,241)	\$856,177	\$6,068,705	608.81%
Total Designated Funding Sources	\$42,503,604	\$44,281,371	\$42,791,452	\$47,896,259	\$52,922,432	10.49%
Net General Tax Support	\$25,932,174	\$26,131,200	\$27,232,497	\$26,742,322	\$29,100,607	8.82%
Net General Tax Support	37.89%	37.11%	38.89%	35.83%	35.48%	

Public Works



Expenditure History



Staff History

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Director's Office	6.77	6.77	5.77	5.77	5.77
2 Historic Preservation	14.55	14.55	14.55	14.55	14.55
3 Stormwater Infrastructure Management	57.83	60.90	24.97	23.75	25.15
4 Site Development	0.00	0.00	25.71	27.70	27.79
5 Watershed Improvement	0.00	0.00	11.93	11.27	11.28
6 Fleet Management	35.15	35.15	35.15	35.15	35.15
7 Facilities Construction Management	8.50	8.50	9.50	9.50	9.50
8 Sign Shop	3.84	3.84	4.12	4.03	4.12
9 Small Project Construction	17.34	17.20	15.11	14.98	14.39
10 Mosquito & Forest Pest Management	13.74	13.81	13.91	14.02	14.02
11 Solid Waste	59.72	59.72	59.72	60.72	60.72
12 Buildings & Grounds	72.97	72.97	74.97	73.47	76.47
13 Property Management	16.00	16.00	16.00	16.00	16.00
14 Neighborhood Services	38.11	37.11	37.11	37.11	37.11
15 Service Districts (Bull Run & Lake Jackson)	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	344.52	346.52	348.52	348.02	352.02

Staff By Program

Future Outlook

Office Space - Many County facilities are currently at capacity. In particular, three of the larger County facilities – the Judicial Center, Sudley North and Ferlazzo buildings – have faced increasing space shortages for several years. In recent years these space shortages have led to expansions into leased space and sharing of existing County space with other agencies. Additional leased or owned space will be needed to accommodate future growth. In particular, the Human Resources office is anticipating staff increases that will necessitate additional space and a permanent office location is needed for the Brentsville District Supervisor.

Security - Facility Security continues to be an increasing concern for the safety of staff and protection of property. In FY13, Public Works created a new Security activity within its budget to better track the true costs of securing facilities. This budget had previously been within the facilities management budget. The Public Works security budget manages facility access security systems and after hour security forces. Over the years, the complexity and volume of the security systems has grown exponentially. Also, the addition of more leased space, the recent opening of two new community libraries, and the future addition of the Central Police Station have and will continue to impact workloads. Costs to maintain, re-program and repair these systems also continue to grow steadily due to increased demands and expectations. Public Works is preparing a detailed request for the Fiscal Year 2018 Budget process to request additional resources to address the increased workloads.

New Fleet Facility - Fleet Management's maintenance facility is centrally located in the County. In the future additional staff and maintenance facilities will be necessary at the current location or in the eastern and western parts of the County. The additional space and staff are needed to support the annually increasing public safety fleet. Furthermore, this additional space needs to have dedicated staff and heavy equipment bays for servicing large apparatuses like ambulances, fire trucks and specialized police equipment. Ideally a fleet facility should have 1.5 bays per mechanic; the current fleet facility has only one bay per mechanic and only one area to service large apparatus.

Water Quality Improvement Mandates - Environmental Services is concerned about the ever increasing federal and state requirements for Chesapeake Bay Restoration and Total Maximum Daily Loads (TMDL) reductions for water quality improvements. Such large pollutant reductions will be very difficult to achieve without strict adherence to new stormwater regulations as well as increased spending and stormwater management (SWM) fee increases on the citizens and commercial property owners of the County.

General Overview

A. Internal Service Fund - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business system support, GIS, web services, capital equipment replacement and administration. In FY17 the Public Works technology budget increases by \$35,756 to \$908,977.

Public Works

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

Indirect Cost Transfer			
	FY16 Adopted	FY17 Proposed	Change
Solid Waste	\$940,121	\$1,164,019	\$223,898
Mosquito & Forest Pest Management	\$185,384	\$212,379	\$26,995
Stormwater/Watershed Management	\$467,974	\$591,647	\$123,673
Total Public Works Indirect Cost Transfer	\$1,593,479	\$1,968,045	\$374,566

- C. Fuel Savings** - The Fleet fuel budget is reduced \$800,000 in FY17 based on lower fuel prices nationwide.
- D. Building & Grounds Contract Increases** - Buildings & Grounds is responsible for custodial services in County owned facilities. The custodial contract costs are increasing \$25,000 in FY17. An additional \$118,925 is being budgeted for pest control services. These contract increases are being funded via a shift from the FY17 fuel savings.
- E. One-Time Reductions** - Approximately \$3.2 million was removed from the Solid Waste FY17 budget for one-time, non-recurring items approved in FY16.
- F. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Public Works printing services budget will increase \$13,327 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- G. Non-General Fund Uses and Contributions** - This amount is included to show adjustments to fund balances for non-general fund activities in order to calculate the net general tax support for Public Works.

Non-General Fund Adjustments To Fund Balance (Required to Calculate the Net General Tax Support)							
	FY13 Actual	FY14 Actual	FY15 Actual	FY15 Ending Fund Balance as of 6/30/15	FY16 Adopted	FY17 Proposed	% Change Adopt FY15/ Proposed FY17
Mosquito & Forest Pest Management Fund Balance (Increase)/Use of	\$320,569	\$284,790	\$118,641	\$2,182,428	\$386,154	\$341,593	(11.54%)
Stormwater Management Fund Balance (Increase)/Use of	(\$701,886)	(\$667,494)	(\$1,214,622)	\$4,692,858	\$46,030	\$123,226	167.71%
VSMP Fund Balance (Increase) / Use of	\$0	\$0	(\$692,883)	\$692,883	\$385,747	\$249,220	(35.39%)
Site Development Fund Balance (Increase) / Use of	(\$769,621)	(\$369,038)	(\$622,306)	\$3,482,707	(\$759,550)	(\$148,860)	(80.40%)
*Fleet Management Fund Balance (Increase)/Use of	(\$33,523)	\$112,771	\$2,577	\$209,943	\$0	(\$0)	—
Innovation Clearing & Mowing Fund Balance (Increase)/Use of	\$0	\$0	\$15,450	\$663,457	\$0	\$40,000	¼
Service Districts Fund Balance (Increase)/Use of	(\$101,796)	\$58,683	(\$18,192)	\$341,677	\$24	\$24	0.00%
*Small Project Construction Fund Balance (Increase)/Use of	\$168,172	\$135,662	(\$21,852)	\$1,436,591	(\$7,457)	\$190,593	(2655.90%)
*Solid Waste Fund Balance (Increase)/Use of	(\$2,443,105)	(\$7,000,348)	(\$991,054)	\$39,494,786	\$805,229	\$5,272,934	554.84%
Total Non-General Fund Adjustments	(\$3,561,191)	(\$7,444,974)	(\$3,424,241)		\$856,177	\$6,068,729	608.82%

* Effective FY15, per GASB Statement No.68 *Accounting and Financial Reporting for Pensions*, pension liabilities must be reported which impacts the net position or fund balance.

Public Works

H. Site Inspections Funding Shift and Expenditure Reductions – Since 2010, funding for the site inspections activity was split between the stormwater management fee and land development fees. In FY17, more of the funding for site inspections will be shifted to development fees and VSMP. Development fees will fund 60%, VSMP fees will fund 20% and the stormwater management fee will fund the remaining 20% of Site Development. The stormwater management fee will continue to fund federal and state mandated activities for Chesapeake Bay TMDL reductions and water quality improvements. In addition to the reallocation of funding sources, the overall activity budget was reduced by \$105,000, including \$69,000 for one-time vehicle purchases.

I. Compensation Increase - Compensation adjustments totaling \$381,474 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Director's Office

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Key department program measures met	100%	77%	62%	80%	70%
Public Works DART Score (Days Away, Restricted or Transferred)	4.9	8.1	3.0	4.5	4.5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Leadership & Management	\$1,434	\$1,279	\$1,314	\$698	\$721
BOCS agenda items	50	42	68	45	54

Public Works

Historic Preservation

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customer satisfaction with visit to historic site	97%	95%	96%	95%	95%
Volunteer hours value	\$116,114	\$212,186	\$106,580	\$150,000	\$150,000
Revenue recovery rate	10.0%	4.9%	4.1%	7.0%	5.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Preservation	\$623	\$670	\$373	\$393	\$364
Annual average hours of service per long term volunteer	40	57	41	55	50
Archeological collections donated to the County	15	5	11	9	9
Management & Events Programming	\$814	\$782	\$622	\$609	\$585
Programs at historic sites	1,076	1,212	768	1,200	850
FTE equivalent of volunteer hours contributed	3	6	3	4	4
Visitors to historic sites	45,357	53,708	70,892	56,000	77,000
Maintenance & Construction	—	—	\$477	\$417	\$476
Work orders for historic buildings and grounds	—	172	137	170	150
Construction, restoration and renovation projects	—	4	3	3	3

A. Budget Initiatives

1. Reduce Transient Occupancy Tax Revenue

Expenditure	\$0
Revenue	(\$301,739)
General Fund Impact	\$301,739
FTE Positions	0.00

- a. **Description** - Transient Occupancy Tax (TOT) revenue is no longer sufficient to support the entire Historic Preservation program and the operating transfer to the Convention Visitors

Public Works

Bureau. In FY17, \$301,739 of general fund tax support will be used to offset the reduction in TOT revenue.

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

Stormwater Infrastructure Inspections and Maintenance

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Drainage assistance requests responded to within 5 business days	90%	96%	97%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Stormwater Management Infrastructure Inspection	—	—	\$871	\$873	\$701
County-maintained facilities inspected and/or re-inspected	1,456	1,449	843	1,400	875
Privately-maintained facilities inspected and/or re-inspected	276	312	375	250	200
Miles of drainage systems inspected	627	804	634	650	150
Stormwater Management Infrastructure Maintenance	—	—	\$2,115	\$2,069	\$2,601
Major maintenance cases completed/closed within 30 business days	65	110	145	—	—
Major maintenance cases completed/closed	183	138	191	130	150

A. Budget Initiatives

1. Add One Field Supervisor for Drainage Maintenance and Inspections

Expenditure	\$110,893
Revenue	\$110,893
General Fund Impact	\$0
FTE Positions	1.00

- a. Description** - A recent division reorganization created one drainage-related function for the maintenance of all publicly maintained pipes, ponds, inlets and other stormwater infrastructure.

Public Works

The maintenance and inspection duties are now separated into two distinct groups. This reorganization shifted five employees from the inspection function to the maintenance function. Currently there is one supervisor for both functions. The high span of control in addition to the increase in public stormwater infrastructure and corresponding maintenance responsibilities has made supervision and the performance of drainage-related maintenance duties very difficult for one person to oversee and manage. An additional Field Supervisor position is needed to handle the increased work load and reduce the span of control for the one existing supervisor.

b. Service Level Impacts - The additional supervisor will have the following service level impacts:

- **Number of citizen drainage maintenance cases responded to within 3 days**

<i>FY17 w/o Addition</i>		123
<i>FY17 w/ Addition</i>		183

- **SWM ponds major maintenance work closed within 30 days**

<i>FY17 w/o Addition</i>		62
<i>FY17 w/ Addition</i>		93

Site Development

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Site development plan submissions reviewed within standards set by the County's Administrative Procedures Manual (APM)	100%	100%	100%	100%	100%
Lot grading plan submissions reviewed within 10 business days	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Plan Review	—	\$0	\$1,503	\$1,470	\$1,591
Site development plan submissions reviewed	554	540	495	550	500
Lot grading lots reviewed	1,115	1,169	1,140	1,100	1,100
Site Inspections	—	\$83	\$1,629	\$1,912	\$1,709
Virginia Stormwater Management Program (VSMP) and erosion and sediment control inspections	23,296	23,681	18,285	22,000	20,000

A. Budget Initiatives

1. Site Development Revenue Adjustment

Expenditure	\$0
Revenue	(\$140,809)
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This is the net impact to revenue based on adjustments in both the Plan Review and Site Inspections activity. The revenue adjustments are based on updated projections and current activity levels in each area.

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

2. Add Security Cameras to the Cash Handling Areas

Expenditure	\$5,720
Revenue	\$5,720
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Add security cameras to the cash collection areas in the Environmental Services Division Suite in the Development Services Building to correct deficiencies noted during the recent internal audit of county cash collection handling practices. This is a one-time cost.

b. Service Level Impacts - Comply with county cash collection policies and minimize risks associated with cash collections.

Watershed Improvement

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Industrial or high risk inspections conducted	9	25	60	10	80
Linear feet of stream restorations completed	2,050	1,100	1,100	2,500	2,500

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Watershed Monitoring	—	\$0	\$2,728	\$3,810	\$4,160
Linear feet of stream assessments completed	63,250	94,302	67,457	50,000	60,000
Dry weather outfalls monitored and inspected	156	513	1,366	500	1,000
Watershed Improvements	—	—	\$395	\$625	\$435
Pounds of phosphorous reduction achieved with BMP retrofits	—	NR	12	20	—
Pounds of phosphorus reduction achieved	—	—	—	—	50

A. Budget Reductions

1. Eliminate Fee for Potomac Watershed Roundtable

Expenditure	(\$1,500)
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

a. Description - The County no longer participates in the Potomac Watershed Roundtable, a regional forum to promote collaboration on environmental concerns, especially water issues. There is no impact to the general fund.

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

B. Budget Initiatives

1. Update Countywide Floodplain Mapping

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

a. Description - The County's current floodplain maps prepared by FEMA (effective 1995) were based on the County's land use in the early 1990s. In the last 25 years there has been significant development in the County's watersheds, leading to an increase in stream flows. The floodplain maps prepared with old land use maps may not represent true risk to the public and property from flooding. Updates to floodplain maps based on updated topographic maps and stream flows will help establish new floodplain boundaries to better protect properties.

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

Public Works

2. Stormwater Management Revenue Adjustment and Fee Increase

Expenditure	\$0
Revenue	\$212,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - A 3% increase to the Stormwater Management Fee is requested to support stormwater requirements and to address increasing and aging stormwater infrastructure. Program demands are in the areas of stream assessments and restorations, best management practice retrofits of residential stormwater management facilities, development of sub-watershed management plans, additional dam safety program requirements, drainage systems maintenance and increased requirements of the County's new MS4 permit.

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

3. Occoquan Watershed Management Program Contribution Increase

Expenditure	\$5,227
Revenue	\$5,227
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Prince William County is part of the Northern Virginia Regional Commission. In addition to the general contribution there is a \$41,765 contribution to the Occoquan Watershed Management Program that is funded by Stormwater Management fees. This is a \$5,227 increase over FY16.

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

Fleet Management

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Cost per mile - light duty public safety vehicles	\$0.25	\$0.26	\$0.25	\$0.28	\$0.28
Cost per mile - light duty non-public safety vehicles	\$0.34	\$0.35	\$0.34	\$0.34	\$0.34
Work orders that are scheduled maintenance	58%	58%	57%	58%	58%
Availability of public service light duty vehicles	95%	90%	91%	92%	92%
Public Safety vehicles due or overdue for replacement	10%	14%	10%	<8%	<8%

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
County Vehicle Maintenance	\$7,703	\$7,745	\$7,425	\$9,065	\$8,847
Vehicles maintained (<10,000 lbs. gross vehicle weight)	1,087	1,124	1,153	1,143	1,145
Heavy equipment maintained (>10,000 lbs. gross vehicle weight)	207	226	227	225	225
Work orders	7,040	7,390	8,293	7,333	7,500
County Vehicle Replacement	\$2,433	\$2,646	\$2,806	\$2,625	\$2,763
General fund vehicles purchased	119	109	96	95	95

A. Budget Initiatives

1. Vehicle Replacement Budget Increase

Expenditure	\$137,984
Revenue	\$10,484
General Fund Impact	\$127,500
FTE Positions	0.00

a. Description - This initiative supports future vehicle replacement for Police vehicles being purchased in FY17 (\$127,000). In FY16, Public Works Fleet Program incorporated Adult Detention Center (ADC) vehicles into their replacement cycle so an additional \$10,484 is being added to the fleet budget supported by revenue from the ADC fund.

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

Facilities Construction Management

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customers satisfied with overall project management	100%	90%	90%	90%	90%
CIP construction change order difference from original contracted amount	—	5%	3%	<10%	<5%
CIP construction change orders based on user requested changes/scope difference from total change order costs	—	4%	1%	<10%	<7%

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
County Facility Construction	\$58	\$198	\$2	\$119	\$119
Total CIP projects	7	9	9	8	8
Total non-CIP projects	7	5	2	4	0

Sign Shop

The Sign Shop inspects, fabricates, installs and maintains all street name signs as mandated by the Virginia Code § 33.2-328, the Code of Ordinances, County of Prince William Section 24-3 and the County's Design and Construction Standards Manual (DCSM) Section 604.06. In addition, the program produces high quality graphics for County vehicles and creates custom-designed original graphic designs for interior and exterior signs, banners, posters and displays for County agencies, outside jurisdictions and developers.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Street name signs replaced within 7 days of inspection	94%	83%	71%	95%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Street Name Signs	\$245	\$209	\$219	\$181	\$205
Streets requiring street name signs	9,350	9,450	9,483	9,650	9,600
Street name signs fabricated for maintenance	760	664	485	700	600
Signs and Graphics	—	\$22	\$12	\$0	\$0
Signs and graphics fabricated for revenue	10,892	13,648	12,049	11,000	11,000
Sign and graphic jobs completed	625	569	631	625	650

Small Project Construction

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Community improvement projects completed within 10% of estimated cost	91%	91%	96%	95%	95%
Community improvement projects completed on time	93%	96%	99%	95%	—

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Small Community Improvement Construction	\$3,118	\$2,263	\$1,599	\$1,860	\$2,058
Community improvement projects completed	46	57	81	50	50

A. Budget Initiatives

1. Replace an Excavator

Expenditure	\$230,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

a. Description - The current excavator was purchased in 2001, with an estimated 10-year service life. It has continued to perform for 15 years; however, the hydraulic pump is wearing out and the machine no longer performs to specifications. In addition, the engine does not meet the new Tier 4 diesel emission requirements that have been implemented over the past 10 years. The construction crew fund balance is the source of funds for this purchase. There is no general fund impact.

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

Mosquito & Forest Pest Management

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Mosquito traps identified within 48 hours	—	—	98%	95%	98%
Gypsy moth egg mass surveys done by November 1st	—	—	97%	90%	95%
Citizen site visit requests responded to within 24 hours	97%	97%	89%	98%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Mosquito/Forest Pest Monitoring	\$827	\$685	\$850	\$929	\$984
Larval mosquito habitat inspections	4,265	4,053	5,840	4,000	5,000
Reduction and Response	\$569	\$818	\$568	\$840	\$824
Mosquito larvicide applications	1,549	2,278	1,474	2,000	1,500

A. Budget Initiatives

1. Mosquito & Forest Pest Revenue Increase

Expenditure	\$0
Revenue	\$83,500
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative increases the revenue generated from the Mosquito & Forest Pest Levy by \$80,000 for a total of \$1,436,484. Interest income is also increasing \$3,500.

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

Public Works

Solid Waste

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Refuse recycled	41%	41%	41%	42%	43%
Tons of refuse processed	320,058	349,276	403,080	350,000	350,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Solid Waste Management & Administration	\$5,010	\$4,868	\$5,918	\$6,401	\$5,213
Non-residential accounts processed	3,914	4,014	4,139	4,000	4,000
Appeals completed within 30 days	100%	100%	100%	>99%	>99%
Yard Waste Composting	\$3,323	\$2,851	\$2,865	\$3,642	\$3,596
Tons of County yard waste diverted from waste stream	22,174	19,016	17,324	22,000	22,000
Solid Waste Facilities Operation	\$8,960	\$10,741	\$9,378	\$8,881	\$7,716
Refuse trucks inspected	4,401	4,087	4,311	4,000	4,000
Pounds of Household Hazardous Waste and eWaste collected	1,474,520	1,499,700	1,703,120	1,600,000	1,700,000
Citizens trips to Solid Waste facilities	479,695	486,199	511,225	500,000	515,000
Recyclable Materials Collected, Processed & Marketed	\$669	\$635	\$860	\$1,122	\$1,118
Tons of recyclables processed by County and marketed *	13,174	12,721	10,227	13,000	10,500
Revenue generated from sale of recyclables	\$562	\$594	\$576	\$600	\$500
Capital Projects	—	\$175	\$236	\$200	\$7,305
CIP projects completed within budget	100%	100%	80%	100%	—
CIP construction change order difference from original contracted amount	NA	NA	NA	—	<10%

* Beginning in FY15, this calculation includes scrap metal, oil and antifreeze.

A. Budget Reductions

1. Eliminate Security Guard Position and Add Contractual Security Services

Expenditure	(\$10,716)
Revenue	\$0
General Fund Impact	\$0
FTE Positions	(1.00)

a. Description - This initiative will eliminate the vacant Security Officer position in the Solid Waste program which results in approximately \$70,000 in savings. However, an additional \$60,000 is being added to the current contractual security services budget of \$80,000 so necessary security services can continue to be provided during all non-operational hours.

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

B. Budget Initiatives

1. Increase Solid Waste Vehicle and Equipment Replacement Budget

Expenditure	\$305,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds the scheduled replacement of solid waste equipment. Certain machines and vehicles are scheduled for replacement in FY17 and are fully supported by existing revenue from the solid waste fee. The equipment being replaced includes a pickup trailer (\$35,000), a roll-off truck (\$165,000), and seven recycling trailers (\$105,000).

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

2. Electronics Recycling Program

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

a. Description - This initiative provides additional funding for the recycling of electronics, a special waste collected as part of the household hazardous waste program. The household hazardous waste activity receives approximately 1.7 million pounds each year (a 30% increase over FY15), including electronic waste such as CRT monitors and televisions. This cost is fully funded by existing solid waste fee revenue.

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

3. Add One Accounting Services Coordinator Position

Expenditure	\$76,487
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00

Public Works

a. Description - This position is needed to alleviate some of the administrative tasks being performed by the Program Managers and the Management & Fiscal Analyst II. Presently these tasks are taking away from efforts to expand and improve program results. For example, the solid waste fee database is now being reviewed and maintained (both non-residential and residential) by the Management & Fiscal Analyst II. In prior years it was a component of the real estate assessment system.

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

- **Refuse Recycled**

FY17 w/o Addition | 42%

FY17 w/ Addition | 43%

- **Tons of County Yard Waste diverted from waste stream**

FY17 w/o Addition | 20,000

FY17 w/ Addition | 22,000

4. Revenue Adjustment

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

a. Description - This adjusts the solid waste revenue budget by 2% due to commercial and residential growth. The Solid Waste fee remains unchanged.

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

Buildings & Grounds

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Cost per square foot for custodial services	\$2.31	\$2.38	\$2.29	\$2.42	\$2.36
Routine maintenance work requests completed within ten (10) working days	—	70%	76%	70%	73%
Cost per square foot for building maintenance program service	\$3.06	\$2.73	\$2.74	\$2.89	\$2.82
Printing jobs completed on time	—	87%	87%	91%	89%
Routine grounds maintenance requests completed within ten (10) working days	—	95%	87%	96%	92%

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Building Maintenance	\$4,399	\$5,301	\$4,841	\$4,798	\$5,043
Work orders	5,072	6,194	5,000	6,200	5,600
Grounds Maintenance	\$1,123	\$1,169	\$1,198	\$1,241	\$1,773
Grounds work requests	798	789	797	776	787
Custodial Services	\$2,475	\$2,541	\$2,576	\$2,900	\$2,959
Square footage maintained	1,068,964	1,525,671	1,124,748	1,525,671	1,124,748
Graphics Arts & Print Shop	\$679	\$638	\$633	\$228	\$0
Copies produced in-house	7.2M	8.1M	8.1M	7.2M	7.6M
Printing jobs completed	1,241	1,074	2,223	1,241	1,732
Mail Room and Courier Service	\$246	\$295	\$335	\$382	\$397
Total pieces of mail handled	1.3M	1.3M	1.3M	1.4M	1.4M
Security	\$713	\$793	\$897	\$779	\$995
Citizen meetings supported by guard service	95%	96%	97%	92%	95%
Alarms and access devices work orders	—	1,063	788	1,100	944

A. Budget Initiatives

1. Major Repair of the Water Tower at Public Safety Training Center (PSTC)

Expenditure	\$500,000
Revenue	\$0
General Fund Impact	\$500,000
FTE Positions	0.00

- a. **Description** - A County-owned 300,000 gallon elevated water tank located at the PSTC supports the water system of the complex. The tower is owned by the County but maintained by the Service Authority, which has responsibility to perform annual inspections and conduct periodic rehabilitation. The rehabilitation efforts include repairs to welds, strip and repaint surfaces, and meet OSHA requirements. The rehab work that is currently required will be completed in 120 days. It will be completed by the Service Authority and contract support. One-time funding is provided by the general fund.
- b. **Service Level Impacts** - The work contributes to the continued operation of the water system supporting the public safety training academy, the driver education facility, the burn facility and other facilities in the complex.

Public Works

2. Additional Support for New Courthouse Security System

Expenditure	\$218,467
Revenue	\$0
General Fund Impact	\$218,467
FTE Positions	2.00

- a. **Description** - The Proposed FY17 CIP includes a \$4.3M Courthouse Security System Replacement project. Two FTE are being added in the Security activity to manage the new system and perform preventive maintenance. Since this is a secure facility, direct supervision is required over any contractors working on the new system. The FY17 costs include \$47,620 for contractor support and software licensing. In FY18, these costs are estimated to be \$200,000 annually. FY17 also includes a one-time vehicle budget of \$27,873.
- b. **Service Level Impacts** - Existing service levels are maintained. The current system is maintained by the Sheriff's Office but the new system will be maintained by Buildings & Grounds.

3. Add One Maintenance Mechanic for Central District Police Station

Expenditure	\$133,147
Revenue	\$0
General Fund Impact	\$133,147
FTE Positions	1.00

- a. **Description** - The Central District Police Station is a new 50,000 square foot facility scheduled to be completed in FY17. A maintenance mechanic is needed to support the 24/7 facility. The position will maintain the HVAC system, security devices and other facility needs.
- b. **Service Level Impacts** - The new facility will receive the same level of service from Buildings & Grounds as all other 24/7 County-owned buildings.

Property Management

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customers satisfied with overall project management	98%	99%	97%	98%	98%
Average cost per square foot of leased space	\$16.74	\$18.79	\$19.07	\$19.89	\$19.93
Cost avoidance realized by redeploying surplus items	\$184,079	\$191,143	\$140,349	\$180,000	\$150,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Property Management	\$2,222	\$1,469	\$1,562	\$1,727	\$2,379
Projects completed	327	240	215	250	250
Energy Management	\$2,983	\$3,082	\$2,982	\$2,901	\$3,025
Annual facility electric cost per square foot	\$1.67	\$1.71	NA	—	—
Annual facility electrical usage - KWH per square foot	19	20	19	20	19
Real Estate	\$5,910	\$6,115	\$6,318	\$6,597	\$6,750
Commercial square feet leased	323,094	317,814	324,309	324,309	328,509
Records Management	\$120	\$121	\$129	\$141	\$159
Boxes delivered/picked up	4,497	5,292	7,723	4,500	5,000
Records checked in/checked out (<i>revised method</i>)	—	7,996	8,270	7,000	8,000

A. Budget Initiatives

1. Major Furniture Replacement & Space Reconfiguration

Expenditure	\$500,000
Revenue	\$0
General Fund Impact	\$500,000
FTE Positions	0.00

- a. **Description** - This initiative provides funding to replace systems furniture in phases throughout the county but the primary focus will be at Sudley North, Ferlazzo, Garfield Police Station and Chinn Library. Most of this furniture is 20 to 30 years old and it is difficult to find replacement parts.
- b. **Service Level Impacts** - Replacing the furniture and reconfiguring spaces in phases will minimize disruption to customers, clients and employees.

2. Lease Escalation Costs

Expenditure	\$145,000
Revenue	\$0
General Fund Impact	\$145,000
FTE Positions	0.00

- a. **Description** - This initiative provides funding for lease escalation costs relating to existing leased space throughout the County.
- b. **Service Level Impacts** - Existing service levels are maintained.

Public Works

3. Utility Cost Increases

Expenditure	\$86,500
Revenue	\$0
General Fund Impact	\$86,500
FTE Positions	0.00

a. Description - This initiative provides additional funding for utility costs at existing facilities (\$58,000) and the new Central District Police Station (\$28,500). The station is scheduled to be completed in FY17. With occupancy occurring in August 2017, the FY18 annual utility costs for Central District Police Station are expected to be approximately \$170,000.

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

Neighborhood Services

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Founded current year Property Code Enforcement cases resolved or moved to court action within 100 days	96%	95%	98%	94%	96%
Average litter rating for designated County roads (Note: one represents no visible trash and five represents a trash dumping site)	1.39	1.72	1.50	1.45	1.50
First inspection of complaint within five days	86%	91%	75%	86%	—
First inspection of complaint within seven working days	97%	97%	NA	—	83%
Average time to resolve cases (calendar days)	30	45	22	35	35

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Litter Control	\$672	\$695	\$680	\$792	\$801
Tons of trash removed by County Litter Crew	174	143	195	170	170
Illegal signs removed from State right-of-way	10,938	10,764	13,178	12,500	12,500
Landscaping	\$322	\$288	\$321	\$387	\$547
Landscaping areas maintained	38	42	44	43	44
Acres of medians and rights-of-way maintained	23	29	234	≥ 234	234
Property Code Enforcement	\$2,319	\$2,272	\$2,450	\$2,658	\$2,738
Total cases resolved	4,608	4,773	4,357	4,600	4,600
Total inspections conducted	11,505	11,497	11,500	11,000	11,000

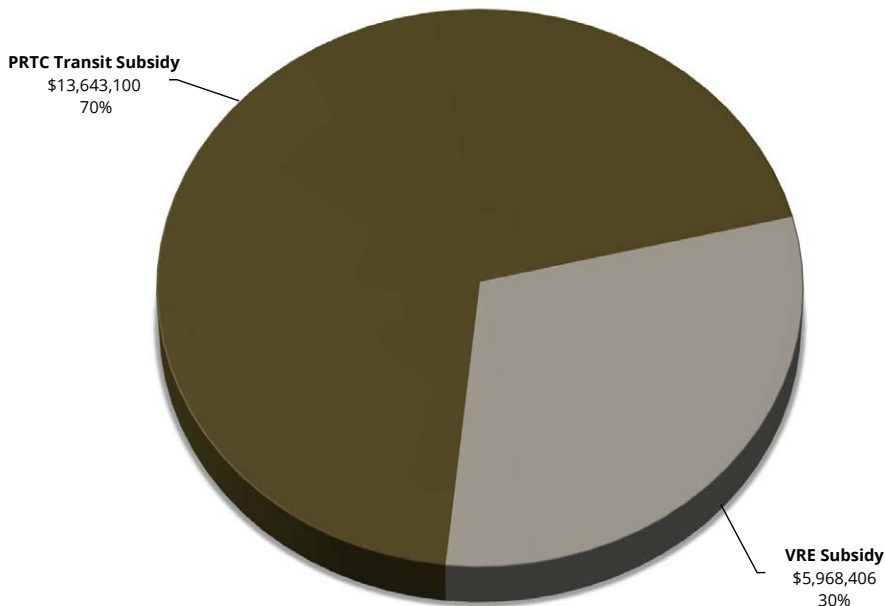
Transit Subsidy

Mission Statement

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

For more information go to www.prtctransit.org

Projected FY17 Transit Subsidy



Mandates

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

Transit Subsidy

Expenditure & Revenue Summary



	FY13 Adopted	FY14 Adopted	FY15 Adopted	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
PWC PRTC Transit Subsidy						
1 PRTC Administration	\$222,686	\$285,800	\$246,700	\$229,700	\$247,700	7.84%
2 OmniRide (Commuter Bus Service)	\$3,783,600	\$5,422,500	\$5,605,300	\$4,914,200	\$3,834,000	(21.98%)
3 Ridesharing/Marketing	\$652,000	\$557,000	\$542,000	\$655,600	\$701,200	6.96%
4 OmniLink (Local Bus Service)	\$6,226,400	\$7,342,400	\$6,690,100	\$7,560,900	\$7,212,900	(4.60%)
5 Local Capital Match	\$1,099,800	\$952,000	\$1,580,800	\$2,182,600	\$1,647,300	(24.53%)
6 Vanpool Program	\$0	\$0	\$22,900	\$191,900	\$0	(100.00%)
Total PRTC Subsidy Expenditures	\$11,984,486	\$14,559,700	\$14,687,800	\$15,734,900	\$13,643,100	(13.29%)

Revenues

1 PWC Fuel Tax Revenue	\$8,563,295	\$9,567,010	\$9,750,681	\$6,154,678	\$9,784,435	58.98%
2 Interest on Fuel Tax	\$5,000	\$5,000	\$5,000	\$5,000	\$2,500	(50.00%)
3 Van Pool (net of expenses)	\$0	\$0	\$0	\$0	\$13,100	—
4 Use of PWC Fuel Tax Fund Balance	\$465,461	\$2,849,291	\$4,932,119	\$4,714,415	\$1,589,325	(66.29%)
5 PWC Operating Fund Balance	\$1,965,132	\$2,138,399	\$0	\$4,860,807	\$2,253,740	(53.63%)
6 Spotsylvania Deferred VRE/PRTC Subsidy	\$985,598	\$0	\$0	\$0	\$0	—
Total PRTC Subsidy Revenues	\$11,984,486	\$14,559,700	\$14,687,800	\$15,734,900	\$13,643,100	(13.29%)

PWC Net General Tax Support

	\$0	\$0	\$0	\$0	\$0	—
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	FY13 Adopted	FY14 Adopted	FY15 Adopted	FY16 Adopted	FY17 Proposed	Adopt16/ Proposed17
PWC VRE Subsidy						
1 VRE (Commuter Rail Service)	\$5,687,222	\$5,748,203	\$5,485,333	\$5,309,674	\$5,968,406	12.41%
Total VRE Subsidy Expenditures	\$5,687,222	\$5,748,203	\$5,485,333	\$5,309,674	\$5,968,406	12.41%
2 PWC Fuel Tax Revenue	\$5,687,222	\$5,748,203	\$5,485,333	\$5,309,674	\$0	(100.00%)
3 PWC NVTA 30% Funding	\$0	\$0	\$0	\$0	\$5,968,406	—
Total VRE Subsidy Revenues	\$5,687,222	\$5,748,203	\$5,485,333	\$5,309,674	\$5,968,406	12.41%

PWC Net General Tax Support

	\$0	\$0	\$0	\$0	\$0	—
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	FY13 Adopted	FY14 Adopted	FY15 Adopted	FY16 Adopted	FY17 Proposed	Adopt16/ Proposed17
Total Subsidy						
Total Subsidy Expenditures	\$17,671,708	\$20,307,903	\$20,173,133	\$21,044,574	\$19,611,506	(6.81%)
Total Subsidy Revenues	\$17,671,708	\$20,307,903	\$20,173,133	\$21,044,574	\$19,611,506	(6.81%)
PWC Net General Tax Support	\$0	\$0	\$0	\$0	\$0	—

Transit Subsidy

Future Outlook

Declining Revenues - Funding for PRTC and VRE is provided solely by the motor vehicles fuel tax. From 1995 to 2008, the County also provided a general fund supplement to support bus operations. This supplemental funding was suspended in 2008 due to the recession and has not been restored.

Fuel prices began falling in September 2014 and tax revenues remain far below FY14 budget projections for the FY16-19 period. On average, revenues are \$5 million/year lower compared with projections used for the FY17 budget for the same four years. Comparing last year's budget projections for FY16-21 with this year's, the additional drop is \$10.4 million, an average loss of \$1.7 million/year.

PRTC Budget Reductions FY16-17 - Working with County management between the spring and summer of 2014, PRTC made budget and service changes that staved-off depletion of the motor fuels tax fund reserve until FY18. Reserve fund depletion once again became a FY17 issue as prices continued to drop. As of December 2015, the combination of falling fuel tax revenue and reduced federal funding resulted in an expected annual budget shortfall averaging \$11.5 million per year over the next five years.

With budget reductions needed to help solve the looming deficit, the Commission has proposed a budget that reduces net Prince William County expenses by approximately \$1.7 million per year through a combination of bus service cuts, fare increases, and administrative savings. The proposed PRTC budget, approved for transmission to member jurisdictions by the PRTC Board on January 7, 2016, resulted in net savings of \$4 million/year, reducing the deficit to an average of \$7.5 million/year. The proposed VRE budget, also approved for transmission to member jurisdictions by the PRTC Board, was higher than expected.

On December 15, 2015, the [BOCS Resolution 15-821](#) was adopted, directing staff to propose \$6 million in transit funding from a non-general fund revenue source or savings in the County budget.

New Service Cuts Possible - Without additional funding, more service cuts will be necessary. Additional net reductions exceeding \$2 million will require a wholesale bus service transformation into Metrorail feeder routes. Local intra-county bus service would be eliminated.

General Overview

- A. PRTC Bus and VRE Rail Operations** - System generated revenues (such as fares, federal and state operating grants, advertising, interest earnings and other incidentals) that support Potomac and Rappahannock Transportation Commission (PRTC) bus and Virginia Railway Express (VRE) rail operations do not fully cover operating expenditures in providing these transportation services. The difference between operating expenditures and system-generated revenues is subsidy. Historically, the PWC subsidy is paid from the 2.1% tax on the price of motor fuels sold by distributors to retailers in the County and fuel tax fund balance.
- B. Dedicated Funding for Bus and Rail Operations** - Commuter bus, commuter rail and local bus services are funded primarily through the 2.1% wholesale motor vehicle fuels tax. In accordance with state code, tax revenues are collected by the state from wholesale fuel distributors and remitted monthly to PRTC. While the funding does not pass through the County, the BOCS must budget and appropriate the funding on an annual basis. The County is also a member of the VRE, a regional commuter rail service. The County's share of the annual subsidy for VRE operations, also funded by the motor vehicle fuels tax, has historically been budgeted and appropriated annually to PRTC.
- C. Declining Revenues Resulting from the Lack of a Fuel Tax Floor** - Motor fuel prices have been declining nationwide for the past two years as the global oil supply continues to exceed demand. Unlike the state motor vehicle fuels tax, the 2.1% local motor vehicle fuels tax lacks a legislative floor. Declining gas prices have reduced local tax revenues to the point that the County's fuel tax fund balance will be virtually depleted during FY17. Gas prices are projected to remain at historically low

Transit Subsidy

levels for at least the next twelve months. It is estimated that the absence of a fuel tax floor pegged at the state level has resulted in a \$5 million a year loss in fuel tax revenue to PWC at current fuel prices. While legislative efforts continue to seek a local tax floor, another source of revenue must be provided in FY17 in order to continue both bus and rail services.

- D. Declining Federal Revenues** - PRTC has lost \$1.9 million in federal formula funding since FY13 due to the elimination of bus service operated on the HOT/HOV lanes from the fixed guideway program.
- E. Change in Funding Source** - The Proposed FY17 Budget provides a direct transfer from the County of \$5,968,406 in NVTA 30% funds to VRE. The 2.1% motor vehicle fuels tax will be reserved for the exclusive use of PRTC in the Proposed FY17-21 Five-Year Plan. Removing the VRE obligation from PRTC addresses PRTC's operating deficit of \$5,665,472 in FY17. Should the legislative efforts to secure a tax floor for the motor vehicle fuels tax not be successful, additional funding will be needed in FY18-21 for the PRTC operating subsidy.
- F. FY2017 Commuter Rail Subsidy Allocation** - VRE is owned by the Northern Virginia Transportation Commission (NVTC) and the PRTC. In accordance with the Master Agreement that created VRE, the Operations Board must prepare and submit an annual budget to the Commissions and the contributing and participating jurisdictions for review and appropriation. VRE subsidy requirements increased by \$658,732 in FY17 to \$5.97 million or 12.4% compared to the FY16 budget due to a 5% total jurisdictional subsidy increase and the percentage share of the County's residents riding VRE trains rising more compared to other participating jurisdictions' percentage shares during the annual ridership survey conducted in October 2015. The total jurisdictional subsidy for VRE increased 5% from \$16.4 million in FY16 to \$17.25 million in FY17. For subsidy allocation purposes, the County has 34.7% of the total jurisdictional ridership and 34.6% of the total jurisdictional subsidy.
- G. FY2017 Commuter and Local Bus Service Reductions** - PRTC has proposed a FY17 budget, which includes annual fare increases and \$1.7 million in FY17 subsidy savings from service reductions and other administrative efficiencies. Service reductions totaling \$1.4 million in subsidy savings are summarized below and detailed by program in the following agency pages.

FY2017 Commuter & Local Bus Service Reductions				
	OmniRide	Metro Direct	Cross County & OmniLink	Total
Daily Revenue Hours Cut	(223)	(17)	(32)	(272)
Daily Passenger Trips Lost	(900)	(152)	(240)	(1,292)
County Subsidy Savings	(776,216)	(176,449)	(449,440)	(1,402,105)

- H. FY2017 PRTC Administration, Commuter and Local Bus Service Subsidy Allocations** - The County funds 100% of the local subsidies required for OmniRide, Cross County Connector and Metro-Direct routes. Local subsidies for the eastern OmniLink routes are funded 100% by the County, while the subsidies for the western OmniLink routes are shared with the Cities of Manassas and Manassas Park on a 60% population, 40% ridership basis. For FY17, the local subsidy percentage for the County's share of westerly OmniLink services is 66.1%. The County's overall subsidy percentage for OmniLink is 93.83%.

PRTC's FY17 administrative subsidies are funded based on the County's FY15 percentage of PRTC fuel tax receipts. The County's fuel tax receipts percentage increased from 45.82% in FY16 to 51.26% in FY17.

Transit Subsidy

- I. **PRTC Six-Year Plan** - With the County taking on the direct payment of the VRE subsidy, there is sufficient funding to provide reduced OmniRide, Cross-County and OmniLink operations and fund the County's share of projected bus capital needs through FY17. Annual revenues from the 2.1% motor fuels tax are expected to fall short throughout the Six-Year Plan. Beginning in FY18 there is a projected deficit of approximately \$2.1 million requiring either further reductions in existing services or additional funding sources or some combination of both to balance available revenues with the PRTC subsidy.

PRTC expenditures and revenues in the Six-Year Plan are shown below:

PRTC Six-Year Plan						
	FY17 Proposed	FY18 Forecast	FY19 Forecast	FY20 Forecast	FY21 Forecast	FY22 Forecast
Bus and Admin Operations	\$32,792,800	\$34,729,500	\$36,559,200	\$39,450,000	\$43,067,700	\$43,957,900
Capital Expenditures	\$21,402,100	\$16,653,000	\$12,161,600	\$20,712,000	\$30,919,300	\$7,497,700
Virginia Railway Express	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total Expenditures	\$54,194,900	\$51,382,500	\$48,720,800	\$60,162,000	\$73,987,000	\$51,455,600
Recurring Revenues	\$34,420,735	\$32,874,277	\$34,852,512	\$51,073,589	\$55,314,624	\$40,706,539
One-Time Revenues	\$19,774,165	\$16,439,134	\$9,592,600	\$7,219,600	\$17,815,400	\$8,912,000
Sub-Total Revenues	\$54,194,900	\$49,313,411	\$44,445,112	\$58,293,189	\$73,130,024	\$49,618,539
Surplus (Deficit)	\$0	(\$2,069,089)	(\$4,275,688)	(\$1,868,811)	(\$856,976)	(\$1,837,061)
Cumulative Surplus (Deficit)		(\$2,069,089)	(\$6,344,777)	(\$8,213,588)	(\$9,070,564)	(\$10,907,625)

- J. **VRE Six-Year Financial Forecast** - Assumptions include a 3% increase in total jurisdictional subsidy in FY19 and FY21. A 3% fare increase is also programmed in FY18/20/22. Beginning in FY19 and continuing through FY22 projections show that the local subsidy remaining will be insufficient to meet local matching requirements identified by VRE in their base capital program. There are two reasons for this. The first is that projected operating expenses grow faster than projected revenues requiring more jurisdictional subsidy to support current operations. The second is the exhaustion of \$60 million a year in state bonding authority in FY18, which reduces projected state capital support for VRE's base capital program and debt service payments. County subsidy amounts are calculated on VRE's operating and base capital program budget projections contained in their Six-Year Plan. Projected PWC subsidies are shown below:

VRE Subsidy						
	FY17 Proposed	FY18 Forecast	FY19 Forecast	FY20 Forecast	FY21 Forecast	FY22 Forecast
Net VRE Subsidy (PWC Share)	\$5,968,406	\$5,817,473	\$6,795,010	\$7,516,514	\$8,771,049	\$9,265,883

VRE has also identified almost \$1.6 billion in unfunded capital projects from FY17-22. Two projects make up 76% of the \$1.6 billion amount above: \$700 million for Long Bridge capacity improvements over the Potomac River and \$486 million for the Gainesville-Haymarket Extension and related projects. The \$486 million Gainesville-Haymarket amount includes approximately \$286 million for the Gainesville-Haymarket extension, \$140 million for expansion locomotives and railcars and \$60 million for other related projects. These unfunded amounts are for capital costs only and do not include any estimates for ongoing operating expenses associated with these projects.

Transit Subsidy

K. VRE Operations Board and PRTC Commission Action on FY2017 Budget - The VRE Operations Board adopted the VRE FY17 budget on December 18, 2015 and forwarded it to NVTC and PRTC for adoption. On January 7, 2016, PRTC adopted the FY17 VRE budget and forwarded it to the local jurisdictions for inclusion in their budgets and appropriations in accordance with the Master Agreement. At the same meeting, PRTC authorized the interim Executive Director to refer the proposed FY17 PRTC budget to the jurisdictions for consideration.

Program Summary

PRTC Administration

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
PRTC Commission meetings	11	11	10	—	11
Public hearings	3	3	2	—	2
OmniRide overall quality of service (excellent & average ratings)	98%	98%	98%	—	99%
OmniLink overall quality of service (excellent & average ratings)	97%	96%	97%	—	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
PRTC Administration	\$223	\$286	\$247	\$230	\$248
Employees Paid (PRTC)	52	52	51	—	53
Employees Paid (VRE)	35	36	38	—	49
Vendor checks produced	1,747	1,978	2,391	—	3,493
State grants (bus only) expended	\$8.0M	\$13.5M	\$7.5M	—	\$12.4M
Federal grants (bus & rail) expended	\$32.9M	\$33.2M	\$36.8M	—	\$53.0M
2.1% Motor fuels tax receipts	\$31.6M	\$34.9M	\$24.8M	—	\$19.1M
2.1% Motor fuels tax disbursements	\$32.5M	\$39.5M	\$32.9M	—	\$31.3M

Transit Subsidy

A. Budget Initiatives

1. Employee Compensation

- a. **Description** - Combined three percent cost of living/merit adjustments in FY17 are provided for PRTC employees with the exception of the Interim Executive Director and Department Directors. This funding has been included contingent upon how PRTC member governments choose to handle these adjustments for their own staffs.
- b. **Service Level Impacts** - Maintains current level of service.

OmniRide (Commuter Bus Service)

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Complaints per 10,000 passenger trips	6.8	6.8	7.0	8.0	9.8
Farebox recovery	61.1%	50.0%	47.8%	45.7%	47.2%
Passenger trips per vehicle revenue hour	22.5	21.6	20.6	18.5	20.6
PWC local subsidy per passenger trip	\$1.68	\$2.46	\$2.64	\$2.30	\$1.76

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
OmniRide (Commuter Bus Service)	\$3,784	\$5,423	\$5,605	\$4,914	\$3,834
Passenger trips	2,258,836	2,205,373	2,125,996	2,283,880	2,181,368

A. Budget Reduction

1. OmniRide Bus Service Reductions

- a. **Description** - The following OmniRide service reductions are proposed for FY17:
 - **Old Bridge Festival to Tackett's Mill** - Elimination of routing between Old Bridge Festival and Tacketts Mill on the Lake Ridge/Washington and Lake Ridge/Crystal City routes. Service in neighborhoods along Old Bridge Road will cease. Riders will need to access buses at commuter lots.
 - **Manassas Mall and Portsmouth Commuter Lot** - Elimination of routing between Manassas Mall and Portsmouth Commuter Lot on Manassas OmniRide. Customers will need to access buses at the Portsmouth commuter lot.
 - **Capitol Hill Route** - This route will be eliminated.
 - **RS-1x and RS-2x Trips on South Route 1** - Trips carry transferring customers from the Route 234 and Route 1 commuter lot to the Route 1 corridor north of Route 234 during

Transit Subsidy

the mid-day will be eliminated. Riders will need to either park at the commuter lot in the morning or make alternative travel arrangements to use mid-day OmniRide service.

- **PM Strategic Bus** - One of three strategic buses stationed near the Pentagon will be eliminated reducing PRTC's ability to respond to service issues.
- **Elimination of One Later Evening Dale City Trip and Route Truncation of DL and DLX Trips** - One later evening Dale City/Washington trip will be eliminated. Current DL trips will end at the Tackett's Mill Commuter Lot instead of continuing through Lake Ridge and Dale City. Current DLX (shuttle) trips would serve only major commuter lots instead of Montclair and South Route 1 neighborhood routing. There will be no service stops other than major commuter lots during the later evening period.
- **Crystal City Route Consolidation** - Lake Ridge/Crystal City and Dale City/Crystal City routes will be combined. Dale City customers will transfer at the Pentagon travelling to or from stops in Crystal City.
- **Modified Holiday Service** - Modified holiday service will be eliminated.
- **Reduction of Friday Service** - Approximately 30 Friday trips affecting most routes will be eliminated to better match demand.

b. Service Level Impacts -

Impact of OmniRide Bus Service Reductions			
	Daily Revenue Hours Cut	Daily Passenger Trips Lost	County Subsidy Savings
Old Bridge Festival to Tackett's Mill	(9)	(26)	(\$128,281)
Manassas Mall and Portsmouth Commuter Lot	(1)	(1)	(\$21,498)
Capitol Hill Route	(3)	(8)	(\$48,800)
RS-1x and RS-2x Trips on South Route 1	(0)	(5)	(\$3,733)
PM Strategic Bus	(5)	0	(\$78,355)
Dale City Trip and Truncation of DL and DLX Trips	(2)	(14)	(\$25,114)
Crystal City Route Consolidation	(3)	(10)	(\$29,446)
Modified Holiday Service	(147)	(670)	(\$106,243)
Reduction of Friday Service	(53)	(166)	(\$334,746)

2. Metro-Direct Bus Service Reductions

a. **Description** - The following Metro-Direct service reductions are proposed for FY17:

- **Linton Hall Trips** - One AM and one PM Linton Hall trip will be eliminated. There are currently four AM and four PM trips.
- **Reduce Mid-Day Frequency** - The current 90 minute mid-day frequency (in effect between 10:15 AM and 1:45 PM) will be extended. Peak frequency will remain at 40 minutes.
- **Manassas Off-Peak Trips** - Manassas off-peak trips and reverse-commute service will be eliminated. Service between Manassas and the Tysons Corner Metro Station will be limited to peak hours and peak direction only.

Transit Subsidy

b. Service Level Impacts -

Impact of Metro-Direct Bus Service Reductions			
	Daily Revenue Hours Cut	Daily Passenger Trips Lost	County Subsidy Savings
Linton Hall Trips	(2)	(30)	(\$24,664)
Reduce Mid-Day Frequency	(4)	(52)	(\$30,959)
Manassas Off-Peak Trips	(11)	(70)	(\$120,826)

3. Commuter Bus Fare Revenue Increase

a. **Description** - Although PRTC's fare policy guidelines call for consideration of fare increases every two years, an average 5% fare increase is proposed for FY17 and programmed every year from FY18 through FY22 in PRTC's Six-Year Plan. Fares were last raised an average of 7.5% in FY16. Fare increases in FY17 are shown in the table below:

b. Service Level Impacts -

FY2017 Proposed PRTC Commuter Bus Fares				
		Current Fare	Proposed Fare	% Change
OmniRide	Regular SmarTrip	\$6.20	\$6.50	4.84%
	Regular Cash	\$8.30	\$8.75	5.42%
	Reduced (Senior/Disabled)	\$4.15	\$4.35	4.82%
Metro Direct	Regular SmarTrip	\$3.10	\$3.25	4.84%
	Regular Cash	\$3.85	\$4.00	3.90%
	Reduced (Senior/Disabled)	\$1.90	\$2.00	5.26%

Ridesharing/Marketing

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Annual vehicle trips reduced by slugging/ carpool/vanpools	3,465,557	3,502,303	3,387,211	3,715,821	3,593,550

Transit Subsidy

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Ridesharing/Marketing	\$652	\$557	\$542	\$656	\$701
Carpool, vanpool, slugging trips	4,809,053	4,858,831	4,830,530	5,152,866	5,123,646
Customer inquiries	89,321	91,367	84,994	208,210	77,395

OmniLink (Local Bus Service)

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Complaints per 10,000 passenger trips	5.60	5.60	4.26	5.25	7.00
Farebox recovery	9.0%	14.0%	10.2%	7.1%	7.3%
Passenger trips per vehicle revenue hour	15.7	14.8	14.4	14.0	14.3
PWC local subsidy per passenger trip	\$6.05	\$7.58	\$7.04	\$8.27	\$8.15

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
OmniLink (Local Bus Service)	\$6,226	\$7,342	\$6,690	\$7,561	\$7,213
Passenger trips	1,028,317	968,711	950,413	979,340	885,361

A. Budget Reduction

1. OmniLink & Cross County Connector Service Reductions

a. **Description** - The following OmniLink and Cross County Connector service reductions are proposed for FY17:

- **Cross County Frequency** - Late morning (from 8:00 A.M. to noon) frequencies will be reduced from every hour to every two hours. One trip will be eliminated in the early morning and two trips eliminated in the evening.
- **Eastern OmniLink Frequency** - Mid-day frequencies reduced from every hour to every two hours and one late evening trip eliminated on OmniLink Route 1 route. Additionally the span of peak frequency on Woodbridge/Lake Ridge, Dale City and Dumfries OmniLink routes increased from every 35 minutes to 50 minutes.

Transit Subsidy

- **Western OmniLink Frequency and Restructuring** - Manassas OmniLink route restructured into two separate routes. Manassas Park A and Manassas B routes consolidated into one single route with routing reconfigured. Timed transfer between all three routes created at Manassas Mall. Frequencies will be reduced from every hour to every 90 minutes.

b. Service Level Impacts -

Impact of OmniLink & Cross County Connector Local Bus Service Reductions			
	Daily Revenue Hours Cut	Daily Passenger Trips Lost	County Subsidy Savings
Cross County Frequency	(8)	(56)	(\$121,756)
Eastern OmniLink Frequency	(10)	(76)	(\$129,151)
Western OmniLink Frequency and Restructuring	(15)	(108)	(\$198,533)

2. Local Bus Fare Revenue Increase

- a. Description** - Although PRTC's fare policy guidelines call for consideration of fare increases every two years, an average 5% fare increase is proposed for FY17 and programmed every year from FY18 through FY22 in PRTC's Six-Year Plan. Fares were last raised an average of 7.5% in FY16. Fare increases in FY17.

b. Service Level Impacts -

FY2017 Proposed PRTC Local Bus Fares				
		Current Fare	Proposed Fare	% Change
OmniLink	Regular	\$1.40	\$1.50	7.14%
	Reduced (Senior/Disabled)	\$0.70	\$0.75	7.14%
OmniLink	Day Pass (Regular)	\$3.25	\$3.40	4.62%
	Weekly Pass (Regular)	\$13.00	\$13.65	5.00%
OmniLink	Day Pass (Reduced)	\$1.60	\$1.70	6.25%
	Weekly Pass (Reduced)	\$6.50	\$6.80	4.62%

Transit Subsidy

Local Capital Match

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

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Local Capital Match	\$1,100	\$952	\$1,581	\$2,183	\$1,647

A. Budget Initiative

1. PRTC Capital Expenditures - OmniRide Bus Replacements

- a. **Description** - Nineteen MCI (over-the-road) 45-foot and one 40-foot Gillig expansion buses are funded in FY20. Seventeen MCI (over the road) buses and four Gillig expansion buses are funded in FY21. These forty-one buses are 100% state-funded.

OmniRide replacement buses will be acquired using mostly Federal (Fixing America's Surface Transportation Act) and State funding. The County's share of the local match is provided by 10 year debt financing from the Virginia Resources Authority.

- b. **Service Level Impacts** - Service levels are maintained.

OmniRide Replacement Buses						
	FY17	FY18	FY19	FY20	FY21	FY22
Replacement Cost	\$10,337,600	\$11,659,400	\$5,532,500	\$3,630,800	\$7,624,500	\$4,022,000
Federal Share of Replacement Cost	\$8,269,900	\$9,327,500	\$4,426,000	\$2,904,600	\$6,099,600	\$3,217,600
State Share of Replacement Cost	\$1,405,900	\$1,585,700	\$752,400	\$621,800	\$1,154,400	\$669,700
PWC Local Match (Bond Proceeds)	\$661,800	\$746,200	\$354,100	\$104,400	\$370,500	\$134,700
# Buses	16	18	8	5	10	5
County Subsidy Percentage	6.4%	6.4%	6.4%	2.9%	4.9%	3.3%

2. PRTC Capital Expenditure - OmniLink Bus Replacements

- a. **Description** - Replacement buses will be acquired using Federal and State funds. The County's share of the local match is provided by 10-year debt financing from the Virginia Resources Authority.

- b. **Service Level Impacts** - Service levels are maintained.

Transit Subsidy

OmniLink Replacement Buses						
	FY17	FY18	FY19	FY20	FY21	FY22
PWC Share of Replacement Cost*	\$0	\$0	\$422,600	\$0	\$7,171,600	\$0
Federal Share of Replacement Cost	\$0	\$0	\$338,000	\$0	\$5,737,200	\$0
State Share of Replacement Cost	\$0	\$0	\$57,500	\$0	\$889,300	\$0
PWC Local Match (Bond Proceeds)	\$0	\$0	\$27,100	\$0	\$545,100	\$0
# Buses	0	0	1	0	16	0
County Subsidy Percentage	0.0%	0.0%	6.4%	0.0%	7.6%	0.0%

* OmniLink bus replacements are shared with the Cities of Manassas and Manassas Park. PWC share of the replacement cost is approximately 93.8%

3. Debt Financing for OmniRide and OmniLink Bus Purchases

- a. **Description** - PRTC will seek ten year debt financing of the local match from the Virginia Resources Authority for the acquisition of 62 OmniRide and 17 OmniLink replacement buses over the Six-Year Plan in order to ensure that buses are not kept in service beyond PRTC's retirement age.

PRTC Bus Debt Service						
	FY17	FY18	FY19	FY20	FY21	FY22
PWC OmniRide Cumulative Debt Service	\$5,500	\$91,600	\$159,500	\$203,900	\$209,700	\$207,000
Number of Replacement Buses	16	18	8	5	10	5
PWC OmniLink Cumulative Debt Service	\$0	\$0	\$16,500	\$24,900	\$27,400	\$27,100
Number of Replacement Buses	0	0	1	0	16	0

- b. **Service Level Impacts** - Maintains PRTC bus replacement schedule at 16/17 years for Ride buses and 10 years or 350,000 miles for Link buses whichever comes first.

4. PRTC Capital Expenditure - Western Maintenance Facility

- a. **Description** - A western maintenance facility is planned to open at the beginning of FY19. The existing facility was designed for 100 buses. The active bus fleet has grown to 154 buses, ten of which are being stored on adjacent property. The new facility design at full build out includes a building with eight maintenance bays, limited administrative offices, dispatch and drivers' areas, a fueling station, bus washer and farebox recovery building. Limited maintenance would be performed at the western facility such as brake work and oil changes; major maintenance would continue to be performed at the PRTC Transit Center. Total cost of the project, which includes all construction and non-construction costs, including \$2.1 million related to construction delay, is estimated at \$43.6 million. Of this amount, the Prince William County share is approximately \$2.2 million or about 5% of project costs.

The project is on hold until:

- PRTC's FY17 budget is approved
- Northern Virginia Transportation Authority determines that the Western Maintenance Facility is eligible for funding

Transit Subsidy

- Construction delay shortfall funding of (\$2.1 million) is committed.

The \$2.1 million construction delay will be secured with a State grant application of \$0.1 million and the remainder will be debt financed (\$2.0 million) from the Virginia Resources Authority. Debt service on the Virginia Resources Authority 20 year loan is estimated as follows:

Debt Service-WMF						
	FY17	FY18	FY19	FY20	FY21	FY22
Debt Service-WMF	\$20,300	\$149,100	\$147,900	\$146,700	\$145,100	\$143,500

Approximately \$323,000 in FY19, \$333,300 in FY20, \$343,200 in FY21 and \$366,500 in FY22 are programmed in the Six-Year Plan for facility and other operating costs.

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

5. PRTC Capital Expenditure - Bus Shelters

- a. Description** - Expenditures for bus shelters are shown below. The engineering, design, permitting and site construction for the FY17 bus shelters will be funded with funds from FY16. A bus shelter-siting plan was completed in September 2007 and is updated annually. Stops having the highest boarding numbers or located near identified neighboring uses such as schools, senior centers, libraries, clinics or hospitals receive the highest priority. This funding purchases the shelters and solar lighting (if warranted), site design and permits, site preparation and construction including any needed sidewalks, inspections and shelter installation.

Bus Shelters						
	FY17	FY18	FY19	FY20	FY21	FY22
PWC Share of Bus Shelter Costs*	\$58,500	\$272,900	\$0	\$272,900	\$0	\$243,700
State Share	\$2,900	\$92,800	\$0	\$16,400	\$0	\$0
PWC Local Match	\$55,600	\$180,100	\$0	\$256,500	\$0	\$243,700
# Bus Shelters	2	5	0	5	0	5
County Subsidy Percentage	95.0%	66.0%	—	94.0%	—	100.0%

* Bus Shelter Costs are shared with the Cities of Manassas and Manassas Park; PWC share of bus shelter costs is approximately 97.5%

- b. Service Level Impacts** - Service levels are maintained.

Transit Subsidy

VRE (Commuter Rail Service)

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Trips on-time	96%	93%	92%	92%	92%
Cost recovery ratio	58%	57%	57%	52%	52%
Passenger trips per vehicle revenue hour	69.8	68.8	69.2	74.0	72.5
Local subsidy (all jurisdictions) per passenger trip	\$3.54	\$3.61	\$3.56	\$3.38	\$3.60

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
VRE (Commuter Rail Service)	\$5,687	\$5,748	\$5,485	\$5,310	\$5,968
Passenger trips	4,643,898	4,547,911	4,618,169	4,863,600	4,794,100

A. Budget Initiative

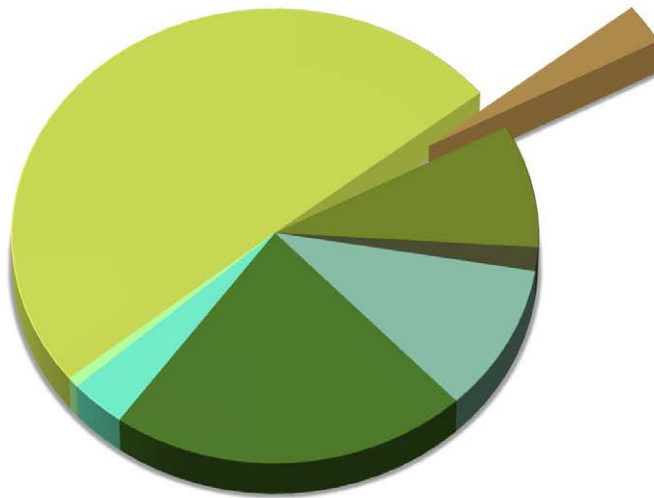
1. Virginia Railway Express Subsidy Change in Funding Source

- a. **Description** - The Proposed FY2017 Budget provides a direct transfer from the County of \$5,968,406 in NVTA 30% funds to VRE.
- b. **Service Level Impacts** - Maintains current level of VRE service. Cash-to-capital funding for County roadway projects is reduced by 50% in all years of the Five-Year Plan.

Transportation

Mission Statement

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



Expenditure Budget:
\$4,701,821



2.9% of Community Development

Programs:

- Administration: \$107,274
- Capital: \$0 (costs recovered from projects)
- Planning & Programming: \$4,594,548

Community Development Expenditure Budget:
\$162,905,334

Mandates

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

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

Transportation



Expenditure and Revenue Summary

	FY13	FY14	FY15	FY16	FY17	% Change
Expenditure by Program	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Administration	\$547,882	\$133,452	\$157,430	\$100,400	\$107,274	6.85%
2 Capital	\$278,847	\$209,584	\$37,961	\$0	\$0	—
3 Planning & Programming	\$4,250,393	\$4,106,453	\$4,211,718	\$4,678,256	\$4,594,548	(1.79%)
Total Expenditures	\$5,077,122	\$4,449,489	\$4,407,109	\$4,778,656	\$4,701,821	(1.61%)

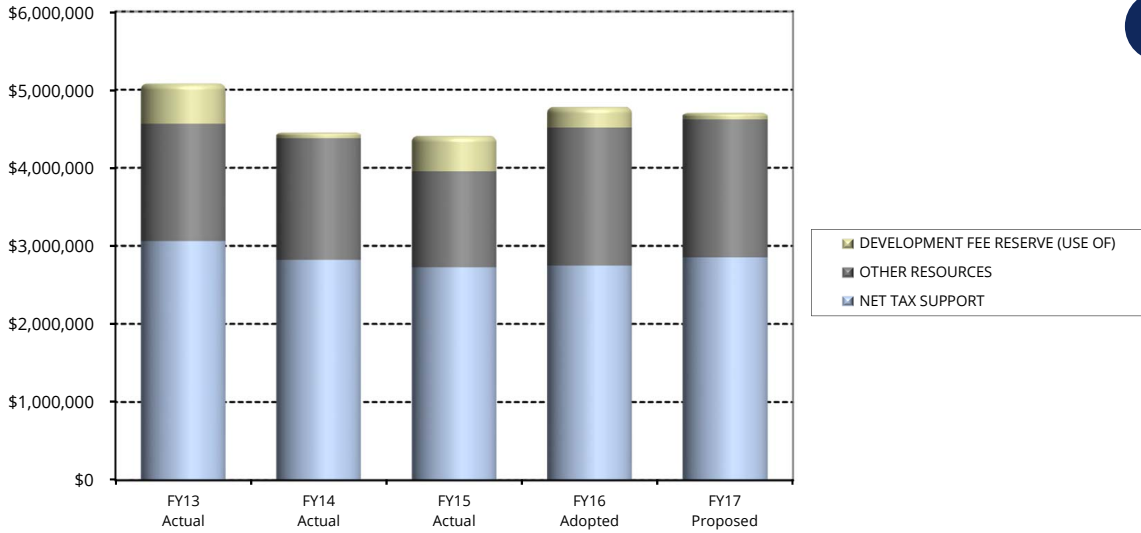
Expenditure by Classification

1 Personal Services	\$1,659,807	\$1,711,710	\$3,675,515	\$3,321,114	\$3,505,383	5.55%
2 Fringe Benefits	\$601,032	\$583,904	\$1,218,590	\$1,089,375	\$1,066,648	(2.09%)
3 Contractual Services	\$119,145	\$44,763	\$150,856	\$146,529	\$146,390	(0.09%)
4 Internal Services	\$157,968	\$139,238	\$203,175	\$208,416	\$222,414	6.72%
5 Purchase Goods & Supplies	\$1,691,559	\$1,669,727	\$1,862,344	\$2,111,424	\$2,112,945	0.07%
6 Capital Outlay	\$0	\$0	\$77,094	\$77,094	\$77,094	0.00%
7 Leases & Rentals	\$74,165	\$1,891	\$55,866	\$57,416	\$57,416	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	(\$3,053,040)	(\$2,699,555)	(\$2,744,555)	1.67%
9 Transfers Out	\$773,446	\$298,256	\$216,709	\$466,844	\$258,086	(44.72%)
Total Expenditures	\$5,077,121	\$4,449,489	\$4,407,109	\$4,778,656	\$4,701,821	(1.61%)

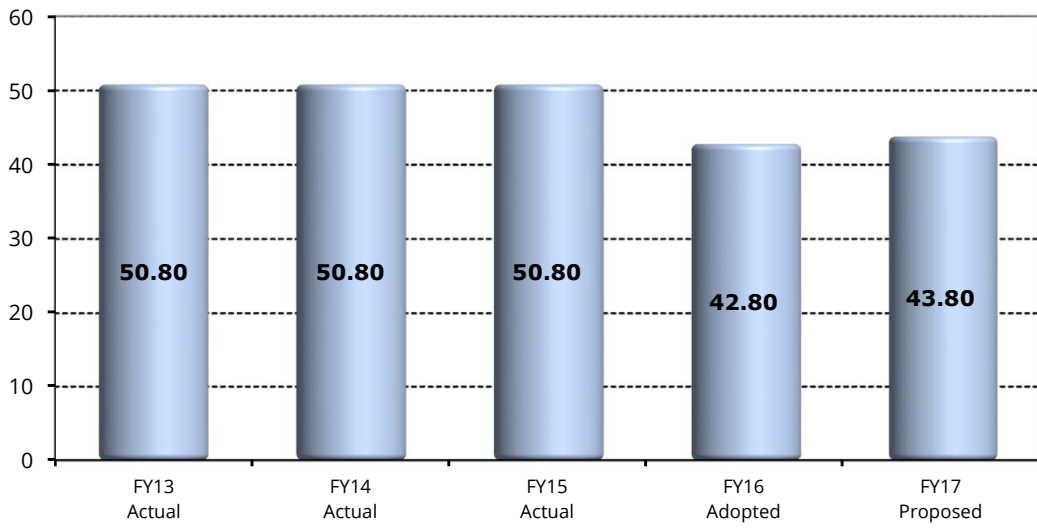
Funding Sources

1 Permits Priv Fees & Reg Lic	\$1,332,949	\$1,547,298	\$1,200,757	\$1,754,635	\$1,754,635	0.00%
2 Charges for Services	\$10,638	\$11,007	\$15,006	\$12,483	\$12,483	0.00%
3 Miscellaneous Revenue	\$0	\$0	\$15,494	\$0	\$0	—
4 Revenue from Commonwealth	\$120,990	\$0	\$975	\$0	\$0	—
5 Non-Revenue Receipts	\$0	\$0	\$8,730	\$0	\$0	—
6 Transfers In	\$323,003	\$285,774	\$287,754	\$277,703	\$277,703	0.00%
Total Designated Funding Sources	\$1,787,580	\$1,844,079	\$1,528,716	\$2,044,821	\$2,044,821	0.00%
Contribution To/(From) Reserves & Retained Earnings [Development Fee Area]	(\$513,107)	(\$69,476)	(\$452,781)	(\$263,791)	(\$82,359)	(68.78%)
Net General Tax Support	\$3,061,258	\$2,820,758	\$2,725,371	\$2,747,747	\$2,852,344	3.81%
Net General Tax Support	60.30%	63.40%	61.84%	57.50%	60.66%	

Transportation



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Administration	0.40	0.70	0.70	0.65	0.65
2 Capital	30.57	28.75	28.75	21.65	21.65
3 Planning & Programming	19.83	21.35	21.35	20.50	21.50
Full-Time Equivalent (FTE) Total	50.80	50.80	50.80	42.80	43.80



Staff By Program

Transportation

Future Outlook

Projects Underway - The Department of Transportation (DOT) has implemented six road bond referenda to build 246.5 miles of roads throughout the County over the past 27 years. The DOT is currently working on completing the final three 2006 road bond projects. The DOT will also be focusing on the design and construction of projects funded by various sources including the Northern Virginia Transportation Authority (NVTA), and state and federal agencies. Recently, projects have experienced higher than estimated project costs due to increases in right-of-way, utility, and construction costs. These increases often lead to gaps in project funding and present ongoing challenges for DOT projects.

Grant Matching - DOT works closely with VDOT to coordinate and fund County transportation projects. A shortage of funds may reduce or delay projects around the County. As a result, the DOT will have to rely more on local funding or seek other funding sources to complete projects. Many of these additional funding sources (grants) need local matches for 20-50% of the total project/grant costs.

HB2 State Project Prioritization Process - [House Bill 2 \(HB2\)](#) was signed into law in 2014 and implementation began in August 2015. HB2 requires the Commonwealth Transportation Board (CTB) to develop and implement a quantifiable and transparent prioritization process for making funding decision for capacity enhancing projects within the VDOT six-year improvement program. A combined estimate of \$603.8 million in funding is available to Northern Virginia jurisdictions through both the District Grant and High-Priority Project Programs. Project applications for these programs will be evaluated based on Congestion Mitigation (45%), Economic Development (5%), Accessibility (15%), Safety (5%), Environmental Quality (10%), and Land Use (20%).

Limited Funding for Small Construction Project/District Requests - With the elimination of additional funding to the Transportation Roadway Improvement Program (TRIP) program, the DOT faces challenges related to construction funding for small-scale safety improvements to County roadways, trails, sidewalks, and other transportation facilities. Previously, funding was designated annually by Magisterial District to complete eligible projects. As of FY15, no new funding is provided for small scale safety and pedestrian projects and other resources will have to be utilized for these projects. The DOT, therefore, will not have a budget to cover miscellaneous special projects once the remaining TRIP balances are depleted.

Northern Virginia Transportation Authority Funding (NVTA) -

- **30% Funding** - In FY15, the County received \$12.1 million and anticipates the receipt of approximately \$12.1 million in FY16 (these amounts do not include NVTA 30% funds designated for distribution to the town of Dumfries). The 30% funds are currently planned to be used for road construction and for the Virginia Railway Express (VRE) expenses, and/or any other for public transportation purposes, as defined by the Code of Virginia. Use of 30% NVTA funds for other transportation needs unrelated to road construction will limit the planned construction of roads with this funding source.
- **70% Funding** - The NVTA has begun the two year process to update the Long Range Transportation Plan known as TransAction. Once adopted, the TransAction update will identify projects eligible for \$1.5 billion that will be allocated for regional transportation improvements through fiscal years 2018-2023. These projects will be allocated on a competitive basis and prioritized through the NVTA.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Department of Transportation's technology bill increases by \$11,027 to \$132,408.

Transportation

- B. Indirect Cost Transfer Increase** - Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY17, the indirect cost transfer amount reimbursing the general fund for Transportation decreased \$208,758 to \$256,013.
- C. Cost Recovery from Capital Projects** - The Capital program includes road design, construction, project management, and right of way acquisition activities that cost recover expenditure costs from BOCS approved road improvement projects. Staff provides management and oversight of large and small scale road projects, often funded by multiple revenue sources. There are generally 15+ capital transportation projects actively being managed by the Capital program at any point in time. The FY17 budget includes \$2.59 million in expenditure costs and 21.65 FTEs recovered from projects, which represents the budgeted cost of administering the capital road building program in Prince William County.
- D. Compensation Increase** - Compensation adjustments totaling \$57,176 are made to support the following changes:
- Benefits:**
- 5.00% Retiree Health Credit;
 - 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
 - -0.01% Group Life Insurance;
 - -1.00% VRS Plan 1 Savings; and
 - -1.75% VRS employer rate;
- Salaries:**
- 3.00% Pay for Performance; and
 - 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Administration

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Trackers responded to on time	95%	73%	79%	95%	90%
2006 Road Bond projects completed or under construction	69%	85%	84%	95%	100%

Transportation

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Administration	\$548	\$133	\$157	\$100	\$107
BOCS agenda items	99	108	91	95	95

Capital

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Settlement to appraisal value	137%	147%	147%	135%	147%
Projects completed within 60 days of original contract completion date	100%	100%	100%	100%	100%
Projects completed within 20% of original contract amount (without scope change)	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Transportation & Roadway Improvement Program (TRIP)	\$271	\$210	\$0	—	—
Total active improvement projects	3	2	3	—	—
Improvement project designs completed	1	1	3	—	—
Right of Way Acquisition	\$0	\$0	\$0	\$0	\$0
Parcels acquired	36	135	93	64	135
Road Design and Construction	\$8	\$0	\$38	\$0	\$0

Transportation

Planning & Programming

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Plans reviewed within established deadline	99%	100%	100%	100%	100%
Residents can easily get around PWC by car (community survey)	84%	80%	80%	80%	84%
Street light outages reported to power companies within three working days	96%	100%	100%	100%	100%
Transportation dollars allocated to Northern Virginia obtained by the County (only includes regional grant allocation)	18%	18%	18%	18%	16%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Plan Review	\$996	\$895	\$912	\$1,073	\$971
Plans reviewed per FTE	107	102	103	100	118
Total plans reviewed	645	612	516	651	591
Inspections	\$1,146	\$1,017	\$1,051	\$1,236	\$1,156
Construction inspections (Tidemark data)	18,066	14,281	NA	16,100	—
Construction inspections (Energov data)	—	—	4,025	—	4,025
Traffic Safety	\$234	\$264	\$265	\$236	\$305
Traffic safety requests received and reviewed	378	347	467	350	500
Street Lighting	\$1,719	\$1,667	\$1,784	\$1,928	\$1,929
County-funded street lights installed and upgraded	23	14	41	34	47
Regional Planning	\$156	\$262	\$200	\$206	\$234
Transportation planning grants received	1	0	3	1	2

Transportation

A. Budget Initiatives

1. Add One Planner I Position

Expenditure	\$68,085
Revenue	\$0
General Fund Impact	\$68,085
FTE Positions	1.00

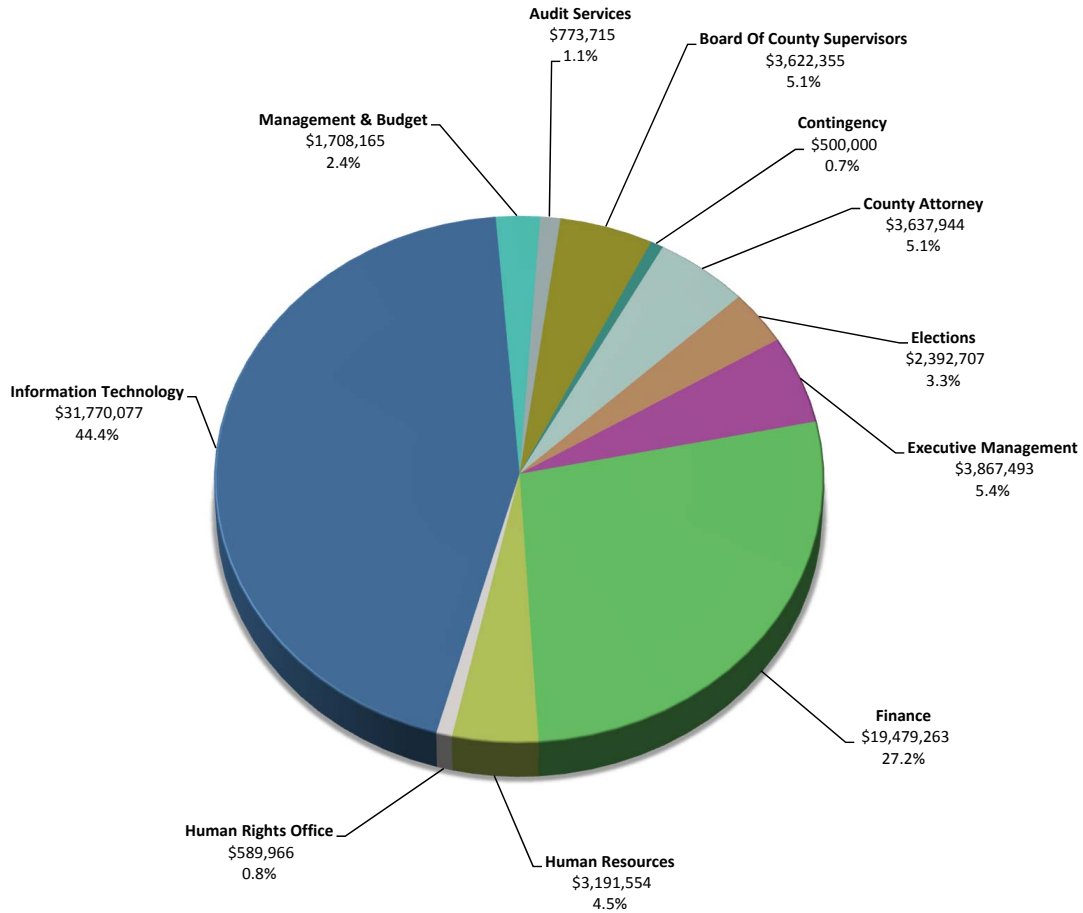
a. Description - This initiative funds one Planner I position for the Traffic Safety activity. The position will support activities to ensure the existing and planned transportation infrastructure functions as efficiently as possible by implementing strategic safety improvements. Traffic safety reviews, requests for meetings, and demands on staff make hiring this position necessary for timely response to requests. Currently the Traffic Safety activity has one position. The total cost of the new position includes salary and benefits (\$63,858) and other costs (\$4,227). The position is funded by the general fund.

b. Service Level Impacts - This initiative will ensure that requests will be responded to in a timely manner and will impact the following service level:

▪ **Traffic safety requests received and reviewed**

<i>FY17 w/o Addition</i>		400
<i>FY17 w/ Addition</i>		500

General Government



General Government Expenditure Budget: \$71,533,239



Average Tax Bill: General Government accounted for \$151 and 3.91% of the average residential tax bill in FY17.

Department & Agencies

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

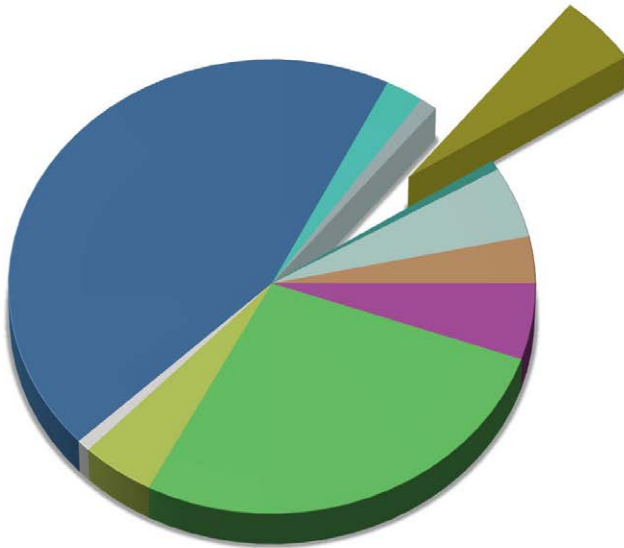
- Elections
- Executive Management
- Finance
- Human Resources

- Human Rights
- Information Technology
- Management & Budget

Board of County Supervisors

Mission Statement

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



General Government Expenditure Budget:
\$71,533,239



Expenditure Budget:
\$3,622,355

5.1% of General Government

Programs:

- Administration: \$584,872
- Brentsville District: \$327,954
- Coles District: \$385,472
- Potomac District: \$366,392
- Gainesville District: \$378,678
- Neabsco District: \$416,284
- Occoquan District: \$350,956
- Woodbridge District: \$389,015
- Board-Chair: \$422,732

Mandates

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

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

Board of County Supervisors

Expenditure & Revenue Summary



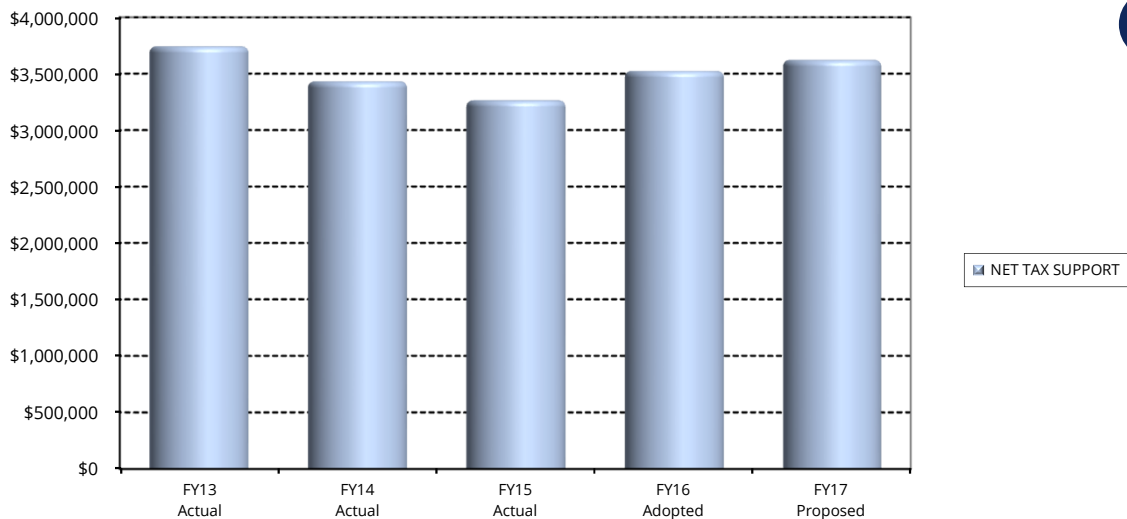
Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Administration	\$647,434	\$458,543	\$470,049	\$535,847	\$584,872	9.15%
2 Brentsville District	\$512,947	\$429,107	\$318,400	\$328,278	\$327,954	(0.10%)
3 Coles District	\$481,680	\$298,236	\$361,636	\$381,713	\$385,472	0.98%
4 Potomac District	\$416,644	\$320,205	\$287,866	\$356,049	\$366,392	2.90%
5 Gainesville District	\$360,111	\$363,407	\$338,162	\$368,632	\$378,678	2.73%
6 Neabsco District	\$359,763	\$382,511	\$385,135	\$403,033	\$416,284	3.29%
7 Occoquan District	\$289,963	\$401,762	\$345,674	\$343,884	\$350,956	2.06%
8 Woodbridge District	\$338,479	\$416,546	\$349,492	\$399,801	\$389,015	(2.70%)
9 Board-Chair	\$335,252	\$362,147	\$407,811	\$406,892	\$422,732	3.89%
Total Expenditures	\$3,742,273	\$3,432,464	\$3,264,225	\$3,524,129	\$3,622,355	2.79%

Expenditure by Classification

1 Personal Services	\$1,770,584	\$1,819,629	\$1,816,803	\$1,890,981	\$2,080,255	10.01%
2 Fringe Benefits	\$555,912	\$554,108	\$539,070	\$602,536	\$616,217	2.27%
3 Contractual Services	\$43,895	\$64,612	\$119,718	\$95,900	\$95,900	0.00%
4 Internal Services	\$118,349	\$109,156	\$123,654	\$116,165	\$126,158	8.60%
5 Purchase Goods & Supplies	\$560,575	\$477,611	\$470,112	\$882,951	\$768,229	(12.99%)
6 Capital Outlay	\$0	\$0	\$0	\$1,185	\$1,185	0.00%
7 Leases & Rentals	\$23,090	\$26,312	\$29,468	\$27,000	\$27,000	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$165,400	(\$92,589)	(\$92,589)	0.00%
9 Transfers Out	\$669,868	\$381,036	\$0	\$0	\$0	—
Total Expenditures	\$3,742,273	\$3,432,464	\$3,264,225	\$3,524,129	\$3,622,355	2.79%

Funding Sources

1 Non-Revenue Receipts	\$3	\$0	\$10,000	\$0	\$0	—
2 Transfers In	\$60,000	\$0	\$0	\$0	\$0	—
Total Designated Funding Sources	\$60,000	\$0	\$10,000	\$0	\$0	0.00%
Net General Tax Support	\$3,682,273	\$3,432,464	\$3,254,225	\$3,524,129	\$3,622,355	2.79%
Net General Tax Support	98.40%	100.00%	99.69%	100.00%	100.00%	

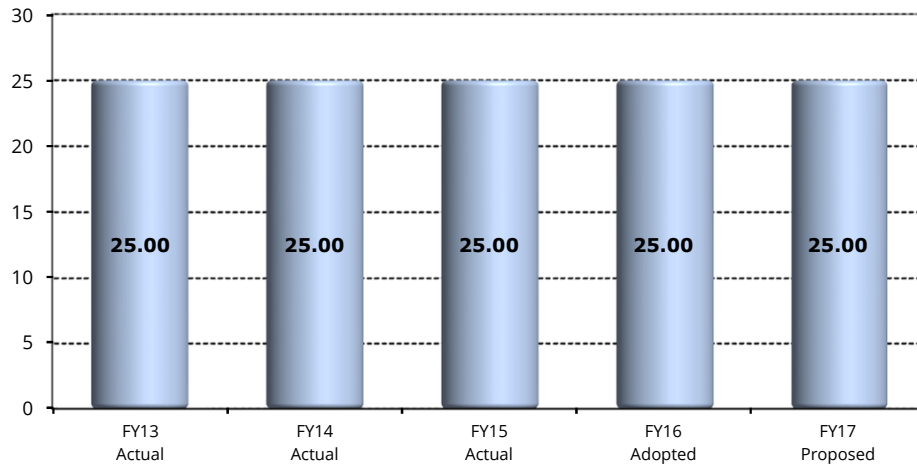


Expenditure History

Board of County Supervisors



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Administration	1.00	1.00	1.00	1.00	1.00
2 Brentsville District*	3.00	3.00	3.00	3.00	3.00
3 Coles District*	3.00	3.00	3.00	3.00	3.00
4 Potomac District*	3.00	3.00	3.00	3.00	3.00
5 Gainesville District*	3.00	3.00	3.00	3.00	3.00
6 Neabsco District*	3.00	3.00	3.00	3.00	3.00
7 Occoquan District*	3.00	3.00	3.00	3.00	3.00
8 Woodbridge District*	3.00	3.00	3.00	3.00	3.00
9 Board-Chair*	3.00	3.00	3.00	3.00	3.00
Full-Time Equivalent (FTE) Total	25.00	25.00	25.00	25.00	25.00

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

Board of County Supervisors

General Overview

A. Compensation Increase - Compensation adjustments totaling \$52,085 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

B. Adjustment for Board Staffing - [BOCS Resolution 08-769](#) was approved on July 22, 2008 to address the need for management flexibility related to additional staffing in the Chairman's Office and Magisterial District Offices. Due to staffing changes in the Brentsville (\$83,994) and Occoquan (\$76,695) District Offices, \$160,689 was shifted from supplies and services to payroll budgets.

C. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17, the BOCS technology bill increased by \$9,993 to \$126,092.

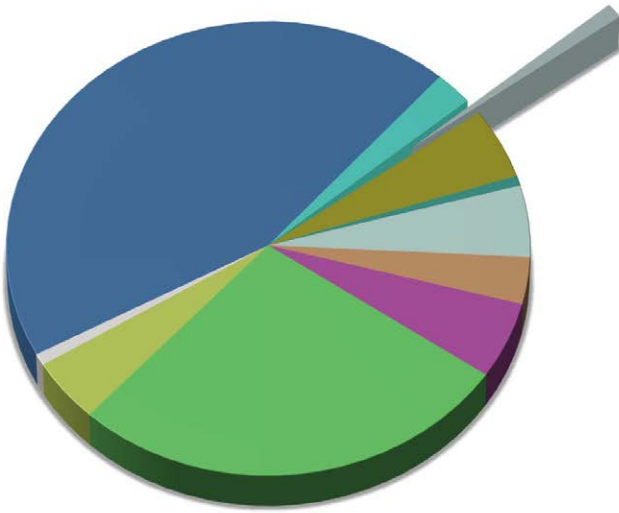
D. Budget Shift - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Administration printing services budget will increase to \$9,352 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget. Existing service levels will be maintained.

E. Budget Shift - \$139 was shifted from supplies and services into internal services to support a computer purchase during FY16.

Audit Services

Mission Statement

Audit Services is an independent function of Prince William County government that monitors, evaluates, reviews, and conducts tests of the County's system of internal controls and administers the contract(s) for any internal audit work performed by third-party independent contractors on behalf of the Board of County Supervisors (BOCS) and Board Audit Committee (BAC). Audit Services also conducts independent internal investigations based on information provided by others including callers to its voicemail hotline (703-792-6884) for reporting fraud, waste, or abuse of County resources.



Expenditure Budget:
\$773,715



1.1 % of General Government

Program:

- Audit Services: \$773,715

General Government Expenditure Budget:
\$71,533,239

Mandates

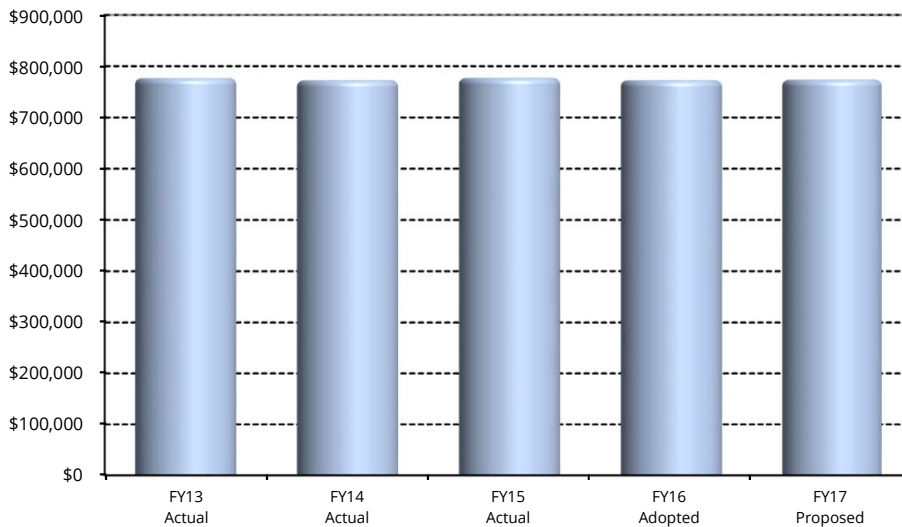
Audit Services does not provide a state or federal mandated service.

Audit Services

Expenditure & Revenue Summary



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Audit Services	\$776,783	\$772,573	\$777,017	\$772,487	\$773,715	0.16%
Total Expenditures	\$776,783	\$772,573	\$777,017	\$772,487	\$773,715	0.16%
Expenditure by Classification						
1 Personal Services	\$233,049	\$90,446	\$87,895	\$91,809	\$92,756	1.03%
2 Fringe Benefits	\$66,224	\$31,614	\$31,981	\$34,462	\$34,635	0.50%
3 Contractual Services	\$451,670	\$641,214	\$644,866	\$644,958	\$644,958	0.00%
4 Internal Services	\$19,070	\$5,038	\$4,659	\$3,800	\$3,908	2.84%
5 Purchase Goods & Supplies	\$5,330	\$4,262	\$7,616	\$17,158	\$17,158	0.00%
6 Leases & Rentals	\$1,440	\$0	\$0	\$0	\$0	—
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$19,700)	(\$19,700)	0.00%
Total Expenditures	\$776,783	\$772,573	\$777,017	\$772,487	\$773,715	0.16%
Net General Tax Support	\$776,783	\$772,573	\$777,017	\$772,487	\$773,715	0.16%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

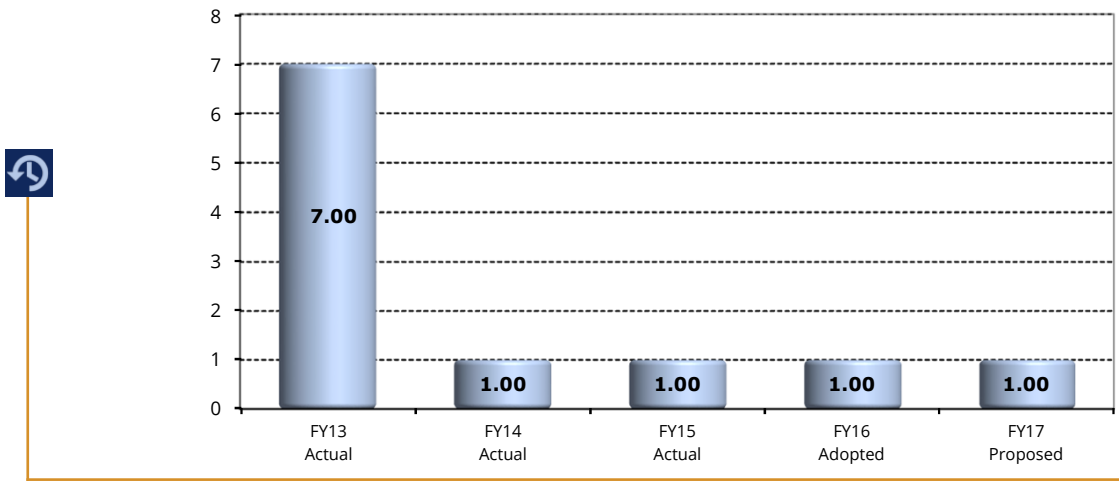


Expenditure History

Audit Services



Staff History



Staff By Program

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Audit Services	7.00	1.00	1.00	1.00	1.00
Full-Time Equivalent (FTE) Total	7.00	1.00	1.00	1.00	1.00

Future Outlook

Based on the Risk Assessment performed by RSM, the County's Internal Audit contractor, an audit plan was approved by the BAC.

During FY16 the following internal audits are scheduled to be conducted:

- Risk Assessment and Proposed Audit Plan
- Follow Up to Previously Issued Reports
- Transition Audits
- Special Requests
- Cash Collections and Handling Cycle Audit
- Record Retention Assessment
- Cash Management/Investments
- Employee Out-Boarding

Audit Services

- DoIT – Remediation and Follow-Up
- Community Services – Service Placement
- Fire & Rescue Operations
- Police Operations
- Facilities Construction Management
- Watershed Improvement Regulations

During FY17, 8 to 12 audit related projects are planned. The projects will include the following:

- Risk Assessment and Audit Plan
- Follow-Up
- Transition Audits
- Cycle Audits
- Countywide Audits
- Individual Function Audits

To facilitate optimization of the internal audit function, the type of audits may include the following components: Compliance, Financial, Performance/Operational, and Information Technology.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Audit Services technology bill increases by \$108.
- B. Budget Shift** - \$3,713 of internal service series charges have been shifted from Internal Audit Engagements to Internal Audit Administration.
- C. Compensation Increase** - Compensation adjustments totaling \$1,706 are made to support the following rate changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Audit Services

Program Summary

Audit Services

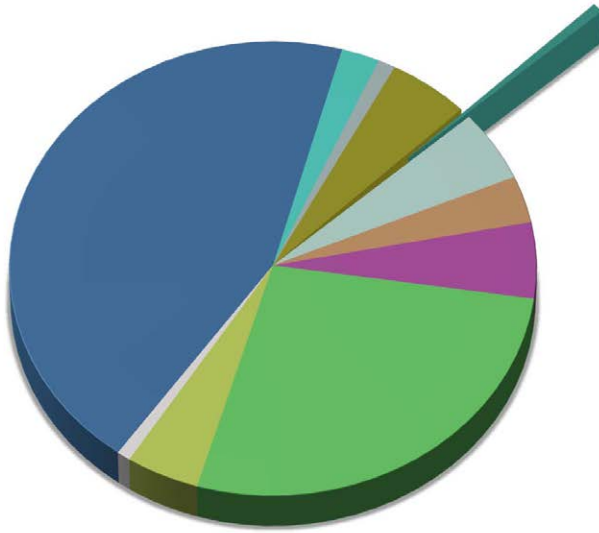
Audit Services is an independent function of Prince William County government that monitors, evaluates, reviews, and conducts tests of the County's system of internal controls designed by management to provide reasonable assurance that (1) County operations are effective, efficient, economical, and ethical;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

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

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Planned audits completed	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Internal Audit Engagements	\$455	\$650	\$650	\$632	\$629
Internal audits completed	5	7	12	6	14
Internal Audit Administration	\$322	\$123	\$127	\$140	\$145
Staff hours responding to hotline & performing investigations	300	250	250	250	250



Expenditure Budget:
\$500,000



0.7% of General Government

Program:

- Contingency: \$500,000

General Government Expenditure Budget:
\$71,533,239

Mandates

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

Contingency

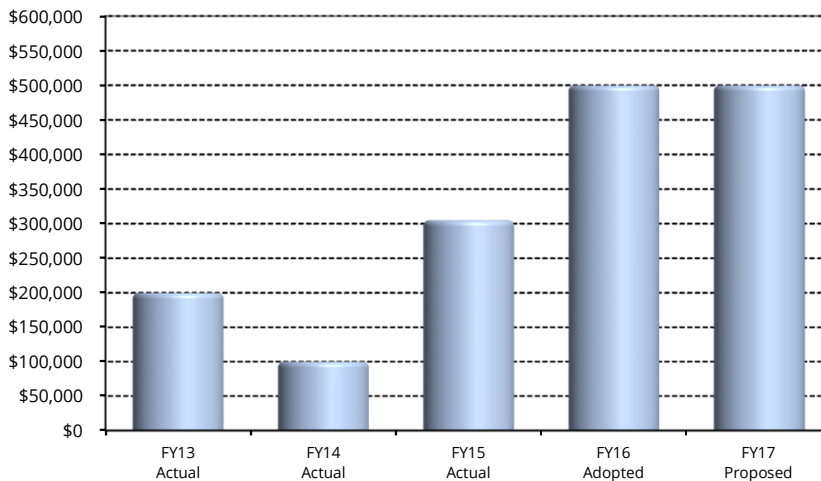
Expenditure & Revenue Summary



Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Contingency	\$200,000	\$100,000	\$305,000	\$500,000	\$500,000	0.00%
Total Expenditures	\$200,000	\$100,000	\$305,000	\$500,000	\$500,000	0.00%

Expenditure by Classification

1 Other Services	\$0	\$100,000	\$0	\$518,750	\$518,750	0.00%
2 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$18,750)	(\$18,750)	—
3 Transfers Out	\$200,000	\$0	\$305,000	\$0	\$0	—
Total Expenditures	\$200,000	\$100,000	\$305,000	\$500,000	\$500,000	0.00%
Net General Tax Support	\$200,000	\$100,000	\$305,000	\$500,000	\$500,000	0.00%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Expenditure History

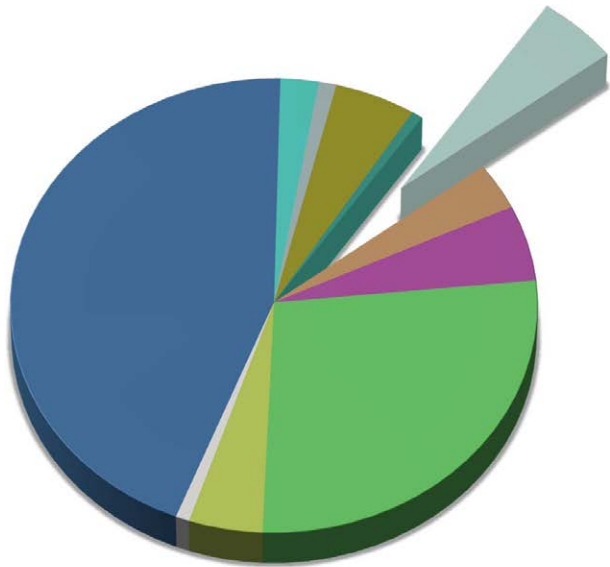
General Overview

- A. **A contingency is established within the general fund** to provide limited funding for service delivery costs and unanticipated agency revenue shortfalls.
- B. **The Principles of Sound Financial Management (PSFM) (Policy Statement 2.14)** as adopted by the BOCS during FY98 and amended in FY13 calls for a minimum contingency of \$500,000 to be appropriated each fiscal year.

County Attorney

Mission Statement

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



Expenditure Budget:
\$3,637,944



5.1% of General Government

Program:

- County Attorney: \$3,637,944

General Government Expenditure Budget:
\$71,533,239

Mandates

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

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

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

County Attorney

Expenditure & Revenue Summary



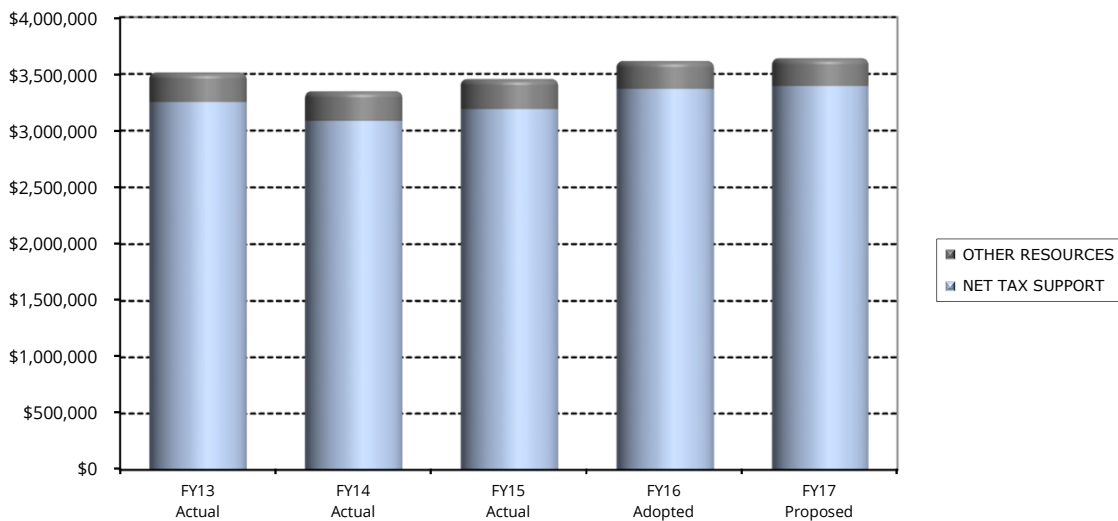
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 County Attorney	\$3,511,990	\$3,347,354	\$3,454,871	\$3,613,761	\$3,637,944	0.67%
Total Expenditures	\$3,511,990	\$3,347,354	\$3,454,871	\$3,613,761	\$3,637,944	0.67%

Expenditure by Classification

1 Personal Services	\$2,406,846	\$2,376,349	\$2,499,242	\$2,726,697	\$2,789,147	2.29%
2 Fringe Benefits	\$758,323	\$723,451	\$720,518	\$797,842	\$755,257	(5.34%)
3 Contractual Services	\$128,203	\$43,577	\$23,088	\$56,014	\$56,014	0.00%
4 Internal Services	\$96,235	\$94,287	\$99,625	\$79,942	\$83,553	4.52%
5 Purchase Goods & Supplies	\$118,035	\$103,181	\$107,320	\$123,197	\$123,904	0.57%
6 Capital Outlay	\$0	\$0	\$0	\$1,128	\$1,128	0.00%
7 Leases & Rentals	\$4,348	\$6,509	\$5,078	\$4,845	\$4,845	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$175,904)	(\$175,904)	0.00%
Total Expenditures	\$3,511,990	\$3,347,354	\$3,454,871	\$3,613,761	\$3,637,944	0.67%

Funding Sources

1 Charges for Services	\$209,000	\$209,000	\$209,000	\$180,186	\$180,186	0.00%
2 Miscellaneous Revenue	\$1,859	\$1,750	\$5,294	\$15,000	\$15,000	0.00%
3 Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Total Designated Funding Sources	\$260,859	\$260,750	\$264,294	\$245,186	\$245,186	0.00%
Net General Tax Support	\$3,251,131	\$3,086,604	\$3,190,577	\$3,368,575	\$3,392,758	0.72%
Net General Tax Support	92.57%	92.21%	92.35%	93.22%	93.26%	

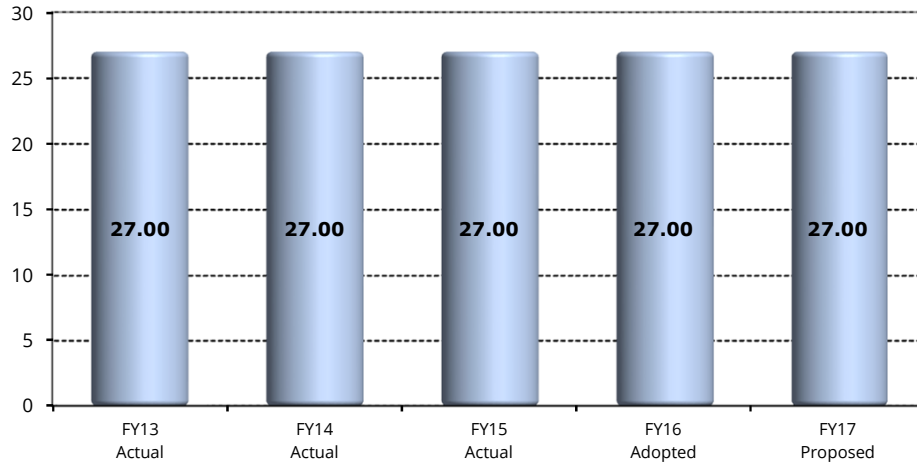


Expenditure History

County Attorney



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 County Attorney	27.00	27.00	27.00	27.00	27.00
Full-Time Equivalent (FTE) Total	27.00	27.00	27.00	27.00	27.00

Future Outlook

Legal Services - Significant future legal issues for the County include land use issues, telecommunications/ cable franchise agreement negotiations and technology issues. For example, the implementation of body worn cameras by the Police Department is a significant new area that includes technology, privacy issues, policy matters, retention issues, and possible liability or discipline issues. Support for the Department of Economic Development will increase as the prospects and companies looking to locate to the County trend upward. Federal regulations and laws will require additional legal resources support to the County, in the area of IRS audits, Affordable Care Act, etc. Significant time and resources will continue to be devoted to FOIA requests and subpoenas, as these matters continue to grow in complexity.

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

County Attorney

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

General Overview

A. Compensation Increase - Compensation adjustments totaling \$53,756 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

B. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17, the County Attorney's technology bill increases by \$3,611 to \$83,099.

C. Shift from County Print Shop for Printing Services - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the County Attorney printing services budget will increase \$707 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.

County Attorney

Program Summary

County Attorney

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Claims/litigation cases closed with results satisfactory to the County	100%	100%	100%	100%	100%
Thoroughness of response to client request for assistance (based on 4-point scale)	3.9	3.6	3.5	3.5	3.6
Founded current year Property Code Enforcement cases resolved or moved to court action within 100 days	96%	95%	98%	94%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Legal Services	\$3,284	\$2,063	\$1,949	\$1,822	\$2,202
Average days to close Board of County Supervisors trackers	35	53	60	25	50
Responses to requests for legal advice/assistance	991	1,188	2,457	1,150	1,500
Responses to FOIA requests/subpoenas	244	369	209	300	250
Staff time devoted to rendering legal opinion and advice relating to legal services activities	85%	86%	85%	85%	85%
Collections	\$78	\$414	\$535	\$560	\$428
Delinquent Real Estate taxes collected prior to litigation	72%	32%	32%	32%	32%
Commercial Real Estate assessment challenges with results satisfactory to the County	100%	100%	100%	100%	100%
Staff time devoted to rendering legal opinion and advice relating to collections activities	35%	80%	80%	80%	80%

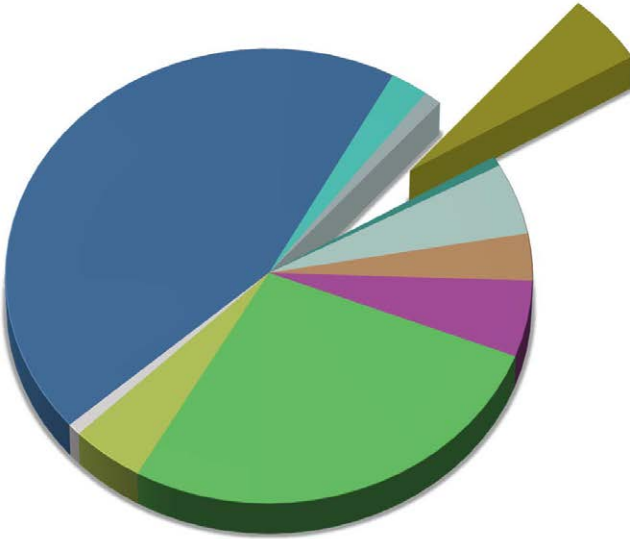
County Attorney

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Protective Services	\$150	\$346	\$543	\$629	\$664
Child abuse or neglect cases opened	373	273	202	275	250
Child abuse or neglect cases closed	295	239	235	250	240
Staff time devoted to rendering legal opinion and advice relating to protective service activities	40%	60%	60%	60%	60%
Transportation	—	\$523	\$428	\$603	\$344
Property acquisitions closed	73	75	59	50	60
Transportation contracts reviewed	6	16	4	6	5
Staff time devoted to providing legal opinion and advice relating to transportation activities	70%	75%	75%	75%	75%

Mission Statement

The mission of the Office of Elections is to:

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



Expenditure Budget:
\$2,392,707

3.3% of General Government

Program:

- Elections: \$2,392,707

General Government Expenditure Budget:
\$71,533,239

Mandates

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

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

Elections

Expenditure & Revenue Summary



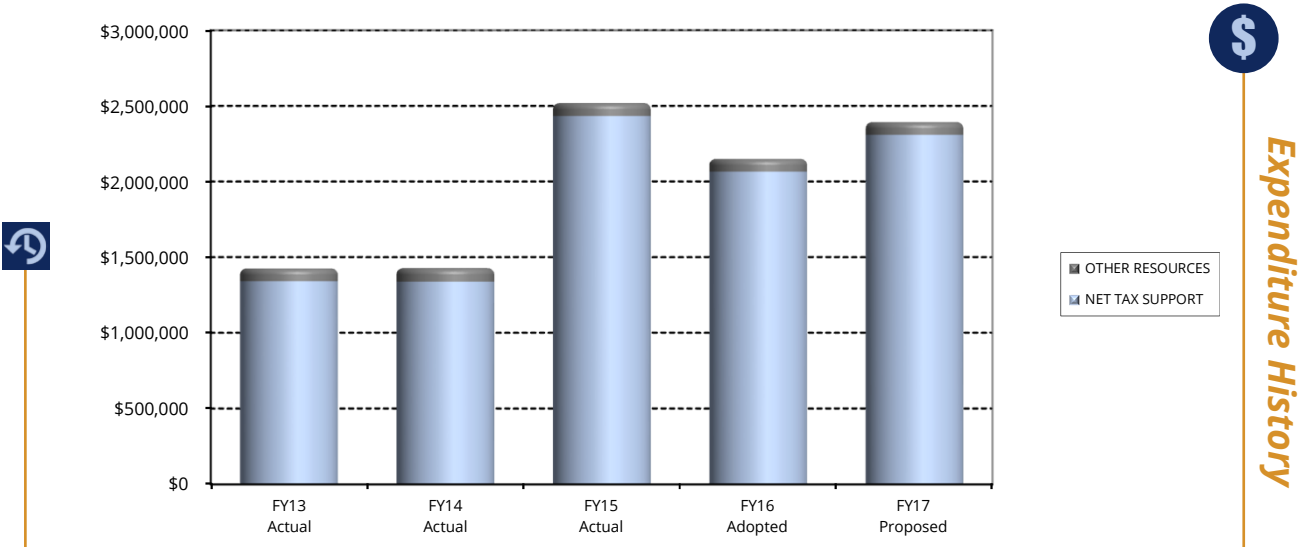
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Elections	\$1,425,157	\$1,426,855	\$2,518,433	\$2,149,446	\$2,392,707	11.32%
Total Expenditures	\$1,425,157	\$1,426,855	\$2,518,433	\$2,149,446	\$2,392,707	11.32%

Expenditure by Classification

1 Personal Services	\$658,212	\$646,558	\$728,804	\$798,296	\$835,292	4.63%
2 Fringe Benefits	\$181,886	\$175,101	\$191,958	\$216,904	\$237,455	9.47%
3 Contractual Services	\$452,455	\$426,684	\$363,353	\$452,352	\$1,065,622	135.57%
4 Internal Services	\$69,421	\$64,078	\$68,153	\$60,710	\$59,290	(2.34%)
5 Purchase Goods & Supplies	\$55,246	\$103,002	\$581,849	\$163,019	\$237,383	45.62%
6 Capital Outlay	\$0	\$0	\$575,757	\$500,000	\$0	(100.00%)
7 Leases & Rentals	\$7,937	\$11,432	\$8,559	\$8,224	\$7,724	(6.08%)
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$50,059)	(\$50,059)	0.00%
Total Expenditures	\$1,425,157	\$1,426,855	\$2,518,433	\$2,149,446	\$2,392,707	11.32%

Funding Sources

1 Revenue From Commonwealth	\$78,773	\$76,000	\$82,768	\$83,669	\$83,669	0.00%
2 Revenue From Other Localities	\$0	\$0	\$0	\$0	\$0	—
3 Miscellaneous Revenue	\$5,595	\$13,297	\$2,052	\$0	\$0	—
Total Designated Funding Sources	\$84,368	\$89,297	\$84,820	\$83,669	\$83,669	0.00%
Net General Tax Support	\$1,340,789	\$1,337,558	\$2,433,613	\$2,065,777	\$2,309,038	11.78%
Net General Tax Support	94.08%	93.74%	96.63%	96.11%	96.50%	

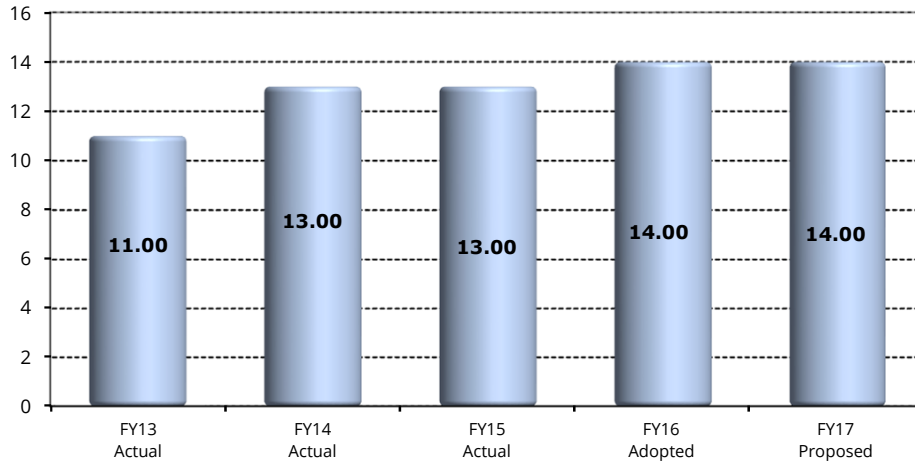


Expenditure History

Elections



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Elections	11.00	13.00	13.00	14.00	14.00
Full-Time Equivalent (FTE) Total	11.00	13.00	13.00	14.00	14.00

Future Outlook

In House Election Programming and Ballot Printing - Currently the voting equipment vendor is located in Austin, Texas. At this time, Prince William County is completely dependent on the vendor for all election preparation. PWC can purchase the vendor software to program elections and print ballots in house. This would improve ballot accuracy and allow last-minute changes as needed. In 2012, Mitt Romney sued to get on the 2012 Virginia Primary Ballot. The suit caused a major delay in all ballot printing, and jeopardized the start of absentee voting. Shipping ballots from Texas takes several days and is expensive. The Director of Elections is working to reduce risk and increase reliability in the 2016 elections by obtaining the vendor software and moving ballot-printing operations to Virginia.

Elections

Space Constraints - The Office of Elections faces space issues with the continued increase in registered voters, the addition of fourteen voting precincts and the addition of paper ballots. The 2016 Presidential Election will require 10-12 additional temporary staff with no available space for those staff members. The November 3, 2015 election ballots took up 3 and 1/2 pallets of space. Election equipment is stored at a warehouse 14 miles from the Election's Office, requiring significant staff driving time. Parking is a constant challenge for absentee voters at the Manassas Office, as the public parking lots are shared with the Court judicial system.

Phone System Upgrade Needed - The current phone system was installed in 2008. The phone system will be inadequate to handle the high volume of calls during the 2016 Presidential election season. Both voters and Officers of Election will need accessibility to staff during the peak election season.

Precinct Growth - Best practices call for new precincts to be created when the registered voter count exceeds 4,000. By law no precinct should have more than 5,000 registered voters. The local governing body has the authority to add precincts and draw boundaries for new precincts. Currently two precincts are at the 4,000 voter threshold: Bristow Run and Marsteller, both located in the Brentsville district where additional residential growth is anticipated.

Encourage Absentee Voting - In both the 2008 and 2012 presidential elections only 10% of registered voters voted absentee. The Director of Elections/General Registrar will implement an assertive 'vote absentee' program targeted towards Prince William County's heavy commuter and first responder population. This, coupled with the Board of County Supervisors proposed 2016 legislative agenda, which supports no excuse absentee voting, would help alleviate long lines at polling places on Election Day. The goal is to have 25% of registered voters vote absentee.

General Overview

- A. One-Time Reductions** - \$674,880 has been removed from Election's FY17 budget for non-recurring expenditures associated with the purchase of optical scan voting equipment (\$500,000) and one-time costs associated with the 2016 presidential primary (\$174,880).
- B. Position Reclassifications** - \$20,456 has been removed from the FY17 budget to support the difference between the old and new classification of two positions.
- C. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 Election's technology bill decreases by \$1,559 to \$59,290.
- D. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the printing services budget will increase \$4,433 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- E. Budget Shift** - \$139 has been shifted into the internal service series to support a computer purchase during FY16.

Elections

F. Compensation Increase - Compensation adjustments totaling \$21,722 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Elections

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
It is easy to register to vote (community survey)	97%	97%	97%	97%	97%
Voting at polling places is quick and easy (community survey)	96%	88%	88%	88%	88%

Elections

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Register Voters & Conduct & Certify Elections	\$1,425	\$1,427	\$2,518	\$2,149	\$2,393
Transactions involving citizen voting records	250,556	183,577	201,153	255,000	265,000
Registered County Voters	254,649	248,940	249,464	265,000	277,784
Election voter turnout	202,230	100,439	95,871	200,000	230,000
Absentee Voting Percentage	—	—	—	—	25%

A. Budget Initiatives

1. One-Time Funding for 2016 Presidential Election

Expenditure	\$747,830
Revenue	\$0
General Fund Impact	\$747,830
FTE Positions	0.00

a. Description - The Presidential election in November 2016 will require the Elections office to hire temporary staff, pay for additional election officers and buy paper ballots for use in the County's digital scan voting machines in order to efficiently serve voters at the County's 97 precincts on Election Day. The cost of paper ballots is estimated at \$147,082, with \$275,748 for temporary staffing and additional election officers in each precinct. In addition, twenty ballot scanning machines (\$125,000) along with the accompanying software to layout and print county ballots (\$200,000) rather than relying on out-of-state vendors will allow Elections to efficiently serve voters on Election Day.

b. Service Level Impacts -

▪ Absentee Voting Percentage	
<i>FY17 w/o Addition</i>	10%
<i>FY17 w/ Addition</i>	25%

2. Voter Education Guide

Expenditure	\$61,710
Revenue	\$0
General Fund Impact	\$61,710
FTE Positions	0.00

a. Description - This initiative would produce a one-time voter education guide that would be mailed to 168,000 households in the County. The purpose of the guide would be to assist voters in familiarizing themselves with the ballots required by the new digital scan voting equipment.

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

Elections

3. Paper Ballots for June 2017 Primary

Expenditure	\$34,736
Revenue	\$0
General Fund Impact	\$34,736
FTE Positions	0.00

a. Description - This initiative funds the cost of paper ballots for the June 2017 primary. Since paper ballots can only be used once, new ballots must be purchased for each election.

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

4. Annual License Fee for Digital Scan Voting Equipment

Expenditure	\$27,900
Revenue	\$0
General Fund Impact	\$27,900
FTE Positions	0.00

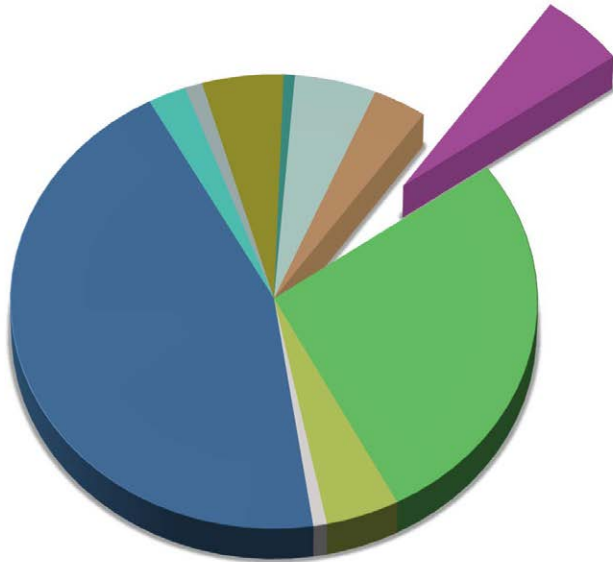
a. Description - The County has purchased 225 digital scan voting machines for use in the County's 97 precincts. These voting machines require an annual license fee and on-going maintenance support from the manufacturer.

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

Executive Management

Mission Statement

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



Expenditure Budget:
\$3,867,493



5.4% of General Government

Programs:

- Management & Policy Development: \$1,367,433
- Administrative Support to the Board: \$502,449
- Communications: \$1,206,228
- Equal Opportunity/Diversity: \$379,813
- Legislative Affairs & Intergovernmental Relations: \$411,569

General Government Expenditure Budget:
\$71,533,239

Mandates

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

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

State Code: Title [15.2 Chapter 5](#) Executive Form of Government; Chapter 39, [Virginia Human Rights Act](#)

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

Executive Management

Expenditure & Revenue Summary

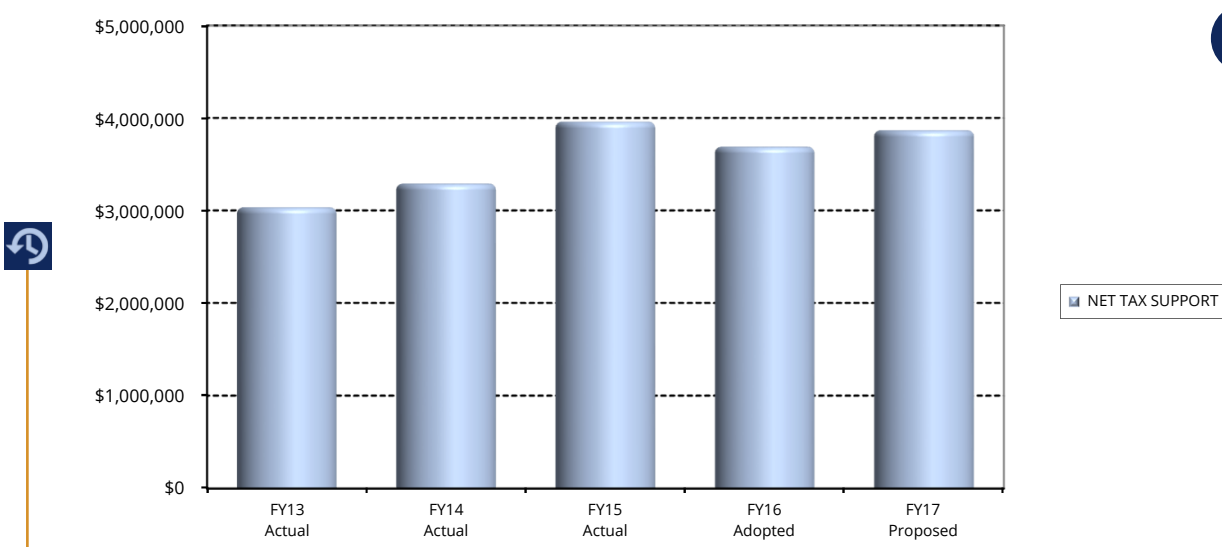


	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Management & Policy Development	\$1,378,141	\$1,437,809	\$1,543,383	\$1,320,915	\$1,367,433	3.52%
2 Administrative Support to the Board	\$406,090	\$448,169	\$484,225	\$495,350	\$502,449	1.43%
3 Communications	\$964,542	\$1,141,680	\$1,158,331	\$1,126,062	\$1,206,228	7.12%
4 Equality, Affirmative Employment, & Diversity	\$285,639	\$263,002	\$372,810	\$375,005	\$379,813	1.28%
5 Legislative Affairs & Intergovt Relations ¹	\$0	\$0	\$402,404	\$371,914	\$411,569	10.66%
Total Expenditures	\$3,034,413	\$3,290,661	\$3,961,152	\$3,689,246	\$3,867,493	4.83%

Expenditure by Classification

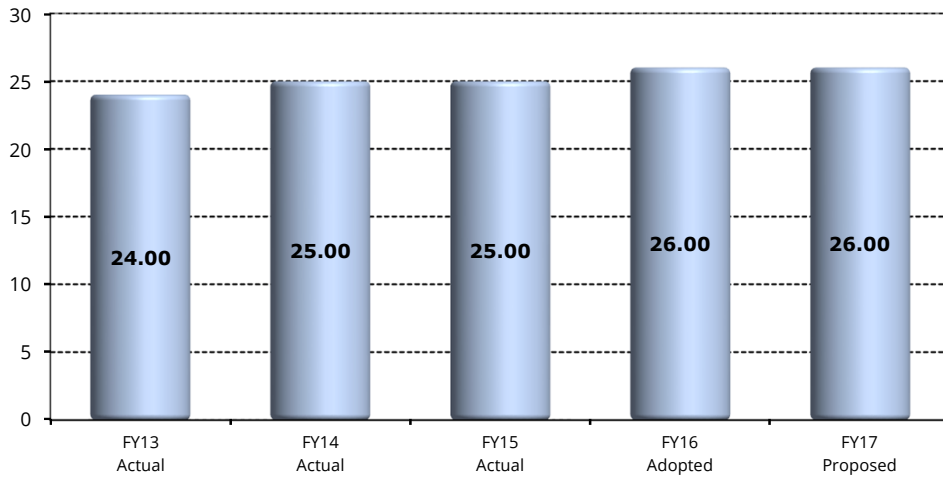
1 Personal Services	\$1,873,168	\$2,082,808	\$2,659,899	\$2,456,010	\$2,616,389	6.53%
2 Fringe Benefits	\$615,426	\$667,015	\$703,390	\$730,366	\$720,334	(1.37%)
3 Contractual Services	\$288,499	\$287,595	\$342,834	\$280,488	\$315,488	12.48%
4 Internal Services	\$102,667	\$118,867	\$110,291	\$105,246	\$99,946	(5.04%)
5 Purchase Goods & Supplies	\$145,002	\$122,376	\$136,835	\$193,855	\$192,055	(0.93%)
6 Capital Outlay	\$0	\$5,741	\$0	\$0	\$0	—
7 Leases and Rentals	\$9,651	\$6,258	\$7,903	\$15,780	\$15,780	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$92,499)	(\$92,499)	0.00%
Total Expenditures	\$3,034,413	\$3,290,661	\$3,961,152	\$3,689,246	\$3,867,493	4.83%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	—
Net General Tax Support	\$3,034,413	\$3,290,661	\$3,961,152	\$3,689,246	\$3,867,493	4.83%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

¹ Legislative Affairs & Intergovernmental Relations program was an activity in the Management & Policy Development program in FY13-14.



Expenditure History

Executive Management



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Management & Policy Development	7.00	7.00	5.50	6.50	6.50
2 Administrative Support to the Board	5.00	5.00	5.00	5.00	5.00
3 Communications	9.00	10.00	10.00	10.00	10.00
4 Equality, Affirmative Employment, & Diversity	3.00	3.00	3.00	3.00	3.00
5 Legislative Affairs & Intergovt Relations ¹	0.00	0.00	1.50	1.50	1.50
Full-Time Equivalent (FTE) Total	24.00	25.00	25.00	26.00	26.00

¹ Legislative Affairs & Intergovernmental Relations program was an activity in the Management & Policy Development program in FY13-14.



Staff By Program

Future Outlook

Management & Policy Development - The Office of Executive Management (OEM) provides support to the Board of County Supervisors (BOCS) by implementing BOCS policy guidance and proposing recommendations and potential solutions to issues facing the community that are consistent with the Board's adopted policy guidance. The adopted Future Report 2030 articulates the long-term desires of Prince William County citizens. The BOCS Strategic Plan, which was developed with input from citizens of each magisterial district, provides goals and outcome measures to accomplish the vision espoused in that Future Report. OEM provides support to make certain the organization accomplishes those goals and outcome measures as they highlight the needs and desires of the community over the next four years.

Administrative Support to the Board - The Clerk and staff schedule and prepare data and information presented for BOCS consideration. Automation is becoming increasingly important to handle the voluminous documentation created each year. Expectations for easy access to information by citizens, elected officials and staff are growing, and appropriate technologies can assist in meeting that demand. The Clerk will need to investigate future automation and bring these solutions to the BOCS for consideration.

Executive Management

Communications - There continues to be an expectation for immediate and interactive access to information anytime, anywhere, and on any device. This is true for everyday information and especially true during emergencies. Therefore, it is imperative that the County has a responsive website and keeps up with current technology that allows residents access to County information that is device and platform agnostic. Citizen engagement and interaction is vital to Prince William County's success in delivering the services and products that residents demand and creating awareness of the services and amenities currently being delivered to the community. Prince William County must deliver information and offer alternative business solutions in a way that meets the needs of the community.

Equality, Affirmative Employment, & Diversity - Effective management of multiple generations necessitates preparing now for the needs and expectations hyper-connected generations will bring to the workplace. In an effort to attract, hire, and retain the brightest and the best applicants, fundamental changes in jobs, careers, learning programs, and even benefits will be necessary.

Legislative Affairs & Intergovernmental Relations - Prince William County will continue to cooperate with other jurisdictions and levels of government to address emerging issues, particularly as the national and regional economies regain ground that was lost during the recession.

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Office of Executive Management technology bill decreases by \$5,300 to \$94,635.

B. Compensation Increase - Compensation adjustments totaling \$49,281 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Executive Management

Program Summary

Management & Policy Development

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Measures trending positively towards four year strategic goal target	77%	74%	74%	100%	100%
Overall quality of PWC services meets residents' expectations (community survey)	90%	91%	91%	91%	91%
County provides efficient and effective services (community survey)	89%	91%	91%	91%	91%
County services and facilities are a fair value for the tax dollar (community survey)	85%	86%	86%	86%	86%
County employees are courteous and helpful (community survey)	92%	91%	91%	91%	91%
AAA bond ratings	3	3	3	3	3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Effective & Efficient Delivery of County Government Services	\$236	\$249	\$446	\$440	\$435
Counties with three AAA bond ratings	—	1%	1%	1%	1%
County employees are proud to work for Prince William County (organizational survey)	85%	85%	85%	85%	—
Strategic Planning	\$151	\$158	\$380	\$325	\$332
Community outcome measures in Strategic Plan	52	53	53	53	53
Policy Development	\$281	\$292	\$387	\$326	\$328
Ordinances & resolutions passed	651	747	787	1,100	730
Board Response	\$151	\$157	\$330	\$229	\$272
Trackers responded to within 15 days	59%	52%	90%	62%	75%

Executive Management

Administrative Support to the Board

Manage the review process for BOCS meeting agenda items in accordance with the County's framework for analysis. Maintain compliance with Virginia law regarding public notice for meetings and public hearings.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
BOCS agenda dispatch packages available to BOCS by deadline	100%	100%	100%	100%	100%
BOCS agenda/briefs available to citizens by deadline	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Administrative Support to the Board and Executive	\$406	\$448	\$484	\$495	\$502
Ordinances processed	64	64	72	100	70
Resolutions processed	587	683	715	1,000	670

Communications

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
News Quality Analysis Rating	—	—	—	—	90%
Social media reach	—	—	—	—	1.1M
Online, graphic, print & video pieces produced	—	—	—	—	475
Online, print & video pieces produced	—	408	390	400	—
Total web page views	—	2.94M	3.31M	3M	—
Social media growth rate	—	384%	52%	50%	—

Executive Management

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Information Dissemination	\$637	\$776	\$702	\$677	\$700
Total web page sessions	—	—	—	—	3.25M
Internal communication messages	—	—	—	—	280
Events supported	—	—	—	—	20
Articles produced	—	—	—	—	150
Video views online	—	54,828	87,616	54,000	65,000
Social media reach <i>*Facebook only</i>	—	949,702 *	1.4M	500,000	—
Media Production	\$327	\$366	\$457	\$449	\$507
Graphic arts pieces produced	—	—	—	—	120
Videos produced (including Board meetings)	—	—	—	—	205
Email newsletters produced	—	8	10	12	—
BOCS meetings broadcast live	—	100%	100%	100%	—

A. Budget Initiatives

1. Electronic BOCS Agenda and Directive Process

Expenditure	\$35,000
Revenue	\$0
General Fund Impact	\$35,000
FTE Positions	0.00

- a. **Description** - This initiative funds the development and implementation of an electronic agenda process, including the ability to allow citizen comments on agenda items prior to the actual board meeting. This initiative also replaces the existing electronic system to track BOCS directives (trackers) with appropriate routing and a searchable database. The ongoing system maintenance will cost \$25,826 beginning in FY18.
- b. **Service Level Impacts** - Service level impacts are as follows:
 - **Citizen Participation** - The initiative allows for increased citizen participation by providing access to submit comments for BOCS consideration to those citizens who cannot attend scheduled Board meetings.
 - **Efficiencies** - The initiative streamlines the BOCS agenda and directive process and increases control over those processes, resulting in efficiencies in the Clerk's Office and other County agencies.
 - **Savings** - The initiative will result in reduced printing costs.
 - **Data Management** - The initiative will increase control and organization of directive documents, reducing errors associated with the manual process.

Executive Management

Equality, Affirmative Employment, & Diversity

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Diversity of County female representation	49%	48%	50%	47%	48%
Diversity of County minority representation	29%	29%	33%	29%	30%
Management satisfaction with EEO consultation services	98%	98%	98%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Equal Employment Opportunity Compliance & Laws	\$153	\$142	\$195	\$202	\$205
EEO inquiries received	3,417	3,512	3,827	3,200	3,200
Internal EEO inquiries successfully resolved and closed without litigation	95%	97%	95%	95%	95%
Education & Outreach	\$132	\$121	\$178	\$173	\$175
EEO trainings provided	42	37	15	30	15
Percent of employees rating EEO & Diversity management training as beneficial and excellent	99%	99%	99%	95%	95%

Executive Management

Legislative Affairs & Intergovernmental Relations

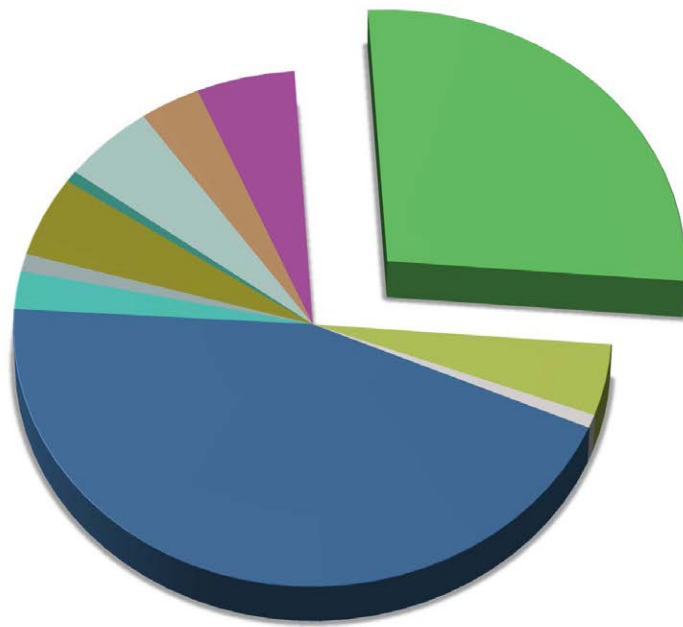
Develop, implement, and manage the County's intergovernmental and legislative initiatives, including acting as liaison with other government agencies and development and implementation of annual legislative program.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
State legislative program outcomes success rate	83%	50%	50%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Legislative Affairs & Intergovernmental Relations	—	—	\$402	\$372	\$412
Virginia House & Senate bills analyzed	2,575	2,888	2,776	2,800	2,775
Hours of active representation	—	—	947	1,000	975
General Assembly committee meetings attended	—	—	690	450	450
Agenda development/planning meetings with outside groups/allies	—	—	95	70	80

Mission Statement

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



General Government Expenditure Budget:
\$71,533,239

Expenditure Budget:
\$19,479,263



27.2% of General Government

Programs:

- Financial Reporting & Control: \$4,861,284
- Payroll & Disbursements: \$957,562
- Risk Management: \$1,331,373
- Real Estate Assessments: \$3,544,024
- Purchasing: \$1,201,287
- Tax Administration: \$5,887,966
- Treasury Management: \$1,054,878
- Director's Office: \$640,891

Mandates

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

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

State Code: [15.2-519](#); [15.2-716.1](#)

County Code: Chapter 2 ([Government Services](#)), Chapter 2.5 ([Alarm Systems](#)), Chapter 3 ([Amusements](#)), Chapter 4 ([Dog License](#)), Chapter 9.1 ([Planning, budgeting, accountability and purchasing](#)), Chapter 11.1 ([Licenses](#)), Chapter 13 ([Motor Vehicles](#)), Chapter 20 ([Unclaimed Money & Property](#)), Chapter 22 ([Solid Waste Disposal Fee System](#)), Chapter 23.2 ([Stormwater Management Fund](#)), Chapter 26 ([Taxation](#)), Chapter 30 ([Water Supply Driller's License](#)), Chapter 32 ([Zoning Site Plans](#))



Expenditure & Revenue Summary

	FY13	FY14	FY15	FY16	FY17	% Change
Expenditure by Program	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Financial Reporting & Control	\$3,389,302	\$3,255,997	\$4,466,000	\$4,841,639	\$4,861,284	0.41%
2 Payroll & Disbursements	\$930,758	\$951,515	\$1,040,755	\$924,726	\$957,562	3.55%
3 Risk Management	\$1,062,074	\$1,191,670	\$1,192,000	\$1,199,570	\$1,331,373	10.99%
4 Real Estate Assessments	\$3,090,403	\$3,285,364	\$3,246,938	\$3,259,247	\$3,544,024	8.74%
5 Purchasing	\$968,822	\$1,103,698	\$995,354	\$1,153,716	\$1,201,287	4.12%
6 Tax Administration	\$5,241,454	\$5,313,479	\$5,302,000	\$5,702,871	\$5,887,966	3.25%
7 Treasury Management	\$1,008,554	\$1,050,470	\$1,023,104	\$1,088,101	\$1,054,878	(3.05%)
8 Director's Office	\$700,883	\$650,783	\$505,092	\$439,680	\$640,891	45.76%
Total Expenditures	\$16,392,250	\$16,802,976	\$17,771,243	\$18,609,549	\$19,479,263	4.67%

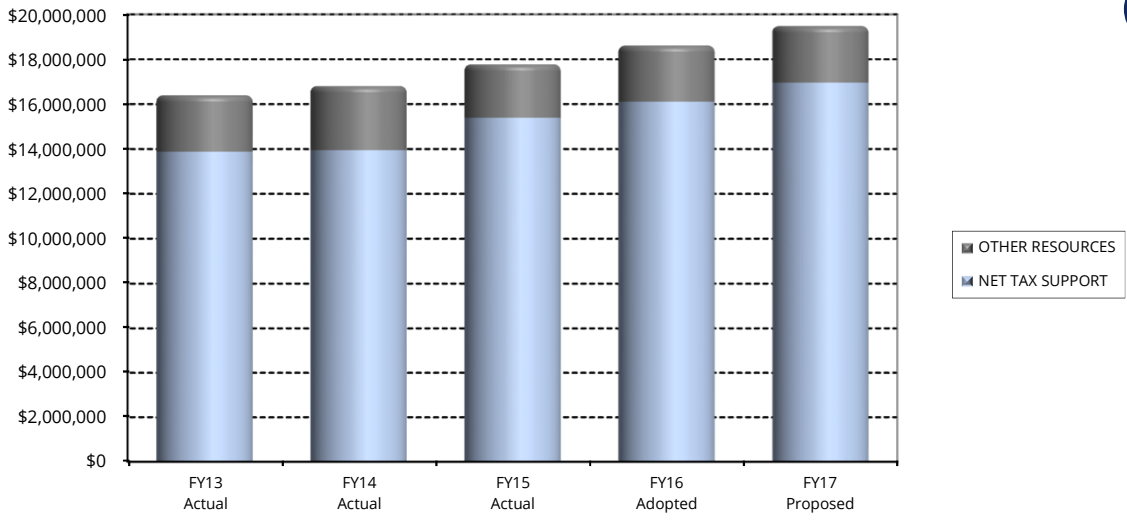
Expenditure by Classification

1 Personal Services	\$8,649,692	\$8,885,907	\$9,702,578	\$9,903,210	\$10,341,142	4.42%
2 Fringe Benefits	\$3,120,092	\$3,096,288	\$3,335,576	\$3,378,320	\$3,405,818	0.81%
3 Contractual Services	\$1,501,382	\$1,500,724	\$1,646,595	\$1,835,160	\$2,042,189	11.28%
4 Internal Services	\$2,196,017	\$2,359,632	\$2,512,320	\$3,206,029	\$3,250,832	1.40%
5 Purchase Goods & Supplies	\$888,336	\$911,785	\$935,993	\$1,090,558	\$1,316,684	20.73%
6 Capital Outlay	\$0	\$8,695	\$17,909	\$17,909	\$17,909	0.00%
7 Leases and Rentals	\$36,734	\$38,944	\$53,284	\$50,284	\$50,284	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	(\$433,012)	(\$871,921)	(\$945,594)	8.45%
9 Transfers Out	\$0	\$1,000	\$0	\$0	\$0	—
Total Expenditures	\$16,392,254	\$16,802,976	\$17,771,243	\$18,609,549	\$19,479,263	4.67%

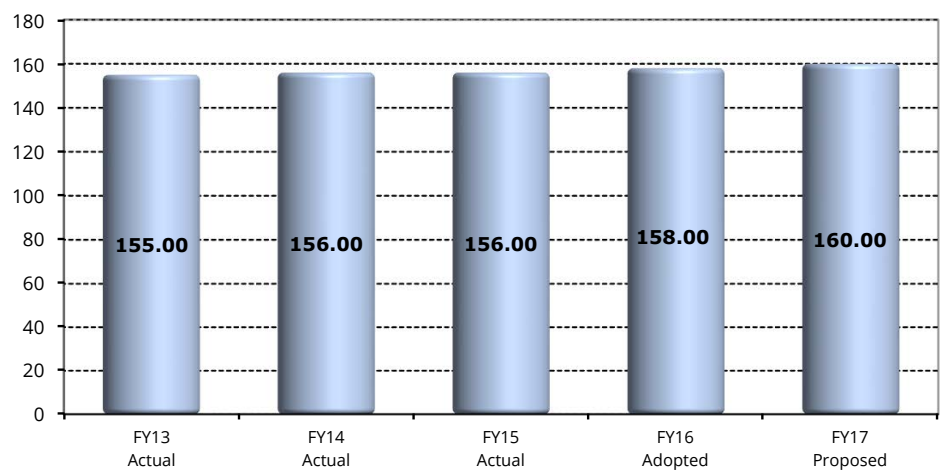
Funding Sources

1 General Property Taxes	\$1,565,477	\$1,568,634	\$1,481,665	\$1,481,665	\$1,506,665	1.69%
2 Permits, Privilege Fees and Regulatory Licenses	\$80	\$190	\$250	\$250	\$250	0.00%
3 Fines and Forfeitures	\$21,903	\$24,989	\$12,000	\$12,000	\$12,000	0.00%
4 Revenue From Use of Money and Property	\$168,756	\$178,918	\$7,200	\$7,200	\$7,200	0.00%
5 Charges for Services	\$128,800	\$156,430	\$125,181	\$125,181	\$125,181	0.00%
6 Miscellaneous Revenue	\$8,538	\$72,204	\$81,338	\$81,338	\$81,338	0.00%
7 Revenue From Commonwealth	\$593,257	\$652,444	\$559,724	\$559,724	\$559,724	0.00%
8 Non-Revenue Receipts	\$0	\$12,477	\$0	\$0	\$0	—
9 Transfers In	\$20,425	\$185,112	\$104,950	\$233,111	\$229,111	(1.72%)
Total Designated Funding Sources	\$2,507,237	\$2,851,397	\$2,372,308	\$2,500,469	\$2,521,469	0.84%
Net General Tax Support	\$13,885,017	\$13,951,578	\$15,398,935	\$16,109,080	\$16,957,794	5.27%
Net General Tax Support	84.70%	83.03%	86.65%	86.56%	87.06%	

Finance



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Financial Reporting & Control	27.00	24.00	24.00	16.00	16.00
2 Payroll & Disbursements	0.00	0.00	0.00	10.00	10.00
3 Risk Management	8.00	10.00	10.00	10.00	12.00
4 Real Estate Assessments	34.00	34.00	34.00	34.00	34.00
5 Purchasing	12.00	13.00	13.00	14.00	13.00
6 Tax Administration	63.00	64.00	64.00	64.00	65.00
7 Treasury Management	7.00	7.00	7.00	7.00	6.00
8 Director's Office	4.00	4.00	4.00	3.00	4.00
Full-Time Equivalent (FTE) Total	155.00	156.00	156.00	158.00	160.00



Staff By Program

Future Outlook

Technology - The County is replacing its financial and tax administration systems due to obsolescence and the need for improved technology to support increasingly complex operations. These initiatives require significant resources to ensure success and follows on the heels of the replacement of the Real Estate Assessment System. All three systems require integration to function efficiently and effectively. The County's Human Resource Information System is also scheduled to be replaced in the County's proposed FY2017-FY2022 CIP.

Increased Unfunded Federal Mandates and Compliance Audits - Following the recent recession the federal government undertook a sweeping effort to increase enforcement, oversight and reporting requirements for certain industries, including local governments. As a result, municipalities have seen an unprecedented number of new regulations, compliance requirements, and unfunded mandates. The impact is manifesting in the need for additional staff to maintain compliance. The County's ability to estimate costs in these areas is compromised due to the sheer volume of changes to be implemented, the likelihood of new "unanticipated consequences," and the lack of clarity with regard to the perceived baseline level of compliance.

Exonerations/Tax Relief - The County provides tax relief for those who are elderly and disabled and meet specified income and net worth requirements. That tax relief will likely exceed \$10,000,000 during tax year 2016. The General Assembly has mandated that disabled veterans with a disability that is 100%, service connected, permanent and total; and surviving spouses of members of the armed forces killed in action also receive tax relief. This additional tax relief program will cost the County in excess of \$2.4 million in tax year 2016 alone.

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

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Finance Department's technology bill decreases by \$14,487 to \$3,162,392.
- B. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Finance printing services budget will increase \$44,528 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- C. Internal Position Shifts** - The budget includes an internal shift and reclassification of a Contract Specialist position from the Purchasing program to an Accountant position in the Tax Administration program. The shift was initiated to provide additional accounting services for the Tax Administration program. The position in Purchasing was funded through cost recovery from capital projects. That

cost recovery budget has been shifted to the Debt Management program and costs will continue to be recovered from capital projects.

In addition, an administrative position was shifted from the Treasury Management program to the Director's Office program. There is no net impact to the general fund with either of these position shifts.

D. Increase General Government Application Support - This initiative funds 85% of the increase in maintenance support of the general government technology systems. The maintenance is funded by the general fund, providing revenue to the Information Technology internal service fund. The remaining 15% of the maintenance is funded in the Human Resources department budget. Finance's share of the increase in general fund support for the maintenance of general government systems in FY17 is \$53,348.

E. Compensation Increase - Compensation adjustments totaling \$163,841 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Financial Reporting & Control

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Receive Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Compliance with relevant Principles of Sound Financial Management	100%	100%	100%	100%	100%
Audit adjustments	0	1	0	<5	<5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Maintain the County's Financial Records	\$3,389	\$3,256	\$4,466	\$4,842	\$4,861
Financial transactions	485,330	528,506	559,109	550,000	550,000
Capital asset transactions	3,183	1,741	1,850	2,000	2,000

A. Budget Initiatives

1. Increase Financial Audit Contract Fee

Expenditure	\$46,604
Revenue	\$0
General Fund Impact	\$46,604
FTE Positions	0.00

a. Description - This initiative increases the financial audit service contract with Cherry Bekaert (CB), the firm that currently serves as the County and Schools financial auditor. CB will continue to provide the financial audit, examination, and compliance services. The extension will benefit the County throughout the implementation of the new Ascend financial management system. The base budget for financial audit services is \$399,215. The total general fund cost of services in FY17 is \$445,819 with the increase.

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

Payroll & Disbursements

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Accounts Payable customer satisfaction survey results (Scale 1-10)	9.50	9.21	9.20	9.35	9.35
Payroll customer satisfaction survey results (Scale 1-10)	9.17	9.37	9.44	9.31	9.31
Vendors utilizing direct deposit for payments	73%	71%	71%	73%	75%
Employees utilizing direct deposit for payroll	99%	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Pay Bills	\$385	\$415	\$348	\$384	\$387
Vendor transactions	154,481	160,785	146,739	170,000	170,000
Payroll Processing	\$545	\$536	\$693	\$541	\$570
Payroll payments	107,964	120,205	122,661	123,700	123,700

Risk Management

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Injury Incident Rate (IIR) - Countywide	6.1	5.9	5.0	5.9	6.0
DART Rate - Countywide (Days away, restricted or transferred)	4.1	3.6	4.0	4.1	4.0
Preventable Collision Frequency Rate - Countywide number of preventable collisions per 1,000,000 miles driven	9.7	10.8	10.0	10.8	11.0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Risk Management	\$913	\$1,013	\$1,024	\$1,035	\$1,163
Incidents reported	1,534	1,619	1,470	<1,700	<1,700
Safety inspections made	76	125	73	68	68
Environmental Management	\$150	\$179	\$168	\$165	\$168
Environmental audits	9	6	6	6	6
Environmental inspections	37	48	23	22	23

A. Budget Initiatives

1. Add One Claims Manager for Security

Expenditure	\$132,467
Revenue	\$0
General Fund Impact	\$132,467
FTE Positions	1.00

a. Description - This initiative will fund one full-time equivalent (FTE) Claims Manager position to serve as the County Security Manager. The position will develop and implement security policies and procedures, create a program to address workplace violence issues, work with departments on administration controls and protocols related to security and safety, and serve as a resource for the organization on employee and facility security. The total cost of the new position includes salary and benefits (\$82,421), information technology and other costs (\$5,046), and reconfiguration costs (\$15,000) for both positions added to the Risk Management program.

In addition, this initiative will fund a one-time facility security assessment for \$30,000 at the McCoart Complex to ensure there are adequate security measures in place to protect County assets. The proposed CIP includes \$500,000 in FY17 to support security enhancements at the McCoart Complex identified in the assessment.

b. Service Level Impacts - This initiative will promote a secure workplace and facilities, in collaboration with all departments, through a centralized approach to address County security needs. The goal is to reduce instances of workplace violence, develop and implement security policies and procedures, and ensure protection of County assets. Specific impacts will be developed in the future.

2. Add One Claims and Risk Analyst

Expenditure	\$0
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00

a. Description - This initiative funds one full-time equivalent (FTE) Claims and Risk Analyst position for the Risk Management program. The position will assist with worker's compensation/employee injuries, general liability, auto liability and physical damage, property, volunteer accident, crime apparatus physical damage and liability, and patron injuries claims. Many of these claims are complex, especially when individuals require medical treatment relating to the claim. This position is needed due to the increases in claims since FY08, including a 71% increase in general liability claims, a 178% increase in property claims and a 55% increase in total claim incidents. The total cost of the new position includes salary and benefits (\$68,826), information technology and other costs (\$4,847). The position is revenue supported from the Prince William County Self Insurance Group and there is no impact to the general fund.

b. Service Level Impacts - This initiative will ensure that claims are addressed in an efficient and timely manner and impact the following service level:

▪ **Lost Work Days Incident Rate**

FY17 w/o Addition		17.8
FY17 w/ Addition		16.0

Real Estate Assessments

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Overall accuracy in annual assessment	93.1%	91.9%	94.0%	92.0%	92.0%
Appealed real estate assessments upheld by the Board of Equalization	96%	93%	88%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Mass Appraisal of Real Property	\$2,451	\$2,618	\$2,607	\$2,619	\$2,890
Sales transferring ownership of property	12,601	11,694	12,728	12,000	12,500
Sales verified to establish the assessments	9,328	8,122	9,126	8,000	8,800
Parcels per appraiser	6,374	6,298	6,232	6,250	6,300
Customer Service	\$639	\$668	\$640	\$640	\$654
Total inquiries	12,780	12,414	16,516	12,500	14,000
Internet user sessions on Real Property Assessment site	515,723	452,232	458,200	520,000	458,000

A. Budget Initiatives

1. Consultant Services for Complex Commercial Assessments

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

a. Description - This initiative will fund consultant services for a study to assist the Real Estate Assessments program with determining a methodology for assessment of complex commercial property. Commercial assessments require a fee appraisal approach rather than a mass appraisal and therefore require special tools to manage. This is a one-time cost to the general fund in FY17.

b. Service Level Impacts - The study will provide improved tools to more efficiently and effectively assess complex commercial property and will reduce the County's exposure to commercial assessment challenges.

2. Real Estate Data & Information Subscription Increases

Expenditure	\$38,400
Revenue	\$0
General Fund Impact	\$38,400
FTE Positions	0.00

a. Description - This initiative funds an increase to subscription services that are used by the Real Estate Assessments program to assess over 5,400 commercial properties within the County. Subscriptions include CoStar, a primary source for commercial real estate data that provides key statistics on commercial properties; and Real Capital Analytics (RCA), that provides critical commercial real estate data used in staff analysis to assess property at fair market value.

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

Purchasing

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Vendors who rate the procurement process as good or excellent	94%	91%	93%	93%	93%
Customers rating their purchasing experiences as good or excellent	93%	93%	94%	94%	94%
Solicitations and awards without protest	99%	100%	99%	95%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Procure Goods and Services	\$969	\$1,104	\$995	\$1,154	\$1,201
Solicitations issued annually	77	77	86	75	79

Tax Administration

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Cumulative delinquent tax as a percent of total tax levy	1.6%	1.4%	1.0%	2.4%	2.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Bill Tax Items	\$2,958	\$3,044	\$3,287	\$3,251	\$3,423
Business license and personal property tax items processed	500,179	510,377	515,022	500,000	510,000
Real property taxes levied	\$553.4M	\$573.2M	\$603.2M	—	\$603.2M
Collect County Revenue	\$2,283	\$2,269	\$2,015	\$2,452	\$2,465
Manual payment transactions	25%	25%	25%	<30%	<30%
Delinquency notices sent	114,941	116,529	132,072	100,000	100,000
Real Property Taxes Collected	\$552.5M	\$572.6M	\$601.3M	—	\$601.3M

A. Budget Initiatives

1. Install Cameras in Cash Handling Areas

Expenditure	\$40,000
Revenue	\$0
General Fund Impact	\$40,000
FTE Positions	0.00

- a. **Description** - This initiative funds a video surveillance and recording system for cash handling and collection process within the Tax Administration program. The installation is a one-time cost with operating costs of \$4,000 per year.
- b. **Service Level Impacts** - The installation will address deficiencies, including the risk of theft, noted in a recent Internal Audit within the cash collection and handling process.

2. Annual National Automobile Dealers Association (NADA) Subscription Increase

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

- a. **Description** - This initiative funds an increase to the NADA subscription to automobile value data used for the assessment of personal property values for vehicles. The personal property tax is a key general revenue source for the County government. This increase is supported by Delinquent Tax Collection Fee revenue and there is no impact to the general fund.
- b. **Service Level Impacts** - Existing service levels are maintained.

Treasury Management

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
First year accuracy of the five-year revenue forecast	99.70%	99.38%	99.57%	99-102%	99-102%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Financial Analysis	\$451	\$470	\$454	\$466	\$395
Financial planning documents prepared	114	157	163	150	155
Finance issues reviewed or analyzed	243	185	356	170	360
Debt Management	\$262	\$277	\$270	\$304	\$214
Bond sales executed	4	3	3	1	2
Cash Management/Investments/ Banking	\$296	\$304	\$300	\$317	\$446
Investment transactions	1,092	1,174	1,125	1,125	1,130
General portfolio investment holdings	\$952M	\$998M	\$967M	\$970M	\$980M

A. Budget Initiatives

1. Contract Services for Compliance with Federal Requirements

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

- a. Description** - This initiative increases contract services to ensure ongoing compliance with disclosure requirements for the U.S. Securities and Exchange Commission (SEC) related to the passage of the Dodd-Frank Act in 2010. Additional resources are needed to ensure continued compliance for Federal mandates and to avoid penalties; the utilization of contract resources is more cost effective than adding permanent staff. The funding will be used to engage services of consulting firms, along with additional fees for the County's financial advisor and bond counsel.
- b. Service Level Impacts** - This initiative will ensure compliance with federal mandates and minimize the County's risk of penalties for non-compliance.

2. Financial Analysis & Management Subscription Increase

Expenditure	\$26,000
Revenue	\$0
General Fund Impact	\$26,000
FTE Positions	0.00

- a. Description** - This initiative funds an increase to a number of subscription services that are used by the Treasury Management program to complete activities related to debt management, economic analysis, and cash and investment management. Subscriptions include Bloomberg Professional, which provides critical market information and data in support of the County's investment management; CoStar, a primary source for commercial real estate data that provides key statistics on commercial properties; and Public Funds Investment Tracking and Reporting (PFITR), a module that helps make better investment decisions.
- b. Service Level Impacts** - Existing service levels are maintained.

Finance

Director's Office

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

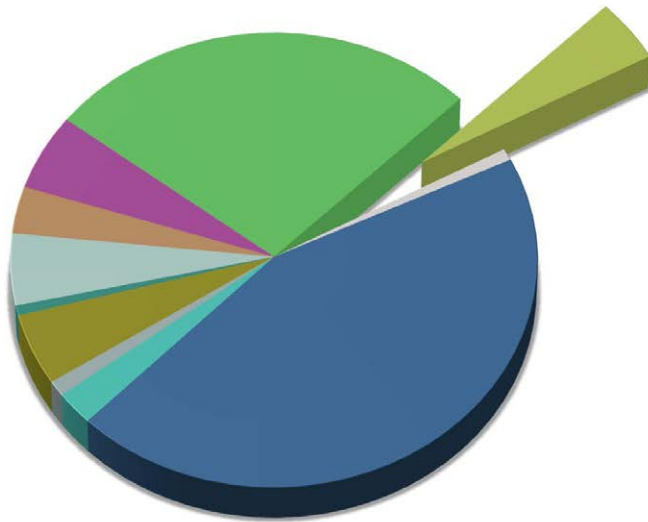
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
AAA bond ratings	3	3	3	3	3
Compliance with Principles of Sound Financial Management	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Leadership, Coordination, and Oversight	\$701	\$651	\$505	\$440	\$641
Tracker responses	17	8	3	15	10
Revenue forecasts generated	65	99	72	80	80

Human Resources

Mission Statement

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



Expenditure Budget:
\$3,191,554



4.5% of General Government

Programs:

- Classification & Compensation: \$536,959
- Employee Benefits Administration: \$821,671
- Human Resources Information System: \$421,855
- Recruitment & Staffing: \$721,200
- Training & Development: \$689,869

General Government Expenditure Budget:
\$71,533,239

Mandates

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

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

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

Human Resources

Expenditure & Revenue Summary



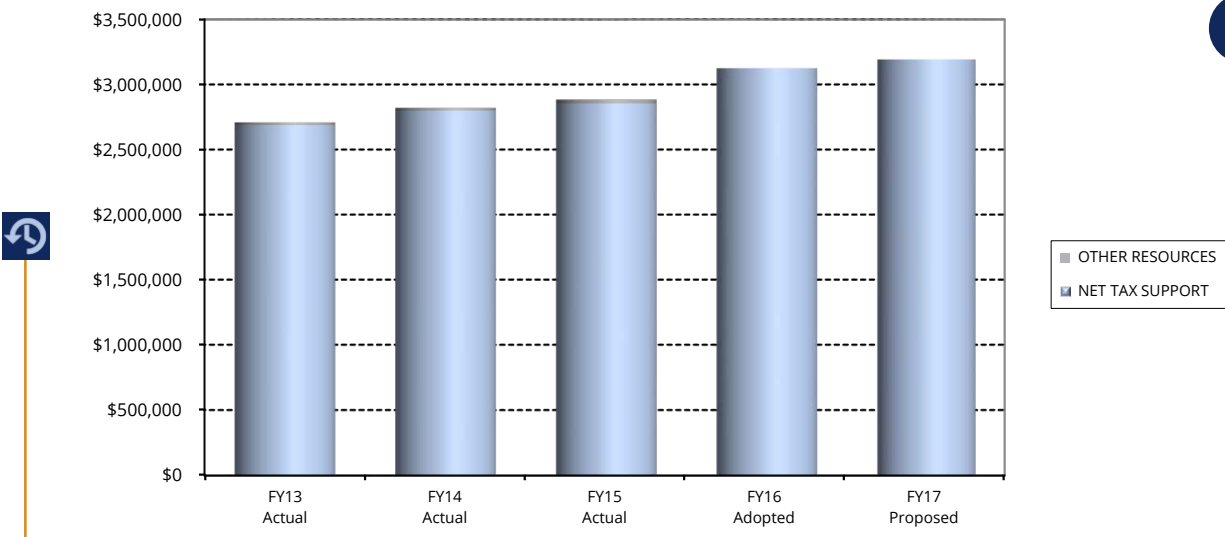
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Classification & Compensation	\$450,586	\$413,621	\$398,458	\$397,363	\$536,959	35.13%
2 Employee Benefits Administration	\$1,065,423	\$1,172,431	\$957,898	\$1,070,500	\$821,671	(23.24%)
3 Human Resources Information System	\$0	\$157,412	\$412,217	\$444,877	\$421,855	(5.18%)
4 Recruitment & Staffing	\$641,180	\$628,290	\$602,590	\$568,927	\$721,200	26.76%
5 Training & Development	\$571,275	\$469,656	\$541,823	\$642,585	\$689,869	7.36%
Total Expenditures	\$2,728,464	\$2,841,410	\$2,912,986	\$3,124,252	\$3,191,554	2.15%

Expenditure by Classification

1 Personal Services	\$1,598,891	\$1,623,921	\$1,715,389	\$1,820,665	\$2,064,986	13.42%
2 Fringe Benefits	\$500,709	\$494,964	\$524,628	\$562,758	\$603,632	7.26%
3 Contractual Services	\$148,778	\$251,841	\$157,023	\$235,083	\$235,083	0.00%
4 Internal Services	\$365,391	\$400,247	\$509,751	\$559,513	\$581,314	3.90%
5 Purchase Goods & Supplies	\$96,704	\$59,985	\$62,754	\$80,731	\$192,243	138.13%
6 Leases & Rentals	\$17,991	\$10,451	\$17,727	\$12,962	\$12,962	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	(\$74,287)	(\$147,459)	(\$498,665)	238.17%
Total Expenditures	\$2,728,464	\$2,841,410	\$2,912,986	\$3,124,252	\$3,191,554	2.15%

Funding Sources

1 Transfers In	\$20,000	\$21,000	\$29,603	\$0	\$0	—
Total Designated Funding Sources	\$20,000	\$21,000	\$29,603	\$0	\$0	—
Net General Tax Support	\$2,708,464	\$2,820,410	\$2,883,383	\$3,124,252	\$3,191,554	2.15%
Net General Tax Support	99.27%	99.26%	98.98%	100.00%	100.00%	

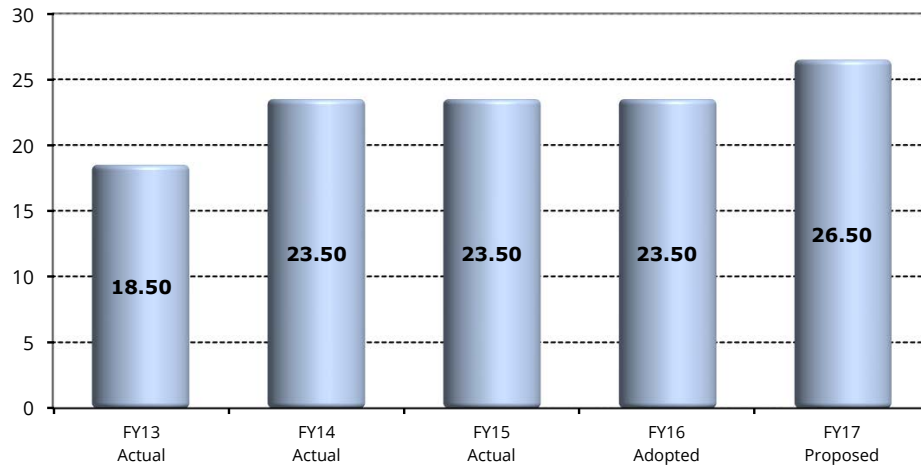


Expenditure History

Human Resources



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Classification & Compensation	4.30	4.00	4.00	3.20	4.20
2 Employee Benefits Administration	5.30	5.50	5.50	6.70	6.70
3 Human Resources Information System	0.00	3.00	3.00	4.20	5.20
4 Recruitment & Staffing	4.90	6.00	6.00	5.20	6.20
5 Training & Development	4.00	5.00	5.00	4.20	4.20
Full-Time Equivalent (FTE) Total	18.50	23.50	23.50	23.50	26.50

Future Outlook

Retirements and Changing Workforce - Within the next 5 years, approximately 475 baby boomers will be eligible for full-retirement benefits. Many of these individuals hold leadership roles. It is crucial to ensure the transfer of skills. Four generations will work together requiring workplace strategies that respect generational diversity as groups of employees move into, through and ultimately out of the workplace.

Improving Economy Impact on Recruitment - In a competitive job market it will be increasingly challenging to remain "an employer of choice." For the foreseeable future an improving economy and low unemployment rates will impact the County's ability to attract and retain the most skilled talent and remain "an employer of choice." The County already sees areas where salaries are inadequate to compete within the regional labor market: Information Technology, Finance, Healthcare, and some specialized human services jobs. The County must remain proactive in advertising and tracking the labor market to ensure the right talent to serve our residents.

Human Resources

Adequate HR Staffing - Audit findings attest to County HR staffing ratios being significantly lower than comparable Virginia government entities. Potential impacts of under-staffing include: limits on ability to meet County goals and project future workforce trends; delays in filling key positions; limited ability to provide guidance to agencies; lack of resources to maintain the County's Classification/Compensation program; risks of non-compliance with government regulations and reporting and inadequate employee communications and support.

Management of Rising Healthcare and Pension Costs - Employees view benefits as an integral part of their total compensation package; second only to salary. Ongoing efforts to control costs and remain abreast of industry changes and regulations are critical. Education and communication are necessary to ensure the value of benefits is understood, and this important component of total compensation remains a strong impetus for attracting and retaining talent.

Planned New Technology - A new HRIS/Payroll system is planned in FY21 to integrate with the Ascend Financial System. It will provide the means to leverage information and data about the workforce, provide employees with self-service portals, reduce the burden on administrative staff and provide critical responsiveness to legislative changes and new reporting requirements.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Human Resources technology bill increases by \$6,440 to \$565,953.
- B. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Human Resources printing services budget will increase \$9,996 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- C. Additional Position for Affordable Care Act (ACA) Compliance** - On November 17, 2015, through [BOCS Resolution 15-708](#), the Board of County Supervisors approved the addition of one Human Resources Analyst I to assist with compliance requirements of the ACA. In FY17, the full year salary and benefit cost of the position is \$69,646, with technology and other costs an additional \$13,624 for a total cost of \$83,270. The funding to support this position will come from the medical insurance internal service fund and has no impact on the general fund.
- D. One-Time Funding for Office Reconfiguration in Human Resources** - Additional staffing resources for Human Resources will require space reconfiguration to accommodate existing and new staff, therefore a one-time amount of \$67,516 has been added to Human Resources budget to make space modifications.
- E. Increase General Government Application Support** - This initiative funds 15% of the increase in maintenance support of the general government technology systems. The maintenance is funded by the general fund providing revenue to the Information Technology internal service fund. The remaining 85% of the maintenance is funded in the Department of Finance budget. Human Resources share of the increase for the maintenance of general government systems in FY17 is \$9,414.

Human Resources

F. Compensation Increase - Compensation adjustments totaling \$34,759 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Classification & Compensation

Maintain an internally equitable and externally competitive classification and compensation system which provides fair and competitive salaries to attract, retain, and motivate the most qualified employees to achieve the County's vision, goals, and strategic plan.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Classifications within competitive range (+5/-5%) compared to the labor market	72%	97%	92%	95%	97%
Class specifications revised and reviewed	61%	42%	55%	50%	55%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Employee Classification & Compensation Management	\$451	\$414	\$398	\$397	\$537
Classification studies and analyses of comparison jurisdiction position classifications	477	447	480	475	480
Classifications reviewed for internal compensation equity	109	155	175	175	165

Human Resources

A. Budget Initiatives

1. Add One Human Resources Analyst II

Expenditure	\$90,796
Revenue	\$0
General Fund Impact	\$90,796
FTE Positions	1.00

a. Description - This initiative funds one full-time equivalent (FTE) Human Resources Analyst II position that will be assigned 50% to the Classification & Compensation program and 50% dedicated to general human resources activities. The position will provide better turnaround time to address increasing requests for classification studies and to provide appropriate levels of customer service to internal departments. The position will perform ongoing maintenance and review of classifications and compensation to ensure internal and external equity, provide job analysis consultant services to departments, perform labor market assessments to ensure the County attracts and retains an exceptional workforce.

In addition, the position will be dedicated to the review, formulation and updating of a wide range of County policies, resources for employee relations, grievance issues, special projects, studies and surveys and helping to complete work in all programs within the department. The total cost of the new position includes salary and benefits (\$75,825), information technology and other costs (\$4,631), and reconfiguration costs (\$10,000). The position is funded by the general fund.

b. Service Level Impacts - This initiative will ensure that classification and compensation requests will be responded to in a timely manner and will impact the following service level.

▪ **Classifications within competitive range (+5/-5%) compared to the labor market**

<i>FY17 w/o Addition</i>		95%
<i>FY17 w/ Addition</i>		97%

Employee Benefits Administration

Design, recommend, and administer competitive, sustainable, cost-effective benefits programs for employees, dependents, and retirees to attract and retain employees, promote productivity, morale, and work-life balance.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Inquiries answered within 24 hours	95%	98%	98%	98%	98%
Employees satisfied with benefit program services	75%	80%	80%	80%	80%

Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Benefits & Retirement Management	\$1,065	\$1,172	\$958	\$1,070	\$822
Employees enrolled in County healthcare	2,807	3,012	3,101	3,150	3,200
Employees provided benefits orientation and training	875	790	1,362	800	1,000
Individual retirement consultations/hours spent	100/380	312/505	292/465	350/540	320/485

A. Budget Reductions

1. Cost Recover Additional Positions from Medical Internal Service Fund

Expenditure	(\$267,936)
Revenue	\$0
General Fund Impact	(\$267,936)
FTE Positions	0.00

- a. **Description** - This initiative funds existing staffing for the employee benefits administration program with revenue from the medical insurance internal service fund (MISF). In FY14, a Human Resources Analyst was added to the program and cost recovered by the MISF, this action will cost recover two additional staff: one Human Resources Analyst III and one Human Resources Analyst II.
- b. **Service Level Impacts** - Existing service levels are maintained.

Human Resources Information System

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Personnel actions processed electronically	95.0%	90.0%	94.5%	92.0%	95.0%
Personnel Action Forms (PAFs) processed within pay period form is received	97.0%	96.0%	97.3%	95.0%	96.0%

Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Human Resources Information System	—	\$157	\$412	\$445	\$422
Personnel documents scanned into the Electronic Data Management System (EDMS)	53,370	81,512	32,178	60,000	43,000
Monthly average of retroactive payroll payments processed	88	13	108	25	75

Recruitment & Staffing

Manage countywide recruitment and retention by providing timely recruitment and selection services that meet the needs of departments to attract and retain highly qualified employees committed to serving the community. Optimize community support of County agencies by recruiting and recognizing volunteers.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Hires occurring within 90 days from advertisement to acceptance	—	94%	91%	90%	—
Hires occurring within 65 days from advertisement to acceptance	—	—	—	—	95%
County turnover rate without retirement	6%	5%	8%	6%	7%
County turnover rate with retirement	8%	7%	10%	8%	9%
Hiring manager satisfaction with recruitment services	—	97%	95%	95%	95%
Agencies/departments receiving applications within 10 business days of advertisement closing	90%	94%	97%	90%	—
Agencies/departments receiving applications within 5 business days of advertisement closing	—	—	—	—	98%

Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Recruitment & Staffing	\$641	\$628	\$603	\$569	\$721
Positions advertised and filled	541	578	594	580	600
Applications received and processed per year	47,974	55,678	61,345	60,000	65,000

A. Budget Initiatives

1. Add One Human Resources Analyst II

Expenditure	\$90,796
Revenue	\$0
General Fund Impact	\$90,796
FTE Positions	1.00

- a. Description** - This initiative funds one full-time equivalent (FTE) Human Resources Analyst II position that will be assigned 50% to the Recruitment & Retention program and 50% dedicated to general human resources activities. The position will reduce the time to hire new employees, support a reduction in the number of recruitment assignments per analyst, provide for more recruitment outreach initiatives, and provide better customer service to departments to ensure the County attracts and retains the best qualified and diverse workforce to lead the County into the future.

In addition, the position will be dedicated to the review, formulation and updating of a wide range of County policies, resources for employee relations, grievance issues, special projects, studies and surveys and helping to complete work in all programs within the department. The total cost of the new position includes salary and benefits (\$75,825), information technology and other costs (\$4,971), and reconfiguration costs (\$10,000). The position is funded by the general fund.

- b. Service Level Impacts** - This initiative will ensure staffing levels are closer to benchmarks identified in an audit of the County's hiring process by RSM, the County's internal auditor. In addition, this FTE will change two existing service levels by reducing the time to hire and how quickly agencies receive applications.

▪ **Hires occurring within 65 days from advertisement to acceptance**

FY17 w/o Addition		-
FY17 w/ Addition		95%

▪ **Agencies/departments receiving applications within 5 business days**

FY17 w/o Addition		-
FY17 w/ Addition		98%

Human Resources

Training & Development

Provide learning and personal/professional growth opportunities enabling employees to perform effectively and deliver high quality customer service. Serve as a trusted advisor and consultant to all departments supporting alignment with the County's Mission, Vision and Values.

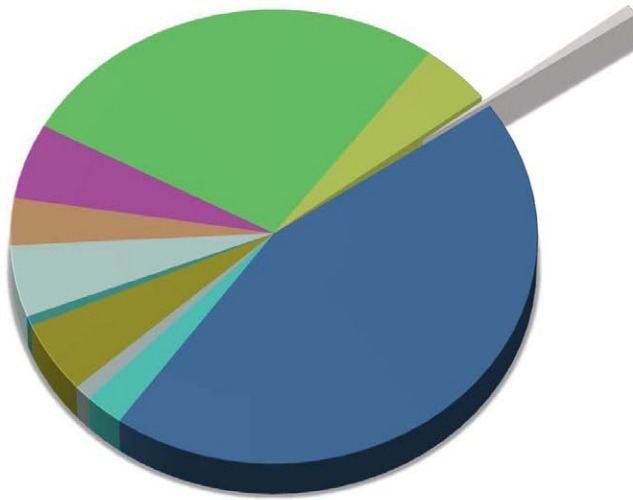
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Employee satisfaction effectiveness of training (on a 5 point scale)	4.1	4.4	4.6	4.4	4.5
eLearning licenses used	—	68%	72%	72%	74%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Training, Development & Presentation	\$571	\$470	\$542	\$643	\$690
Instructor-led sessions	154	151	241	300	400
Individuals attending Instructor-led training	1,069	893	1,734	1,440	1,800
eLearning training completions	6,115	6,023	9,737	11,400	11,970

Human Rights

Mission Statement

The mission of the Prince William County Human Rights Office is to eliminate discrimination through civil and human rights law enforcement and to establish equal opportunity for all persons within the County through advocacy and education.



Expenditure Budget:
\$589,966



0.8% of General Government

Program:

- Commission: \$589,966

General Government Expenditure Budget:
\$71,533,239

Mandates

The Human Rights Office does not provide a state or federal mandated service.

The Board of County Supervisors has enacted local mandates for which the Human Rights Office has responsibility.

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

Human Rights

Expenditure & Revenue Summary



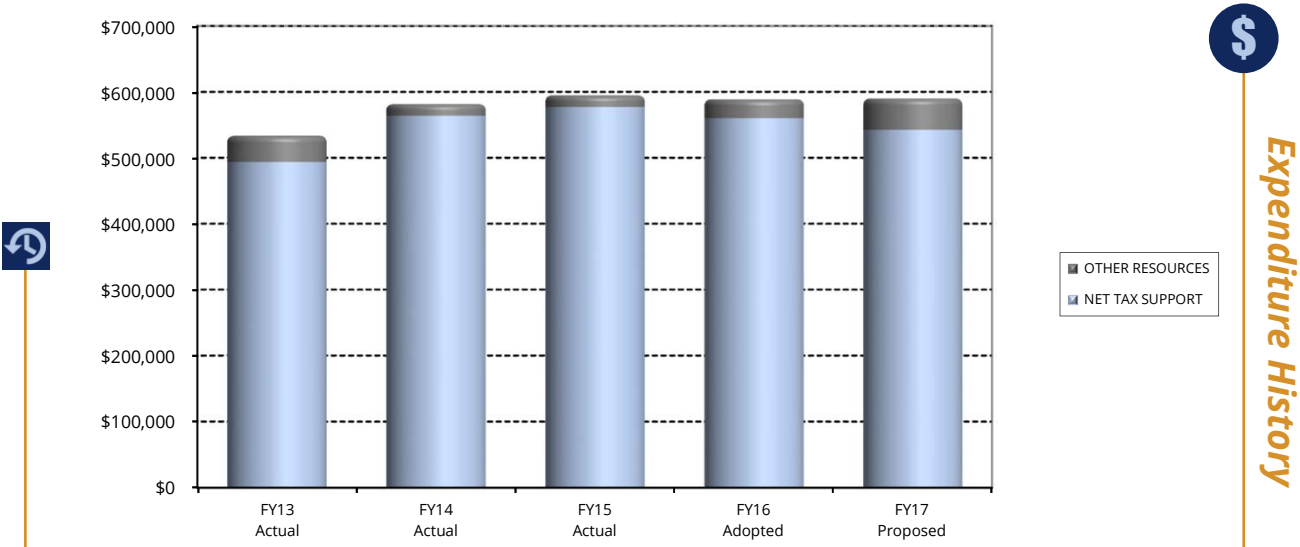
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Commission	\$533,283	\$581,167	\$594,500	\$588,770	\$589,966	0.20%
Total Expenditures	\$533,283	\$581,167	\$594,500	\$588,770	\$589,966	0.20%

Expenditure by Classification

1 Personal Services	\$365,893	\$406,887	\$425,370	\$428,908	\$411,826	(3.98%)
2 Fringe Benefits	\$123,407	\$129,853	\$126,145	\$131,266	\$118,324	(9.86%)
3 Contractual Services	\$2,744	\$0	\$625	\$3,652	\$3,652	0.00%
4 Internal Services	\$26,231	\$25,535	\$21,536	\$19,710	\$20,370	3.35%
5 Purchase Good & Supplies	\$13,113	\$15,671	\$17,793	\$15,894	\$46,454	192.27%
6 Leases & Rentals	\$1,896	\$3,221	\$3,031	\$4,099	\$4,099	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$14,759)	(\$14,759)	0.00%
Total Expenditures	\$533,283	\$581,167	\$594,500	\$588,770	\$589,966	0.20%

Funding Sources

1 Federal Revenue	\$39,600	\$17,650	\$17,650	\$28,580	\$17,650	(38.24%)
2 Transfers In	\$0	\$0	\$0	\$0	\$30,000	—
Total Designated Funding Sources	\$39,600	\$17,650	\$17,650	\$28,580	\$47,650	66.72%
Net General Tax Support	\$493,683	\$563,517	\$576,850	\$560,190	\$542,316	(3.19%)
Net General Tax Support	92.57%	96.96%	97.03%	95.15%	91.92%	

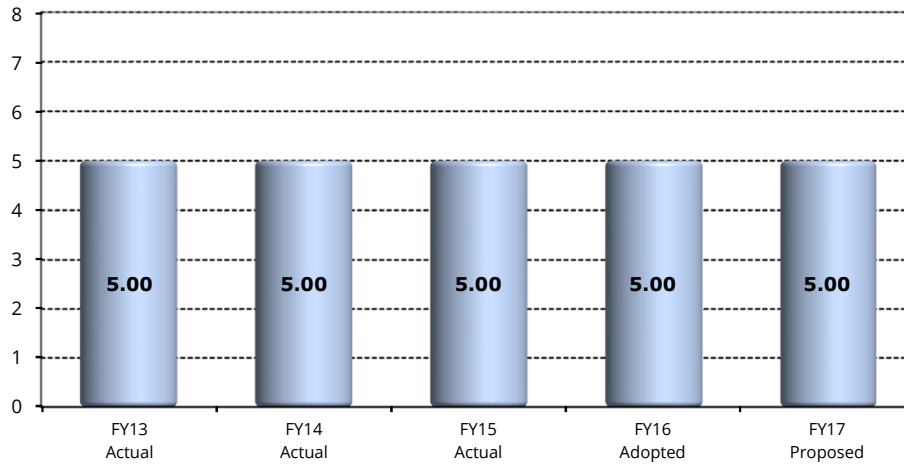


Expenditure History

Human Rights



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Commission	5.00	5.00	5.00	5.00	5.00
Full-Time Equivalent (FTE) Total	5.00	5.00	5.00	5.00	5.00

Future Outlook

Revise Local Human Rights Ordinances - Revisions to local human rights ordinances are needed to keep PWC current with state and federal guidelines. Elderliness was added by the state a few years ago. Elderliness means an individual who has attained his 55th birthday. Under this protected class, a housing provider could not deny a housing opportunity to someone because they are age 55 or older. In addition, the EEOC has added genetic information as a basis to Title VII (Employment Discrimination). Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about the manifestation of a disease or disorder in an individual's family members (i.e. family medical history). An employer may never use genetic information to make an employment decision because genetic information is not relevant to an individual's current ability to work.

Human Rights

Fair Housing Testing - This project will conduct testing in the rental housing market to make certain citizens are receiving fair treatment when seeking housing. HUD funds are provided through the Office of Housing and Community Development to conduct the training that will sample the market to make certain citizens are not discriminated against because of their race, color, national origin, sex, elderliness, marital status, religion, and disability.

Fair Housing Training - The Human Rights Office will conduct training with the real estate community based on the outcome of the fair housing testing results. Areas of weakness or need for further education will be assessed and training will be offered to rental properties to assist with compliance in areas of deficiencies.

Outreach Initiatives - This is the third year receiving funds from the Equal Employment Opportunity Commission (EEOC) to do training and an outreach initiative to the community's diverse populations. The office will conduct at least one outreach event with the EEOC and other local agencies during the 2017 fiscal year to reach the Hispanic population.

Assess Fleet Needs - Continue to assess additional fleet needs for staff travel to mediations and other meetings. A fleet vehicle may need to be added to the agency at some point.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Human Rights Office technology bill increases by \$660.
- B. Budget Shift** - \$278 has been shifted into the internal service series from contractual services to support a computer purchase during FY16.
- C. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Human Rights Office printing services budget will increase \$838 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- D. Compensation Increase** - Compensation adjustments totaling \$8,421 are made to support the following rate changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Human Rights

Program Summary

Commission

Enforce the Human Rights Ordinance through investigation of complaints, provide outreach and education to the public on civil rights laws, staff the Human Rights Commission, and respond to public information requests in a timely manner.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Favorable customer survey responses	72%	73%	72%	72%	72%
Enforcement compliance rate	100%	100%	100%	100%	100%
Cases resolved through mediation and conciliation processes	19%	21%	20%	20%	20%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Charge Management	\$375	\$412	\$422	\$419	\$398
Inquiries processed	582	579	576	575	575
Cases worked	141	135	130	130	130
Outreach/Education	\$27	\$30	\$30	\$31	\$61
Customers seeking services as a result of outreach efforts	1,567	1,574	1,577	1,574	1,574
Persons attending training or benefiting from civil rights enforcement	701	659	657	650	650
Public Information	\$16	\$17	\$18	\$18	\$17
Requests for public information	76	75	77	75	75
Staff Support to the Human Rights Commission	\$115	\$123	\$124	\$120	\$114
Staff time supporting the Human Rights Commissioners	20%	20%	20%	20%	20%

Human Rights

A. Budget Reductions

1. Federal Revenue Reduction

Expenditure	\$0
Revenue	(\$10,930)
General Fund Impact	\$10,930
FTE Positions	0.00

- a. **Description** - Based on prior year actuals, federal revenue budgeted for the Human Rights department has been reduced by \$10,930.
- b. **Service Level Impacts** - Existing service levels are maintained.

B. Budget Shifts

1. Fair Housing Testing and Training

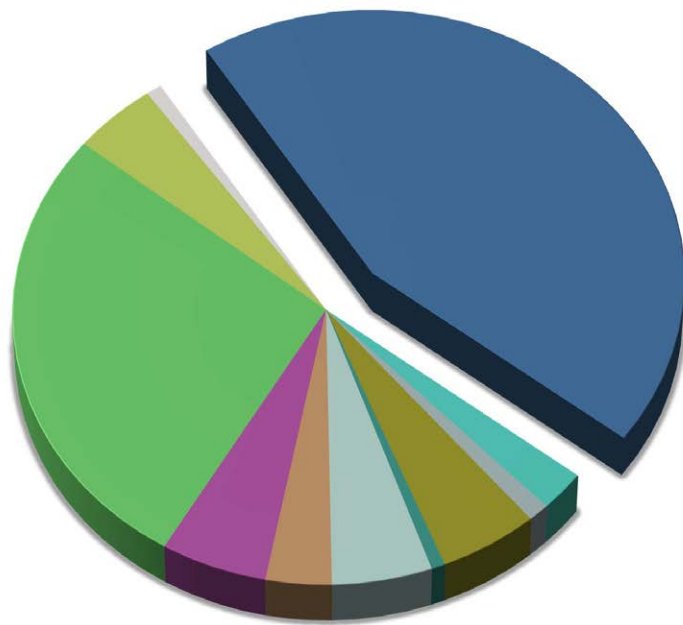
Budget Shift	\$30,000
Agency Impact	\$30,000
FTE Positions	0.00

- a. **Description** - Transfer of funds from the Office of Housing and Community Development to the Human Rights Office to conduct Fair Housing Testing and Training
- b. **Service Level Impacts** - Ensure citizens are receiving fair treatment when seeking housing.

Information Technology

Mission Statement

The Department of Information Technology will ensure the citizens, Board of County Supervisors, County Executive and County agencies receive an excellent return on investment in technology utilization and maintain confidence in the integrity of the information with which we are entrusted.



Expenditure Budget:
\$31,770,077

44.4% of General Government

Programs:

- Leadership, Management & Security: \$1,795,130
- Communications & Infrastructure: \$7,757,346
- GIS : \$2,346,589
- Business Applications Support: \$11,112,871
- Customer Service & Business Group: \$6,951,601

General Government Expenditure Budget:
\$71,533,239

Mandates

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

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

State Code: [2.2-3803](#); [56-484.16](#)

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

Information Technology



Expenditure & Revenue Summary

	FY13	FY14	FY15	FY16	FY17	% Change
Expenditure by Program*	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Leadership, Management & Security	\$860,447	\$1,464,117	\$1,367,556	\$1,578,524	\$1,795,130	13.72%
2 Communications & Infrastructure	\$8,658,723	\$7,318,397	\$6,580,648	\$7,675,750	\$7,757,346	1.06%
3 Geographic Information System	\$1,700,506	\$1,536,868	\$1,788,098	\$2,023,368	\$2,346,589	15.97%
4 Business Applications Support	\$9,224,793	\$7,056,182	\$7,580,020	\$11,547,419	\$11,112,871	(3.76%)
5 Customer Service & Business Group	\$3,896,747	\$5,519,534	\$4,940,330	\$5,678,563	\$6,951,601	22.42%
Total Expenditures	\$24,341,216	\$22,895,098	\$22,256,652	\$28,503,624	\$29,963,537	5.12%

Expenditure by Classification

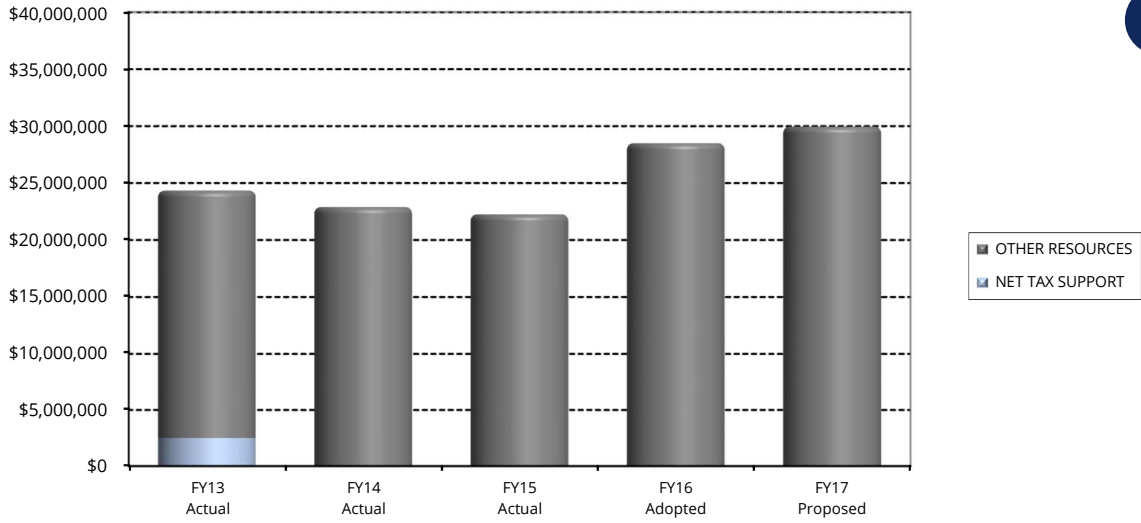
1 Personal Services	\$5,948,173	\$6,903,007	\$7,303,767	\$7,656,798	\$8,006,085	4.56%
2 Fringe Benefits	\$1,851,609	\$2,052,506	\$1,780,126	\$2,407,845	\$2,416,642	0.37%
3 Contractual Services	\$6,565,310	\$8,444,082	\$9,558,643	\$13,793,551	\$14,207,181	3.00%
4 Internal Services	\$89,205	\$81,796	\$91,126	\$23,702	\$23,702	0.00%
5 Purchase Goods & Supplies	\$3,378,103	\$4,166,860	\$2,743,518	\$4,166,484	\$4,516,589	8.40%
6 Debt Maintenance	\$51,167	\$25,588	\$0	\$0	\$0	—
7 Depreciation	\$2,058,211	\$561,019	\$780,983	\$0	\$0	—
8 Capital Outlay	\$84,309	(\$2,366)	(\$15,760)	\$1,098,382	\$1,428,726	30.08%
9 Leases & Rentals	\$3,425	\$13,094	\$14,249	\$10,000	\$17,750	77.50%
10 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$653,138)	(\$653,138)	—
11 Transfers Out	\$4,311,704	\$649,512	\$0	\$0	\$0	—
Total Expenditures	\$24,341,216	\$22,895,098	\$22,256,652	\$28,503,624	\$29,963,537	(100.00%)

Funding Sources

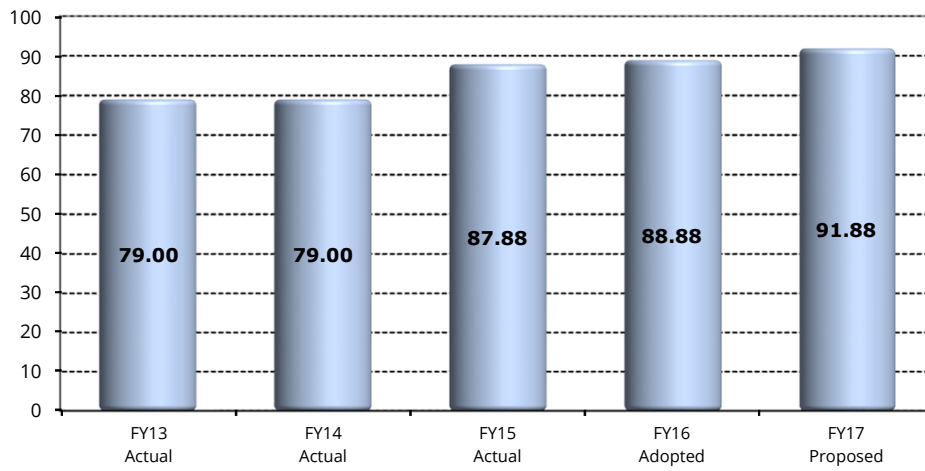
1 Revenue From Use of Money & Property	\$139,047	\$137,034	\$155,486	\$183,826	\$183,826	0.00%
2 Charges for Services	\$18,420,535	\$22,907,542	\$25,953,781	\$28,108,527	\$29,248,676	4.06%
3 Miscellaneous Revenue	\$916	\$3,170	\$8,775	\$0	\$0	—
4 Revenue From Commonwealth	(\$4,922)	\$0	\$0	\$0	\$0	—
5 Non-Revenue Receipts	\$2,174,760	\$2,902	\$6,589	\$0	\$0	—
6 Transfers In	\$648,314	\$494,593	\$136,271	\$211,271	\$531,035	151.35%
7 Use of Fund Balance	\$466,242	(\$694,684)	(\$4,004,250)	\$0	\$0	—
Total Designated Funding Sources	\$21,844,892	\$22,850,557	\$22,256,652	\$28,503,624	\$29,963,537	5.12%
Net General Tax Support	\$2,496,324	\$44,541	\$0	\$0	\$0	—
Net General Tax Support	10.26%	0.19%	0.00%	0.00%	0.00%	

*Detail regarding the Technology Improvement Plan has been moved to the Capital Improvement Program section of the document.

Information Technology



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Leadership, Management & Security	10.04	9.04	5.39	5.89	7.50
2 Communications & Infrastructure	26.00	27.00	26.00	25.50	25.50
3 Geographic Information System	24.00	24.00	17.00	18.00	17.00
4 Business Applications Support	18.96	18.96	33.84	34.84	33.88
5 Customer Service & Business Group	0.00	0.00	5.65	4.65	8.00
Full-Time Equivalent (FTE) Total	79.00	79.00	87.88	88.88	91.88



Staff By Program

Information Technology

Future Outlook

Mobile Technology - Mobile technology will continue to expand as staff performs most of their work in the field and citizens move away from a stationary technology environment to one of small, cheaper, and more manageable mobile devices. The department's challenge is to forecast, develop and deploy internet applications which will be both easy to use and readable on any device for the County's citizenry. For County staff needs, the department's challenges include providing and supporting devices needed while maintaining device standards that will allow for fiscal efficiencies, and providing secure access to County data.

Analytics/Big Data - Data from several systems can be harvested for reports and information critical to decision making or for citizens as the County processes becomes more transparent. The department must identify current and future analytic requirements and design, develop and deploy systems that provide useful reports. The challenge is the current staffing level; existing staff is fully employed supporting existing applications and infrastructure. There are also potential financial requirements should external software be needed for this service. Additional challenges include the identification of the data owner and the primary party responsible for data administration to ensure proper distribution.

Staffing - The upgrade of County systems have greatly expanded and complicated the previous designs and equipment in the County's technological infrastructure. The County has also further defined and implemented policies to strengthen internal controls. The department must look to meet these new requirements with existing personnel. Without additional personnel, the department must reassign duties and review existing position classifications to meet these new requirements. With current staff fully engaged with existing workloads, existing tasks and priorities must be reviewed and adjusted to meet the new requirements.

Wearable Devices - Wearable devices will expand in their potential use while new devices will offer collection of information with less effort that can be utilized to provide a safer and/or more convenient environment for staff and citizens. The challenge is the marriage of policies and technology so that the devices are both usable and manageable. The department needs to forecast these needs and analyze the increased efficiencies resulting from potential deployment of such devices versus the potential costs while also securing the data to be collected by such devices.

General Overview

- A. Technology Improvement Plan (TIP)** - In past years the TIP has been included in the Expenditure and Revenue Summary for DoIT. These projects are all capital and are included in the County's Capital Improvement Program and from FY17 forward the funding will be shown in the Capital Improvement Program section of the budget document.
- B. Revenue Shift** - As part of the annual allocation of all technology costs using the approved costs bases, the FY17 budget includes a revenue shift of \$8,306 from Billings to Outside Agencies to Billings to County Agencies.
- C. Agency Shifts** - DoIT reviewed its expenditure history and identified internal shifts to improve operations. Funds previously used for contractor services have been redirected to the creation of a Data Base Administrator (one FTE) in the Business Applications Support Division (BASD); additional shifts fund the 6.5% increase to the seat management contract, new seats in Cyber Security, copier lease increases, and the increased lease costs for the tower at Vint Hill.

Information Technology

D. Compensation Increase - Compensation adjustments totaling \$119,386 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Leadership & Executive Management (formerly Chief Information Officer)

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customer satisfaction level for all DoIT services	NR	93%	94%	96%	96%
Technology Improvement Plan (TIP) projects completed on time, within budget and to customer satisfaction	67%	24%	38%	65%	65%
Security breaches	—	0	0	0	0
Disaster recovery exercises meeting system restoration time objectives	—	80%	100%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Executive Management (formerly Administration)	\$554	\$737	\$130	\$131	\$256
Cyber Security & IT Policy Group	\$306	\$727	\$1,080	\$1,302	\$1,394
Disaster Recovery Group	—	—	\$158	\$146	\$145

Information Technology

A. Budget Reductions

1. Decrease Related to Cyber Security Training

Expenditure	(\$5,420)
Revenue	(\$5,420)
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative reduces the Cyber Security budget in accordance with a compensatory increase to the Human Resources budget for cyber security training. DoIT policy requires all employees and contractors to participate in the cyber security training provided by Human Resources. In past years DoIT paid for contractors' training via a budget transfer; this initiative places the funding to cover DoIT's contractors more appropriately in the Human Resources budget with the funds for all other employees.

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

Communications & Infrastructure Division (CID)

The CID develops and maintains the local and wide-area data networks, telecommunications infrastructure, server infrastructure, and the 800 MHz public safety radio system.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Communications and infrastructure network availability	—	100%	100%	100%	100%
Customer satisfaction level with CID services	96%	98%	98%	95%	95%
Capital equipment replaced in accordance with capital replacement plan	—	100%	28%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Radio Communications	\$1,173	\$1,407	\$1,241	\$1,781	\$1,850
Work requests completed	—	1,133	1,103	1,000	1,000
Public Safety radio repairs completed within 8 business hours	99%	94%	94%	95%	95%
Network Communications	\$3,623	\$3,986	\$3,407	\$4,010	\$4,007
Work requests completed	—	2,125	3,004	1,250	2,500
Voice and data service calls completed within 8 business hours	93%	91%	94%	94%	94%

Information Technology

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Technology Hosting Centers	\$1,396	\$1,294	\$1,176	\$957	\$973
Work requests completed	—	1,861	2,194	1,500	1,800
Capital Replacement Plan	\$2,467	\$631	\$757	\$928	\$928
Capital asset replacements	—	96	114	113	100

Geographic Information Systems (GIS) Division (formerly Customer Service & Solutions)

The GIS Division provides County agencies and citizens with efficient, easy, and cost effective means to access and obtain geographic information.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customer satisfaction level for GIS services	—	98%	96%	94%	94%
Property address projects completed on time	71%	90%	85%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
GIS Data Services	\$1,015	\$1,064	\$1,124	\$1,252	\$1,300
Parcel data projects completed	—	299	349	265	300
Parcel data projects updated in the GIS and permitting databases within 15 days	71%	75%	30%	85%	85%
Property address projects completed	—	369	625	350	350
GIS Technical Solutions	\$686	\$473	\$664	\$771	\$711
County Mapper hits	—	170,749	173,372	170,000	170,000
Digital data orders	—	128	144	120	120
GIS Updates	\$0	\$0	\$0	\$0	\$336

A. Budget Initiatives

1. Increase to Fund GIS Updates

Expenditure	\$332,944
Revenue	\$332,944
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative transfers the GIS updates from DoIT's capital subfund to the operating subfund, and increases the funding for GIS updates. The capital project's existing balance of \$129,764 is transferred into the operating budget and an additional \$203,180 is added to the operating budget in Planning, the GIS application host agency.

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

2. Increase to Fund Oracle Licenses

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

a. Description - This initiative funds the maintenance of the Oracle licenses used to operate the GIS system. In prior years this maintenance was covered by the Tidemark land use system, but the replacement of Tidemark with Energov shifted the system from Oracle to SQL, eliminating the Tidemark support. Continued maintenance of the Oracle licenses is required to maintain the relational databases for the GIS; without this maintenance staff would revert to paper maps and manual processing of digital files, impacting Computer Aided Dispatch, Voter Registration, Energov, and Real Estate Assessments.

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

▪ **Parcel data updated in databases within 15 days**

<i>FY17 w/o Addition</i>		0%
<i>FY17 w/ Addition</i>		85%

▪ **Parcel data updated within 60 days**

<i>FY17 w/o Addition</i>		75%
<i>FY17 w/ Addition</i>		99%

▪ **Property address projects completed on time**

<i>FY17 w/o Addition</i>		50
<i>FY17 w/ Addition</i>		265

▪ **County mapper hits**

<i>FY17 w/o Addition</i>		0
<i>FY17 w/ Addition</i>		144,000

▪ **Digital data orders**

<i>FY17 w/o Addition</i>		0
<i>FY17 w/ Addition</i>		120

Information Technology

Business Applications Support Division (BASD)

The Business Applications/Systems Development Division provides support for all agencies within Prince William County and County residents. Assistance for existing business applications includes coordination of all IT services; business process review and analysis; procurement of IT goods and services; custom business application (including web and eServices) and/or report development; and operational support/trouble shooting. BASD also supports web and eServices.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
BASD projects completed on time, within budget and to customer satisfaction	—	100%	90%	75%	—
Customer satisfaction with BASD services	—	98%	97%	92%	92%
Incident requests completed within 2 business days	—	—	—	—	90%
Customer contact regarding change requests within 3 business days	—	—	—	—	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Safety Applications Support	\$869	\$1,655	\$1,716	\$4,865	\$4,582
Work requests completed	—	5	9	12	10
System improvements	—	—	180	150	150
Community Development Applications Support	\$1,216	\$1,630	\$1,740	\$1,809	\$2,033
Work requests completed	—	246	783	250	250
General Government Applications Support	\$5,926	\$1,920	\$2,590	\$3,051	\$2,784
Work requests completed	—	1,169	1,883	1,250	1,250
Human Services Applications Support	\$257	\$703	\$337	\$405	\$391
Work requests completed	—	167	140	150	150
Web Solutions and Services	\$955	\$1,149	\$1,197	\$1,418	\$1,323
Work requests completed	—	521	759	250	250

Information Technology

A. Budget Initiatives

1. Add One System Developer in Community Development Application Support (CDAS)

Expenditure	\$115,000
Revenue	\$115,000
General Fund Impact	\$0
FTE Positions	1.00

a. Description - This initiative funds the System Developer (one FTE) dedicated to the support of the Energov (land use development) system in CDAS. Implementation of Energov has increased the customer base, time needed for system updates, number of reports generated, and service expansions such as electronic plan review, all of which are taxing existing CDAS staff. Revenue for this initiative comes from the special revenue fund.

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

▪ **Customer satisfaction with Energov**

FY17 w/o Addition | 80%

FY17 w/ Addition | 90%

▪ **Energov work orders completed**

FY17 w/o Addition | 100

FY17 w/ Addition | 250

2. Increased Maintenance Costs of TIP System Improvements

Expenditure	\$18,844
Revenue	\$18,844
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds the increased maintenance costs associated with TIP system improvements in the four BASD areas - Community Development (\$104,936), General Government (\$62,762), Human Services (-\$5,060) and Public Safety (-\$143,794). The revenue to support this initiative is found in the budgets of the host agencies - Community Development is hosted in Development Services; General Government is hosted in Finance (85%) and Human Resources (15%); Human Services is hosted in Community Services; and Public Safety is hosted in Police (50%) and Fire and Rescue (50%).

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

Information Technology

Customer Service & Business Group Division

Provide seat management and business related services to the department and the County enterprise, such as administration of the TIP, change management administration, quality control reviews, project management and independent verification and validation, and customer advocacy.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Transactions processed on time	—	NR	88%	90%	90%
Customer satisfaction level with seat management services	—	95%	97%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
IT Business Group	\$180	\$216	\$377	\$316	\$587
Procurements and reimbursements processed	—	844	660	800	800
Payments processed	—	2,032	1,955	2,000	2,000
Human Resource transactions processed	—	2,119	2,220	2,000	2,000
DoIT ISF inventory maintenance tickets	—	1,105	1,961	1,000	1,000
Physical inventory of department assets	—	1	1	1	1
Customer and Technology Advocate	\$3,510	\$4,959	\$4,387	\$5,278	\$6,280
Work tickets processed	—	21,668	23,249	20,000	20,000
Project Management/Independent Validation and Verification Group	\$207	\$344	\$176	\$85	\$85
Projects upon which independent validation and verification is performed	—	12%	20%	8%	8%

A. Budget Initiatives

1. Increase Microsoft Enterprise Agreement Contract

Expenditure	\$385,000
Revenue	\$385,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative funds the increased contract costs of the Microsoft Enterprise Agreement that governs the use of software licenses and updates to the software. The agreement provides the County the right to upgrade to the latest version of Windows and Office, and the ability to move licenses between servers as needed for disaster recovery. The revenue to support this initiative is found in the budgets of the various County agencies.

Information Technology

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

▪ **Customer satisfaction with DoIT**

<i>FY17 w/o Addition</i>		25%
<i>FY17 w/ Addition</i>		90%

2. Increase to Seat Management and Hardware Replacement

Expenditure	\$272,766
Revenue	\$272,766
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds the seat management and hardware replacement costs associated with new positions in the various County agencies. The revenue to support this initiative comes from the budgets in those agencies that have new positions.

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

3. Increase to Support the Updated County Computer Standard

Expenditure	\$185,073
Revenue	\$185,073
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative funds the one-time conversion of existing County computers to 8GB of RAM and supplements the hardware replacement fund so that all new computers meet the updated standard. The revenue to support this initiative is found in the budgets of the various County agencies.

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

▪ **Customer satisfaction with seat management services**

<i>FY17 w/o Addition</i>		75%
<i>FY17 w/ Addition</i>		90%

4. Add One Management & Fiscal Analyst I

Expenditure	\$66,542
Revenue	\$66,542
General Fund Impact	\$0
FTE Positions	1.00

a. Description - This initiative funds the addition of a Management & Fiscal Analyst I in the Business Group to assist with operating budget requests, budget control for seat management and hardware replacement, ISF inventory maintenance, and preparation of quotes and budget transfers related to new seat requests. The revenue to support this initiative is found in the budgets of the various County agencies.

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

▪ **Customer satisfaction with seat management services**

<i>FY17 w/o Addition</i>		75%
<i>FY17 w/ Addition</i>		90%

Information Technology

5. Add Three Mobile Digital Computers (MDCs) for Fire and Rescue Services

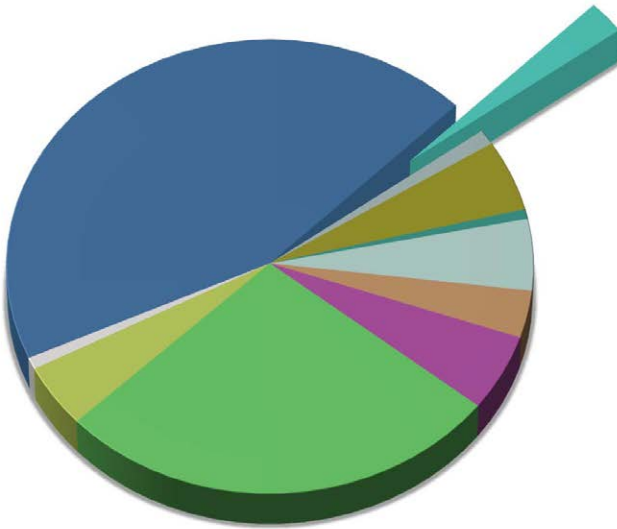
Expenditure	\$5,433
Revenue	\$5,433
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative funds the seat management and hardware replacement costs associated with three additional MDCs used for fire and emergency medical services in the City of Manassas Park. The revenue to support this initiative comes from the City of Manassas Park.
- b. **Service Level Impacts** - Existing service levels are maintained.

Management & Budget

Mission Statement

We shape the future by partnering with the community, the elected leadership and government agencies to recommend the best use of public resources in pursuit of the community's vision.



Expenditure Budget:
\$1,708,165

2.4% of General Government

Program:

- Management & Budget: \$1,708,165

General Government Expenditure Budget:
\$71,533,239

Mandates

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

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

State Code: [15.2-516](#), [539](#), and [2507](#)

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

Management & Budget

Expenditure & Revenue Summary



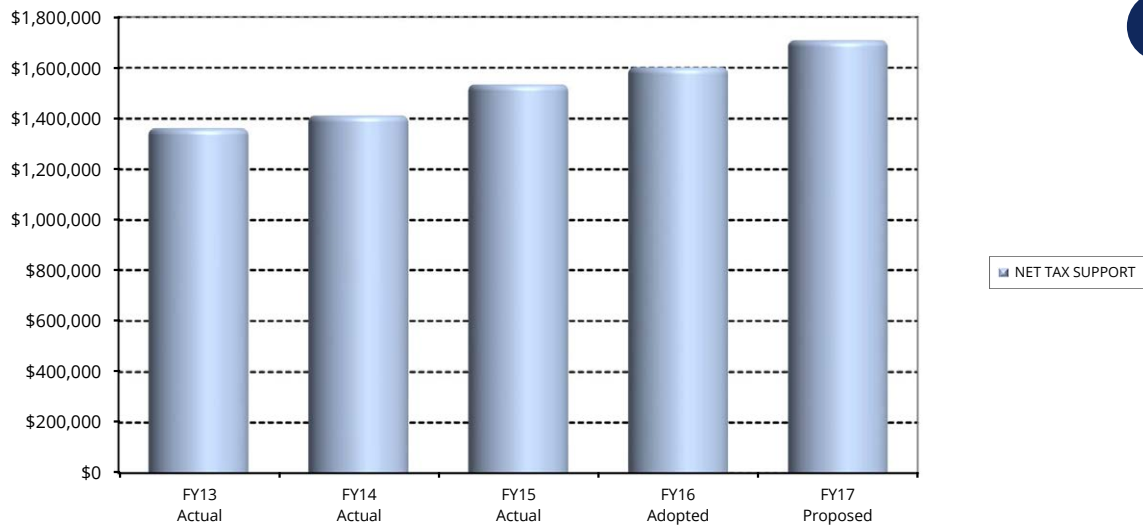
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Management & Budget	\$1,361,733	\$1,412,853	\$1,534,787	\$1,602,312	\$1,708,165	6.61%
Total Expenditures	\$1,361,733	\$1,412,853	\$1,534,787	\$1,602,312	\$1,708,165	6.61%

Expenditure by Classification

1 Personal Services	\$919,509	\$992,840	\$1,096,152	\$1,136,248	\$1,221,664	7.52%
2 Fringe Benefits	\$302,071	\$318,838	\$325,103	\$347,409	\$342,184	(1.50%)
3 Contractual Services	\$56,500	\$27,062	\$34,531	\$34,200	\$45,250	32.31%
4 Internal Services	\$46,191	\$41,273	\$47,778	\$40,105	\$41,092	2.46%
5 Purchase Goods & Supplies	\$33,959	\$29,453	\$28,345	\$79,827	\$93,452	17.07%
6 Leases & Rentals	\$3,503	\$3,387	\$2,878	\$5,378	\$5,378	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$40,855)	(\$40,855)	0.00%
Total Expenditures	\$1,361,733	\$1,412,853	\$1,534,787	\$1,602,312	\$1,708,165	6.61%

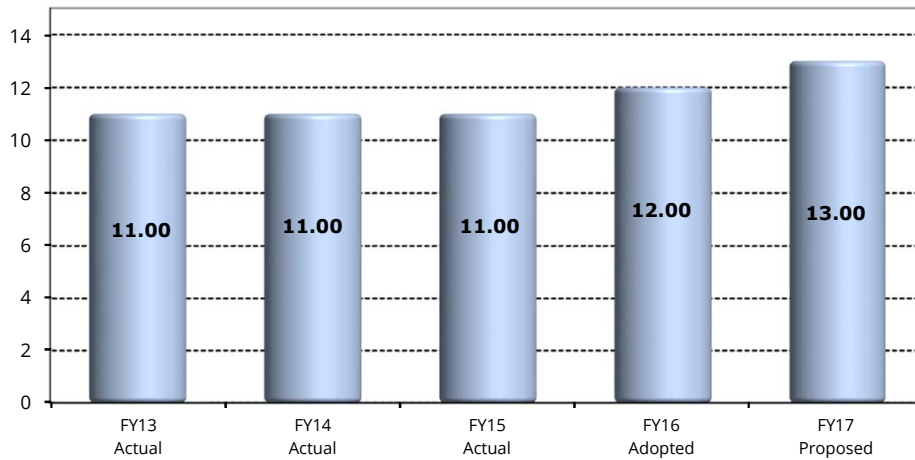
Funding Sources

1 Miscellaneous Revenue	\$41	\$0	\$0	\$0	\$0	—
Total Designated Funding Sources	\$41	\$0	\$0	\$0	\$0	—
Net General Tax Support	\$1,361,692	\$1,412,853	\$1,534,787	\$1,602,312	\$1,708,165	6.61%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Expenditure History

Management & Budget



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Management & Budget	11.00	11.00	11.00	12.00	13.00
Full-Time Equivalent (FTE) Total	11.00	11.00	11.00	12.00	13.00



Staff By Program

Future Outlook

Zero-Based Budgeting - The County engaged in a vigorous review of agency budgets from 2010-2015, resulting in \$29 million in ongoing savings that were reprogrammed by the BOCS to provide priority public safety services and new infrastructure. During the same time frame, there were no inflationary or other increases to agency budgets other than approved initiatives. The combination of these two factors has significantly reduced the amount of ongoing savings that can be captured and reprogrammed. While OMB continues to seek efficiencies, the annual budget scrub will yield smaller levels of ongoing savings.

Continued Reliance on Real Estate Tax - While PWC continues to grow in population, budget discussions have focused on minimizing government growth. Capturing efficiencies and eliminating budget turnback cut \$42 million from the base budget over five years. Agencies receive 97.5% funding to provide 100% service; this is not sustainable. Existing revenues (other than general tax support) need to be recalibrated to maximize funding while new sources are identified to provide the community's desired service levels. Vehicle registration and personal property taxes could be maximized. Potential revenues include the commercial and industrial tax and the meals tax (requires voter referendum). Enabling authority to charge admissions, cigarette and sales tax on services requires General Assembly authorization.

Management & Budget

OMB Capacity Stretched Thin - The \$13 million cut from the FY16 Budget requires OMB analysts to provide additional oversight and review of agency operations to ensure that budgetary controls are in place and funding issues are addressed proactively. The OMB staffing complement has not changed since 2000. In the seventeen years since then, the workload has more than tripled with added oversight and analytical demands, and an increased focus on the transparency of the public budget process. Technological advances have helped mitigate some of the strain but the nature of much of OMB's work precludes outsourcing.

New Financial Management System - The County is transitioning to a new enterprise financial system which will improve budget preparation workflow and provide new analytical capabilities for both OMB and county agencies.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business system support, GIS, web services, capital equipment replacement, and administration. In FY17 OMB's technology budget decreases by \$1,984 to \$37,908.
- B. Shift from County Print Shop for Printing Services** - in FY16 the Print Shop was converted to a cost-recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17 the entire activity will be cost-recovered, so the \$228,000 allocation will be shifted to those departments. As a result, the OMB printing services budget will increase \$3,476 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- C. Compensation Increase** - Compensation adjustments totaling \$2,271 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Management & Budget

Program Summary

Management & Budget

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Criteria rated proficient or outstanding in GFOA Distinguished Budget Presentation Awards Program	100%	98%	98%	100%	100%
County services and facilities are a fair value for the tax dollar (community survey)	85%	86%	86%	86%	86%
Countywide variance in actual and projected expenditures	5%	6%	8%	4%	4%
Website visits from external users	50%	87%	NR	75%	—

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Budget Development and Implementation	\$1,312	\$1,343	\$1,360	\$1,413	\$1,519
Board agenda items reviewed within two business days	92%	87%	82%	90%	90%
Total number of budget website visits *	40,375	65,808	42,220	75,000	50,000
Number of CIP projects	73	53	58	64	61
Strategic measures trending positively towards the 4 year community target	77%	74%	65%	95%	100%
Organizational Development	\$50	\$70	\$175	\$189	\$189
Projects completed	1	1	4	30	25

* FY15 Actual & FY17 Proposed reflect a new data source

Management & Budget

A. Budget Initiatives

1. Add One Management & Fiscal Analyst III

Expenditure	\$100,456
Revenue	\$0
General Fund Impact	\$100,456
FTE Positions	1.00

a. Description - This initiative funds the creation of a Management & Fiscal Analyst III to assist in the analysis of prior year data, the management of the current year budget, the development of the upcoming year's budget, and special projects. Existing analysts' workloads are at full capacity, and OMB struggles to address the community's desire for additional information and increased transparency. The most recent audit identified the need for additional cross training to create a depth of knowledge, but without additional resources to spread the existing and anticipated workload, cross training is limited to knowledge shares and process maps. Specific cross training needs include transit budgeting, third quarter salary projections, public safety retention pay, internal service billing and state revenue reductions.

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

▪ **Agency program/activity analyses undertaken**

<i>FY17 w/o Addition</i>		0
<i>FY17 w/ Addition</i>		8

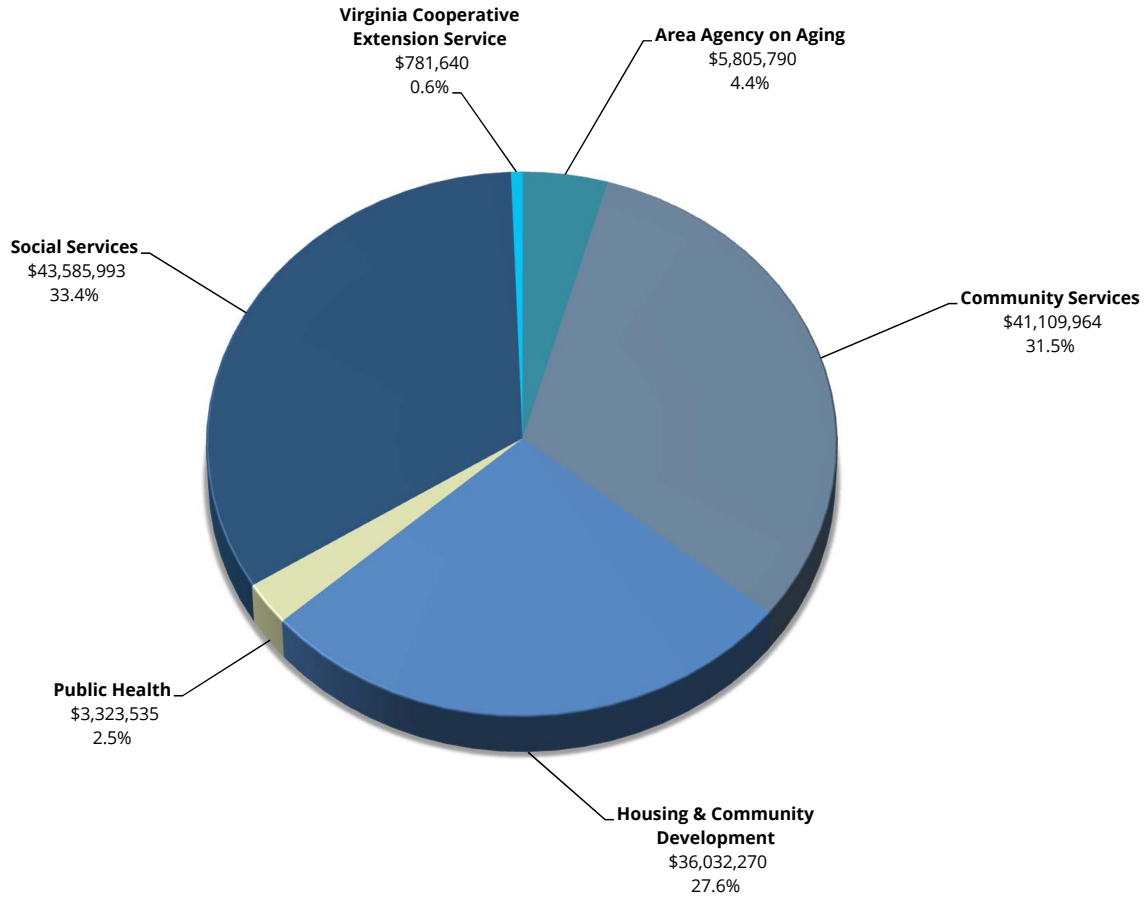
▪ **Cross training activities completed**

<i>FY17 w/o Addition</i>		0
<i>FY17 w/ Addition</i>		5

General Government



Human Services



Human Services Expenditure Budget: \$130,639,192



Average Tax Bill: Human Services accounted for \$184 and 4.74% of the average residential tax bill in FY17.

Department & Agencies

- Area Agency on Aging
- Community Services

- Housing & Community Development
- Public Health

- Social Services
- Virginia Cooperative Extension

2013-2016 Strategic Plan

Human Services

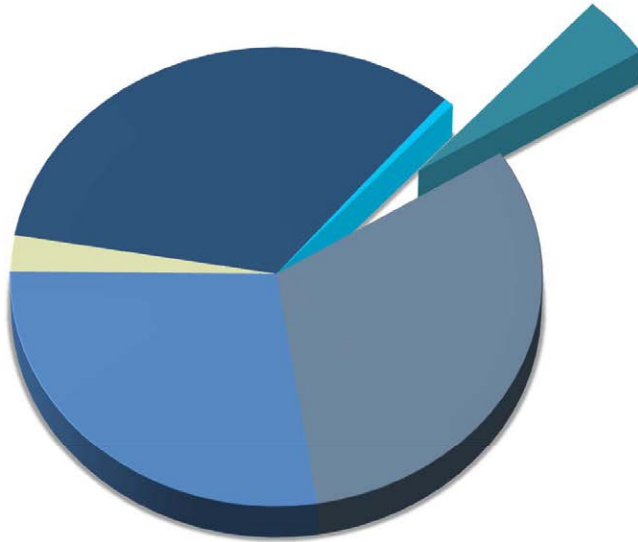
Goal Statement: The County will provide human services to individuals and families most at risk, through innovative and effective leveraging of state and federal funds and community partnerships.

	FY2017 Strategic Plan Targets
State hospitalization of seriously mentally ill individuals per 100,000 population	≤175
Permanent placement of foster children	38%
TANF participants engaged in work activities	51%
Reoccurring cases of child abuse	1%
Reoccurring cases of adult abuse	5%
Point-in-time homeless count	327
Satisfaction with Aging's ability to help people stay in their homes	98%
Employment placements for special education students after graduation	>45.5%
90 day turnaround rate for mentally ill and/or substance abusing youth in residential placements	66%
Day support and training placements for individuals with autism	175
Clients served by community partners and contractual agreements	55,328
Volunteer hours provided to support human service agencies	28,279

Area Agency on Aging

Mission Statement

The Area Agency on Aging will empower independence and enhance the quality of life and enjoyment of aging by offering a supportive network for older persons and their family caregivers through advocacy, education, coordination and implementation of programs and services in the tri-jurisdictional area.



Human Services Expenditure Budget:
\$130,639,192

Expenditure Budget:
\$5,805,790



4.4% of Human Services

Programs:

- Home and Community Based Services: \$1,325,638
- Supportive Services: \$1,377,195
- Senior Centers: \$1,201,193
- Fiscal & Administration: \$1,901,764

Mandates

The Area Agency on Aging does not provide a state or federal mandated service. Some federal grants require certain activities be performed; however, these are not considered mandates since the County is not obligated to accept the grant funding.

Area Agency on Aging

Expenditure & Revenue Summary



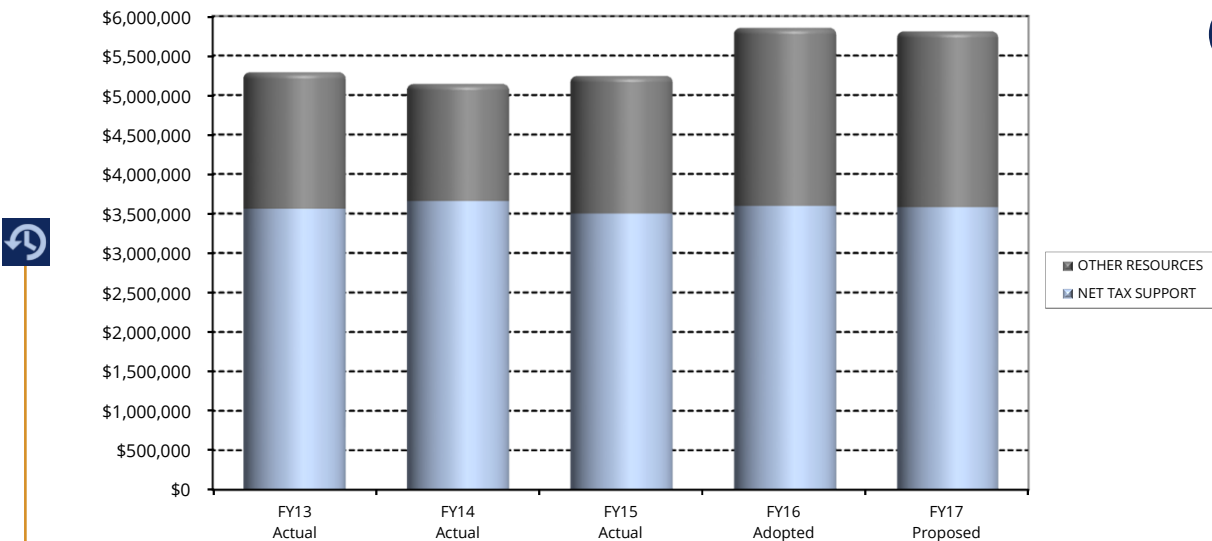
Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Home and Community Based Services	\$1,146,197	\$1,163,810	\$1,265,347	\$1,327,714	\$1,325,638	(0.16%)
2 Supportive Services	\$880,555	\$992,921	\$947,037	\$1,412,674	\$1,377,195	(2.51%)
3 Senior Centers	\$796,035	\$1,040,813	\$1,031,451	\$1,181,138	\$1,201,193	1.70%
4 Fiscal & Administration	\$2,464,816	\$2,016,912	\$1,997,360	\$1,928,649	\$1,901,764	(1.39%)
Total Expenditures	\$5,287,603	\$5,214,456	\$5,241,195	\$5,850,175	\$5,805,790	(0.76%)

Expenditure by Classification

1 Personal Services	\$1,557,100	\$1,686,730	\$1,639,177	\$1,796,650	\$1,837,354	2.27%
2 Fringe Benefits	\$455,933	\$470,990	\$450,482	\$499,128	\$504,524	1.08%
3 Contractual Services	\$2,053,310	\$2,005,329	\$2,205,356	\$2,281,594	\$2,221,051	(2.65%)
4 Internal Services	\$176,945	\$175,200	\$182,743	\$135,352	\$143,392	5.94%
5 Purchase Goods & Supplies	\$924,342	\$834,177	\$743,066	\$1,268,180	\$1,230,198	(3.00%)
6 Capital Outlay	\$98,139	\$16,683	\$0	\$0	\$0	—
7 Leases & Rentals	\$10,048	\$9,345	\$9,072	\$11,000	\$11,000	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$141,729)	(\$141,729)	—
9 Transfers	\$11,786	\$16,002	\$11,299	\$0	\$0	—
Total Expenditures	\$5,287,603	\$5,214,456	\$5,241,195	\$5,850,175	\$5,805,790	(0.76%)

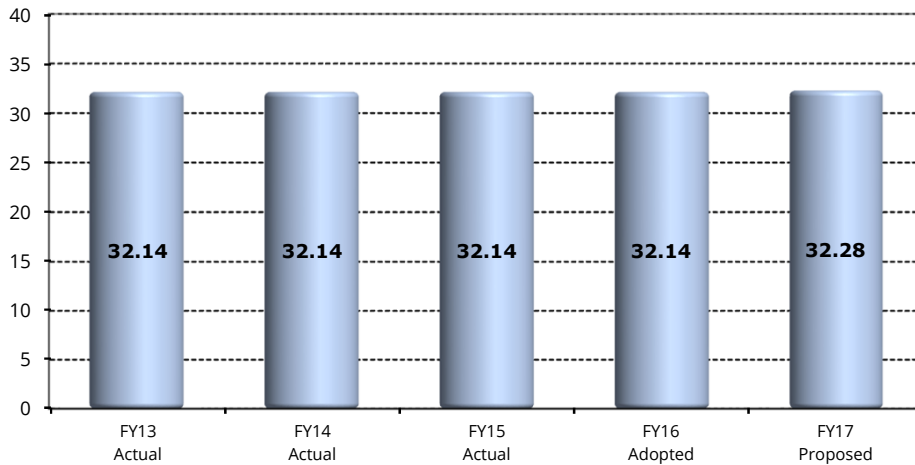
Funding Sources

1 Revenue from Use of Money and Property	\$2,000	\$3,283	\$3,278	\$2,250	\$2,250	0.00%
2 Charges for Services	\$206,186	\$166,242	\$206,949	\$184,500	\$184,500	0.00%
3 Miscellaneous Revenue	\$39,409	\$43,765	\$71,170	\$48,942	\$48,942	0.00%
4 Revenue From Other Localities	\$319,572	\$170,852	\$300,576	\$426,231	\$426,231	0.00%
5 Revenue From Commonwealth	\$316,334	\$349,758	\$350,786	\$413,283	\$399,575	(3.32%)
6 Revenue From Federal Government	\$820,400	\$725,317	\$786,061	\$1,155,690	\$1,141,065	(1.27%)
7 Non-Revenue Receipts	\$242	\$0	\$0	\$0	\$0	—
8 Transfers In	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	0.00%
Total Designated Funding Sources	\$1,728,143	\$1,483,217	\$1,742,820	\$2,254,896	\$2,226,563	(1.26%)
Net General Tax Support	\$3,559,460	\$3,656,755	\$3,498,375	\$3,595,279	\$3,579,227	(0.45%)
Net General Tax Support	67.32%	70.13%	66.75%	61.46%	61.65%	



Expenditure History

Area Agency on Aging



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Home and Community Based Services	8.95	8.95	8.95	9.20	9.20
2 Supportive Services	6.58	6.58	6.78	6.93	6.93
3 Senior Centers	10.96	10.96	10.96	10.21	10.35
4 Fiscal & Administration	5.65	5.65	5.45	5.80	5.80
Full-Time Equivalent (FTE) Total	32.14	32.14	32.14	32.14	32.28



Staff By Program

Future Outlook

People are Living Longer - The average life expectancy today is 78.8 years. If one lives to be 65, life expectancy is 84 and if one lives to be 75, life expectancy is 87. People who retire at 65 will live another 20.5 years, on average. There will be a greater divide between the healthy and wealthy and the health-compromised with low income (source: Centers for Disease Control). In order for this more complex group to stay in the community, they will need more coordinated services between medical professionals and the long term services and supports provided by the Agency.

More Significant Needs of the Very Old - Persons over the age of 85 are the oldest cohort of older adults and the fastest growing cohort in America. The ability to live in the community with chronic disease(s) will be the biggest challenge as the model for long term services and supports shifts from an institutional model to more personal choice. We will see longer waiting lists for services provided by the Agency. Alzheimer's disease, the aging of persons with intellectual/developmental disabilities and the aging of their caregivers will require more multi-disciplinary approaches and the synthesis of expertise.

Area Agency on Aging

No Wrong Door - The coordination between health care providers and the Agency's long term services and supports will be critical, as will improving the local Human Services information and referral system so that people can receive current, appropriate information immediately and in a seamless manner. The No Wrong Door Initiative needs to serve persons of all ages who need long term services and supports; age is less important than functional ability. Long term services, support systems and referral protocols do not need to be redundant and fractured.

Elder Abuse & Financial Exploitation - The increase in the older adult population and the desire of all persons with disabilities to live in the community will most likely bring an increase in abuse and social isolation. All County departments will be affected by the demographic shift and service silos will have to be removed as multiple departments serve the same customer. The ability to coordinate service among multiple County departments, share data and keep it as simple as possible for the customer will require increased communication and referral through No Wrong Door.

Changing Social and Recreational Needs - Prince William will have to determine how best to serve the social and recreational needs of a changing population of older adults. The new generation of older adults may seek out recreational centers that serve a mix of ages and offer more choices for physical and mental well-being than traditional Senior Centers. As the County's Senior Centers age, this issue must be considered. Meals in a congregate setting, as required by the Older Americans Act, are currently provided in the Senior Centers and may need to be provided differently and separately from recreational centers.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business system support, GIS, web services, capital equipment replacement, and administration. In FY17 Aging's technology budget increases by \$8,040 to \$113,313.
- B. Birmingham Green** - The FY17 budget includes a reduction of \$38,423 for Birmingham Green, for a total expenditure of \$1,374,370. Birmingham Green provides quality residential care for the frail elderly and disabled adults in Northern Virginia through an intergovernmental cost-sharing agreement.
- C. Annual Reconciliation** - [BOCS Resolution 16-12](#), adopted January 12, 2016, reconciled Aging's FY16 budget with a reduction of \$28,333 in state and federal revenues and added 0.14 FTEs to the transportation services for the Senior Centers. This increase is carried forward for the FY17 budget.
- D. Shift from County Print Shop for Printing Services** - in FY16 the Print Shop was converted to a cost-recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17 the entire activity will be cost-recovered, so the \$228,000 allocation will be shifted to those departments. As a result, the Aging printing services budget will increase \$6,560 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- E. Compensation Increase** - Compensation adjustments totaling \$32,263 are made to support the following changes:
Benefits:
 - 5.00% Retiree Health Credit;
 - 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
 - -0.01% Group Life Insurance;
 - -1.00% VRS Plan 1 Savings; and
 - -1.75% VRS employer rate;

Area Agency on Aging

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Home & Community Based Services

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Home and Community-Based Services clients who report that service helped them remain in their homes	98%	100%	97%	99%	99%
Family care-givers who report they are better able to meet work or other family obligations	93%	94%	93%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Home Services	\$637	\$653	\$698	\$718	\$718
Clients served	117	122	130	120	130
Average days on waitlist for services	—	—	78	60	70
Community Based Services	\$509	\$511	\$567	\$610	\$608
Clients served	43	46	55	50	50
Average days on waitlist for services	—	—	70	90	80

Area Agency on Aging

Supportive Services

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Participants who report that Supportive Services have helped them remain in the community	—	100%	96%	85%	96%
Clients/families who indicate that information provided assisted them in navigating the network of aging and disability services	—	95%	94%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Assessment and Care Coordination	\$248	\$715	\$700	\$1,131	\$1,101
People receiving services	489	566	439	550	550
Communication, Referral, Information and Assistance (CRIA)	\$549	\$221	\$198	\$213	\$210
Information requests addressed	6,463	5,133	4,673	5,200	5,200
Medicare Counseling	\$83	\$58	\$49	\$69	\$66
People counseled for Medicare health insurance	1,506	2,069	1,916	2,000	2,000

Area Agency on Aging

Senior Centers

The Senior Centers Program operates the Manassas Senior Center and the Woodbridge Senior Center, providing recreation, exercise, nutrition, health, and wellness programs for persons 55 and older. The programs serve to reduce isolation, promote health and may prevent rapid decline from debilitating conditions.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Participants who report that the Senior Centers have helped them remain in the community	—	100%	100%	90%	95%
Meals on Wheels participants who report that meals have helped them remain in the community	95%	100%	100%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Senior Centers	\$796	\$1,041	\$1,031	\$1,181	\$1,201
Senior Center participants	1,138	1,179	1,206	1,250	1,275
Meals served (congregate and Meals on Wheels)	48,623	54,571	55,968	52,000	56,000

Area Agency on Aging

Fiscal & Administration

The Fiscal & Administration Program connects the delivery of services and the administrative support that plans, monitors, and accounts for those services. The Bluebird Tour Program, Agency Volunteer intake and Birmingham Green are also managed in the Fiscal & Administration Program.

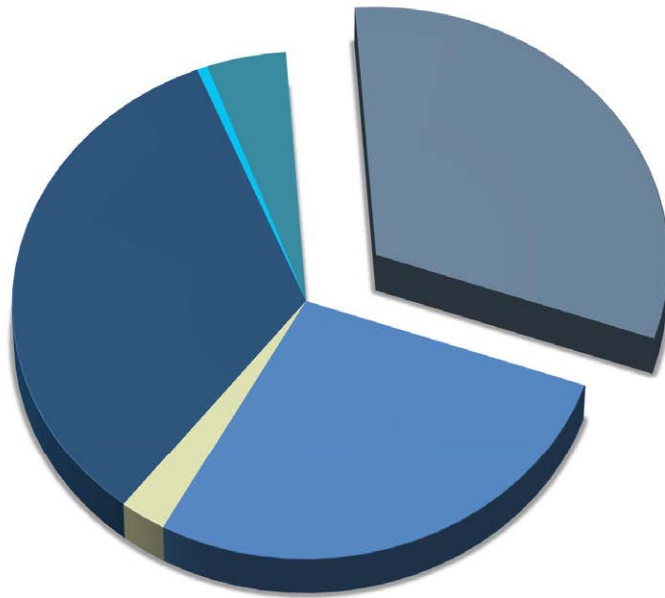
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
People served by community partners and contractual agreements	2,489	1,086	1,280	1,500	1,300
Citizens agreeing that the County provides appropriate facilities and services for seniors and caregivers (community survey)	89%	88%	88%	89%	89%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Area Plan on Aging	\$1,079	\$634	\$530	\$462	\$473
FTE value of volunteer hours contributed	8	9	9	9	9
Birmingham Green	\$1,333	\$1,332	\$1,414	\$1,413	\$1,374
County residents served in Birmingham Green facilities	115	119	143	115	125
Bluebird Tour Program	\$52	\$51	\$54	\$54	\$54
Tour participants	831	730	794	800	825

Community Services

Mission Statement

We are committed to improving the quality of life for people with or at risk of developing mental disabilities and substance abuse problems and to preventing the occurrences of these conditions. We do this through a system of caring that respects and promotes the dignity, rights and full participation of individuals and their families. To the maximum extent possible, these services are provided within the community.



Human Services Expenditure Budget:
\$130,639,192

Expenditure Budget:
\$41,109,964



31.5% of Human Services

Programs:

- Emergency Services: \$4,066,738
- Youth Mental Health & Substance Abuse Services: \$3,091,229
- Mental Health Outpatient Services: \$3,598,456
- Mental Health Day Support & Employment Services: \$1,712,559
- Mental Health Residential Services: \$7,249,475
- Early Intervention Services: \$4,204,982
- Intellectual Disability Case Management Services: \$3,283,716
- Intellectual Disability Day Support Services: \$3,226,843
- Intellectual Disability Residential Services: \$783,737
- Substance Abuse Adult Outpatient Services: \$1,911,372
- Drug Offender Recovery Services: \$1,820,844
- Medical Services: \$2,781,694
- Administrative Services: \$3,378,319

Mandates

The County is mandated to establish a Community Services Board (CSB) to provide emergency services and, subject to the availability of appropriated state funds, case management services. Community Services (CS) is the single point of entry into publicly funded mental health, developmental and substance abuse services.

State Code: [37.2-500](#), [37.2-504](#)

Community Services

Expenditure & Revenue Summary



Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Emergency Services	\$3,026,153	\$3,207,744	\$3,940,546	\$3,730,930	\$4,066,738	9.00%
2 Youth Mental Health & Substance Abuse Services	\$3,003,139	\$3,074,614	\$2,911,148	\$2,913,195	\$3,091,229	6.11%
3 Mental Health Outpatient Services	\$3,004,303	\$3,101,583	\$2,999,897	\$3,020,216	\$3,598,456	19.15%
4 Mental Health Day Support & Employment Servic	\$1,524,466	\$1,678,298	\$1,660,200	\$1,695,912	\$1,712,559	0.98%
5 Mental Health Residential Services	\$4,338,344	\$5,173,710	\$5,137,721	\$5,930,623	\$7,249,475	22.24%
6 Early Intervention Services	\$3,317,673	\$3,650,474	\$3,913,331	\$4,071,955	\$4,204,982	3.27%
7 Intellectual Disability Case Management Services	\$2,483,319	\$3,532,586	\$3,015,680	\$3,218,073	\$3,283,716	2.04%
8 Intellectual Disability Day Support Services	\$2,961,608	\$2,993,063	\$3,299,528	\$3,404,530	\$3,226,843	(5.22%)
9 Intellectual Disability Residential Services	\$724,737	\$747,106	\$762,441	\$793,215	\$783,737	(1.19%)
10 Substance Abuse Adult Outpatient Services	\$2,234,641	\$2,151,332	\$1,973,857	\$1,957,386	\$1,911,372	(2.35%)
11 Drug Offender Recovery Services	\$1,496,629	\$1,558,801	\$1,591,061	\$1,655,557	\$1,820,844	9.98%
12 Medical Services	\$2,206,315	\$2,369,864	\$2,324,449	\$2,859,900	\$2,781,694	(2.73%)
13 Administrative Services	\$2,037,829	\$2,235,283	\$3,552,444	\$3,257,057	\$3,378,319	3.72%
14 Office of Executive Director	\$1,128,122	\$1,189,952	\$20,482	\$0	\$0	—
Total Expenditures	\$33,487,278	\$36,664,410	\$37,102,785	\$38,508,549	\$41,109,964	6.76%

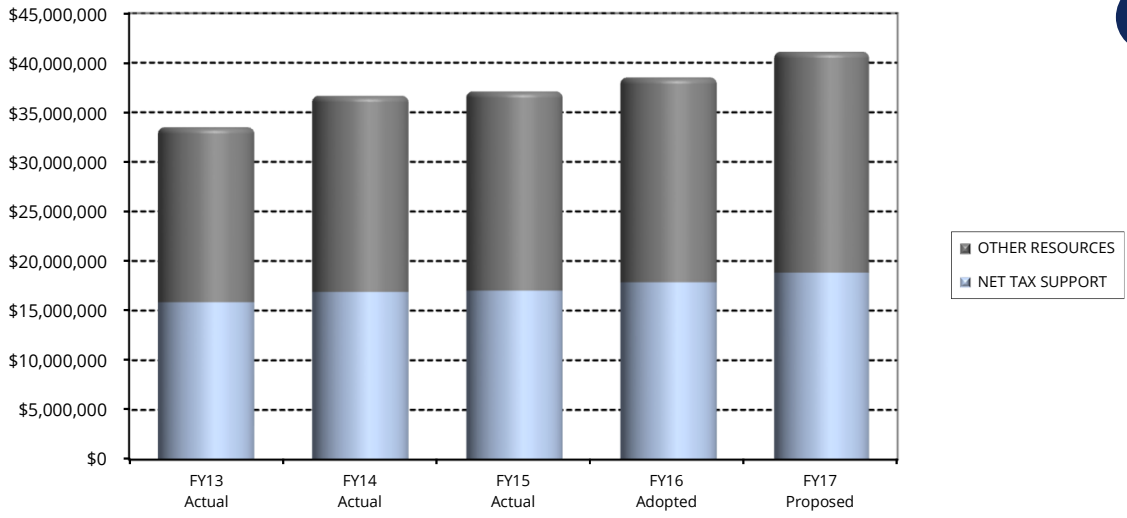
Expenditure by Classification

1 Personal Services	\$17,798,843	\$19,281,671	\$19,570,813	\$20,905,689	\$22,742,570	8.79%
2 Fringe Benefits	\$5,558,993	\$5,916,644	\$5,868,830	\$6,379,300	\$6,697,136	4.98%
3 Contractual Services	\$6,886,808	\$7,178,811	\$8,144,856	\$8,529,810	\$8,828,224	3.50%
4 Internal Services	\$1,342,248	\$1,584,886	\$1,684,745	\$1,506,313	\$1,610,111	6.89%
5 Purchase Goods & Supplies	\$1,484,167	\$1,594,517	\$1,566,774	\$1,953,291	\$1,893,577	(3.06%)
6 Debt Maintenance	\$24,258	\$24,258	\$24,258	\$24,258	\$24,258	0.00%
7 Capital Outlay	\$36,594	\$0	\$0	\$0	\$80,000	—
8 Leases & Rentals	\$151,197	\$149,335	\$159,413	\$154,282	\$178,482	15.69%
9 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$944,394)	(\$944,394)	—
10 Transfers Out	\$204,170	\$934,288	\$83,096	\$0	\$0	—
Total Expenditures	\$33,487,278	\$36,664,410	\$37,102,785	\$38,508,549	\$41,109,964	6.76%

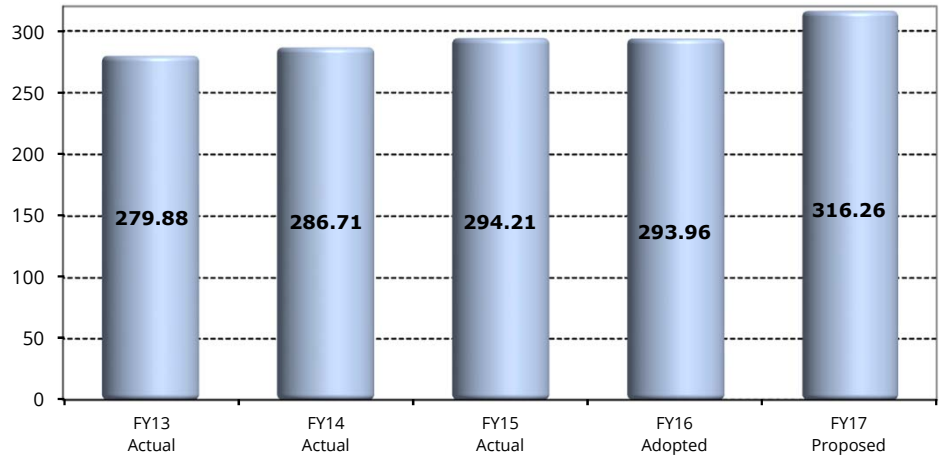
Funding Sources

1 General Property Taxes	\$0	\$0	\$0	\$0	\$0	—
2 Charges for Services	\$832,973	\$721,416	\$1,048,856	\$740,071	\$740,071	0.00%
3 Miscellaneous Revenue	\$58,737	\$98,573	\$38,147	\$160,883	\$160,883	0.00%
4 Revenue From Other Localities	\$2,270,256	\$2,463,021	\$2,819,333	\$2,765,019	\$2,765,019	0.00%
5 Revenue From Commonwealth	\$11,821,621	\$13,866,500	\$13,617,428	\$14,243,040	\$15,891,635	11.57%
6 Revenue From Federal Government	\$2,671,747	\$2,627,983	\$2,553,516	\$2,734,439	\$2,713,908	(0.75%)
7 Transfers In	\$0	\$0	\$0	\$0	\$0	—
Total Designated Funding Sources	\$17,655,334	\$19,777,493	\$20,077,280	\$20,643,452	\$22,271,516	7.89%
Net General Tax Support	\$15,831,944	\$16,886,917	\$17,025,505	\$17,865,097	\$18,838,448	5.45%
General Tax Support	47.28%	46.06%	45.89%	46.39%	45.82%	

Community Services



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Emergency Services	28.09	29.92	29.92	38.42	39.92
2 Youth Mental Health & Substance Abuse Services	29.65	29.60	29.60	27.85	29.85
3 Mental Health Outpatient Services	40.45	40.45	39.45	37.20	41.45
4 Mental Health Day Support & Employment Services	18.20	18.20	18.20	18.20	19.00
5 Mental Health Residential Services	32.90	32.90	33.90	33.50	40.50
6 Early Intervention Services	28.70	28.70	32.20	32.20	32.20
7 Intellectual Disability Case Management Services	27.40	32.50	36.50	35.40	39.40
8 Intellectual Disability Day Support Services	0.20	0.20	0.20	0.20	0.20
9 Intellectual Disability Residential Services	2.10	2.00	2.00	2.00	2.00
10 Substance Abuse Adult Outpatient Services	21.85	21.85	21.84	18.85	18.85
11 Drug Offender Recovery Services	14.40	14.40	14.40	14.65	16.40
12 Medical Services	13.94	13.99	14.00	13.99	13.99
13 Administrative Services	15.15	15.15	22.00	21.50	22.50
14 Office of Executive Director	6.85	6.85	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	279.88	286.71	294.21	293.96	316.26



Staff By Program

Community Services

Future Outlook

Ensuring Timely Access to Behavioral Health Care - Community Services (CS) continues to strive to provide timely access to persons with serious mental illness and/or substance use disorders in need of outpatient treatment services who are uninsured or who have no private provider options. Despite seeking additional state funds and streamlining the initial assessment process, additional staff resources and medication assisted treatment resources are needed to increase clinical capacity and timely, appropriate access to behavioral health care.

Impact of Legislation to Virginia's Civil Commitment Laws - As a result of the past two Virginia General Assembly sessions, Community Services Boards have been tasked with additional processes and documentation requirements in the execution of Emergency Custody Orders (ECOs) and Temporary Detention Orders (TDOs), the utilization of an online Acute Psychiatric Bed Registry, and additional requirements for monitoring Mandatory Outpatient Treatment (MOT) for persons with serious mental illness. In addition to increased accountability requirements, there has been a steady increase in the number of ECOs and TDOs. To ensure full compliance, additional qualified emergency services resources are needed.

Infrastructure Support to Fulfill Utilization, Performance and Quality Management Functions - CS is required to collect, monitor, analyze and report to the state on numerous quantitative and qualitative fiscal, utilization management, and performance outcome measures in order to maintain Federal, State and Medicaid revenues which combined are 44% of CS's total revenues. There is an increasing need to enhance CS staff infrastructure with administrative staff who have expertise in data reporting and analyses, electronic billing and revenue collection, and electronic data base management to ensure compliance with continuously evolving external reporting mandates.

Changes in Intellectual Disability/Developmental Disability (ID/DD) Waiver - CSBs are not required by existing Virginia legislation to provide services to individuals who only have a developmental disability diagnosis. The Virginia General Assembly is expected to finalize a plan to re-design and combine the Medicaid ID and DD Waiver programs for implementation in FY17 that would require CSBs to assume responsibilities for determining eligibility and providing case management services, either directly or contractually, for persons whose primary diagnoses is a developmental disability (DD). There is no capacity within existing ID programs to serve this new priority population. The extent of the increased demand is not yet known.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17, the CS technology bill increased by \$76,419 to \$1,467,138.
- B. Decrease Human Services Application Support** - This initiative supports a \$5,060 decrease in maintenance support of the human services technology systems. The maintenance is funded by the general fund, providing revenue to the Information Technology internal service fund.

Community Services

C. Compensation Increase - Compensation adjustments totaling \$432,071 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

- D. Increase State Funding for Program of Assertive Community Treatment (PACT)** - This item provides \$850,000 in ongoing revenue support for operation of a PACT team to provide services within the Intellectually Disabled Residential Services Program. This team consists of seven FTE, adopted in [BOCS Resolution 15-466](#) on July 14, 2015.
- E. Increase State Funding for Emergency Services Program** - This item provides \$309,040 in ongoing revenue support for one full-time Therapist II and one part-time (0.5 FTE) Therapist II for provision of a Crisis Intervention Team Assessment Center. This was adopted in [BOCS Resolution 15-460](#) on July 14, 2015.
- F. Reconcile the FY16 Community Services Budget to the State Performance Contract** - Each year, Community Services completes a budget reconciliation to match revenue and expenditure adjustments that become known after the annual budget is adopted, specifically the reconciliation of State and Federal revenues to the State performance contract. \$220,728 in ongoing revenue and expenditure support was identified through the FY16 reconciliation, including State funding support for an analyst position (1.0 FTE) to support the Department in meeting increased reporting requirements. This item was approved by [BOCS Resolution 15-717](#) on November 17, 2015.
- G. Decrease Community Partner Funding** - This item reduces \$200,000 in annual funding support for the retrofit and expansion of the Muriel Humphrey Center, approved by [BOCS Resolution 11-734](#). FY16 was the final year of funding support for this capital expense.
- H. Increase State Funding for Mental Health Outpatient Program** - This item provides \$185,000 in ongoing revenue support for one-time Therapist III (1.0 FTE) and one full-time Therapist II (1.0 FTE) to support criminal justice diversion for individuals diagnosed with serious mental illness. This item was approved by [BOCS Resolution 15-714](#) on November 17, 2015.
- I. Increase State Funding for Early Intervention Program** - This item provides \$63,296 in ongoing revenue support for contracted therapeutic/educational services in the Early Intervention Program. This was approved by [BOCS Resolution 15-716](#) on November 17, 2015.
- J. Budget Shift** - \$3,366 has been shifted from supplies and services into the internal service series to support off-cycle computers purchased in FY16.

Community Services

Program Summary

Emergency Services

Serves as the point of entry for all behavioral health services within Community Services or within the statewide public sector. Services provided include comprehensive assessments for residents seeking CS services and state-mandated 24-hour crisis intervention services.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Cases diverted from inpatient treatment	62%	61%	58%	60%	60%
Clients satisfied with services received	93%	96%	95%	92%	94%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
CS Intake and Emergency Telephone Services	\$667	\$453	\$1,123	\$1,211	\$1,168
Telephone contacts received and processed	8,470	NR	NR	NR	NR
Access assessments completed	—	—	1,807	2,780	1,807
Emergency Services	\$2,359	\$2,755	\$2,818	\$2,520	\$2,899
Clients served	2,748	2,759	2,903	2,759	2,803

Youth Mental Health & Substance Abuse Services

Provide services to youth with mental health and/or substance abuse disorders in local high schools, outpatient clinic and in-home. Services provided include assessment, individual, family and group therapy, intensive in-home treatment, case management and high intensity drug trafficking area (HIDTA) prevention.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Clients completing treatment who improve in functioning	77%	74%	77%	75%	75%
Clients satisfied with services	97%	97%	98%	95%	95%
Teen clients who stop using drugs/alcohol	72%	74%	67%	72%	70%
Grade point average improvements for HIDTA prevention clients	+ 0.57	+0.57	+0.76	+0.7	+0.7
Reduced school absences for HIDTA prevention clients	36%	36%	42%	35%	36%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
In-School Substance Abuse Treatment Services	\$842	\$877	\$856	\$832	\$928
Clients served	1,201	1,022	963	1,200	1,100
Clinic-Based Mental Health Treatment and Substance Abuse Treatment Services	\$615	\$644	\$614	\$656	\$712
Clients served	402	453	465	425	450
In-Home Mental Health and Substance Abuse Treatment Services	\$1,054	\$1,043	\$920	\$921	\$912
Clients served	154	149	88	125	90
Prevention Services	\$492	\$510	\$520	\$504	\$538
Prevention activity participants (students and parents)	203	322	272	210	250

A. Budget Initiatives

1. Add One Position for In-School Substance Abuse Treatment Services

Expenditure	\$85,769
Revenue	\$0
General Fund Impact	\$85,769
FTE Positions	1.00

a. Description - This budget addition will provide one Therapist II position to provide substance abuse and co-occurring disorder treatment to the students and families of the new Colgan High School. This position will provide consultation, training and prevention activities for students, parents, and professionals on substance abuse and related issues.

b. Service Level Impacts -

▪ In-School Substance Abuse Treatment Services Clients Served

FY17 w/o Addition		1,000
FY17 w/ Addition		1,100

Community Services

Mental Health Outpatient Services

Provides outpatient case management and treatment services to adults with serious mental illness and their families. Services include individual, family and group therapy, evaluations, case management and medication management.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Seriously mentally ill clients completing treatment who improve in functioning	77%	54%	54%	75%	55%
Clients satisfied with services received	95%	90%	99%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Seriously Mentally Ill Adult and Family Services	\$3,004	\$3,102	\$3,000	\$3,020	\$3,598
Clients served	1,270	1,423	1,300	1,275	1,300

A. Budget Initiatives

1. Add Four Positions for Mental Health Outpatient Services

Expenditure	\$472,414
Revenue	\$0
General Fund Impact	\$472,414
FTE Positions	4.00

a. Description - This budget addition will provide four Therapist II's to eliminate the current waiting list of approximately 105 individuals with serious mental illness in Adult Mental Health Outpatient Services and allow for an additional 160 clients served during the year. It is important to note that while clients are waiting for Outpatient Services, they receive services from other CS programs. For example, of the 105 waitlist individuals for Adult Mental Health Outpatient, 95 have received services from medical (psychiatric) services.

b. Service Level Impacts -

▪ Seriously Mentally Ill Adult and Family Services Clients Served

FY17 w/o Addition		1,300
FY17 w/ Addition		1,460

Community Services

Mental Health Day Support & Employment Services

Provides psychosocial rehabilitation services and/or supported employment services through a variety of programs. Service goal is to help persons with severe mental illness, cognitive disabilities and/or co-occurring disorders to improve their capabilities and the quality of their lives by providing meaningful opportunities to integrate in and contribute to their community of choice.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Clients who maintain employment for more than 90 days	78%	92%	92%	84%	84%
Psycho-social rehabilitation clients who maintain or improve functioning level	96%	94%	99%	90%	90%
Vocational Services clients reporting satisfaction with services	96%	93%	98%	94%	94%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Day Support Services	\$1,001	\$1,078	\$1,110	\$1,083	\$1,076
Clients served	135	122	125	131	131
Employment Services	\$524	\$601	\$551	\$613	\$636
Clients served	134	135	139	135	135

Mental Health Residential Services

Assist adults with serious mental illnesses to remain as independent as possible in the community by providing directly or contracting for a variety of levels of clinical services to assist them in maintaining their level of functioning; or connect with vendors who provide 24-hour residential care for those adults who cannot remain outside of institutional settings without that level of support.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Clients successfully engaged in services and maintained in the community	94%	96%	96%	95%	95%
Clients expressing satisfaction with service provided	95%	95%	98%	95%	95%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	83%	83%	≥84%	≥84%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Supportive Residential In-Home Services	\$2,080	\$2,381	\$1,996	\$2,338	\$2,467
Clients served	131	123	146	125	125
Intensive Residential Services	\$496	\$512	\$657	\$606	\$797
Clients served in group homes	24	25	25	28	28
Crisis Stabilization Services	\$1,145	\$1,604	\$1,610	\$1,615	\$1,772
Clients served	158	199	132	200	150
Intensive Community Treatment (ICT) Services	\$618	\$677	\$874	\$1,372	\$2,213
Clients served	50	78	50	50	61

A. Budget Initiatives

1. Add One Position for Mental Health Crisis Stabilization Services

Expenditure	\$157,044
Revenue	\$0
General Fund Impact	\$157,044
FTE Positions	1.00

- a. **Description** - This budget addition will provide a full-time Therapist IV to address the emotional, behavioral and wellness needs of police officers. It will coordinate various support functions within the police department with clinical oversight by Community Services staff.
- b. **Service Level Impacts** - Existing service levels are maintained; however this initiative will increase the health and safety of police officers systemwide in an effort to better support their emotional, behavioral and wellness needs.

Community Services

Early Intervention Services for Infants & Toddlers with Disabilities

Early Intervention services are provided by licensed and certified physical therapists, occupational therapists, speech-language pathologists, early childhood special educators and service coordinators for infants and toddlers, birth to three year's old who have a diagnosed condition affecting their development, qualitative concerns with their development or a delay of at least 25% in one or more developmental areas. Services are intended to help the child develop the necessary motor, communication, social-emotional, feeding and play skills to be an active member of their family and community.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Children completing early intervention services who do not require special education	51%	58%	56%	53%	53%
Children receiving services demonstrate improved acquisition and use of knowledge and skills	—	68%	58%	69%	58%
Families report services have helped their family to help their child develop and learn	—	77%	87%	77%	77%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Assessment and Service Coordination	\$1,320	\$1,588	\$1,693	\$1,786	\$1,890
Infants, toddlers and families served	1,150	1,129	1,256	1,100	1,100
Therapeutic and Educational Services	\$1,998	\$2,062	\$2,221	\$2,286	\$2,315
Infants, toddlers and families served	951	926	1,071	926	1,000

Intellectual Disability Case Management Services

Provides support and connections to community resources and services for individuals who have an intellectual disability and may need assistance accessing supports in the community.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Program clients successfully maintained in the community	99%	99%	99%	99%	99%
Clients and family members satisfied with services	98%	91%	93%	90%	94%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Case Management Services	\$2,483	\$3,533	\$3,016	\$3,218	\$3,284
Clients served	622	652	762	810	846

A. Budget Initiatives

1. Add Four Positions for Intellectual Disabilities Case Management Services Program

Expenditure	\$177,488
Revenue	\$177,488
General Fund Impact	\$0
FTE Positions	4.00

a. Description - This budget addition will provide three Service Coordinator II and one Service Coordinator III positions in order to provide services to assist intellectually disabled individuals and their families to access needed medical, psychiatric, social, educational, vocational and other supports for living in the community. These positions will be hired mid-year. On-going funding for these positions is available through Medicaid.

b. Service Level Impacts -

▪ Intellectual Disabilities Case Management Services Clients Served

FY17 w/o Addition		762
FY17 w/ Addition		846

Intellectual Disability Day Support Services

Vendors provide services in the community to individuals with Intellectual Disabilities that provide general day care or day program services to enable individuals to acquire, improve or maintain functional abilities, or obtain competitive employment.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Program clients successfully maintained in the community	95%	94%	99%	95%	95%
Clients who are satisfied with program services	98%	99%	98%	98%	98%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Day Care Services	\$594	\$594	\$612	\$582	\$582
Clients served	77	115	87	100	90
Day Support Services	\$909	\$985	\$1,350	\$1,045	\$1,045
Clients served	34	50	56	58	56
Sheltered Employment Services	\$558	\$511	\$444	\$752	\$574
Clients served	27	24	15	20	20
Supported Employment Services	\$901	\$903	\$894	\$1,027	\$1,027
Clients served	101	109	102	109	109

Intellectual Disability Residential Services

Adults with Intellectual Disabilities are provided support services directly or by contract that assist them in remaining as independently as possible in their community. For adults who cannot live independently, licensed vendors in the community who accept ID waivers provide 24 hour residential care to assist them with health care, skill development and community integration.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Client family satisfaction	90%	90%	94%	90%	90%
County provides appropriate facilities and services to people with mental illness and/or intellectual disability (community survey)	84%	83%	83%	≥84%	≥84%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Group Home Services	\$88	\$122	\$122	\$120	\$120
Clients served	181	197	202	200	200
Supported Living Services	\$636	\$625	\$641	\$673	\$664
Clients served	25	20	37	25	27

Community Services

Substance Abuse Adult Outpatient Services

Provides outpatient treatment services to adults with substance use disorders and their families. Services include individual, family and group therapy, evaluations, case coordination and community referrals.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Clients who are substance free upon completion of treatment	65%	86%	63%	70%	65%
Customers satisfied with services received	97%	95%	98%	90%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Adult Substance Abuse Services	\$2,235	\$2,151	\$1,974	\$1,957	\$1,911
Clients served	1,377	1,364	1,193	1,335	1,200

Drug Offender Recovery Services

Provide a comprehensive drug treatment continuum of care for offenders with the most severe drug dependence disorders. Avoid gaps in services that result in relapse and recidivism through close collaboration with the Adult Detention Center (ADC) and probation agencies. Services include assessments, individual and group therapy, case management, medication assisted treatment, residential and jail-based treatment and family support.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Criminal Justice clients who stop using drugs	40%	45%	42%	45%	45%
Drug Offender Rehabilitation Module (DORM) clients who do not return to the ADC within three years	69%	74%	73%	70%	70%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Adult Detention Center Services	\$942	\$975	\$1,017	\$1,005	\$1,188
Inmates treated in male and female dormitories	188	131	168	180	180
Community Criminal Justice Services	\$555	\$584	\$574	\$650	\$633
HIDTA clients served	63	73	63	65	65
Intensive case management clients served	97	43	77	125	80

Medical Services

Provide psychiatric evaluations, medication and assessments as to the need for medical follow-up to clients. Nursing staff maintain medication records and inventory and provide patient care as directed by psychiatrists. Medical Services also provides medical consultation to other staff regarding clients, as well as education about psychotropic medication to staff and clients.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customers satisfied with services received	84%	90%	79%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Medical Services	\$2,206	\$2,370	\$2,345	\$2,860	\$2,782
Total clients served	2,043	2,088	2,235	2,200	2,200

Community Services

Administrative Services

Administrative Services of CS includes Accounting and Procurement, Management Information Systems, Human Resources Management and Leadership and Management Oversight. It is the responsibility of Leadership to work with the CSB, staff and community stakeholders to ensure these services are effective and provide the best possible return on investment of tax dollars.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Change in fee revenue received from prior fiscal year	-2.6%	+1.9%	-0.6%	-3.7%	-1%
Customers rating services as helpful	95%	96%	95%	95%	95%

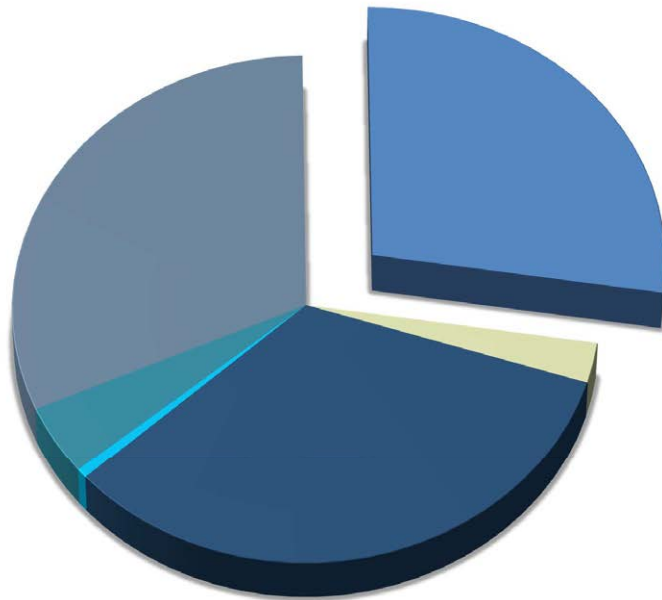
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Accounting and Procurement	\$1,230	\$1,183	\$1,264	\$1,007	\$1,091
Fees collected	\$5.29M	\$5.39M	\$5.36M	\$5.20M	\$5.15M
Management Information Systems	\$633	\$863	\$961	\$957	\$938
Customers rating services as helpful	94%	97%	94%	94%	94%
Human Resources Management	\$175	\$189	\$101	\$21	\$211
Leadership & Management Oversight *	\$1,128	\$1,190	\$1,226	\$1,272	\$1,139
Total agency clients served	8,295	8,818	8,949	8,200	9,040

* FY13-FY15 Includes Office of Executive Director Program Totals

Housing & Community Development

Mission Statement

The Office of Housing & Community Development (OHCD) will develop affordable housing opportunities and neighborhood resources for low and moderate-income area residents by implementing appropriate policies and programs, which provide a safe and healthy environment in which to work and play.



Human Services Expenditure Budget:
\$130,639,192

Expenditure Budget:
\$36,032,270

27.6% of Human Services

Programs:

- Community Preservation & Development: \$2,788,440
- Housing Finance & Development: \$1,101,635
- Rental Assistance: \$32,141,540
- Housing Trust Fund: \$655

Mandates

The Office of Housing & Community Development does not provide a state or federal mandated service. Some federal grants require certain activities to be performed; however, these are not considered mandates since the County is not obligated to accept the grant funding.

Housing & Community Development

Expenditure & Revenue Summary



	FY13	FY14	FY15	FY16	FY17	% Change
Expenditure by Program	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Community Preservation & Development	\$1,818,745	\$2,130,992	\$3,363,046	\$2,614,598	\$2,788,440	6.65%
2 Housing Finance & Development	\$845,397	\$1,107,793	\$1,029,206	\$1,012,218	\$1,101,635	8.83%
3 Rental Assistance	\$29,535,724	\$29,528,435	\$28,925,326	\$32,368,177	\$32,141,540	(0.70%)
4 Housing Trust Fund	\$10,350	\$16,445	\$650,037	\$10,110	\$655	(93.52%)
Total Expenditures	\$32,210,216	\$32,783,665	\$33,967,615	\$36,005,103	\$36,032,270	0.08%

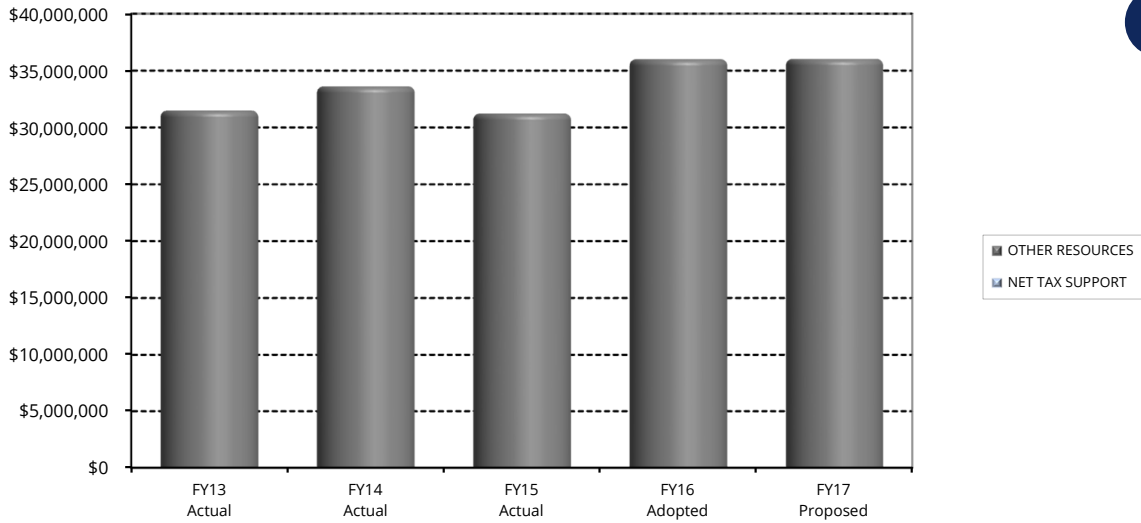
Expenditure by Classification

1 Personal Services	\$1,638,468	\$1,609,471	\$1,530,934	\$1,769,086	\$1,593,989	(9.90%)
2 Fringe Benefits	\$575,858	\$561,011	\$505,580	\$568,132	\$536,131	(5.63%)
3 Contractual Services	\$1,263,958	\$1,719,001	\$2,990,696	\$1,970,800	\$2,206,767	11.97%
4 Internal Services	\$144,903	\$128,732	\$126,859	\$100,034	\$101,773	1.74%
5 Purchase Goods & Supplies	\$28,497,419	\$28,585,864	\$28,708,247	\$31,467,386	\$31,434,120	(0.11%)
6 Leases and Rentals	\$21,499	\$26,795	\$27,128	\$43,654	\$38,482	(11.85%)
7 Transfers Out	\$68,111	\$77,791	\$78,171	\$86,011	\$121,008	40.69%
Total Expenditures	\$32,210,216	\$32,708,665	\$33,967,615	\$36,005,103	\$36,032,270	0.08%

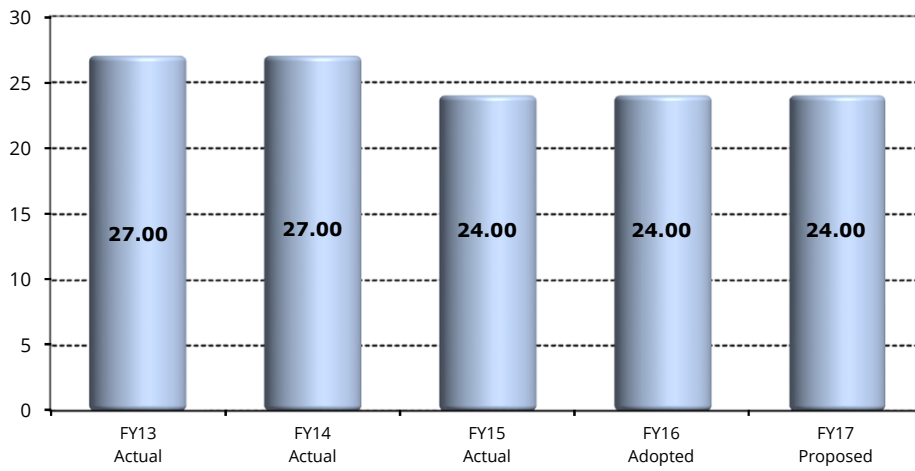
Funding Sources

1 Revenue from Use of Money & Prop	\$28,538	(\$42,717)	\$2,122	\$0	\$0	—
2 Charges for Services	\$4,402,407	\$5,436,086	\$5,397,864	\$7,251,147	\$6,794,190	(6.30%)
3 Miscellaneous Revenue	\$61,597	\$25,811	\$164,993	\$50,000	\$38,000	(24.00%)
4 Revenue From Commonwealth	\$0	\$0	\$0	\$0	\$0	—
5 Revenue From Federal Government	\$26,921,748	\$27,369,833	\$25,573,679	\$28,682,542	\$29,167,087	1.69%
6 Non-Revenue Receipts	\$2,561	\$4,439	\$0	\$0	\$0	—
7 Transfers In (Proffer Funds)	\$0	\$750,000	\$10,000	\$10,000	\$10,000	—
Total Designated Funding Sources	\$31,416,851	\$33,543,452	\$31,148,658	\$35,993,689	\$36,009,277	0.04%
Contribution to Fund Balance	\$0	\$906,913	\$0	\$0	\$0	—
Use of Fund Balance	\$726,122	\$0	\$2,738,133	\$0	\$11,579	—
Net General Tax Support	\$67,243	\$72,126	\$80,824	\$11,414	\$11,414	0.00%
Net General Tax Support	0.21%	0.22%	0.24%	0.03%	0.03%	

Housing & Community Development



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Community Preservation & Development	4.21	4.09	4.33	4.32	4.13
2 Housing Finance & Development	0.98	1.11	0.92	1.23	1.68
3 Rental Assistance	21.74	21.74	18.69	18.38	18.10
4 Housing Trust Fund	0.07	0.06	0.06	0.07	0.09
Full-Time Equivalent (FTE) Total	27.00	27.00	24.00	24.00	24.00



Staff By Program

Housing & Community Development

Future Outlook

Increased Cost of Affordable Housing - HUD published the proposed Fair Market Rents for FY16, with a substantial increase in rents for 2 bedroom units in Prince William County. The FY15 level was \$1,458 and the FY16 proposed is \$1,604; a 10.1% increase. Not only does this affect the cost tenants pay landlords, it affects the Housing Choice Voucher (HCV) Program. Under the program tenants typically pay 30% of their income towards rent and utilities and the difference is paid by the program. Increased rents means increased program costs, translating to serving less people with the limited funds.

More than 8,400 Families Waiting for Affordable Housing - As the federal lawmakers continue to find solutions to balance the federal budget, all indication is that funding for affordable housing will decline or at best remain level. The largest impact from decreased funding levels is still anticipated with the HCV program providing rental assistance for low income families, many of whom are elderly and/or disabled. OHCD has been able to invite elderly and disabled families from its waiting list to apply for assistance but anticipates being able to provide assistance to only 100 families.

HOME Investment Partnership Funds - HOME, funded through the Transportation, Housing and Urban Development (T-HUD) appropriations bill, has been cut by over 50 percent since FY10, with \$900 million for FY15, \$100 million below the FY14. The president's FY16 budget includes just over \$1 billion for HOME. The House of Representatives passed the FY16 T-HUD Appropriations bill with \$900 million for HOME. The Senate has yet to act. Further cuts could eliminate the County's First-Time Homebuyer Program, providing down payment and closing cost assistance to low and moderate-income households.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through and ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 OHCD's technology budget increases by \$1,739 to \$74,322.
- B. Annual Reconciliation of Federal Funding** - The County budget is adopted in April of each year, prior to final notification of the federal funding allocated to Prince William County. Available federal funds have been increased by a total of \$165,588, as follows: an additional \$119,366 for Community Planning and Development; an additional \$111,518 for Home Investment Partnership (HOME) grants; a reduction of \$10,249 for Housing Opportunities for Persons with Aids (HOPWA), and a reduction of \$55,047 for Rental Assistance. This additional funding, together with \$90,623 in unappropriated base budget revenue, allows for an additional \$256,221 in expenditures to support the OHCD programs.
- C. Compensation Increase** - Compensation adjustments totaling \$12,451 are made to support the following changes:
- Benefits:**
- 5.00% Retiree Health Credit;
 - 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
 - -0.01% Group Life Insurance;
 - -1.00% VRS Plan 1 Savings; and
 - -1.75% VRS employer rate;

Housing & Community Development

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Community Preservation & Development (CP&D)

CP&D administers two federal programs through HUD, the Community Development Block Grant (CDBG) program and the Emergency Shelter Grant (ESG) program. The County has a Cooperative Agreement with the Cities of Manassas and Manassas Park to conduct their housing and community development activities. A portion of the CDBG funds are set aside on a competitive basis to eligible outside agencies for specific eligible activities that meet CDBG National Objectives and further the Prince William Area's goals and objectives, as stated in the five year consolidated plan. The largest portion of CDBG funds are devoted to housing rehabilitation activities of owner occupied low and moderate-income households. The ESG funding is provided to local shelters towards operating costs and programs to rapidly rehouse the homeless. Additionally, the Stewart B. McKinney Homeless Assistance Act of 1988 and the Base Closure and Realignment Act mandated that federal agencies make any usable surplus real property available to units of government and non-profits organizations for sheltering the homeless. The County received property under the Act in March 1994 with a 30 year deed restriction to use the property solely for serving the homeless. OHCD operates seven (7) transitional housing units for families referred by local shelters.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Persons provided with housing and other related services - CDBG	361	529	993	529	630
Persons provided with homelessness prevention and emergency shelter services - ESG	1,169	1,172	1,374	1,172	1,374
Families successfully completing the transitional housing program and moving to permanent housing	100%	84%	100%	75%	75%

Housing & Community Development

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Housing Rehabilitation	\$1,111	\$1,623	\$2,305	\$1,516	\$1,947
Substandard single-family housing units rehabilitated	13	17	18	17	17
Community Improvement & Housing Supportive Services	\$521	\$403	\$923	\$846	\$639
Persons provided with homelessness prevention and emergency shelter services	1,169	1,172	1,374	1,172	1,374
Improvement projects managed	13	11	10	11	10
Manage Transitional Housing at Dawson Beach	\$187	\$105	\$135	\$252	\$203
Homeless families served	7	7	7	7	7

Housing Finance & Development

Prince William County, including the Cities of Manassas and Manassas Park through a Cooperative Agreement, receives an annual allocation of Home Investment Partnerships funding from HUD. The program objective is to provide decent affordable housing to low-income households; expand the capacity of non-profit housing providers; strengthen the ability of state and local governments to provide housing; and leverage private-sector participation. Federal funds are utilized for the First-Time Homebuyer Program which provides down payment and closing cost assistance for residents of Prince William County and the cities of Manassas and Manassas Park. Also, at least 15% of the allocation is set aside for specific activities to be undertaken by a special type of non-profit called a Community Housing Development Organization (CHDO) that develops affordable housing for the community it serves.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Federal and state funds used to assist eligible households to become first-time homebuyers	\$446K	\$729K	\$781K	\$729K	\$781K
Private mortgage financing generated on behalf of first-time homebuyers	\$1.6M	\$1.0M	\$1.9M	\$1.0M	\$1.9M

Housing & Community Development

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Homeownership Assistance	\$845	\$1,108	\$1,029	\$1,012	\$1,102
Families assisted to become first-time homebuyers	9	13	13	13	13
Affordable housing units added, with counseling to the families that rent or purchase the units	—	NR	20	11	20

Rental Assistance

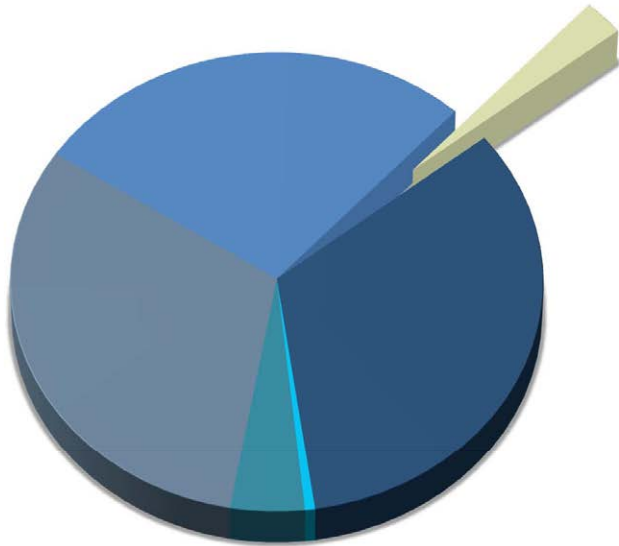
The Rental Assistance Unit manages the Housing Choice Voucher Program (HCVP), which is a federally funded rental assistance program. Funding is provided through HUD to assist eligible low-income County residents with obtaining safe, decent and affordable housing.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Eligible elderly and disabled persons in HCVP provided with rental assistance	40%	41%	56%	40%	56%
Family Self Sufficiency Grant families who successfully meet program goals	88%	91%	92%	90%	90%
Rental income paid to local property owners on behalf of families	\$24M	\$23M	\$27M	\$25M	\$26M
Annual HCVP performance evaluation score from HUD	100%	100%	100%	98%	96%
Families assisted by OHCD with low-income housing	2,950	2,668	3,142	2,600	2,600

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Housing Assistance Program Payments	\$27,709	\$27,752	\$27,255	\$30,111	\$30,119
Families provided with rental assistance	2,243	2,139	2,149	2,000	2,150
Housing Assistance Program Administration	\$1,827	\$1,777	\$1,670	\$2,257	\$2,022
Participant eligibility determinations	2,071	1,965	2,126	1,965	2,130
Families on the HVCP Rental Assistance waitlist	NR	NR	NR	—	8,843

Mission Statement

Public Health will promote optimum health and the adoption of healthful lifestyles; assure access to vital statistics, health information, preventive health, environmental health and dental services; and assist Prince William County, the city of Manassas and the city of Manassas Park in emergency preparedness efforts.



Human Services Expenditure Budget:
\$130,639,192

Expenditure Budget:
\$3,323,535



2.5% of Human Services

Programs:

- Maternal & Child Health: \$744,634
- General Medicine: \$1,452,262
- Dental Health: \$130,630
- Environmental Health: \$841,987
- Administration/Emergency Preparedness: \$154,022

Mandates

Each year Prince William County enters into a Local Government Agreement with the Virginia Department of Health. Services rendered based on this agreement are provided by the Prince William Health District (PWHD). State mandated services provided on behalf of Prince William County by Prince William Health District include childhood immunizations, pre-school physicals for school entry, rabies control and vital records—death certificates.

The Board of County Supervisors has enacted additional local mandates for which Prince William Health District has responsibility.

State Code: [32.1-46](#) (Childhood Immunizations), [22.1-270](#) (Pre-school physicals for school entry); [32.1-254](#) (Vital Records—Death Certificates) and [3.2-6562.1](#) (Rabies Control)

County Code: Chapter 3 ([Amusements](#)), Chapter 8 ([Environmental Protection](#)), Chapter 10 ([Concession Stands at Youth Activities](#)), Chapter 12 ([Massage Establishments](#)), Chapter 22 ([General Environmental and Nuisances/Health and Safety Menaces](#)), Chapter 23 ([Individual Sewage Disposal Systems](#)), Chapter 25.1 ([Swimming Facilities](#)), Chapter 30 ([Water Supply](#))

Public Health

Expenditure & Revenue Summary



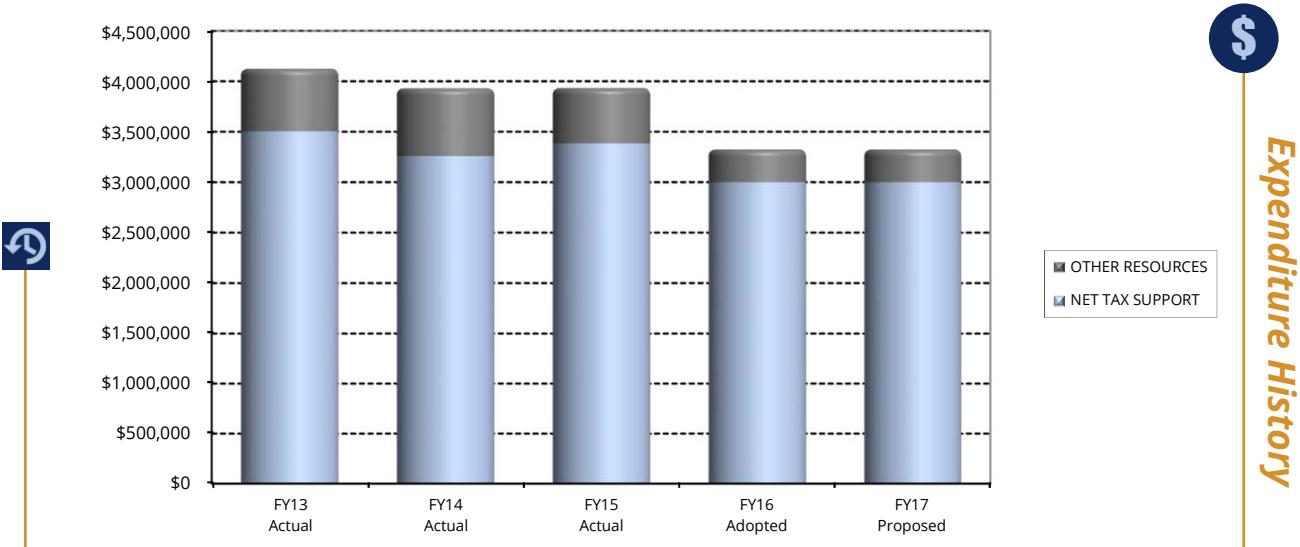
Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Maternal & Child Health	\$1,207,706	\$1,159,877	\$1,139,424	\$744,634	\$744,634	0.00%
2 General Medicine	\$1,664,790	\$1,595,434	\$1,609,730	\$1,519,707	\$1,452,262	(4.44%)
3 Dental Health	\$155,468	\$149,205	\$149,205	\$130,630	\$130,630	0.00%
4 Environmental Health	\$895,781	\$857,588	\$863,298	\$763,870	\$841,987	10.23%
5 Administration/Emergency Preparedness	\$199,616	\$167,605	\$170,622	\$164,695	\$154,022	(6.48%)
Total Expenditures	\$4,123,361	\$3,929,709	\$3,932,279	\$3,323,536	\$3,323,535	0.00%

Expenditure by Classification

1 Personal Services	\$214,808	\$185,859	\$199,191	\$224,581	\$229,230	2.07%
2 Fringe Benefits	\$68,134	\$68,753	\$68,323	\$83,896	\$76,481	(8.84%)
3 Contractual Services	\$461	\$88	\$41	\$1,415	\$1,415	0.00%
4 Internal Services	\$39,645	\$42,876	\$45,050	\$28,863	\$31,627	9.58%
5 Purchase Goods & Supplies	\$3,800,314	\$3,632,134	\$3,604,717	\$3,083,218	\$3,083,218	0.00%
6 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$98,437)	(\$98,437)	0.00%
7 Transfers	\$0	\$0	\$14,958	\$0	\$0	—
Total Expenditures	\$4,123,361	\$3,929,709	\$3,932,279	\$3,323,536	\$3,323,535	0.00%

Funding Sources

1 Permits, Privilege Fees & Regular Licenses	\$167,028	\$176,746	\$171,987	\$176,746	\$176,746	0.00%
2 Revenue From Other Localities	(\$41,389)	\$198,347	\$156,168	(\$81,762)	(\$81,762)	0.00%
3 Revenue From Commonwealth	\$492,932	\$296,838	\$219,568	\$228,397	\$228,397	0.00%
Total Designated Funding Sources	\$618,571	\$671,931	\$547,723	\$323,381	\$323,381	0.00%
Net General Tax Support	\$3,504,789	\$3,257,777	\$3,384,557	\$3,000,155	\$3,000,154	0.00%
Net General Tax Support	85.00%	82.90%	86.07%	90.27%	90.27%	

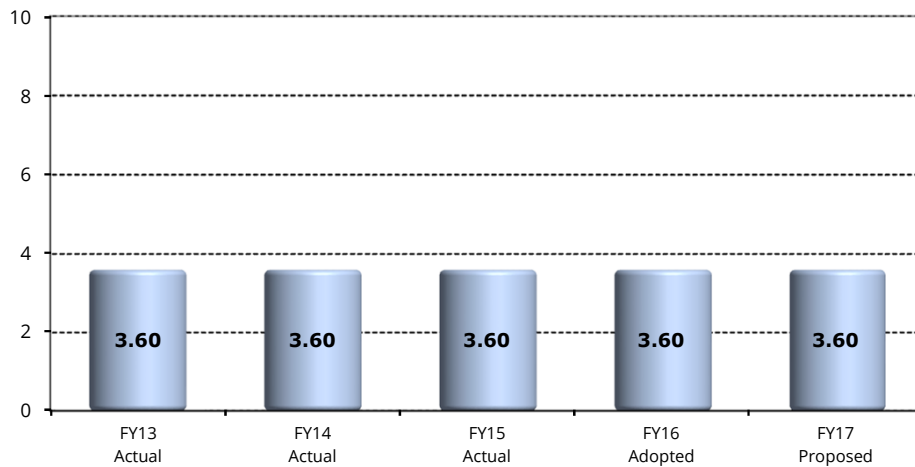


Expenditure History

Public Health



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Maternal & Child Health	0.00	0.00	0.00	0.00	0.00
2 General Medicine	3.00	3.00	3.00	3.00	3.00
3 Dental Health	0.00	0.00	0.00	0.00	0.00
4 Environmental Health	0.60	0.60	0.60	0.60	0.60
5 Administration/Emergency Preparedness	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	3.60	3.60	3.60	3.60	3.60

Note: Figures are for County positions only and do not include State authorized positions totaling 92.00 FTE.

Future Outlook

Emerging Communicable Disease Planning, Mitigation, and Response - The Prince William Health Department (PWHD) continues to and has monitored over 370 travelers from West Africa for Ebola Virus Disease, partnering with the hospitals and emergency medical services to develop protocols to protect the health of the community from the local spread of this emerging communicable disease. Additionally, the PWHD continues daily to investigate routine Communicable Diseases (CD). During FY15 the PWHD investigated 1,121 CD referrals in addition to Tuberculosis and Sexually Transmitted Disease reports.

Rabies Prevention and Control - Rabies is a fatal disease. The PWHD continues to protect the community by ensuring that 408 animals were properly quarantined and responding to 511 human exposures in FY15. 21% of those humans exposed to potentially rabid animals received rabies post-exposure prophylaxis. The PWHD strongly believes that issuing licenses for all domestic cats as well as dogs, ensuring that they receive rabies vaccines, will help control the spread of rabies and protect humans from exposure to rabies. Such action would decrease the need for humans to receive very expensive, but essential, rabies post-exposure vaccine series and protect other domestic animals from rabies.

Public Health

Nursing Home and Personal Care Screenings - Due to the aging local population and the increasing number of children requiring personal care services, the PWHD has been required to dedicate a significantly increasing number of nursing and physician hours toward providing nursing home and personal care screenings to ensure that this vulnerable population receives timely essential support and referral services. During FY15 the PWHD triaged 905 requests for long term care screenings; 636 of those requests resulted in completed assessments.

Changes in On-site Sewage Program - Historically, PWHD staff has performed all direct on-site sewage services except for engineering designs and occasional advisory reports from the private sector. Recent changes to various Virginia codes and the implementation of Safety and Health in Facilitating a Transition (SHIFT) now requires PWHD staff to refer customers and clients to licensed private sector septic system designers. On-site program staff will spend more time on community assessment, field inspections, quality assurance, and programmatic oversight of existing on-site sewage systems, public health outreach and education, and enforcement.

Virginia's Wellbeing Plan - Our public health system endeavors to make Virginia the healthiest state in the nation. The PWHD strives to ensure that all residents have an equal opportunity to experience good health and quality of life. Components of wellbeing include physical and emotional wellness, aging well in the community, a strong start for children, a disease prevention focus, quality healthcare, and a healthy connected community. Virginia's Wellbeing Plan provides the platform upon which the PWHD public health system will improve the wellbeing of our community.

General Overview

- A. Public Health Funding** - The Commonwealth of Virginia partners with localities to provide public health services through a cooperative arrangement. Currently, the cooperative budget is funded 55% by State funds and 45% by County matching funds. The County enters into an annual agreement with the Virginia Department of Health to provide the 45% funding necessary to operate PWHD. The County also provides local support above the match amount for certain optional services. In FY16, State funding for the PWHD was \$2,354,785, County match funding was \$1,926,642 and local support routed through the State was \$885,294. The County also provided an additional \$511,600 in local support for staffing, operations and community partnerships above the amount included in the annual agreement. The City of Manassas and Manassas Park provide reimbursement to the County for services rendered based on a shared services agreement with the County. Total FY16 State and County expenditures for the PWHD were \$5,678,321, with the County providing a total of \$3,323,536.
- B. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Public Health technology bill increases by \$2,764.
- C. Transfer of Resources** - In FY17, Community Partner funding in the amount of \$72,087 is being reallocated to fund the county portion of two state Public Health food inspectors. This funding became available because Prince William Speech and Hearing has discontinued operations.

D. Compensation Increase - Compensation adjustments totaling \$5,972 are made to support the following rate changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Maternal & Child Health

This program improves the health of women and children in the PWHD by assessing their needs and assuring that quality services are accessible. This is accomplished through direct services, program monitoring and evaluation, public and customer education, consultation and training, and building and maintaining public/private partnerships. These services assure the implementation of evidence-based practices, as well as capacity building and strengthening of the local infrastructure to meet the health needs of women and children. The client base for direct services in this program is low-income women and children who are uninsured or underinsured. Monitoring and education efforts serve the population at large.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Female clients of reproductive age seen in Health District clinics who have documented evidence of multivitamin with folic acid counseling	6%	26%	45%	30%	47%
Children born in PWC with low birth weight	7%	6.6%	NA	6.5%	6.5%
Infant deaths per 1,000 live births	4.2	6.0	NA	5.6	5.6

Public Health

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Prenatal Care	\$718	\$689	\$689	\$446	\$446
Women served with prenatal care	366	278	277	280	280
Well Child Care	\$20	\$20	—	—	—
Children screened by Pediatric Primary Care Project	565	601	—	—	—
Women's Wellness	\$418	\$402	\$402	\$299	\$299
Women served in women's wellness clinics	1,671	1,493	1,291	1,570	1,300
Women, Infants and Children (WIC)	\$51	\$49	\$49	\$0	\$0
Participants in the WIC program at the end of the fiscal year	8,412	8,198	8,638	8,600	8,900

General Medicine

The General Medicine program improves the health of the community by monitoring, investigating, controlling and reporting the spread of communicable diseases including tuberculosis, vaccine preventable diseases, sexually transmitted diseases and other communicable diseases, especially emerging diseases of public health significance; collaborating with community partners to assess and address environmental strategies and system changes that will prevent chronic diseases, encourage healthy lifestyles and improve access to care for persons with health disparities; and working with County agencies and community partners to ensure that persons requiring nursing home placement or in-home personal care services are screened and referred to the appropriate service. The client base for this program is the entire population of the PWHD.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Pre-admission nursing home screenings completed within 45 days	43%	59%	89%	75%	90%
Patients completing tuberculosis preventive therapy treatment	85%	90%	87%	90%	90%
Vaccine-preventable disease cases per 100,000 population	14.9	10.9	10.8	10.9	10.9
Newly diagnosed HIV cases per 100,000 population	9.3	12.3	6.8	—	9.5
Program participants attendance during the core sessions of the National Diabetes Prevention Program	—	—	—	—	60%

Public Health

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Sexually Transmitted Disease and AIDS Services	\$297	\$285	\$285	\$240	\$240
Persons seen for sexually transmitted disease services	1,312	1,435	1,265	1,500	1,400
Persons served by AIDS drug assistance services	173	172	129	170	—
HIV clients linked to medical care	—	—	91%	—	93%
Other Communicable Disease Services	\$971	\$919	\$925	\$898	\$902
Patients receiving tuberculosis preventive therapy	146	169	159	170	170
Suspected tuberculosis follow-ups	248	166	78	170	90
Chronic Disease Services	\$121	\$116	\$116	\$113	\$113
Persons screened for nursing home pre-admission and personal care services	448	590	636	600	650
Primary Health Care Services	\$275	\$275	\$284	\$270	\$198
Clients served by community partners	5,264	5,527	4,434	5,161	4,833

Dental Health

The Dental Health program provides clinical care and preventive services to uninsured low income children with significant barriers to care. In the community, prevention is emphasized utilizing dental assistants to provide outreach activities beyond the dental health clinic to impact residents of all ages.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Medicaid eligible children with at least one sealant applied to a permanent molar tooth	10%	11%	NA	12%	—
Value of services delivered	\$616,529	\$153,224	\$111,225	\$280,000	\$275,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Dental Care	\$155	\$149	\$149	\$131	\$131
Total pediatric patient visits	1,829	628	291	840	720

Public Health

Environmental Health

This program enforces state and local codes and regulations designed to protect the public health and safety of all residents of and visitors to the Prince William area. This is accomplished by enforcing regulations pertaining to food, food establishments, day care facilities, hotels, summer camps, campgrounds, swimming pools, private wells, onsite sewage disposal systems, and other environmental health laws. Regulatory activities include permitting, inspections, testing, monitoring, and legal action when voluntary compliance is not achieved.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Food establishments in PWC without founded complaints of food borne illness	100%	99%	100%	98%	98%
Septic tank owners in compliance with Chesapeake Bay Preservation Act	76%	73%	72%	75%	75%
Discharge sewage systems in compliance with state regulations	47%	54%	67%	70%	—
On-site sewage applications completed within 15 days	95%	95%	93%	—	95%
Founded health and safety menaces corrected	85%	89%	89%	—	90%
Humans potentially exposed to rabies	428	563	520	—	550
Swimming pools in compliance with County code requirements	86%	85%	87%	—	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
On-site Sewage System Permits and Maintenance	\$236	\$224	\$233	\$220	\$227
New on-site sewage applications completed	98	147	115	120	120
Septic tank pump-outs assured	11,361	10,940	10,763	—	11,000
Water Supply Protection	\$67	\$64	\$64	\$63	\$63
Well samples collected for bacterial contamination	93	129	127	120	—
Repairs to on-site systems (remedial and preventive)	265	253	276	290	300
Inspection Services	\$413	\$400	\$397	\$340	\$412
Food establishment inspections	1,755	1,580	1,727	2,100	2,100
Swimming pool inspections	311	453	410	—	400

Public Health

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Environmental Complaint Investigations	\$103	\$97	\$97	\$93	\$92
Total environmental complaints investigated	287	250	280	250	270
Rabies Control	\$76	\$73	\$73	\$48	\$48
Animal quarantines completed	473	540	408	475	500

Administration/Emergency Preparedness

The Administration/Emergency Preparedness program integrates state, regional, and local jurisdictions' public health emergency preparedness plans to respond to terrorism and other public health threats. In addition, this program supports the ability of hospitals and health care systems to prepare for and respond to bioterrorism and other public health and health care emergencies.

The client base for this program is comprised of all residents of Prince William County and the cities of Manassas and Manassas Park.

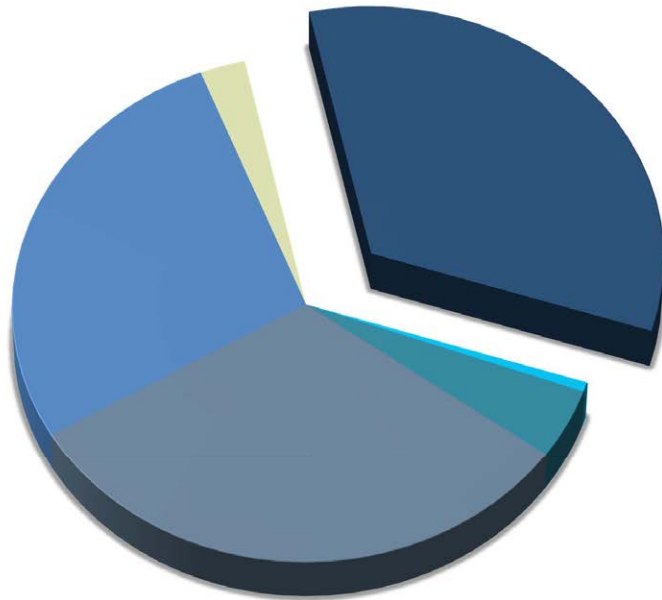
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Increase in Medical Reserve Corps volunteers	10%	10%	11%	10%	—
Community events during which all hazards preparedness education is provided	10	25	15	20	20
Customers reporting that they received the information or services they needed	NA	97%	98%	97%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Leadership and Management Oversight/ Emergency Preparedness	\$200	\$168	\$171	\$165	\$154
Public Health events that require emergency response plan activation	3	4	2	4	—
Medical Reserve Corps volunteers	545	598	663	729	—
Deployable Medical Reserve Corps volunteers	365	396	425	—	496
Emergency response exercises conducted in collaboration with outside partners	2	2	2	—	2
State and County fees for services collected	\$827,317	\$843,515	\$950,485	—	\$1,035,941

Social Services

Mission Statement

Enhance the quality of life in Prince William County by affording individuals and families the support, protection and safety necessary to enable them to build self-reliant lives.



Human Services Expenditure Budget:
\$130,639,192

Expenditure Budget:
\$43,585,993

\$

33.4% of Human Services

Programs:

- Protective Services: \$4,267,646
- Child & Family Services: \$7,964,855
- Benefits, Employment & Child Care: \$11,182,659
- Homeless Emergency Shelter & Overnight Care: \$2,427,794
- Youth Residential Services: \$6,523,479
- At Risk Youth & Family Services: \$8,663,037
- Agency Administration: \$2,556,523

Mandates

Prince William County is required by the state to establish a local board of social services to provide foster care, adoption, adoption assistance, child-protective services, domestic violence services, adult services, adult protective service, or any other service mandates adopted by the State Board of Social Services. The Department of Social Services provides these mandated services.

State Code: [63.2-1503](#); 22 Virginia Administrative Code (VAC) [40-700](#); 22 VAC [40-705](#); 22 VAC [40-720](#); 22 VAC [40-730](#) (Child Protective Services), [32.1-330](#), [63.2-1602](#) and [63.2-1804](#) (Adult Care), [63.2-319](#), [63.2-900](#), [63.2-903](#), [63.2-905](#), [63.2-1105](#), [2.2-5211](#) (Prevention & Assessments and Family Treatment), [2.2-5211](#) and [63.2-905](#) (Foster Care), [63.2-217](#), [63.2-319](#), [63.2-611](#), [63.2-616](#), [63.2-801](#) (Benefits and Child Care), [63.2-608](#) et seq, (Employment Services) [63.2-324](#) (Agency Director)

Social Services

Expenditure & Revenue Summary



Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Protective Services	\$0	\$0	\$3,600,373	\$3,749,825	\$4,267,646	13.81%
2 Child & Family Services	\$0	\$0	\$7,672,091	\$7,627,621	\$7,964,855	4.42%
3 Child Welfare	\$9,310,739	\$9,757,097	\$0	\$0	\$0	—
4 Adult Services	\$960,387	\$987,583	\$0	\$0	\$0	—
5 Benefits, Employment & Child Care	\$9,386,473	\$9,704,016	\$10,520,555	\$10,789,414	\$11,182,659	3.64%
6 Homeless Emergency Shelter & Overnight Care	\$1,650,127	\$1,791,100	\$1,995,268	\$2,333,469	\$2,427,794	4.04%
7 Youth Residential Services	\$5,275,463	\$5,254,071	\$5,523,659	\$6,308,691	\$6,523,479	3.40%
8 At Risk Youth & Family Services (ARYFS)	\$8,293,479	\$6,584,270	\$8,867,910	\$8,879,403	\$8,663,037	(2.44%)
9 Agency Administration	\$3,332,043	\$3,609,817	\$2,648,085	\$2,848,322	\$2,556,523	(10.24%)
Total Expenditures	\$38,208,710	\$37,687,955	\$40,827,941	\$42,536,745	\$43,585,993	2.47%

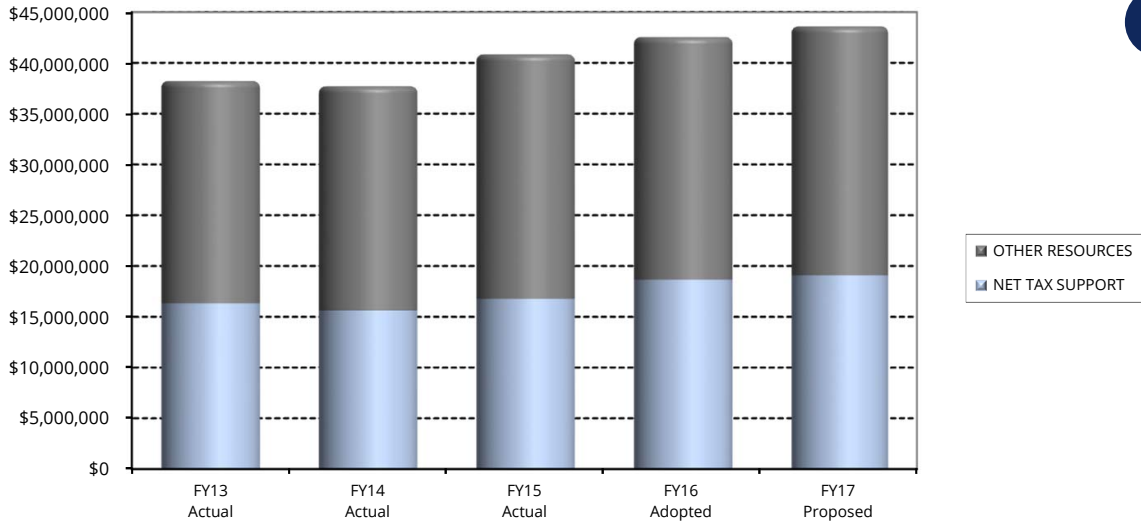
Expenditure by Classification

1 Personal Services	\$16,812,789	\$17,531,776	\$17,981,434	\$19,706,018	\$20,362,205	3.33%
2 Fringe Benefits	\$5,833,015	\$5,876,700	\$5,799,745	\$6,355,911	\$6,466,065	1.73%
3 Contractual Services	\$1,409,378	\$1,575,308	\$1,543,943	\$1,978,757	\$2,247,847	13.60%
4 Internal Services	\$1,271,435	\$1,230,795	\$1,287,819	\$1,077,255	\$1,097,290	1.86%
5 Purchase Goods & Supplies	\$12,208,999	\$10,567,290	\$13,435,603	\$13,743,478	\$13,765,255	0.16%
6 Capital Outlay	\$22,926	\$57,899	\$72,953	\$95,316	\$95,316	0.00%
7 Leases & Rentals	\$61,846	\$60,099	\$61,445	\$60,074	\$95,694	59.29%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$1,039,205)	(\$1,039,205)	0.00%
9 Transfers Out	\$588,321	\$788,088	\$644,998	\$559,140	\$495,527	(11.38%)
Total Expenditures	\$38,208,710	\$37,687,955	\$40,827,941	\$42,536,745	\$43,585,993	2.47%

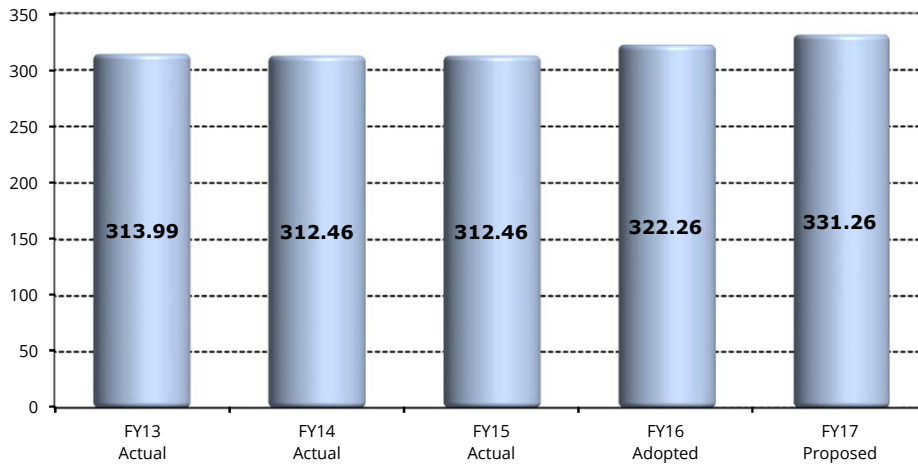
Funding Sources

1 Charges for Services	\$944,348	\$1,227,593	\$1,077,186	\$928,573	\$951,258	2.44%
2 Miscellaneous Revenue	\$102,220	\$125,102	\$157,632	\$44,400	\$55,900	25.90%
3 Revenue From Other Localities	\$18,156	\$25,340	\$15,684	\$936	\$936	0.00%
4 Revenue From Commonwealth	\$9,881,802	\$8,933,749	\$10,277,264	\$11,855,199	\$11,769,038	(0.73%)
5 Revenue From Federal Government	\$10,405,932	\$11,039,714	\$11,983,380	\$10,373,019	\$11,040,342	6.43%
6 Non-Revenue Receipts	\$599	\$0	\$2,583	\$0	\$0	—
7 Transfers In	\$529,514	\$726,397	\$536,435	\$681,589	\$694,268	1.86%
Total Designated Funding Sources	\$21,882,570	\$22,077,895	\$24,050,163	\$23,883,716	\$24,511,742	2.63%
Net General Tax Support	\$16,326,140	\$15,610,059	\$16,777,778	\$18,653,029	\$19,074,251	2.26%
Net General Tax Support	42.73%	41.42%	41.09%	43.85%	43.76%	

Social Services



Expenditure History



Staff History

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Protective Services	0.00	0.00	41.60	41.60	46.60
2 Child & Family Services	0.00	0.00	45.93	44.93	44.93
3 Child Welfare	79.53	79.53	0.00	0.00	0.00
4 Adult Services	6.00	6.00	0.00	0.00	0.00
5 Benefits, Employment & Child Care	121.53	120.00	131.00	130.00	134.00
6 Homeless Emergency Shelter & Overnight Care	4.30	3.30	4.30	3.80	4.80
7 Youth Residential Services	64.03	64.03	63.03	72.83	72.83
8 At Risk Youth & Family Services (ARYFS)	4.60	5.00	6.00	6.00	6.00
9 Agency Administration	34.00	34.60	20.60	23.10	22.10
Full-Time Equivalent (FTE) Total	313.99	312.46	312.46	322.26	331.26

Staff By Program

Social Services

Future Outlook

Benefits - Statewide, the eligibility and enrollment processes for public assistance benefits are being modernized. To be in sync within PWC, benefits teams have been redesigned while reconfiguring office space to include scanning stations. Conversion of all programs to one state system – VaCMS – will occur by December 2016, as well as, a transition to a new state document imaging system. Challenges include maintaining two computer systems through the conversion process and continually training staff on new technology. 900+ working families whose incomes are 185% or below of the federal poverty levels are currently on the waiting list for subsidized child care.

Child, Adult, and Family Services - As the population increases, so does the need for child and adult protective services (CPS). A recent CPS audit validated recent structural changes that included the addition of manager positions to provide more quality assurance and a change in shift assignments to provide more efficient coverage. The elder population's increase is straining the ability to provide required face-to-face assessments necessary for nursing home placement, in-home or community-based services funded by Medicaid. There has been a 103% increase in the number of needed assessments since FY13. Public guardianship has increased from 189 in FY13 to 410 in September 2015. Youth turning 18 and aging out of foster care is another challenge as they need more support and guidance to transition into full adulthood. These issues become more difficult when serving the growing population of citizens who do not speak English at home and for whom translation services are necessary.

Homeless Services - Persons who are unsheltered homeless, especially those with mental, physical and/or cognitive health challenges, require a lengthy multi-disciplinary approach that cannot be done by local government alone. Collaboration through the Continuum of Care (Housing for All) to bring in as much state and federal funds as possible is critical. Extreme weather causes the unsheltered homeless to seek shelter. During the 2014/2015 winter season, Department of Social Services (DSS) established a system with local hypothermia shelters, to include the DSS-operated winter shelter, that kept track of shelter bed utilization and transportation needs in real-time so that persons who were unsheltered could receive shelter. Sleeping bags were distributed for those who did not want shelter. A focused effort to house veterans who are homeless is another ongoing successful initiative requiring multiple community connections. Rapid re-housing and housing location services were also introduced into the community. These initiatives to reduce homelessness are contributing to the lower number of homeless counted during the annual point-in-time count. An emerging challenge has arisen regarding land development. As land develops, creative land use solutions will need to be studied in order to maximize both economic development and a connection to homeless services for those affected by land use changes.

No Wrong Door - The local citizenry should be able to access services efficiently whereby all local service providers know where needed services are provided. This requires local professionals to work together in an atmosphere that promotes sharing information and comradery. While there is substantial good-will among local providers, both public and private, the ability to share information is impeded by different consent to share information protocols which usually are directed by the state/federal governments. DSS is stressing internal divisional communication to promote easy service access among our clients who are served by more than one DSS unit or division.

At-Risk Youth - The Virginia Department of Juvenile Justice (DJJ) is focusing on evidence-based practices that will change the Juvenile Detention Center (JDC), which was built in 1972; the Molinari Shelter and the Juvenile Pretrial Program. More court-involved youth will be kept locally and DJJ will be encouraging localities with a JDC to partner with them in providing a Community Placement Program for youth with short sentencing guidelines and/or less serious offenders. From time to time, when the courts support a youth being moved from the more restrictive environment of the JDC to the less restrictive environment of the Molinari Shelter, space is not available initiating a waiting list for the less secure facility. The pool of service funds provided through At-Risk Youth and Family Services will need to consider appropriate and fair funding of the high educational costs in residential and day programs.

Social Services

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business system support, GIS, web services, capital equipment replacement, and administration. In FY17 the DSS technology budget increases by \$17,590 to \$1,005,817.
- B. Roll FY16 Social Services Budget Reconciliation into FY17** - Prince William County adopted its FY16 budget on April 21, 2015. However, the County did not receive its final FY16 budget allocations from the Virginia Department of Social Services (VDSS) until May 2015. Each year the County must adjust its DSS budget ([BOCS Resolution 15-488](#)) to reflect the actual allocations awarded from all sources. If the funding adjustments are recurring, they are rolled forward into the subsequent fiscal year as part of the annual budget process. The FY16 reconciliation results in a \$580,752 revenue and expenditure budget increase in FY17. The resolution also authorized the creation of eight FTE in FY16. These eight positions are included in the FY17 DSS FTE count. There is no additional general fund tax support.
- C. Compensation Increase** - Compensation adjustments totaling \$458,717 are made to support the following changes:
- Benefits:**
- 5.00% Retiree Health Credit;
 - 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
 - -0.01% Group Life Insurance;
 - -1.00% VRS Plan 1 Savings; and
 - -1.75% VRS employer rate;
- Salaries:**
- 3.00% Pay for Performance; and
 - 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Social Services

Program Summary

Protective Services

Protective Services has two mandated programs; Child Protective Services (CPS) and Adult Protective Services (APS). CPS screens and investigates allegations of abuse/neglect of children under the age of 18. APS screens and investigates allegations of abuse/neglect/exploitation of disabled or older adults.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Repeat adult abuse and neglect cases	0%	0.74%	0.73%	5%	3%
Repeat child abuse and neglect cases (same child and offender)	0.72%	0.70%	0.73%	1%	—
Repeat child abuse and neglect cases (same child)	5%	2%	3%	—	2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
CPS Investigations	\$2,643	\$2,898	\$3,105	\$3,268	\$3,585
Reports of alleged child abuse/neglect received by CPS	4,389	4,515	4,686	4,645	4,725
CPS complaints investigated & assessments completed	2,348	2,296	2,445	2,350	2,550
Founded CPS cases	416	430	410	460	429
Average number of days to complete CPS investigations and assessments	90	55	56	50	53
APS Investigations	\$446	\$451	\$495	\$482	\$683
Reports of alleged adult abuse/neglect received by APS	652	672	697	725	740
APS complaints investigated	439	478	503	500	550
Founded APS cases	153	135	176	150	200
Average number of days to complete APS investigations and assessments	55	55	50	48	49

Social Services

Child & Family Services

DSS provides counseling and case management services for children who have been abused and/or neglected. The program is designed to raise community awareness of abuse and neglect as well as to reduce risk to children. Child and Family Services also provides temporary and short term care for children whom have been abused and/or neglected. If the court orders that the biological family is not appropriate for the foster child, then permanency (adoption) is sought. Adult Services includes monitoring public guardianships for incapacitated adults. Eligibility for adults seeking Medicaid-funded long term care (nursing home, in-home or community-service) are assessed in conjunction with the local health district.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Repeat child abuse and neglect cases (same child)	5%	2%	3%	—	2%
Children in foster care finding permanent homes via adoption or placement with relatives or return home	32%	41%	32%	38%	39%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Foster Care	\$4,877	\$5,122	\$5,349	\$5,242	\$5,372
Children served in custodial foster care	203	169	137	190	125
Authorized foster care families	90	85	104	105	100
Family Treatment	\$998	\$1,030	\$983	\$1,080	\$961
Families served	387	232	201	300	180
Prevention and Assessments	\$792	\$707	\$820	\$718	\$1,134
Families served	295	227	208	250	180
Clients served with Promoting Safe & Stable Families (PSSF) funding	1,302	291	632	331	675
Adult Care	\$514	\$537	\$519	\$587	\$497
Incapacitated adults in the guardianship program	189	389	410	—	400
Medicaid long-term care assessments - Adults	257	402	527	—	500
Medicaid long-term care assessments - Children	100	184	188	—	180

Social Services

A. Budget Initiatives

1. Add One Family Service Worker II to Monitor Adult Guardianship Cases

Expenditure	\$84,553
Revenue	\$42,277
General Fund Impact	\$42,276
FTE Positions	1.00

- a. **Description** - Adult Services Family Service Workers are required to monitor public guardianship cases for vulnerable adults who are determined to be incapacitated and have a court-appointed guardian. Currently, the Adult Services team monitors 410 guardianship cases, up from 189 in FY13. DSS must provide a status report to the courts at the 4 month and annual intervals. Contact with the guardian is also required to determine the status of the incapacitated adult and conduct an APS investigation if deemed appropriate.
- b. **Service Level Impacts** - Currently four FTEs are spending about 25% of their time processing guardianship cases and are able to process them within 45 days. With a dedicated FTE, timeliness of processing a guardianship case is projected to improve from 45 days to 30 days.

Benefits, Employment & Child Care

The Benefits, Employment & Child Care Division (BECC) is a multi-dimensional program whose primary focus is promoting self-reliance and prevention of dependency on public assistance. The administration of programs including SNAP (formerly Food Stamps), Medicaid, TANF, VIEW and Child Care Assistance contributes to family stabilization. The program serves Prince William County's residents with the lowest incomes in meeting their basic needs as they move toward achieving economic success.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
TANF participants engaged in work activities	51%	52%	44%	51%	51%
Medicaid cases reviewed within State mandated time frames (State mandate is 97%)	90%	98%	94%	97%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Employment Services	\$1,617	\$1,507	\$1,264	\$1,546	\$1,244
Persons served in VIEW	1,174	1,029	793	1,100	800
Benefits and Child Care	\$7,535	\$7,958	\$9,006	\$8,992	\$9,680
New applications processed annually (TANF, SNAP and Medicaid)	26,822	31,999	31,438	30,000	30,000
Average number of cases managed per month (TANF, SNAP and Medicaid)	42,291	48,091	49,277	45,000	50,000

Social Services

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Fraud Investigations (SNAP, TANF, Child Care)	\$234	\$239	\$250	\$252	\$259
Fraud investigations completed	455	400	393	450	400
Funds recovered and returned to Fed/State	\$184	\$523	\$397	\$300	\$350

Homeless Services

Homeless Services provides contract monitoring for the Hilda Barg Homeless Prevention Center (HPC), a 30-bed shelter for families and single adults that offers comprehensive services including case management, job readiness, mental health counseling, and medical referrals. It is operated by Northern Virginia Family Services. Homeless Services directly operates the Winter Shelter, a 48-bed overnight shelter open November 1 - March 31 for single adult men and women, that provides safety from extreme winter weather. The Bill Mehr Drop-In Center is operated year-long six days a week. This program provides case management, benefits eligibility, mental health/substance abuse counseling, and partners with community programs to aide in improving life skills and employment prospects.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
% of days the Winter Shelter is at capacity	1%	3%	3%	3%	—
Utilization of Winter Shelter when temperature is < 32 degrees	78%	81%	74%	—	77%
% of days the Hilda Barg Homeless Prevention Center (HPC) is at capacity	13%	30%	18%	58%	—
Utilization of HPC	78%	81%	84%	—	81%
Point in time homeless count	447	445	409	410	390

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Overnight Care	\$1,626	\$1,791	\$1,995	\$2,333	\$2,428
Substance abuse weekly group attendance (duplicated)	—	172	110	—	150
Referrals for mental health services to Community Services (unduplicated)	—	4	3	—	10
Referrals for benefits (unduplicated)	—	31	21	—	30
Homeless Intervention	\$24	—	—	—	—

Social Services

Youth Residential Services

Youth Residential Services offers the community a balanced approach in providing public safety, accountability, and successful completion of court-ordered programs for at-risk youth. Services range from secure incarceration at the Juvenile Detention Center, non-secure residence at the Molinari Juvenile Shelter to home-based supervision through the Pre-Trial Supervision program which also includes electronic monitoring.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Juvenile Pretrial Supervision clients re-offending while in the program	14%	2%	3%	12%	6%
Molinari Juvenile Shelter Services clients re-offending while in the program	6%	0%	3%	5%	3%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Secure Detention	\$3,617	\$3,621	\$3,940	\$4,661	\$4,847
Juveniles admitted	684	791	703	732	726
Juvenile Pretrial Supervision	\$473	\$410	\$394	\$315	\$395
Juveniles admitted	220	167	171	234	186
Molinari Juvenile Shelter Services	\$1,186	\$1,223	\$1,190	\$1,333	\$1,281
Juveniles admitted	229	202	189	219	206

A. Budget Initiatives

1. Juvenile Detention Center Needs Assessment

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

a. Description - The Juvenile Detention Center (JDC), built in 1979 and most recently renovated in 2003, is a 72-bed facility providing short-term care for juveniles who are awaiting trial disposition, apprehended for delinquency, or requiring secure custody for their own protection or that of the community. The current nationally recognized models for juvenile detention centers promote re-socialization, positive peer cultures, positive values, and substance-free lifestyles. In order to adequately provide an environment that supports transformation while maintaining public safety, including the safety of staff and detainees, the JDC may be in need of major renovations or possible replacement. In preparation for any potential facility construction, enlargement, or renovation of detention centers, the Virginia Department of Juvenile Justice requires that a needs assessment and planning study be completed in order to be eligible for state funding. This initiative provides one-time funding of \$200,000 for a needs assessment to be completed by an architectural firm on behalf of the County.

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

Social Services

At-Risk Youth & Family Services

ARYFS is a locally managed interagency program created by the state's Comprehensive Services Act for At-Risk Youth and Families (now known as Children's Services Act). ARYFS serves as a funding resource for the following public agencies in need of additional services for their clients: (1) Department of Social Services for Child Protective Services, Foster Care and Adoption Services; (2) School Division for Special Education, Alternative Education, and Student Services; (3) Juvenile Court Services Unit for Probation and Parole; (4) Community Services for mental health treatment needs.

All ARYFS clients struggle with severe disorders and/or dysfunctional families and most have behavioral health diagnoses requiring professional treatment services. All service plan decisions require a collaborative review and approval by a multi-disciplinary Family Assessment and Planning Team (FAPT) staffed by previously listed public agencies, a private provider representative and a parent representative.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Clients with improved functional assessment score upon case closure	60%	53%	61%	50%	60%
Parent/guardians participating in inter-agency meetings who are satisfied with service delivery	98%	99%	99%	90%	95%
Residential treatment services completed within nine months	60%	64%	64%	65%	—
Foster care youth served without use of residential services	76%	78%	78%	75%	—
Social Services family reunification clients remaining reunified with their families after six months	100%	100%	100%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Community-Based Services	\$2,528	\$3,000	\$4,158	\$1,990	\$1,992
Youth served	728	721	610	720	660
Residential Services	\$3,844	\$1,768	\$2,625	\$4,327	\$4,329
Youth served	110	108	95	105	105
Foster Care	\$1,450	\$1,283	\$1,516	\$1,963	\$1,963
Youth served	203	169	137	150	125
Administration	\$273	\$349	\$348	\$378	\$380
Total youth served (unduplicated)	741	729	624	700	700

Social Services

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
* Prevention Services (PSSF)	\$147	\$133	\$108	\$167	—
Clients served	1,258	236	517	251	—
* Early Intervention Services (PSSF)	\$52	\$52	\$114	\$55	—
Clients served	44	55	115	80	—

* Note - Prevention Services and Early Intervention Services are being consolidated and shifted into the Child & Family Services program.

Agency Administration

Provide overall leadership, financial management including state and federal grant monitoring, personnel functions, and information technology services for DSS.

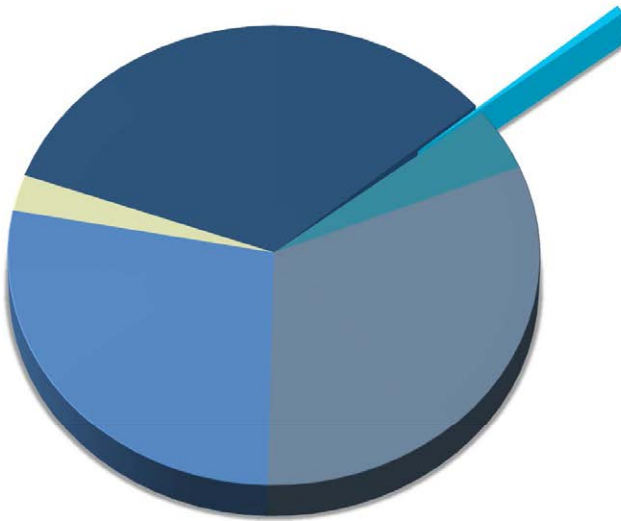
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
I can easily access facilities and services provided by Social Services (community survey)	89%	89%	89%	89%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Social Services Director's Office	\$3,332	\$3,610	\$1,025	\$1,337	\$847
Technology Support	—	—	\$229	\$280	\$366
Personnel Support	—	—	\$305	\$314	\$318
Fiscal Support	—	—	\$1,089	\$918	\$1,026

Virginia Cooperative Extension

Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Tech and Virginia State University, the Commonwealth's land grant universities. Building local relationships and collaborative partnerships, we help people put scientific knowledge to work through learning experiences that improve economic, environmental and social well-being.



Human Services Expenditure Budget:
\$130,639,192

Expenditure Budget:
\$781,640



0.6% of Human Services

Programs:

- Parent Education: \$172,378
- Nutrition Education: \$29,297
- Financial Education & Housing Counseling: \$302,998
- 4-H: \$101,210
- Environment & Natural Resources: \$175,757

Mandates

Virginia Cooperative Extension, an arm of Virginia Polytechnical Institute and State University, operates under a state mandate to inform the County when agricultural conditions warrant the declaration of a disaster and to provide assistance and information regarding disaster relief programs.

State Code: Section [3.2-503](#)

Virginia Cooperative Extension

Expenditure & Revenue Summary



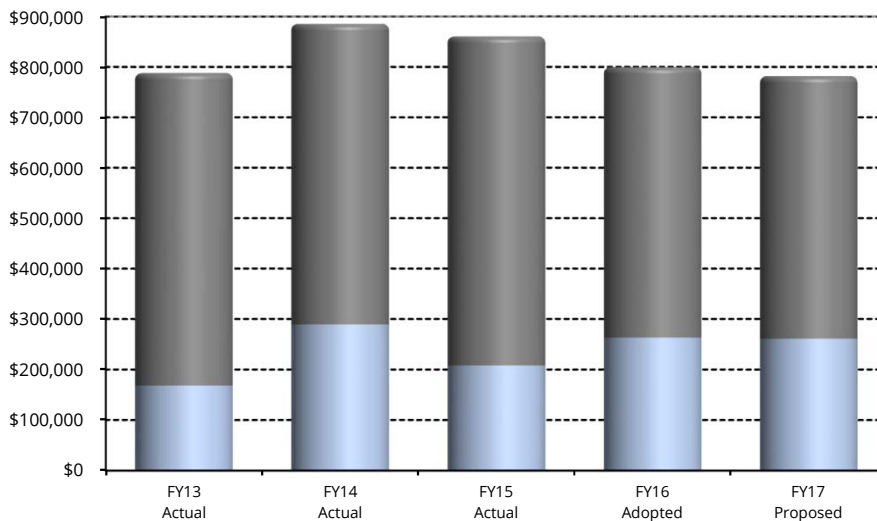
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Parent Education	\$206,161	\$210,147	\$217,616	\$238,605	\$172,378	(27.76%)
2 Nutrition Education	\$26,102	\$30,874	\$25,508	\$33,832	\$29,297	(13.40%)
3 Financial Education & Housing Counseling	\$271,547	\$334,844	\$297,588	\$259,386	\$302,998	16.81%
4 4-H	\$121,763	\$127,869	\$131,151	\$98,179	\$101,210	3.09%
5 Environment & Natural Resources	\$162,095	\$181,532	\$188,351	\$169,563	\$175,757	3.65%
Total Expenditures	\$787,668	\$885,266	\$860,214	\$799,565	\$781,640	(2.24%)

Expenditure by Classification

1 Personal Services	\$548,029	\$598,169	\$590,673	\$588,225	\$593,031	0.82%
2 Fringe Benefits	\$116,676	\$131,986	\$126,539	\$123,086	\$90,555	(26.43%)
3 Contractual Services	\$774	\$0	\$224	\$1,650	\$1,650	0.00%
4 Internal Services	\$58,257	\$88,063	\$81,929	\$79,178	\$77,335	(2.33%)
5 Purchase Goods & Supplies	\$63,932	\$67,048	\$60,849	\$27,591	\$39,234	42.20%
6 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$20,165)	(\$20,165)	0.00%
Total Expenditures	\$787,668	\$885,266	\$860,214	\$799,565	\$781,640	(2.24%)

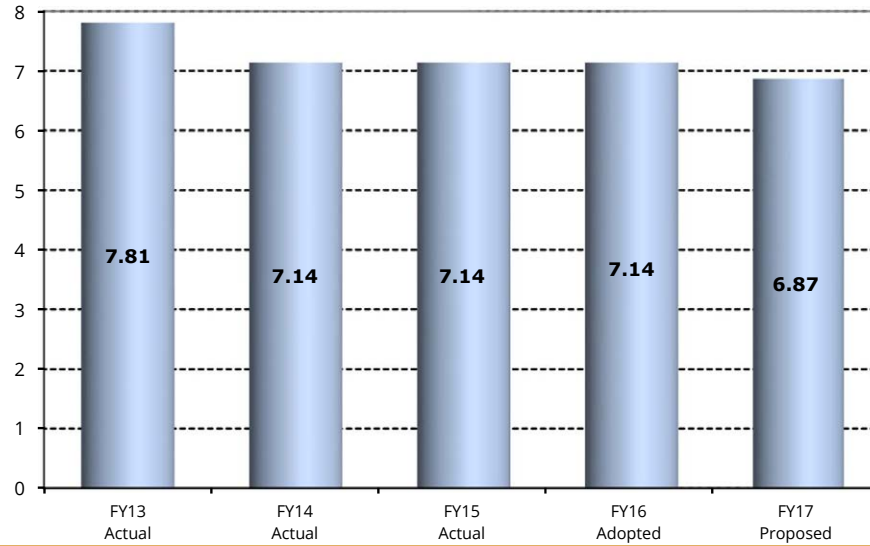
Funding Sources

1 Charges for Services	\$12,575	\$16,445	\$15,835	\$10,000	\$10,000	0.00%
2 Miscellaneous Revenue	\$0	\$26,153	\$13,315	\$0	\$0	—
3 Revenue From Other Localities	\$114,696	\$97,564	\$94,200	\$125,830	\$125,830	0.00%
4 Revenue from State Government	\$164,000	\$134,045	\$198,298	\$0	\$118,000	—
5 Revenue From Federal Government	\$6,079	\$0	\$0	\$70,000	\$0	(100.00%)
6 Transfers In	\$322,082	\$322,084	\$330,624	\$330,635	\$267,022	(19.24%)
Total Designated Funding Sources	\$619,432	\$596,291	\$652,272	\$536,465	\$520,852	(2.91%)
Net General Tax Support	\$168,236	\$288,975	\$207,942	\$263,100	\$260,788	(0.88%)
Net General Tax Support	21.36%	32.64%	24.17%	32.91%	33.36%	



Expenditure History

Virginia Cooperative Extension



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Parent Education	3.05	3.05	3.05	3.05	2.78
2 Nutrition	0.00	0.00	0.00	0.00	0.00
3 Financial Education & Housing Counseling	2.99	2.32	2.32	2.32	2.32
4 4-H	0.00	0.00	0.00	0.00	0.00
5 Environment & Natural Resources	1.77	1.77	1.77	1.77	1.77
County Full-Time Equivalent (FTE) Total	7.81	7.14	7.14	7.14	6.87

Virginia Cooperative Extension Service is also staffed with State positions that are not included in the County FTE total.



Staff By Program

Future Outlook

4-H - Positive youth development programs engage young people in intentional, productive, and constructive ways, while recognizing and enhancing their strengths. These programs promote positive outcomes by providing opportunities, fostering positive relationships, and giving support needed to build on their strengths as well as prevent risky behaviors. "The Positive Development of Youth: Comprehensive Findings from the 4-H Study of Positive Youth Development" shows that 4-H youth excel beyond their peers. 4-H youth are about twice as likely to be civically active, four times more likely to make contributions to their community and twice as likely to make healthier choices.

Nutrition Education - Health, wellness and nutrition education for youth and adults are hot topics today as evidenced by the Virginia Cooperative Extension (VCE) 2013 Situation Analysis Survey of community needs. Healthy meals and snacks, access to local food, stretching food dollars, and clean water were topics of high importance to respondents. As the population ages there will be more chronic nutrition-related diseases including the consequences of uncontrolled diabetes, heart disease, cancers and osteoporosis. Teaching good nutrition, cooking skills and physical activity to children, teens, young families, middle aged adults and senior citizens will cumulatively result in healthier individuals and communities.

Virginia Cooperative Extension

Financial Education and Housing Counseling - The changes in mortgage lending policies have reduced the demand for counseling services related to mortgage defaults and foreclosures. Stricter reverse mortgage policies enacted in April 2015, have reduced the number of qualifying applicants by 30%. These changes will allow counselors to shift priorities supporting the increased demand for credit restoration, debt reduction or first time home buyer services. We also plan to strengthen our community outreach, offer eight additional financial seminars, recruit more volunteers and create a better client financial picture with the addition of credit reports with our counseling services.

Parent Education - National data indicates that families with children under 18 comprise 45% of Prince William County households and the percentage of single parent households continues to rise. 63% of all county workers travel 30 minutes or more one way to work. These long commutes limit parents' time with their children. This coupled with long work hours and the changing economy adds additional stress on the family. Prince William VCE offers classes to support these busy parents raising healthy children who will contribute positively to the community. Our goal is to eliminate abuse and neglect in our community.

Environment and Natural Resources - Staff and Master Gardener Volunteers continue to provide horticultural and agricultural technical assistance and educational programs that address water quality issues. By providing certified nutrient management plans, we assist Prince William County in meeting the Phase II Watershed Implementation Plan goals. We have seen an increase in requests for community garden and school garden assistance and local food production, technical assistance with managing stormwater and plants in new and aging landscapes, the need for identification and control recommendations regarding invasive pests, and requests for options for agricultural production on 10+ acre properties.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business system support, GIS, web services, capital equipment replacement, and administration. In FY17 VCE's technology budget decreases by \$1,843 to \$77,335.
- B. Restructuring of the Family Stability Program** - In an effort to increase transparency and reallocate resources for program continuation, the Family Stability program has been dissolved and the four activities within Family Stability have been restructured as individual programs - 4-H, Nutrition Education, Parent Education, and Financial Education and Housing Counseling. The general fund resources previously allocated to the Family Stability program have been redistributed to account for additional grant revenue coming to Financial Education and Housing Counseling and a loss of grant revenue to Parent Education. The Virginia Cooperative Extension Agent previously devoted to Nutrition Education has been reassigned by the State as program manager for Nutrition Education, Parent Education and Financial Education and Housing Counseling, allowing for a reduction in County staff of -0.27 FTE. The general fund support to these four program areas is increased only by the amount required for the 3% pay for performance increase for all County employees.

Virginia Cooperative Extension

C. Compensation Increase - Compensation adjustments totaling \$6,957 are made to support the following changes:

- 5.00% Retiree Health Credit;
- -1.75% VRS employer rate;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees
- -0.01% Group Life Insurance;
- 3.00% Pay for Performance;
- -1.00% VRS Plan 1 Savings; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Parent Education

The Parent Education programs of (VCE) serve all families in our community. Staff and volunteers facilitate classes throughout the community for parents of young children, school-aged children, and teens. In addition VCE offers a program to parents of adolescents who are either court-involved or at risk of court involvement, and a program for parents who are addressing issues of anger in the home. Facilitators also hold classes at the Adult Detention Center for participants in the Drug Offender Rehabilitation Module (DORM) program, at transitional housing facilities and shelters for homeless families. VCE accomplishes this by working collaboratively with the Department of Social Services (DSS), Prince William County Schools, the Juvenile Court Services Unit, Community Services, and a number of non-profits. Programs are available in English and Spanish.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Parent Education participants able to use the information presented in the class to improve their family situation	98%	98%	97%	96%	—
DSS referred participants who have no founded case of abuse or neglect within one year of completing a parent education program	100%	100%	100%	—	95%
Families at risk of entering foster care who do not enter foster care within one year of completing a parent education program	100%	100%	100%	—	95%
Youth whose parents complete the juvenile justice parenting program who do not acquire a criminal charge within one year of completing the program	73%	NR	NR	—	75%

Virginia Cooperative Extension

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Parent Education	\$206	\$210	\$218	\$239	\$172
Participants completing Systematic Training for Effective Parenting (STEP)	250	259	247	230	230
Participants completing When Families Get Angry (WFGA)	79	75	73	80	80
Participants completing Juvenile Justice Parenting Program (JJPP)	110	87	61	90	90
Volunteers	20	18	23	15	—
FTE value of volunteer hours	—	—	—	—	0.35

Nutrition Education

The Nutrition Education program provides education about making food choices to promote health and prevent chronic diseases, childhood obesity, including how to plan and prepare nutritious meals and snacks that fit the family budget. Programs include Chefs Clubs in all Prince William County middle schools, diabetes education, including Living Well With Diabetes, Eat Healthy Be Active community wellness program for all ages, childcare provider training, food safety, and Supplemental Nutrition Assistance Program (SNAP) education for low income families, individuals and youth. Staff and trained Master Food volunteers support nutrition programming.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Nutrition Education survey respondents reporting the adoption of healthy nutrition and physical activity practices	96%	99%	100%	70%	—
SNAP education program participants improving nutritional intake	99%	94%	97%	—	90%
Decrease in hemoglobin A1c in people who participate in the Living Well with Diabetes program	0.72%	0.00%	0.09%	—	0.20%
Participants in the food safety programs who increase knowledge as measured by pre- and post-tests	—	—	—	—	70%

Virginia Cooperative Extension

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Nutrition Education	\$26	\$31	\$26	\$34	\$29
SNAP education (formerly Smart Choices Nutrition Education Program) participants	972	251	501	250	1200
Other nutrition education program participants	680	504	574	—	300
Volunteers	124	62	32	35	—
FTE value of volunteers	—	—	—	—	0.5

Financial Education & Housing Counseling

Financial Education & Housing Counseling promotes improved personal financial behaviors through research-based classes, counseling or coaching to develop sound financial practices for improved economic stability. Our Master Financial volunteers lead financial literacy educational programs and offer one-on-one coaching, advising clients on accepted best practices for improved personal financial decision making. Our programs help citizens reach affordable, stable housing goals, including pre-purchase planning, steps to avoid foreclosure, and appropriate options for refinancing or reverse mortgage choices. We help our community members reach their affordable home-ownership goals.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Financial Education & Housing Counseling participants reporting adoption of a spending and savings plan to become financially stable and achieve future goals	—	50%	85%	75%	—
One-on-one counseling clients reporting an improving financial situation over time through increased savings, reduced debt or improved credit score	—	—	—	—	75%
Mortgage default clients not losing their homes to foreclosure	97%	96%	—	—	90%
Financial education clients improving their financial knowledge as measured by a pre- and post-test	—	—	—	—	85%

Virginia Cooperative Extension

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Financial Education and Housing Counseling	\$272	\$335	\$298	\$259	\$303
Families completing Home Ownership Seminar Series	178	161	143	150	—
Housing counseling participants	289	255	251	175	—
Households receiving housing counseling	—	—	—	—	200
Clients completing First Time Homebuyer Track (Smart Money, Home Ownership Seminar & Financial Assessment)	—	—	—	—	35
Clients attending financial literacy class	89	109	NA	—	375
Volunteers	36	44	25	40	—
FTE value of volunteer hours					0.65

4-H

4-H assists youth, and adults working with those youth, to gain additional knowledge, life skills and attitudes that will further their development as self-directing, contributing, and productive members of society. PWC 4-H provides youth aged 5-19 with life skill learning opportunities through the delivery models of 4-H community clubs, camps, and in-school and after-school programs. The 4-H Safe at Home, Safe Alone program provides youth with self-care skills needed when parents decide to leave youth home alone. The 4-H Healthy Eating, Active Living program addresses the need for proper sleep, diet and active living.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Parents reporting that 4-H youth acquire life skills that lead to becoming productive and contributing citizens	98%	98%	99%	95%	—
Youth completing the Healthy Eating, Active Living program who show an increase in knowledge in making healthier food choices and increasing physical activity, evidenced by a pre- and post-test	—	—	—	—	70%
4th graders completing the Safe at Home, Safe Alone program who show an increase in knowledge in self-care skills, evidenced by a pre- and post-test	100%	100%	100%	—	70%

Virginia Cooperative Extension

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
4-H Youth Education	\$88	\$128	\$131	\$98	\$101
Youth enrolled in 4-H camps and clubs	743	803	706	700	700
Youth enrolled in 4-H special interest programs	71,663	71,103	58,531	50,000	50,000
Community service hours contributed by 4-H youth and adults	—	—	—	—	7,000
Adult volunteers	1,059	999	1,236	700	700
FTE value of volunteer hours	—	—	—	—	10
Students enrolled in the Rainbow Therapeutic Riding Program (shifted to Community Services)	160	209	—	—	—
Contribution to Rainbow Riding (partnership shifted to Community Services in FY15)	\$33	—	—	—	—

Environment & Natural Resources (ENR)

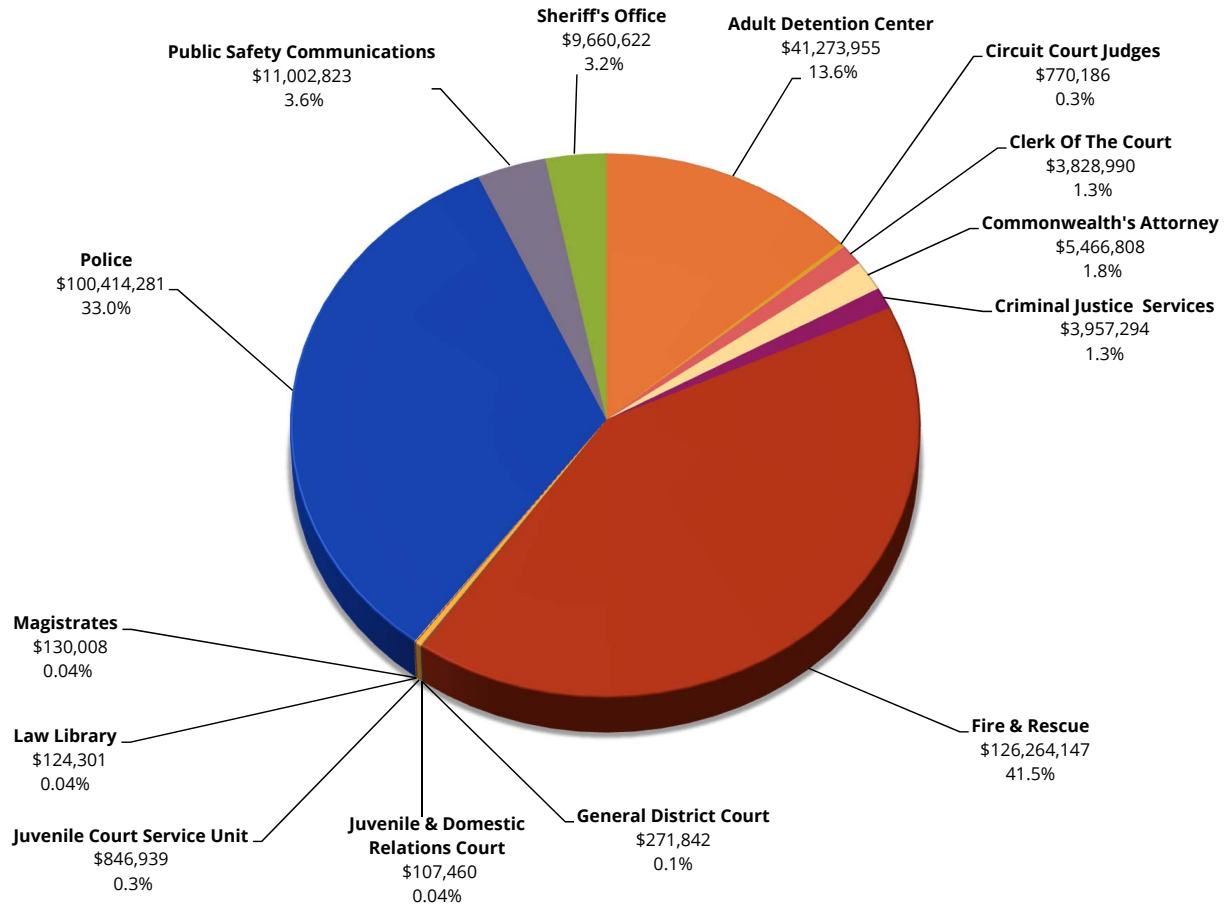
ENR provides educational programs that raise awareness and change behaviors, emphasizing best management practices for sustainable landscape management and water quality protection. Educational activities include classes, hands-on demonstrations, the BEST Lawns lawn education program and stormwater education, conducted by staff and Master Gardener volunteers. Audiences include agricultural producers, the green industry, pesticide applicators, homeowners associations, citizens, non-profit organizations and County agencies.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Participants reporting that they adopted recommended water quality practices	100%	87%	98%	85%	85%
Number of urban nutrient management acres	60	65	84	65	—
Participants who show an increase in the level of knowledge after attending an environmental education workshop as evidenced by a pre- and post-test	—	—	—	—	85%
BEST Lawn clients implementing practices that improve water quality as a result of their nutrient management plan	—	—	—	—	70%

Virginia Cooperative Extension

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Environment and Natural Resources	\$158	\$182	\$188	\$170	\$176
Environmental education participants	1,242	1,067	1,220	1,000	1,200
Volunteers	181	176	195	150	—
Site visits for stormwater management education, and community and school gardens	32	26	20	—	25
Calls received through the Horticulture Help Desk	1,451	1,820	1,490	—	1,000
BEST lawns urban nutrient management plans written	232	212	—	—	250
Annual acres covered by BEST lawns nutrient management plans	60	65	84	65	75
FTE value of volunteer hours	8	9	7	7	7
Executive Management & Administration (merged with ENR)	\$4	—	—	—	—

Public Safety



Public Safety Expenditure Budget: \$304,119,656



Average Tax Bill: Functional Team accounted for \$794 and 20.47% of the average residential tax bill in FY17.

Department & Agencies

- **Adult Detention Center**
- **Circuit Court Judges**
- **Clerk of the Circuit Court**
- **Commonwealth's Attorney**
- **Criminal Justice Services**

- **Fire & Rescue**
- **General District Court**
- **Juvenile & Domestic Relations Court**
- **Juvenile Court Service Unit**
- **Law Library**
- **Magistrate**

- **Police**
- **Public Safety Communications**
- **Sheriff's Office**

2013-2016 Strategic Plan

Public Safety

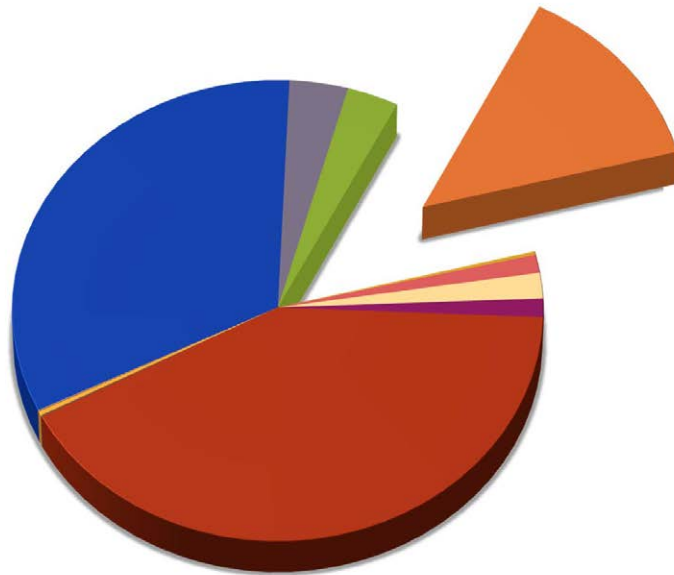
Goal Statement: The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies.

	FY2017 Strategic Plan Targets
Part 1 crime rate in the lowest third of COG communities	Yes
Part 1 crime closure rate higher than national average for suburban communities	Yes
Juvenile reconviction rate	≤23.6%
Adult reconviction rate	≤28.2%
Positive responses to "I feel safe in my neighborhood"	≥93%
Positive responses to "I feel safe in commercial areas"	≥93%
Police emergency response time	≤7 min
Positive responses to "Firefighting services are prompt and reliable"	≥98%
Positive responses to "EMS staff are skilled and reliable"	≥97%
Emergency incident responses (all F&R emergencies) in 4 minutes or less	49%
Fire suppression unit on-scene (fire only) in 4 minutes or less	40%
BLS responses in 4 minutes or less	49%
ALS responses to all ALS emergencies in 8 minutes or less	86%
Civilian fire related injuries per 100,000 population	9
Civilian residential fire-related deaths	≤1

Adult Detention Center

Mission Statement

The mission of the Adult Detention Center is to protect the community by providing for the secure, safe, healthful housing of prisoners admitted to the Adult Detention Center; to ensure the safety of Detention Center staff; to conduct rehabilitative programs which reduce the likelihood of recidivism among prisoners released from the Detention Center; and to do these things in as cost effective a manner as possible.



Public Safety Expenditure Budget:
\$304,119,656

Expenditure Budget:
\$41,273,955



13.6% of Public Safety

Programs:

- Executive Management: \$4,355,917
- Inmate Classification: \$1,396,827
- Inmate Security: \$18,040,684
- Inmate Health Care: \$4,287,506
- Support Services: \$10,821,239
- Inmate Rehabilitation: \$2,371,782

Mandates

The Code of Virginia requires that every county shall have a jail. The Virginia Department of Corrections sets operating standards for all Virginia jails. The Adult Detention Center provides this mandated service. Regional jail boards are mandated through state code. The Adult Detention Center serves as liaison to the Jail Board.

State Code: Section [15.2-1638](#), [53.1-106](#)

Adult Detention Center

Expenditure & Revenue Summary



Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Executive Management	\$3,045,211	\$3,802,513	\$4,099,313	\$4,550,772	\$4,355,917	(4.28%)
2 Inmate Classification	\$860,307	\$851,600	\$1,020,945	\$1,303,528	\$1,396,827	7.16%
3 Inmate Security	\$20,180,575	\$21,110,713	\$18,478,949	\$18,407,521	\$18,040,684	(1.99%)
4 Inmate Health Care	\$3,929,891	\$4,450,935	\$4,696,850	\$4,308,765	\$4,287,506	(0.49%)
5 Support Services	\$10,255,261	\$12,235,048	\$12,304,542	\$11,525,372	\$10,821,239	(6.11%)
6 Inmate Rehabilitation	\$1,528,336	\$1,479,609	\$1,867,752	\$2,348,865	\$2,371,782	0.98%
Total Expenditures	\$39,799,581	\$43,930,419	\$42,468,351	\$42,444,823	\$41,273,955	(2.76%)

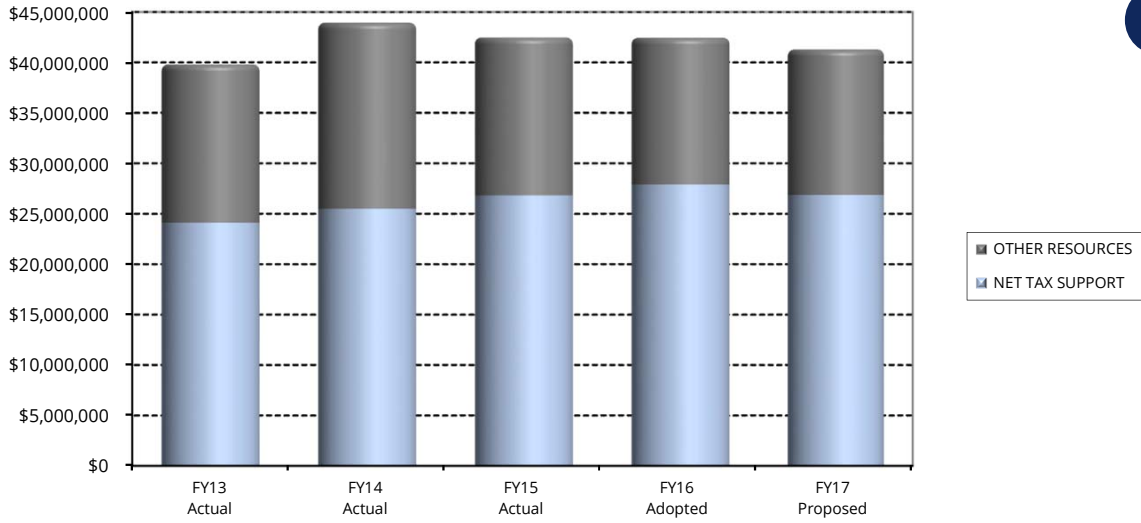
Expenditure by Classification

1 Personal Services	\$20,893,124	\$21,721,230	\$21,982,370	\$23,160,443	\$23,223,031	0.27%
2 Fringe Benefits	\$7,246,217	\$7,274,920	\$7,042,415	\$7,631,287	\$7,272,990	(4.70%)
3 Contractual Services	\$3,842,141	\$6,984,881	\$6,022,832	\$3,845,376	\$3,514,476	(8.61%)
4 Internal Services	\$1,379,730	\$1,232,262	\$1,291,447	\$1,279,354	\$1,231,977	(3.70%)
5 Purchase Goods & Supplies	\$4,881,233	\$4,737,370	\$4,450,713	\$4,807,073	\$4,804,770	(0.05%)
6 Capital Outlay	\$0	\$204,350	\$13,262	\$8,000	\$8,000	0.00%
7 Leases & Rentals	\$342,484	\$324,063	\$320,696	\$342,517	\$342,517	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$743,302)	(\$743,302)	0.00%
9 Transfers	\$1,214,652	\$1,451,343	\$1,344,616	\$2,114,075	\$1,619,496	(23.39%)
Total Expenditures	\$39,799,581	\$43,930,419	\$42,468,351	\$42,444,823	\$41,273,955	(2.76%)

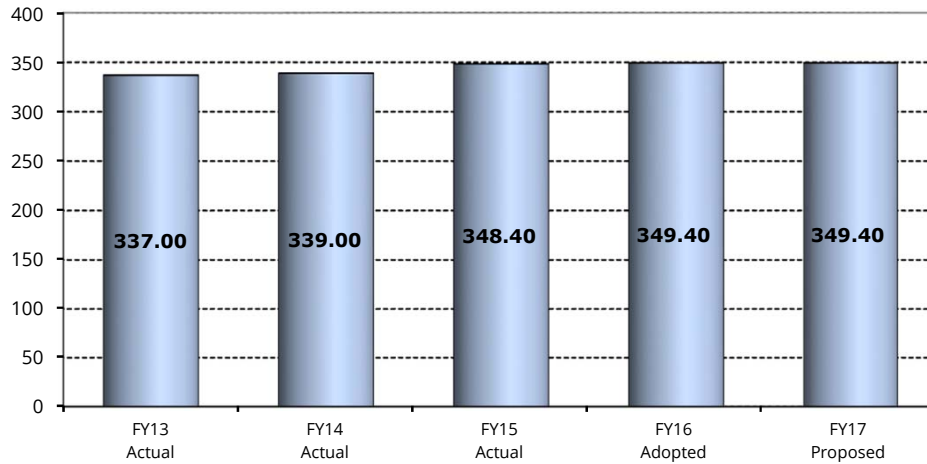
Funding Sources

1 Miscellaneous Revenue	\$103,121	\$77,150	\$78,661	\$57,020	\$57,020	0.00%
2 Charges for Services	\$505,404	\$497,562	\$533,017	\$662,774	\$662,774	0.00%
3 Revenue From Other Localities	\$3,486,815	\$4,384,332	\$4,948,056	\$3,797,994	\$3,669,199	(3.39%)
4 Revenue From Commonwealth	\$9,772,225	\$10,556,557	\$10,319,150	\$9,637,228	\$9,637,228	0.00%
5 Revenue From Federal Government	\$559,894	\$496,137	\$337,578	\$382,500	\$382,500	0.00%
6 Non-Revenue Receipts	\$11,104	\$0	\$15,483	\$0	\$0	—
7 Net (Increase)/Decrease to Fund Balance	\$1,237,838	\$2,424,189	(\$585,936)	\$0	\$0	—
Total Designated Funding Sources	\$15,676,401	\$18,435,927	\$15,646,009	\$14,537,516	\$14,408,721	(0.89%)
Net General Tax Support	\$24,123,180	\$25,494,492	\$26,822,342	\$27,907,307	\$26,865,234	(3.73%)
Net General Tax Support	60.61%	58.03%	63.16%	65.75%	65.09%	

Adult Detention Center



Expenditure History



Staff History

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Executive Management	8.00	8.00	7.50	6.50	7.50
2 Inmate Classification	13.00	13.00	13.00	14.00	15.00
3 Inmate Security	199.00	199.00	210.40	205.40	203.40
4 Inmate Health Care	21.00	23.00	25.00	27.00	27.00
5 Support Services	76.00	76.00	74.50	76.50	75.50
6 Inmate Rehabilitation	20.00	20.00	18.00	20.00	21.00
Full-Time Equivalent (FTE) Total	337.00	339.00	348.40	349.40	349.40

Staff By Program

Adult Detention Center

Future Outlook

Growth in Inmate Population - The Prince William-Manassas Regional Adult Detention Center (ADC) consists of four facilities with a state-rated inmate capacity of 667 on the Manassas Complex. The system-wide average daily population (ADP) of the ADC has grown from 178 since opening in 1982 to an average of 1,131 in FY15. The number of state responsible inmates has increased at the ADC. The recent closure of state facilities has delayed the transfer of inmates serving state sentences of one year or more to the Virginia prison system.

Available Inmate Housing - In addition to inmate housing on the Manassas Complex, Prince William County owns seventy-five beds at the Peumansend Creek Regional Jail, located in Caroline County. Other Virginia jails are used for excess housing above capacity at the current facilities, referred to as "farm-outs." Housing is managed by "double-bunking," filling ADC facilities beyond operational/rated capacity to what is termed "management capacity." Additional staff is used, when necessary, to manage inmate housing safely and securely.

Peumansend Creek Regional Jail - Peumansend Creek Regional Jail (PCRJ) houses seventy-five inmates and also provides beds for additional inmates when needed. Participating jurisdictions in addition to Prince William County are the City of Alexandria, City of Richmond, Arlington County, Caroline County and Loudoun County. The debt service to that facility will be completely paid at the end of FY17. Alexandria and Arlington have chosen to leave the facility at that time. This may result in a different composition of jurisdictions, a new service sharing agreement or closure of the facility.

Capital Needs for New and Existing Facilities - Inmate population growth increases both capital and operating costs with the need for additional housing space and repairs of existing facilities. Phase II Expansion, which adds 204 state-rated beds to the Complex, has been approved by the state legislature. Occupancy is currently scheduled for September 2019. The second and third floors of the Main Jail are in need of repair and replacement of building infrastructure and security equipment.

Evidence-Based Decision Making - The ADC is participating in an Evidence-Based Decision Making (EBDM) project, which involves all components of the local criminal justice system. The goal of this data-driven initiative is to apply the EBDM framework to examine the system to identify gaps, and provide information and tools to improve the criminal justice process. The ultimate objective is to make the community safer and reduce the inmate recidivism rate at the ADC. The National Institute of Corrections is providing technical assistance. The EBDM policy team consists of key stakeholders, all of which are senior officials at each agency in the County's criminal justice system.

General Overview

- A. One-Time Reductions** - \$555,443 has been removed from the ADC's FY17 budget for non-recurring expenditures associated with the purchase of a Jail Management Information System (\$550,000) and one-time costs associated with 2 medical staff added to the ADC in FY16 due to inmate population growth (\$5,443).
- B. Law Enforcement Officers (LEOS) Retirement System** - [BOCS Resolution 99-883](#) authorized the Superintendent and Jail Officers of the ADC to participate in the LEOS retirement program effective January 1, 2000. This program provides retirement benefits substantially equivalent to those of Law Enforcement Officers, Fire Fighters and State Corrections Officers. Virginia Retirement System (VRS) actuaries calculated that adding this benefit increased the County's contribution rate by 0.63%. Since this percentage is applied against the entire county payroll the FY16 transfer from the ADC will increase by \$44,937 to reflect the increased cost to the general fund.

Adult Detention Center

- C. ADC FY17 Salary and Benefit Decrease** - Every year a new base budget is established for salary and benefits which captures personnel changes (e.g. promotions, demotions, retirements and resignations), cost of living increases and changes to health and dental premiums that have occurred since the previous year. In addition, in years where funding has been provided for pay-for-performance increases compensation rollover funding is provided because not all employees receive their pay-for-performance increases at the beginning of the fiscal year. When a pay-for-performance increase is granted in the middle of the fiscal year that increase needs to be funded for the entire next fiscal year. For FY17 these changes result in a reduction of \$659,080 in ADC salary and benefits.
- D. Reduction in Inmate Population at Other Local or Regional Jails** - Slower growth in inmate population have allowed the Adult Detention Center to reduce the number of projected inmates that will need to be housed at other local or regional jails from 48 average daily population to 30 average daily population resulting in a \$330,900 reduction in inmate housing costs.
- E. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the ADC technology bill decreases by \$47,282 to \$706,056.
- F. Budget Shift** - \$234 has been shifted from the internal service series to undistributed and miscellaneous as a result of reduced telephone costs at the Adult Detention Center.
- G. Budget Shift** - \$139 has been shifted into the internal service series to support a computer purchase during FY16.
- H. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the \$13,226 printing services budget will increase \$3,045 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- I. Compensation Increase** - Compensation adjustments totaling \$377,079 are made to support the following changes:
- Benefits:**
- 5.00% Retiree Health Credit;
 - 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
 - -0.01% Group Life Insurance;
 - -1.00% VRS Plan 1 Savings; and
 - -1.75% VRS employer rate;
- Salaries:**
- 3.00% Pay for Performance; and
 - 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.
- Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Adult Detention Center

Program Summary

Executive Management

The executive management program provides the senior level leadership staff to oversee and efficiently and effectively manage all ADC operations. It also includes the cost for the operation of PCRJ.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Inmates detained without escape	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Leadership and Management	\$1,966	\$2,616	\$2,870	\$3,135	\$2,851
Foreign born inmates screened by 287(g) program	100%	100%	100%	99%	99%
Commitments processed	12,771	11,948	11,529	12,625	11,992
Manassas Complex average daily population	958	985	980	1,028	1,040
Inmates at other local or regional jails	0	44	64	48	30
Planning and Programming	\$177	\$193	\$328	\$383	\$472
Jail Board reports prepared	6	6	6	6	6
Peumansend Creek Regional Jail Support	\$902	\$993	\$902	\$1,033	\$1,033
Peumansend Creek average daily population	86	94	87	95	95

Adult Detention Center

Inmate Classification

The inmate classification program systematically and objectively classifies inmates by risk and need into minimum, medium or maximum security levels for their safe and secure housing.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Inmates properly classified in initial assessment	98%	98%	98%	98%	98%
Inmates who subsequently require change in classification status after initial assessment	5%	4%	6%	5%	5%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Inmate Classification	\$860	\$852	\$1,021	\$1,304	\$1,397
Newly detained inmates classified	5,229	5,231	4,938	5,450	5,482
Number of classification reviews	11,937	11,766	12,032	11,800	12,211

Inmate Security

The inmate security program safely and securely houses inmates in the ADC complex, and transports inmates as necessary.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Incidents weapon and drug free	100%	99%	99%	99%	99%

Adult Detention Center

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Inmate Security	\$19,525	\$20,230	\$17,312	\$16,934	\$16,485
Inmate average daily population (Manassas Complex)	958	985	980	1,028	1,040
Inmate Transportation	\$656	\$881	\$1,167	\$1,473	\$1,555
Transports to and from correctional facilities	254	311	328	325	340
Transports to and from medical, dental and mental health facilities	750	885	881	700	850

Inmate Health Care

This program provides in-house and contracted care meeting the minimum level mandated by the state for inmates housed in the ADC complex. It also provides the medicine necessary to provide proper inmate care.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Inmates receiving prescription drugs	20%	50%	46%	40%	45%
Adherence to state mandated level of health care	—	Yes	Yes	Yes	Yes

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
In-house Health Care Services	\$1,841	\$2,145	\$2,147	\$2,435	\$2,414
Inmates receiving in-house medical treatment annually	9,432	9,440	8,994	9,700	9,700
Inmates receiving prescription drugs	20%	50%	46%	40%	45%
Contract Health Care Service	\$2,089	\$2,306	\$2,550	\$1,874	\$1,874
Inmates referred for medical treatment to contractual doctor, dentist or psychiatrist	3,471	3,737	3,591	3,650	3,700

Adult Detention Center

Support Services

This program provides resources necessary to feed inmates, maintain the complex facilities, perform intake and release functions and maintain inmate records. This program also includes the human resource functions of hiring and training ADC personnel and providing information systems support for ADC operations.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Error free inmate release rate	99%	99%	99%	100%	100%
Staff meeting training requirements	—	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Food Services	\$2,223	\$2,159	\$2,076	\$1,972	\$1,978
Meals served monthly	89,387	93,085	96,304	98,164	98,574
Maintenance Support	\$2,900	\$5,327	\$3,883	\$1,645	\$1,651
Maintenance calls	2,472	2,597	2,456	2,700	2,800
Booking/Release/Records Management Services	\$1,114	\$1,106	\$2,876	\$3,553	\$3,452
Inmates released	12,668	11,933	11,529	12,600	12,005
Inmates committed	12,772	11,950	11,576	12,636	11,992
Administration/Finance/Human Resources/Information	\$4,018	\$3,643	\$3,470	\$4,355	\$3,740
Required training events completed	465	442	461	807	828

Adult Detention Center

Inmate Rehabilitation

The inmate rehabilitation program operates and manages the work release program which allows inmates the opportunity to hold a job. It also provides oversight to all other rehabilitative programs such as religion and General Equivalency Diploma (GED).

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Work release participants who successfully complete program	82%	77%	70%	75%	75%
Work release participants who do not reoffend	—	67%	68%	60%	65%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Work Release	\$1,307	\$1,255	\$1,582	\$2,025	\$2,072
Average daily population of participants in work release program	68	68	72	75	75
Rehabilitation Services	\$221	\$225	\$286	\$324	\$300
Inmates who take the GED test and graduate	37	21	18	30	25
Participants in substance abuse treatment program	66	64	83	65	70

A. Budget Initiatives

1. Vehicle Replacement Increase

Expenditure	\$10,484
Revenue	\$1,153
General Fund Impact	\$9,331
FTE Positions	0.00

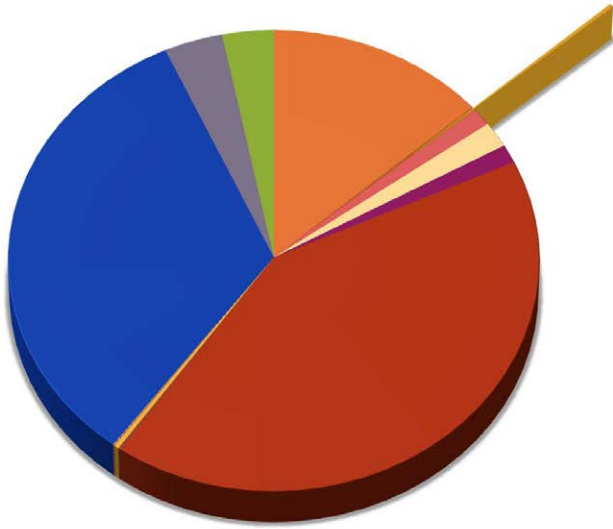
a. Description - The ADC has 26 vehicles and is included in the Public Works vehicle replacement schedule. Estimates for vehicle replacements have been provided by Fleet Management based on Prince William County policy. It is estimated that \$56,450 will be required in FY18, \$57,994 in FY19, \$178,750 in FY20 and \$119,162 in FY21 for vehicle replacements.

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

Circuit Court Judges

Mission Statement

The 31st Judicial Circuit Court has general trial court jurisdiction, including acting as an appellate court for the General District and Juvenile and Domestic Relations Courts, and is a separate and distinct branch of government. (Article I, Section 5, Constitution of Virginia)



Public Safety Expenditure Budget:
\$304,119,656

Expenditure Budget:
\$770,186



0.3% Circuit Court Judges

Program:

- Circuit Court Judges: \$770,186

Mandates

The Code of Virginia requires that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#)

Circuit Court Judges

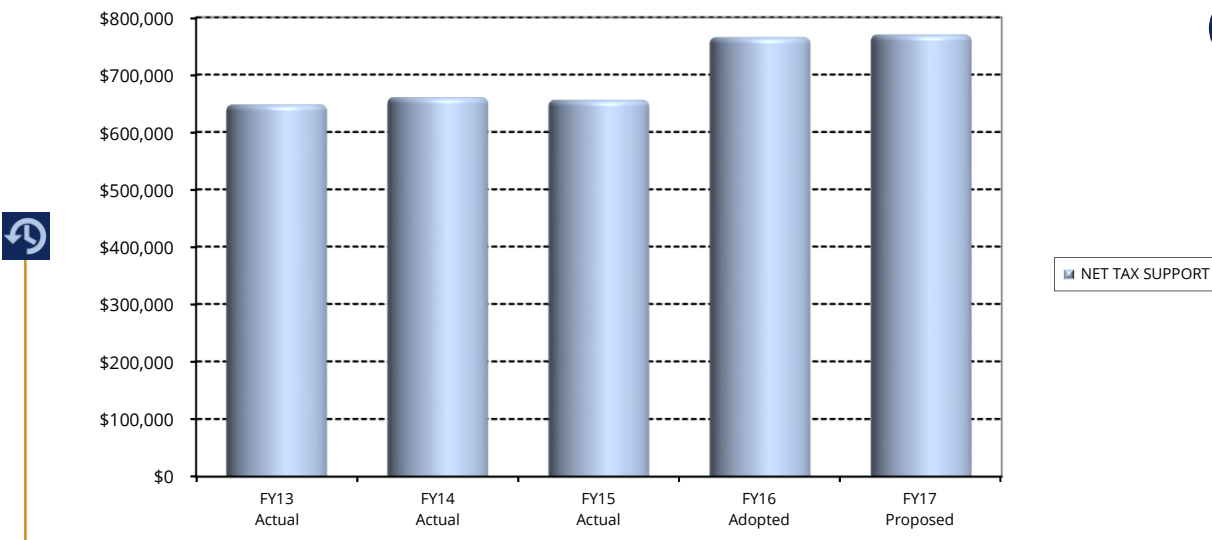
Expenditure & Revenue Summary



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Circuit Court Judges	\$648,302	\$660,813	\$656,243	\$765,607	\$770,186	0.60%
Total Expenditures	\$648,302	\$660,813	\$656,243	\$765,607	\$770,186	0.60%

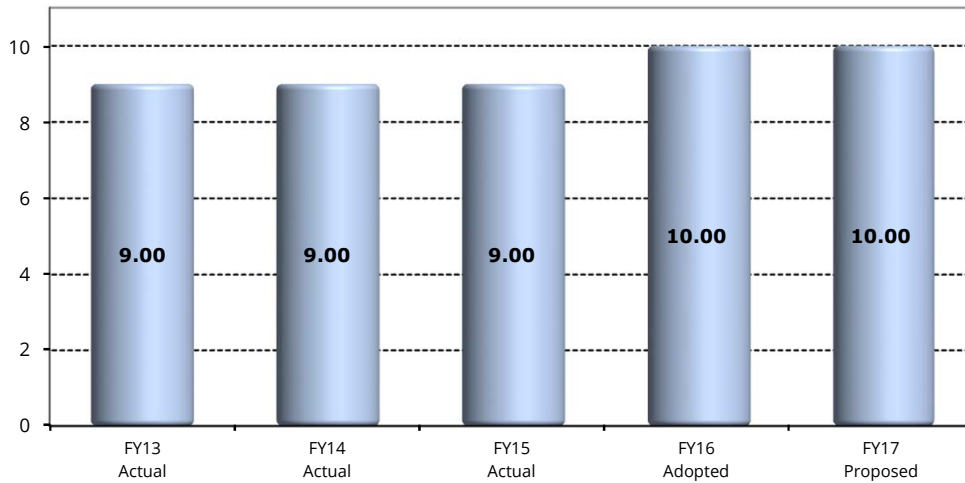
Expenditure by Classification

1 Personal Services	\$456,915	\$466,595	\$463,331	\$524,255	\$542,710	3.52%
2 Fringe Benefits	\$152,372	\$148,071	\$142,019	\$170,712	\$162,756	(4.66%)
3 Contractual Services	\$0	\$0	\$0	\$550	\$550	0.00%
4 Internal Services	\$12,671	\$24,627	\$25,447	\$32,303	\$26,383	(18.33%)
5 Purchase Goods & Supplies	\$24,521	\$19,754	\$23,225	\$35,583	\$35,583	0.00%
6 Leases & Rentals	\$1,823	\$1,766	\$2,221	\$2,204	\$2,204	0.00%
Total Expenditures	\$648,302	\$660,813	\$656,243	\$765,607	\$770,186	0.60%
Net General Tax Support	\$648,302	\$660,813	\$656,243	\$765,607	\$770,186	0.60%
Net General Tax Support	100%	100%	100%	100%	100%	



Expenditure History

Circuit Court Judges



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Circuit Court Judges	9.00	9.00	9.00	10.00	10.00
Full-Time Equivalent (FTE) Total	9.00	9.00	9.00	10.00	10.00



Staff By Program

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Circuit Court Judges technology bill decreases by \$5,920 to \$26,383.
- B. Compensation Increase** - Compensation adjustments totaling \$15,524 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Circuit Court Judges

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Circuit Court Judges

The 31st Judicial Circuit Court has general trial court jurisdiction, as well as appellate for General District and Juvenile & Domestic Relations Court. It is a separate and distinct branch of government. Circuit Court in Virginia decides the most serious cases in each jurisdiction presiding over criminal and civil cases. The 31st Judicial Circuit currently has six full-time judges.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Crime rate per 1,000 population	15.9	14.5	CY	≤24	CY
Annual Criminal Disposition percentage*	—	—	98.7%	—	98.0%
Annual Civil Disposition percentage*	—	—	99.0%	—	98.0%
Annual Misc Disposition percentage*	—	—	22.3%	—	33.0%
Annual Special Case Activities Disposition percentage*	—	—	92.5%	—	95.0%
Total Average Annual Disposition rate*	—	—	78.1%	—	82.0%
Annual Clearance Rates*	—	—	75.8%	—	80.0%

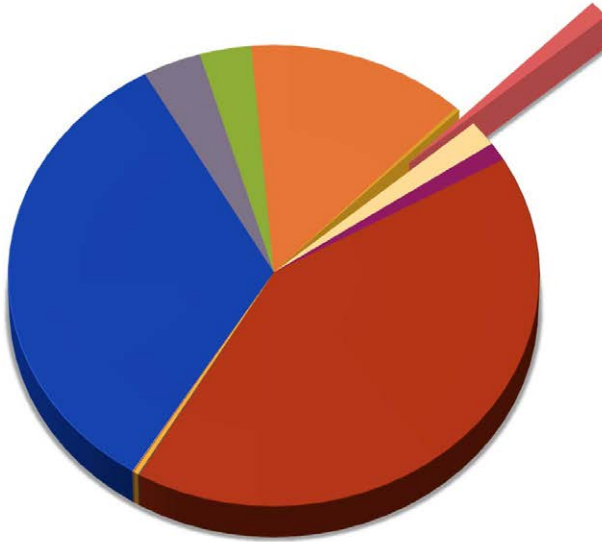
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Court Case Docket Management and Administrative Support	\$648	\$661	\$656	\$766	\$770
Cases per Circuit Court Judge	3,458	3,183	3,020	3,500	3,000
Cost per case concluded	\$84	\$54	\$47	\$103	\$45

*The state supreme court changed their performance metrics in FY 15; consequently there is no prior year history.

Clerk of the Circuit Court

Mission Statement

The mission of the Clerk of the Circuit Court is to provide professional judicial and administrative services to the citizens of Prince William County, the Cities of Manassas and Manassas Park and to the six Circuit Court Judges; to record and preserve legally significant documents in an accurate and efficient manner; and to assist citizens with access to the judicial system to more expeditiously allow for the redress of their grievances and resolution of their disputes.



Public Safety Expenditure Budget:
\$304,119,656

Expenditure Budget:
\$3,828,990

1.3% of Public Safety

Programs:

- Executive Administration: \$644,612
- Court Administration: \$2,231,157
- Records Administration: \$953,221

Mandates

Each Virginia county with a circuit court is required to have an elected Clerk of the Circuit Court.

State Code: [15.2-1634](#)

Clerk of the Circuit Court

Expenditure & Revenue Summary



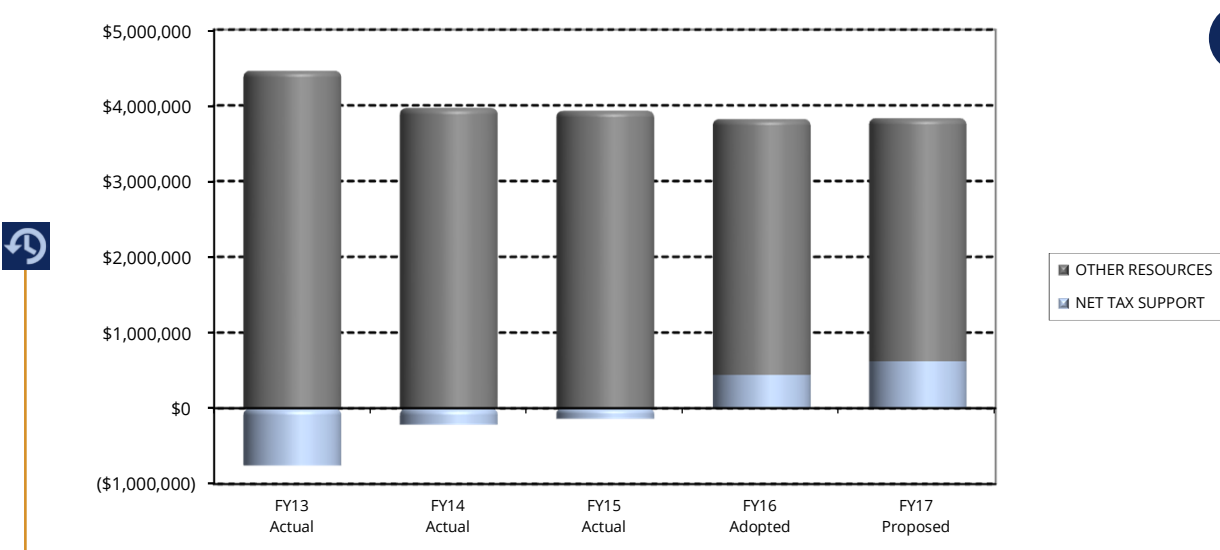
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Executive Administration	\$657,458	\$628,295	\$633,486	\$637,494	\$644,612	1.12%
2 Court Administration	\$1,914,691	\$1,927,388	\$2,069,297	\$2,212,538	\$2,231,157	0.84%
3 Records Administration	\$1,131,767	\$1,194,972	\$1,088,426	\$968,999	\$953,221	(1.63%)
Total Expenditures	\$3,703,916	\$3,750,655	\$3,791,209	\$3,819,031	\$3,828,990	0.26%

Expenditure by Classification

1 Personal Services	\$2,264,452	\$2,282,708	\$2,340,093	\$2,516,768	\$2,555,455	1.54%
2 Fringe Benefits	\$839,558	\$824,048	\$830,357	\$891,256	\$860,727	(3.43%)
3 Contractual Services	\$320,904	\$309,345	\$372,075	\$265,153	\$262,353	(1.06%)
4 Internal Services	\$162,163	\$154,388	\$155,358	\$131,167	\$131,167	0.00%
5 Purchase Goods & Supplies	\$100,082	\$162,080	\$82,576	\$99,862	\$104,463	4.61%
6 Capital Outlay	\$7,885	\$5,399	\$0	\$0	\$0	—
7 Leases & Rentals	\$8,872	\$12,687	\$10,750	\$11,500	\$11,500	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$96,675)	(\$96,675)	0.00%
Total Expenditures	\$3,703,916	\$3,750,655	\$3,791,209	\$3,819,031	\$3,828,990	0.26%

Funding Sources

1 Fines & Forfeitures	\$25,270	\$22,102	\$29,055	\$24,500	\$24,500	0.00%
2 Revenue Use of Money & Property	\$2,803	\$2,696	\$3,398	\$2,300	\$2,300	0.00%
3 Charges for Services	\$3,525,036	\$2,981,033	\$3,255,953	\$2,122,011	\$1,036,541	(51.15%)
4 Revenue From Other Localities	\$579,552	\$586,539	\$456,516	\$525,284	\$525,284	0.00%
5 Revenue From Commonwealth	\$323,283	\$241,109	\$50,881	\$572,212	\$1,488,303	160.10%
6 Transfers From the General Fund	\$0	\$131,167	\$131,167	\$131,167	\$131,167	0.00%
Total Designated Funding Sources	\$4,455,944	\$3,964,646	\$3,926,970	\$3,377,474	\$3,208,095	(5.01%)
Net General Tax Support	(\$752,028)	(\$213,991)	(\$135,761)	\$441,557	\$620,895	40.61%
Net General Tax Support	(20.30%)	(5.71%)	(3.58%)	11.56%	16.22%	

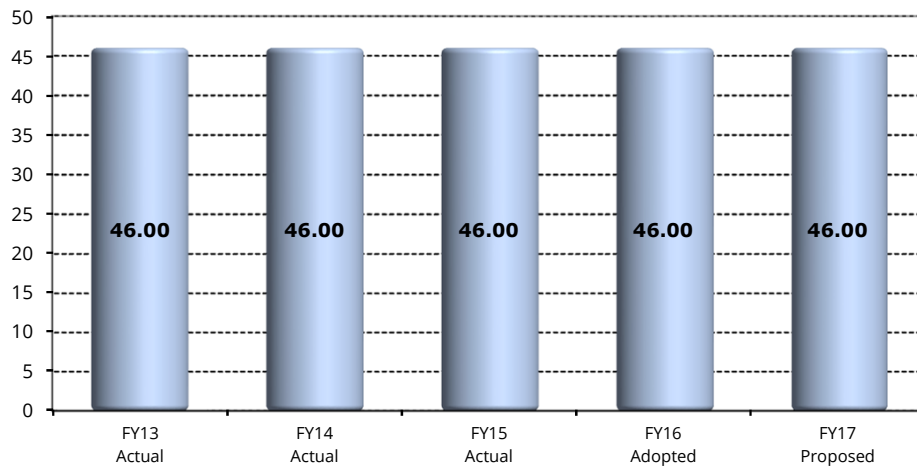


Expenditure History

Clerk of the Circuit Court



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Executive Administration	5.00	5.00	5.00	6.00	5.00
2 Court Administration	26.00	26.00	27.00	27.00	29.00
3 Records Administration	15.00	15.00	14.00	13.00	12.00
Full-Time Equivalent (FTE) Total	46.00	46.00	46.00	46.00	46.00

Future Outlook

The Clerk of Circuit Court will continue to become more responsive to citizens and make records more accessible by enhancing technological systems and collaborative relationships. In support of this, the Clerk of the Circuit Court will complete the project of digitizing all records back to 1731.

Clerk of the Circuit Court

General Overview

- A. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Clerk of the Circuit Court printing services budget will increase \$1,801 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- B. Compensation Increase** - Compensation adjustments totaling \$37,419 are made to support the following rate changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Executive Administration

Serve the Clerk with clerical, payroll and computer support, human resources, bookkeeping, budget and purchasing functions.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Respond to customer phone calls and emails within one business day and to letters within three business days	96%	97%	96%	96%	96%

Clerk of the Circuit Court

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Administrative Services	\$657	\$628	\$633	\$637	\$645
New court cases, land records and public service documents filed and financial documents processed	167,819	141,230	130,834	141,500	136,000

A. Budget Reductions

1. State Revenue Reduction

Expenditure	\$0
Revenue	(\$169,379)
General Fund Impact	\$169,379
FTE Positions	0.00

- a. **Description** - Based on actual revenues received in prior years, the revenue budgeted for State Compensation Board payments has been reduced by \$169,379. Additionally, revenues have been reallocated to better reflect funds received through the State Compensation Board.
- b. **Service Level Impacts** - Existing service levels are maintained.

Court Administration

Handle all case filings in the Circuit Court, including civil and criminal cases and appeals; provide jurors for civil and criminal cases. Coordinate payments and ensure that jurors are chosen fairly and represent a valid cross-section of the community. Citizens are also provided with probate services, including dispositions of estates and appointment of guardians.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Respond to customer phone calls and emails within one business day and to letters within three business days	96%	97%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Court Case Management	\$1,915	\$1,927	\$2,069	\$2,213	\$2,231
Circuit Court cases commenced	17,755	16,423	16,343	16,500	16,400

Clerk of the Circuit Court

Records Administration

Record all land transactions in the County including deeds and mortgages. Provide services to County citizens including marriage licenses, notary oaths and registration of trade names. Maintain and safeguard historical records such as court case information and genealogical data and provide public access to these records.

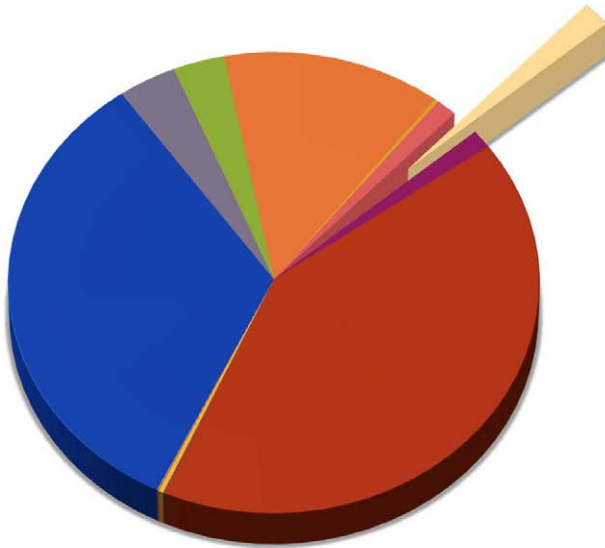
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Respond to customer phone calls and emails within one business day and to letters within three business days	96%	97%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Land Records and Public Service Center	\$1,132	\$1,195	\$1,088	\$969	\$953
Land records and public service documents processed	125,155	99,863	90,048	100,000	95,000

Commonwealth's Attorney

Mission Statement

The Commonwealth's Attorney will prosecute all felony cases for Prince William County, the Cities of Manassas and Manassas Park, Towns of Dumfries, Haymarket, Quantico and Occoquan and prosecute misdemeanor and traffic offenses for Prince William County and the City of Manassas. We will review criminal investigations and render legal opinions and advice, all within the guidelines established by the State Supreme Court. We will continue to provide services to the community by maintaining the victim witness program which provides victims and witnesses of crimes with support, guidance and information concerning the criminal justice system and to provide assistance with restitution and support services as needed.



Expenditure Budget:
\$5,466,808



1.8% of Public Safety

Programs:

- Commonwealth's Attorney/Legal: \$4,910,429
- Victim/Witness Support: \$556,379

Public Safety Expenditure Budget:
\$304,119,656

Mandates

The Office of the Commonwealth's Attorney is authorized in the Constitution of Virginia, Article VII, Section 4. The Code of Virginia provides that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county. Victim witness services are also mandated in the state code.

State Code: [15.2-1638](#); [19.2-11.01](#)

Commonwealth's Attorney



Expenditure & Revenue Summary

	FY13	FY14	FY15	FY16	FY17	% Change
Expenditure by Program	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Commonwealth's Attorney/Legal	\$4,342,436	\$4,651,083	\$4,698,407	\$4,866,302	\$4,910,429	0.91%
2 Victim/Witness Support	\$527,533	\$487,156	\$511,817	\$546,385	\$556,379	1.83%
Total Expenditures	\$4,869,969	\$5,138,239	\$5,210,224	\$5,412,687	\$5,466,808	1.00%

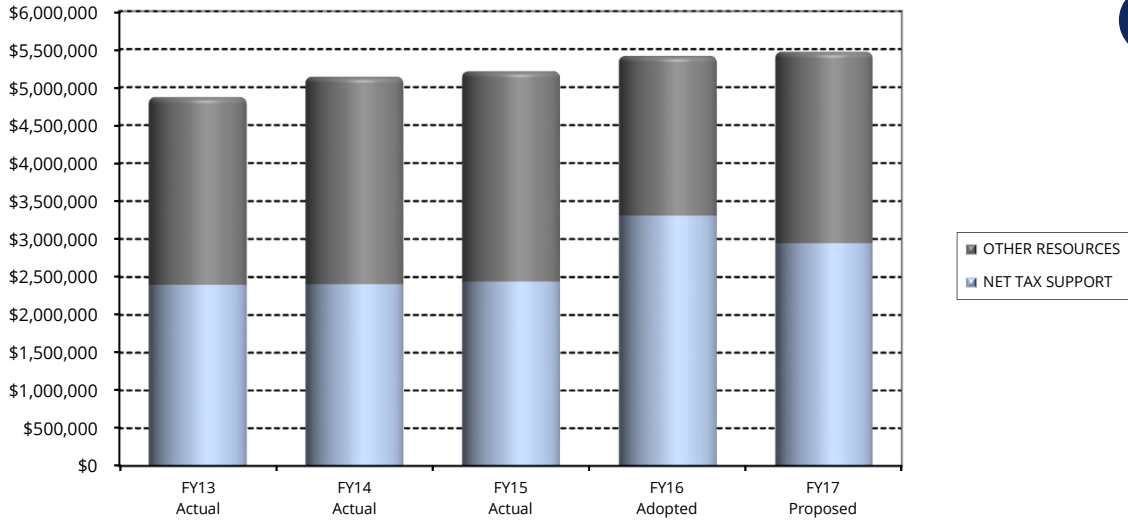
Expenditure by Classification

1 Personal Services	\$3,452,194	\$3,648,642	\$3,766,732	\$4,107,126	\$4,182,522	1.84%
2 Fringe Benefits	\$1,115,062	\$1,149,592	\$1,144,412	\$1,189,150	\$1,162,079	(2.28%)
3 Contractual Services	\$18,665	\$35,676	\$20,492	\$4,000	\$4,000	0.00%
4 Internal Services	\$147,811	\$154,958	\$164,951	\$139,404	\$144,319	3.53%
5 Purchase Goods & Supplies	\$122,099	\$138,705	\$101,822	\$93,411	\$94,292	0.94%
6 Leases & Rentals	\$7,415	\$10,000	\$11,815	\$15,161	\$15,161	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$135,565)	(\$135,565)	0.00%
8 Transfers Out	\$6,723	\$666	\$0	\$0	\$0	—
Total Expenditures	\$4,869,969	\$5,138,239	\$5,210,224	\$5,412,687	\$5,466,808	1.00%

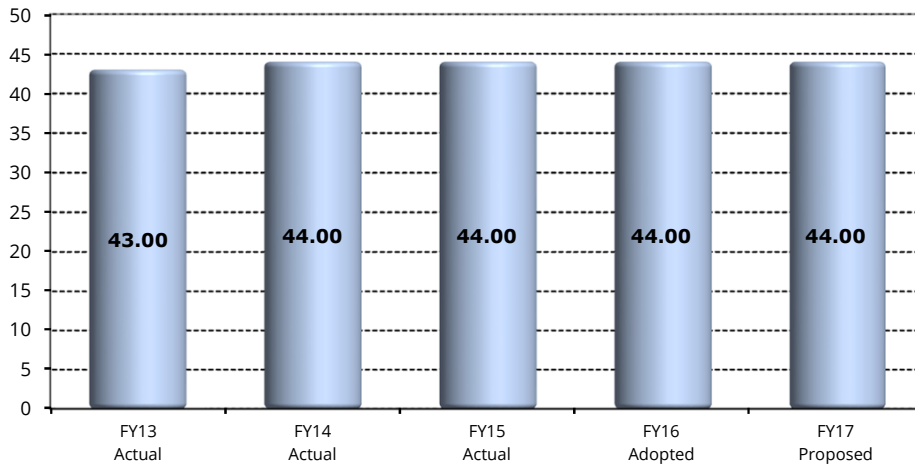
Funding Sources

1 Revenue From Use of Money & Property	(\$2,400)	\$6,460	\$4,861	\$0	\$0	—
2 Charges for Services	\$124,132	\$137,292	\$72,250	\$89,143	\$89,143	0.00%
3 Miscellaneous Revenue	\$0	\$0	\$0	\$35,971	\$35,971	0.00%
4 Revenue From Other Localities	\$269,208	\$274,005	\$332,352	\$343,429	\$343,429	0.00%
5 Revenue From Commonwealth	\$1,576,611	\$1,801,406	\$1,824,113	\$1,633,841	\$1,875,354	14.78%
6 Revenue From Federal Government	\$154,133	\$164,924	\$177,712	\$0	\$177,712	—
7 Transfers In	\$349,199	\$347,686	\$357,260	\$0	\$0	—
Total Designated Funding Sources	\$2,470,883	\$2,731,773	\$2,768,548	\$2,102,384	\$2,521,609	19.94%
Net General Tax Support	\$2,399,086	\$2,406,466	\$2,441,676	\$3,310,303	\$2,945,199	(11.03%)
Net General Tax Support	49.26%	46.83%	46.86%	61.16%	53.87%	

Commonwealth's Attorney



Expenditure History



Staff History

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Commonwealth's Attorney/Legal	36.00	37.00	37.00	38.00	38.00
2 Victim/Witness Support	7.00	7.00	7.00	6.00	6.00
Full-Time Equivalent (FTE) Total	43.00	44.00	44.00	44.00	44.00



Staff By Program

General Overview

- A. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the printing services budget will increase \$881 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- B. Internal Service Fund (ISF) Technology Budget**- The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17, the Commonwealth Attorney's technology bill increases by \$4,915 to \$139,440.
- C. Compensation Increase** - Compensation adjustments totaling \$62,398 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Commonwealth's Attorney

Program Summary

Commonwealth's Attorney/Legal

The Office of the Commonwealth's Attorney is responsible for the prosecution of all criminal offenses occurring within Prince William County and the Cities of Manassas and Manassas Park. In addition, the Office reviews criminal investigations, certain election matters, conflicts of interest matters and renders legal opinions and advice, all within the guidelines established by the State Supreme Court.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Crime rate per 1,000 population	15.9	14.5	CY	≤24.0	CY
Juvenile criminal arrests as percentage of overall arrests	8.7%	9.5%	CY	10.7%	CY

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Legal/Executive Management Support	\$4,342	\$4,651	\$4,698	\$4,866	\$4,910
Felony cases prosecuted/Grand Jury indictments processed	8,979	9,028	5,319	10,000	7,750
Misdemeanors and traffic cases prosecuted	93,728	85,898	85,980	95,000	86,000

A. Budget Initiatives

1. Increase in Federal and State Revenue

Expenditure	\$0
Revenue	\$419,225
General Fund Impact (\$419,225)	
FTE Positions	0.00

- a. **Description** - Additional federal (\$177,712) and state (\$241,513) revenues are budgeted to reduce the need for local tax support.
- b. **Service Level Impacts** - Existing service levels are maintained.

Commonwealth's Attorney

Victim/Witness Support

The Victim Witness Assistance Program assists victims and witnesses of crime by providing support, guidance and information concerning the criminal justice system. This includes assistance with restitution, notification and support services as needed.

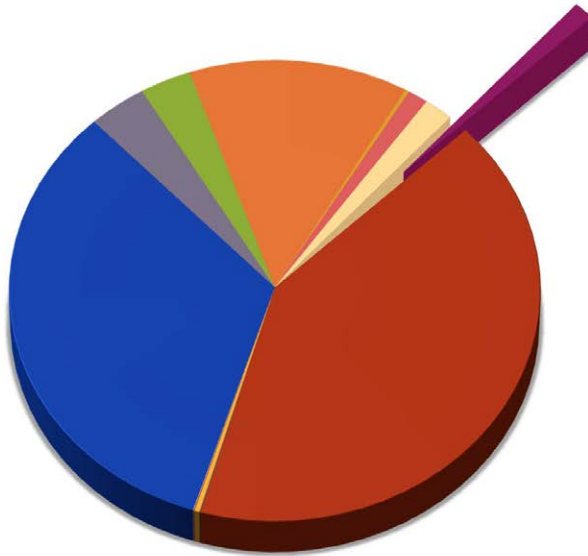
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Crime rate per 1,000 population	15.9	14.5	CY	≤24.0	CY
Juvenile criminal arrests as percentage of overall arrests	8.7%	9.5%	CY	10.7%	CY

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Victim/Witness Support	\$528	\$487	\$512	\$546	\$556
Clients served	6,180	6,687	6,726	6,800	6,850
Cost per client	\$85.36	\$72.85	\$76.09	\$80.35	\$81.22
Sexual Assault Victims Advocacy Service (SAVAS)					
Total clients	1,019	899	1,083	950	1,000
New clients	960	452	488	700	475

Criminal Justice Services

Mission Statement

Prince William County Office of Criminal Justice Services promotes public safety by reducing recidivism. We serve the courts and community by providing efficient, effective, innovative assessment and supervision programs that empower clients to achieve success and improve individual growth.



Public Safety Expenditure Budget:
\$304,119,656

Expenditure Budget:
\$3,957,294



1.3% of Public Safety

Programs:

- Criminal Justice Support: \$488,919
- Community Supervision: \$3,468,375

Mandates

Prince William County is mandated to provide pretrial detention alternatives and post-disposition punishment alternatives on a systematic local and regional basis as a condition of having received jail construction assistance from the state. The Office of Criminal Justice Services provides these mandated services. The establishment of a Community Criminal Justice Board is mandated by Section [53.1-183](#) of the Code of Virginia. Criminal Justice Services serves as the liaison to this advisory board.

State Code: (Pretrial Services Program) [19.2-152.2](#) thru [19.2-152.7](#) and [53.1-82.1](#); [19.2-152.4:3](#); (Comprehensive Community Corrections Program) [53.1-82.1](#) and [9.1-173](#) thru [9.1-183](#); (Offender Eligibility) [19.2-303](#)

Criminal Justice Services

Expenditure & Revenue Summary



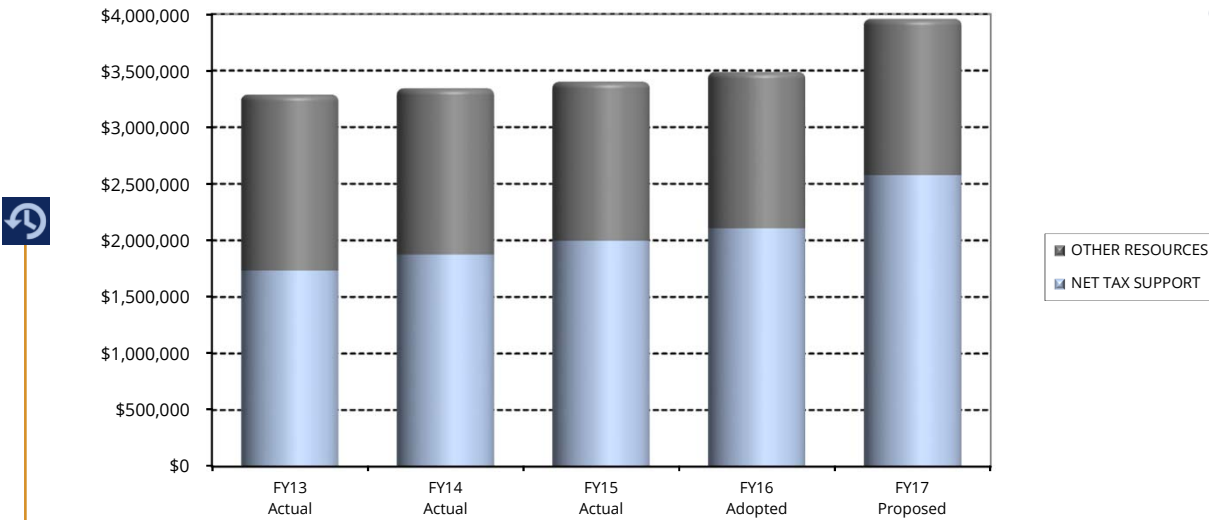
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Criminal Justice Support	\$495,920	\$504,041	\$546,141	\$483,925	\$488,919	1.03%
2 Community Supervision	\$2,792,040	\$2,839,272	\$2,855,199	\$3,003,905	\$3,468,375	15.46%
Total Expenditures	\$3,287,960	\$3,343,313	\$3,401,340	\$3,487,830	\$3,957,294	13.46%

Expenditure by Classification

1 Personal Services	\$2,114,995	\$2,157,807	\$2,198,594	\$2,293,525	\$2,603,069	13.50%
2 Fringe Benefits	\$632,425	\$650,129	\$641,616	\$672,001	\$772,585	14.97%
3 Contractual Services	\$104,547	\$105,741	\$103,959	\$201,055	\$235,062	16.91%
4 Internal Services	\$146,530	\$159,370	\$179,625	\$138,454	\$161,928	16.95%
5 Purchase Goods & Supplies	\$250,942	\$250,375	\$238,323	\$261,837	\$263,692	0.71%
6 Capital Outlay	\$21,000	\$0	\$0	\$0	\$0	—
7 Leases & Rentals	\$6,190	\$6,580	\$6,908	\$7,383	\$7,383	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$86,425)	(\$86,425)	0.00%
9 Transfers Out	\$11,331	\$13,311	\$32,315	\$0	\$0	—
Total Expenditures	\$3,287,960	\$3,343,313	\$3,401,340	\$3,487,830	\$3,957,294	13.46%

Funding Sources

1 Charges for Services	\$148,197	\$135,834	\$142,821	\$197,458	\$197,458	0.00%
2 Revenue From Other Localities	\$138,298	\$256,207	\$246,860	\$123,481	\$123,481	0.00%
3 Revenue From Commonwealth	\$963,111	\$1,028,772	\$999,107	\$1,028,759	\$1,028,759	0.00%
4 Revenue From Federal Government	\$304,978	\$46,970	\$15,617	\$31,235	\$31,235	0.00%
Total Designated Funding Sources	\$1,554,584	\$1,467,783	\$1,404,405	\$1,380,933	\$1,380,933	0.00%
General Tax Support	\$1,733,376	\$1,875,530	\$1,996,935	\$2,106,897	\$2,576,361	22.28%
General Tax Support	52.72%	56.10%	58.71%	60.41%	65.10%	

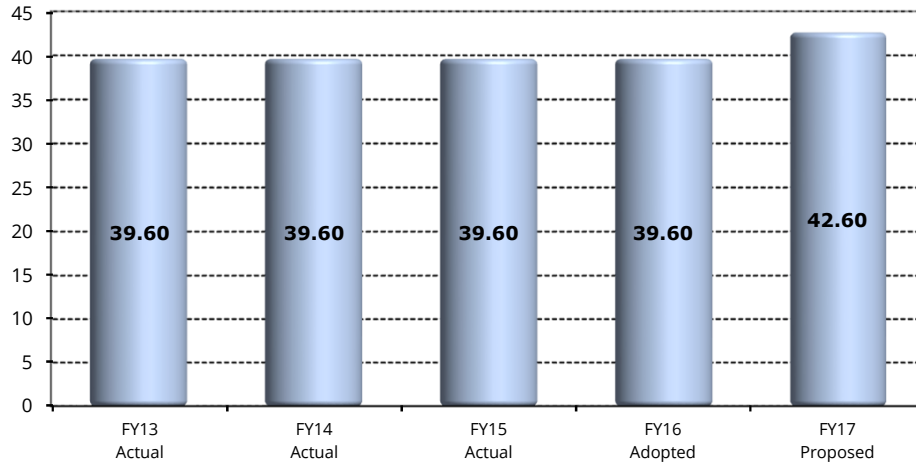


Expenditure History

Criminal Justice Services



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Criminal Justice Support	3.50	3.50	3.50	3.50	3.50
2 Community Supervision	36.10	36.10	36.10	36.10	39.10
Full-Time Equivalent (FTE) Total	39.60	39.60	39.60	39.60	42.60

Future Outlook

Risk Assessment Tools - Research-based risk assessment tools, such as the Virginia Pretrial Risk Assessment Instrument, which measures the likelihood that a defendant will appear for court dates and reoffend pending trial, are amongst the most powerful means of delivering effective interventions and alternatives to incarceration to court-involved persons. Use of these tools will aid Criminal Justice Services (OCJS) in addressing the population growth in the Adult Detention Center (ADC) and judicial workload.

Criminal Justice Services

Evidence-Based Research Reduces Repeat Criminal Behaviors - It is vital that resources be maximized and used to the greatest benefit. Research in the field of community corrections makes this more effective than ever before. OCJS will rely heavily on research-inspired "Evidence-Based" practices. These efforts are characterized as "Risk Reduction." Addressing the criminogenic risk of offenders reduces their risk to reoffend, eliminating crime and reducing costs to the community. OJCS will utilize evidence-based supervision strategies and intervention services to mitigate the identified criminogenic risks that contribute to criminal behaviors and improving public safety by reducing the incidence of repeat criminal behaviors. OCJS has incorporated research driven case planning and more efficient and effective use of treatment and programming capacity. OCJS strives to deliver the most efficient and effective interventions possible and will do so by staying current with state-of-the-art research.

General Overview

A. Compensation Increase - Compensation adjustments totaling \$52,665 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

B. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17, Criminal Justice Services' technology bill increases by \$6,641 to \$139,996.

C. Budget Shift - \$417 has been shifted from supplies and services into the internal service series to support three computers purchased in FY16.

Criminal Justice Services

Program Summary

Criminal Justice Support

The program includes the agency administration, vital to the agency's mission of enhancing public safety. In addition, the program assists with local criminal justice system planning by serving as staff to the Community Criminal Justice Board (CCJB), manages state and federal grants that support offender supervision services and domestic violence programs, as well as other special project grants. It serves as liaison to Volunteer Prince William (VPW), which supervises community service placements. The program provides for monitoring and reporting on protective orders for domestic violence cases and serves as a clearinghouse and coordinator for local domestic violence resources and special activities.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Adult reconviction	23.6%	14%	18%	≤26%	≤26%
Closed cases not returning to court on violation	97%	99%	99%	96%	96%
Program participants satisfied with services	100%	90%	90%	92%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Local Criminal Justice Support	\$408	\$414	\$452	\$389	\$392
Community service placements	879	682	526	789	580
Community Domestic Violence Coordination	\$88	\$90	\$94	\$95	\$97
Final protective orders tracked	247	254	283	248	255

Criminal Justice Services

Community Supervision

Provides community assessment and supervision of pretrial defendants and post-trial offenders for the court. The program has adopted and integrated evidence-based practices that address risk, needs, and responsiveness. These practices include assessments and interventions that are proven to enhance public safety by ensuring the appearance in court of pretrial defendants and reducing the risk of repeat offenders.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Adult reconviction	23.6%	14%	18%	≤26%	≤26%
Pretrial cases closed in compliance with court conditions of release	84.6%	88.0%	84.0%	85.2%	87.0%
Successful completion of service placements	91%	87%	86%	>90%	>90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Pretrial Defendant Supervision	\$1,089	\$1,063	\$1,028	\$1,170	\$1,560
Pretrial interviews completed	3,422	3,109	2,813	3,244	3,157
Average cases supervised per day	259	276	352	210	250
Post-trial Offender Supervision	\$1,703	\$1,777	\$1,828	\$1,834	\$1,908
Placement services provided	3,795	2,873	2,622	3,076	2,905
Average stay (# of days) per offender	249	255	255	260	260

A. Budget Initiatives

1. Increase for Intensive Community Supervision (ICS) Program

Expenditure	\$202,332
Revenue	\$0
General Fund Impact	\$202,332
FTE Positions	2.00

a. Description - On January 12, 2016, [BOCS Resolution 16-22](#) created two Probation/Pretrial Supervision Officer positions for the ICS program to address overcapacity issues. The ICS program provides an alternative to incarceration through intensive supervision services to clients based on assessment of risk to the community.

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

Criminal Justice Services

2. Add One Community Supervision Pretrial Probation Officer

Expenditure	\$91,771
Revenue	\$0
General Fund Impact	\$91,771
FTE Positions	1.00

a. Description - The addition of this Pretrial/Probation Officer II will provide support to the Pretrial program, providing services to reduce the Adult Detention Center (ADC) inmate population. This position will perform required procedures such as risk assessments and work with attorneys, the courts and ADC to screen potential participants, and to supervise cases placed on pretrial supervision.

b. Service Level Impacts -

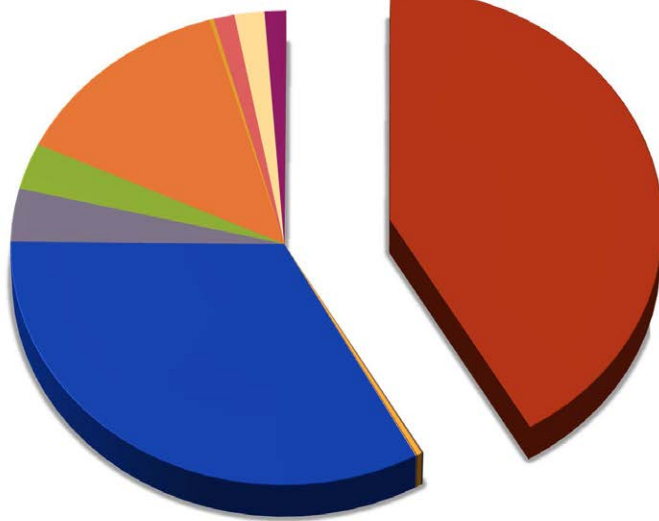
- **Pretrial cases closed in compliance with court conditions of release**

<i>FY17 w/o Addition</i>		85%
<i>FY17 w/ Addition</i>		87%

Fire & Rescue

Mission Statement

The mission of Fire & Rescue is to protect lives, property and the environment through timely, professional, humanitarian services essential to the health, safety and well-being of the community.



Public Safety Expenditure Budget:
\$304,119,656

Expenditure Budget:
\$126,264,147

41.5% of Public Safety

Programs:

- Operations: \$73,071,018
- Office of the Chief: \$1,538,859
- Community Safety: \$4,391,257
- Systems Support: \$29,105,295
- Station/Company Operations: \$18,157,719

Mandates

The County operates under a state mandate to maintain an agency of emergency management in accordance with state disaster preparedness plans and programs. The Department of Fire & Rescue provides this mandated service.

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

State Code: [44-146.19](#)

County Code: Chapter 3 ([Amusements](#)), Chapter 5 ([Smoke Detectors](#)), Chapter 7 ([Emergency Services](#)), Chapter 9 ([Fire Prevention and Protection](#)), Chapter 12 ([Massage Establishments](#)), Chapter 32 ([Zoning](#))

Fire & Rescue



Expenditure & Revenue Summary

Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Operations	\$50,141,998	\$54,711,507	\$56,498,175	\$62,359,127	\$73,071,018	17.18%
2 Office of the Chief	\$1,252,078	\$1,194,787	\$1,218,058	\$1,427,795	\$1,538,859	7.78%
3 Community Safety	\$4,978,755	\$4,353,510	\$4,674,365	\$4,645,470	\$4,391,257	(5.47%)
4 Systems Support	\$29,177,918	\$24,938,888	\$30,243,182	\$26,963,174	\$29,105,295	7.94%
5 Station/Company Operations	\$16,675,937	\$14,240,725	\$15,561,622	\$18,389,293	\$18,157,719	(1.26%)
Total Expenditures	\$102,226,686	\$99,439,417	\$108,195,401	\$113,784,859	\$126,264,147	10.97%

Expenditure by Classification

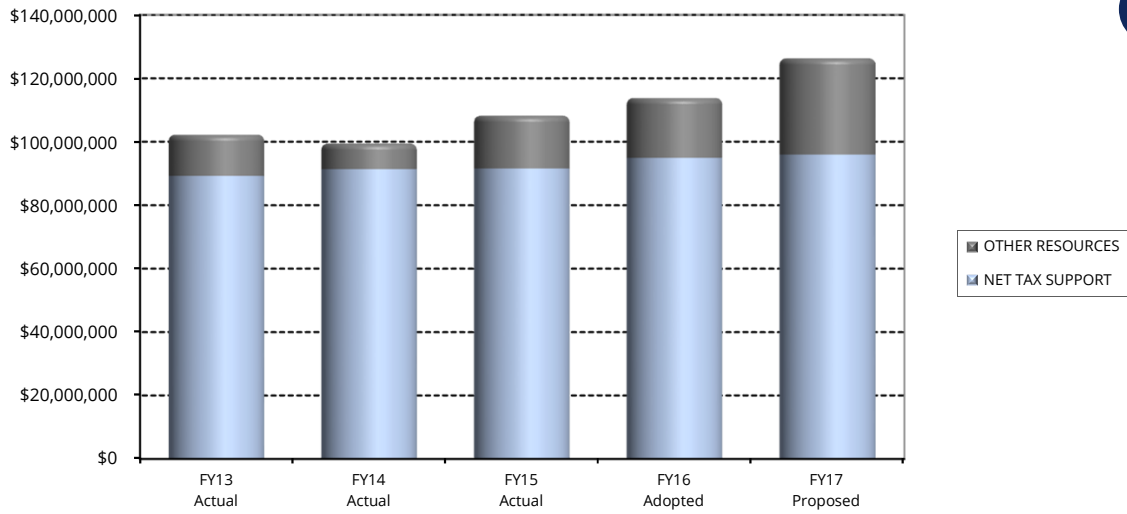
1 Personal Services	\$41,197,299	\$44,569,473	\$44,778,354	\$53,072,751	\$56,981,015	7.36%
2 Fringe Benefits	\$13,935,956	\$14,686,183	\$15,621,344	\$17,047,068	\$18,035,628	5.80%
3 Contractual Services	\$6,016,541	\$5,886,073	\$6,154,548	\$7,151,786	\$7,611,021	6.42%
4 Internal Services	\$5,923,810	\$7,505,891	\$8,784,914	\$8,093,088	\$8,019,094	(0.91%)
5 Purchase Goods & Supplies	\$16,156,578	\$12,374,227	\$11,216,188	\$14,312,917	\$14,549,936	1.66%
6 Debt Maintenance	\$338,947	\$277,538	\$352,714	\$330,013	\$326,013	(1.21%)
7 Capital Outlay	\$6,006,297	\$3,851,319	\$5,110,682	\$5,289,791	\$5,111,034	(3.38%)
8 Leases & Rentals	\$259,011	\$313,158	\$238,363	\$291,687	\$313,121	7.35%
9 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$4,604,188)	(\$4,610,427)	0.14%
10 Transfers	\$12,392,246	\$9,975,556	\$15,938,295	\$12,799,945	\$19,927,712	55.69%
Total Expenditures	\$102,226,686	\$99,439,418	\$108,195,401	\$113,784,858	\$126,264,147	10.97%

Funding Sources

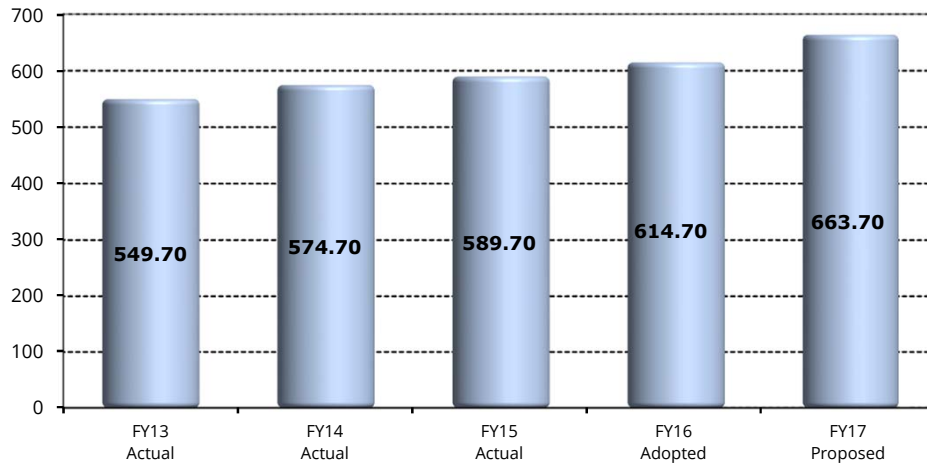
1 Permits, Privilege Fees & Regulatory Licenses	\$456,662	\$511,040	\$469,687	\$559,238	\$559,238	0.00%
2 Revenue from Use of Money & Property	(\$545,379)	\$1,927,124	\$1,744,812	\$5,000	\$1,005,000	20,000.00%
3 Charges for Services	\$5,208,734	\$5,473,561	\$5,564,377	\$6,248,943	\$6,197,335	(0.83%)
4 Miscellaneous Revenue	\$109,810	\$146,984	\$82,571	\$512	\$512	0.00%
5 Revenue From Commonwealth	\$1,008,001	\$1,873,348	\$1,827,345	\$1,256,001	\$1,256,001	0.00%
6 Revenue From Federal Government	\$399,329	\$495,247	\$554,957	\$9,819	\$0	(100.00%)
7 Non-Revenue Receipts	\$23,029	\$629,363	\$74,200	\$0	\$0	—
8 Transfers	\$10,975,463	\$7,973,440	\$15,062,033	\$10,219,334	\$17,314,276	69.43%
9 (Contribution)/Use of Non-General Fund Balance	(\$4,681,002)	(\$10,937,055)	(\$8,787,379)	\$566,688	\$3,999,733	605.81%
Total Designated Funding Sources	\$12,954,647	\$8,093,051	\$16,592,602	\$18,865,535	\$30,332,095	60.78%
General Property Taxes (Fire Levy)	\$32,313,702	\$33,528,777	\$35,314,607	\$36,070,000	\$38,170,000	5.82%
Net General Tax Support	\$56,958,336	\$57,817,590	\$56,288,192	\$58,849,323	\$57,762,052	(1.85%)
Net General Tax Support	55.72%	58.14%	52.02%	51.72%	45.75%	
Designation of Restricted Funding Source (EMS Billing Revenue) for Future Equipment Replacement	\$0	\$0	\$500,000	\$500,000	\$500,000	

* Note - The Department of Fire & Rescue and Volunteer Fire & Rescue are now combined into one Fire & Rescue entity.

Fire & Rescue



\$
Expenditure History



Staff History

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Operations	435.00	461.00	473.00	493.00	539.00
2 Office of the Chief	6.00	6.00	6.00	7.00	7.00
3 Community Safety	32.20	34.20	35.20	36.20	35.20
4 Systems Support	76.50	73.50	75.50	78.50	82.50
5 Station/Company Operations	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	549.70	574.70	589.70	614.70	663.70
Authorized Uniform Strength (FTE) Total	495.00	519.00	530.00	555.00	604.00

Staff By Program

Fire & Rescue

Future Outlook

Service Achievement Goals - The Department of Fire & Rescue (DFR) staffing plan addresses system response and staffing achievement goals and any service deficiencies by providing dedicated staff for emergency apparatus and to support Department and system needs. The Fire & Rescue Association (FRA) continues to perform apparatus deployment analysis utilizing GIS, workload and response data to determine the appropriate resources needed to meet current and future service demands.

The PWC fire & rescue system is a combined career and volunteer service. Funding for the system includes the general fund, the fire levy, and EMS billing revenue. As volunteer recruitment, retention and sustained staffing challenges persist and service gaps remain, all sources of available funding will be needed to meet service demands, improve emergency response and support system needs.

Public and Provider Safety - Fire studies have proven firefighting crew size has a substantial effect on the ability to protect lives and property. Monitoring and deploying staffing and unit resources is necessary to maximize efficiency, capabilities, and improve citizen and firefighter safety.

There are two primary Operations work schedules for career staff: Monday-Friday daytime units and 24/7 units. Approximately 75% of Operations personnel are assigned to the 24-hour schedule and only one career chief officer is on-duty nights, weekends and holidays to provide supervision, battalion officer response and handle emergent issues during the 24-hour work environment. Increasing career battalion chief coverage 24/7 will improve span of control, supervision and management, and emergency operations.

Comprehensive Plan Standard/Construction of New Fire and Rescue Stations - The Comprehensive Plan establishes workload and response time standards to maintain a safe community reducing loss of life, injury and property loss. The goal is to efficiently provide fire and rescue service that ensures timely responses throughout the County. The location and need of newly constructed Fire & Rescue stations is based on a comprehensive analysis to determine the optimal coverage. Deployment locations will be determined by the priority level of the type of unit staffed, incident volume and response time. To meet the demands of the growing community new Fire & Rescue stations should be planned and built every three years.

Public Safety Training Academy Expansion - An expansion of the Public Safety Training Academy facility is needed to accommodate the growing needs/training requirements of public safety agencies. A Master Plan Space Study completed in 2005 identifies the need for an additional 250,000 square foot of facility space. The needed space includes classrooms, administrative space, auditorium, high bay, residential burn building, fuel facility, expanded firearms range(s), Public Works hub and building mock-up. In addition, land acquisition (140 acres) is needed to support this expansion. A fuel facility and additional parking are needed to support the daily activity at the center.

Healthcare Evolution - The Patient Protection and Affordable Health Care Act of 2010 places emphasis on preventative health care and patients' access to the healthcare system in the most cost effective manner. The law will use the leverage of Medicare and Medicaid funding to incentivize change to mental and physical healthcare to include Emergency Medical Services (EMS). With evolving health insurance mandates and incentives, opportunities to make innovative improvements to the EMS model including on-scene treatment, new transport modes and preventive care may become available. New or increased funding opportunities are continually sought to support the progressing EMS system.

General Overview

A. One Fire & Rescue Entity - Prior to FY17, the Department of Fire & Rescue and Volunteer Fire & Rescue were presented in the budget document as two separate entities. In FY17, there is one combined Fire & Rescue budget.

Fire & Rescue

- B. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business system support, GIS, web services, capital equipment replacement and administration. In FY17, the Fire & Rescue technology budget decreases by \$157,073 to \$6,680,694. There is also a \$250,000 funding shift from general fund to the fire levy relating to volunteer network logins.
- C. Increase in Retention Supplement** - Uniform Fire & Rescue employees receive an annual retention supplement after completing two years of employment. Uniform personnel with tenure between two and nine years receive an annual supplement equal to 3% of their base salary and those with ten years or more receive a 5% annual supplement. The annual amount is capped at \$5,312. The Fire & Rescue retention supplement budget increased \$9,802 in FY17 to \$1,621,923.
- D. Remove One-Time Costs** - Remove one-time costs associated with FY16 staffing initiatives. The FY16 budget included two EMS Lieutenants funded by EMS Billing Revenue. The total expenditure reduction in FY17 for these FTEs is \$30,245. The FY16 budget also included three Health and Safety Lieutenants funded by the fire levy. The total revenue and expenditure reduction in FY17 for these FTEs is \$43,918. There is a corresponding decrease in the fire levy expenditure budget. The FY16 Finance budget included two capital asset accountants so the levy transfer to Finance associated with one-time costs is reduced by \$4,000 in FY17. In FY16, the Fire Marshal's Office transferred \$100,000 to Development Services for enhancements to the Land Use Information System. This was a one-time expenditure; therefore, is not included in the FY17 budget. The FY16 fire levy budget included \$1.2 million for apparatus purchases for Station 26 (Bacon Race). These costs are removed in FY17.
- E. Full Year Costs Associated with Station 26 (Bacon Race)** - The FY16 budget included partial year funding for the medic unit assigned to Station 26 (13.0 uniform FTE). The FY17 budget includes an additional \$310,941 for the annual ongoing non-salary related expenditures.
- F. Five-Year Staffing Plan** - Below is a summary of the staffing initiatives included in the Proposed Five-Year Plan. The initiatives shaded in blue are funded by the fire levy.

	FTE	FY17	FY18	FY19	FY20	FY21
FY17 - Engine 526 (Bacon Race) Partial year funding	16.00	\$1,429,753	\$1,626,632	\$1,626,632	\$1,626,632	\$1,626,632
FY17 - 24-Hour Tanker - Evergreen	4.00	\$457,673	\$402,717	\$402,717	\$402,717	\$402,717
FY17 - 24-Hour Tanker - Buckhall (partial year)	4.00	\$271,630	\$402,717	\$402,717	\$402,717	\$402,717
FY17 - F&R Dispatch Supervision	1.00	\$88,149	\$129,391	\$129,391	\$129,391	\$129,391
FY17 - Health & Safety Lieutenants	3.00	\$226,920	\$343,041	\$343,041	\$343,041	\$343,041
FY17 - 24-Hour Rescue at Coles	21.00	\$2,376,234	\$2,087,714	\$2,087,714	\$2,087,714	\$2,087,714
FY18 - 24-Hour Truck (west)	21.00	\$0	\$2,425,000	\$2,135,000	\$2,135,000	\$2,135,000
FY18 - 24-Hour Battalion Chiefs	2.00	\$0	\$180,000	\$215,000	\$215,000	\$215,000
FY18 - 24-Hour Ambulance at Coles	8.00	\$0	\$715,000	\$990,000	\$990,000	\$990,000
FY18 - 24-Hour Battalion Chiefs	3.00	\$0	\$455,000	\$440,000	\$440,000	\$440,000
FY19 - 24-Hour Ambulance (west - 2 shifts)	8.00	\$0	\$0	\$1,125,000	\$780,000	\$780,000
FY19 - 24-Hour Ambulance (west - 1 shift)	4.00	\$0	\$0	\$565,000	\$740,000	\$740,000
FY19 - 24-Hour Rescue (east)	14.00	\$0	\$0	\$1,090,000	\$1,530,000	\$1,530,000
FY19 - 24-Hour Truck (east)	14.00	\$0	\$0	\$1,650,000	\$1,455,000	\$1,455,000
FY20 - New F&R Station Medic Unit & Captain	13.00	\$0	\$0	\$0	\$1,235,000	\$1,725,000
FY20 - 24-Hour Truck (west)	14.00	\$0	\$0	\$0	\$1,680,000	\$1,490,000
FY21 - New F&R Station Engine	16.00	\$0	\$0	\$0	\$0	\$2,000,000
FY21 - Daytime Truck (1 shift)	7.00	\$0	\$0	\$0	\$0	\$870,000
General Fund Total	102.00	\$2,474,125	\$5,509,498	\$7,469,498	\$8,799,498	\$11,289,498
Fire Levy Total	71.00	\$2,376,234	\$3,257,714	\$5,732,714	\$7,392,714	\$8,072,714
Grand Total	173.00	\$4,850,359	\$8,767,212	\$13,202,212	\$16,192,212	\$19,362,212

Fire & Rescue

- G. Decrease in Indirect Costs** - Indirect costs are expenditures charged to one unit of the County government for services rendered by another unit of the County government. The indirect costs paid to the general fund by Fire Marshal's Office (FMO) decreased \$23,626 in FY17 to \$38,397.
- H. Decrease Public Safety Application Support** - This initiative funds 50% of the change in maintenance costs of the public safety technology systems. The maintenance is funded by the general fund and provides revenue to the Information Technology internal service fund. The remaining 50% of the maintenance cost is funded in the Police budget. The Fire & Rescue share of the decrease in general fund support for the maintenance of public safety systems in FY17 is \$71,897.
- I. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Fire & Rescue printing services budget will increase \$9,930 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- J. Shift Funding for Approved Position Reclassification** - In October 2015, Fire & Rescue reclassified a vacant Fire & Rescue Technician II FTE to a new Personnel Division Battalion Chief FTE to manage all hiring, promotion, disciplinary and other personnel related functions. The permanent shift in FY17 is \$34,523 to support the salary and benefits differential.
- K. FRA Board of Directors (BOD) Apparatus Fund** - The FY16 Budget included a \$1.0M set-aside (fire levy funded) for specialty apparatus replacement. The FY16 funds are being transferred as part of the FY17 Budget as follows:
- **\$500K** - to replace the water tanker at the PSTC
 - **\$500K** - to Dale City for a truck replacement
- The FY17 BOD Apparatus Fund is reduced to \$750K and will be used for the following purchases:
- **\$500K** - Replacement of Rescue 504 – Station 4, Gainesville
 - **\$250K** - Replacement of Tanker 505 – Station 5, Nokesville
- These are vehicle replacements with operating costs already budgeted. The matching funds are in the station/company operating budgets or fund balances.
- L. Revenue Adjustments** - EMS Billing is decreased \$51,608 based on actual revenue collections; revenue generated from the fire levy increases \$2.1 million; and in the fire levy fund \$1.0 million of interest income is being budgeted to support ongoing operations.
- M. Decrease the Medical Physicals Budget** - The medical physicals budget is reduced by \$150,000 to \$550,000 to reflect prior year actual expenditures. Over the past three years, the highest annual expenditure has been approximately \$470,000. This is funded by the fire levy.
- N. Line of Duty Act (LODA) Increase** - This initiative funds an increase in LODA costs for volunteer members. In FY13, the Virginia General Assembly required that localities establish an actuarially determined reserve to fund LODA costs for any certified law enforcement officer receiving benefits under the act. The LODA provides disability and death benefits for local public safety officers or their beneficiaries due to disability or death resulting from the performance of their duties. Based on actuarial report, the volunteer LODA budget will be \$850,000, an increase of \$224,100 over the current budget. This is funded by the fire levy.

Fire & Rescue

O. Establish Budget for Pulse Point and Fire Station Alerting - The Fire Station Alerting system is in each fire & rescue station and it is tied to the Computer Aided Dispatch system (CAD) in the Public Safety Communications Center. It alerts personnel in the station via a facility-wide communications system when an emergency incident call is dispatched. The Proposed FY2017 Budget includes \$120,000 for this initiative.

Pulse Point is a smart phone application (app) that can help improve cardiac arrest survival rates by early CPR and AED notification prior to EMS unit arrival. The app identifies public AED devices and provides equipment guidance and user instructions for citizens trying to provide assistance in cardiac emergencies. Since January 2014, PWC has had 55 cardiac arrests in public locations. Of these, 16 or 29% involved non-EMS initiated CPR. Since Pulse Point was established in June 2009, there have been over 1,600 cardiac arrest activations of mobile devices. Of these 1,600 activations, no negative effects have resulted from this method of care. The Proposed FY2017 Budget includes \$13,000 for the annual license fees. Both of these initiatives are funded by the fire levy.

P. Compensation Increase - Compensation adjustments totaling \$835,458 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Operations

The Operations program is responsible for response to fire, emergency medical, hazardous materials and citizen assist calls. This section is also responsible for basic and advanced pre-hospital emergency medical care, fire hazardous material incident mitigation and health and safety services for department members.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less	46%	45%	46%	46%	45%
EMS staff is skilled and reliable (community survey)	97%	98%	98%	98%	98%
Firefighting services are prompt and reliable (community survey)	98%	98%	98%	98%	98%

Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Emergency Response	\$46,486	\$48,913	\$51,135	\$56,515	\$67,260
Fire incidents responded to during career hours	2,408	2,514	2,356	2,440	2,450
EMS responses during career hours	11,122	11,613	11,692	12,000	11,800
Patients transported	18,125	18,098	18,349	15,000	19,000
Emergency Medical Services Administration	\$3,656	\$5,798	\$5,364	\$5,844	\$5,811
Uniform FTEs with ALS certification	42%	41%	43%	42%	45%

A. Budget Initiatives

1. Increase Fire Levy Support for Systemwide Fire & Rescue Activities

Expenditure	\$0
Revenue	\$3,902,000
General Fund Impact(\$3,902,000)	
FTE Positions	0.00

a. Description - Over the course of several years and for different reasons, career personnel have been covering volunteer hours (nights/weekends) at certain stations on particular apparatus. In FY16, \$4.0 million was transferred from the fire levy to the general fund to support apparatuses located throughout the county that are staffed 24-hours by career personnel. In FY17, an additional \$3.9 million is being transferred, reflecting career staffing coverage provided during FY15.

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

2. Add a 24-Hour Rescue Unit at Coles - 21 Positions

Expenditure	\$2,376,234
Revenue	\$2,376,234
General Fund Impact	\$0
FTE Positions	21.00

a. Description - Career Fire & Rescue personnel staff one 24-hour rescue unit (Gainesville) and one weekday rescue unit (Dale City) that provides specialized apparatus equipped with vehicle rescue, technical rescue, and firefighting equipment. In FY15, there were a total of 2,077 calls requiring a rescue unit dispatch. The staffing of an additional 24-hour rescue unit mid-County will contribute to firefighter safety and address over-reliance on mutual aid. In addition, the City of Manassas will be taking their rescue unit out of service in 2016.

A rescue unit is dispatched on all structure fires. This is a component of the eight minute response goal for structure fires. This initiative provides full-year funding and one-time outfitting costs for 21 FTEs.

b. Service Level Impacts - This initiative will ensure a staffing level of 100% 24 hours a day, seven days a week.

Fire & Rescue

3. Add Engine Unit 526 (Bacon Race) - 16 Positions

Expenditure	\$1,429,753
Revenue	\$0
General Fund Impact	\$1,429,753
FTE Positions	16.00

- a. **Description** - Station 26 will be approximately 15,000 square feet and house a pumper and Advanced Life Support medic unit. This item provides career staffing for a 24-hour engine unit (16 FTEs). Career staffing for the 24-hour medic unit and the station captain was funded in FY16. Occupancy is projected for Spring 2017.
- b. **Service Level Impacts** - The station's first due area will experience response time improvements. Systemwide response time improvements are projected to improve in FY18 which will help ease the burden on existing stations.

4. Add a 24-Hr Tanker Unit at Evergreen - 4 Positions

Expenditure	\$457,673
Revenue	\$0
General Fund Impact	\$457,673
FTE Positions	4.00

- a. **Description** - This initiative provides full-year funding and one-time outfitting costs for four FTEs. Career Fire & Rescue personnel staff one 24-hour tanker and three weekday tankers providing a water supply to non-hydrant and major transportation areas of Prince William County. Areas covered by hydrants provide unlimited water flow for firefighting application. Areas with no hydrants depend on a tanker to transport water into the scene for firefighting operations. In FY15, there were a total of 277 calls requiring a tanker dispatch. With 59% of Prince William County being non-hydrant, there is a need for additional 24-hour tanker staffing to assist in providing water supply in these areas. A tanker task force (3 tankers and 1 engine) is dispatched on all structural fire response in non-hydrant areas.
- b. **Service Level Impacts** - This is a component of the eight minute response goal for structure fires. The FY15 staffing level for the Evergreen Tanker during evening and weekend hours was 25.19%. The total FY15 Evergreen Tanker staffing was 49.62% which is attributable to career staffing during weekday hours. This initiative will provide a staffing level of 100% 24 hours a day, seven days a week.

5. Add a 24-Hr Tanker Unit at Buckhall - 4 Positions

Expenditure	\$271,630
Revenue	\$0
General Fund Impact	\$271,630
FTE Positions	4.00

- a. **Description** - This initiative provides half-year funding and one-time outfitting costs for four FTEs. Career Fire & Rescue personnel staff one 24-hour tanker and three weekday tankers providing a water supply to non-hydrant and major transportation areas of Prince William County. Areas covered by hydrants provide unlimited water flow for firefighting application. Areas with no hydrants depend on a tanker to transport water into the scene for firefighting operations. In FY15, there were a total of 277 calls requiring a tanker dispatch. With 59% of Prince William County being non-hydrant, there is a need for additional 24-hour tanker staffing to assist in providing water supply in these areas. A tanker task force (3 tankers and 1 engine) is dispatched on all structural fire response in non-hydrant areas.

Fire & Rescue

- b. Service Level Impacts** - A tanker is a component of the eight minute response goal for structure fires. The FY15 staffing level for the Buckhall Tanker during evening and weekend hours was 11.57%. The total FY15 Buckhall Tanker staffing was 24.81% which is attributable to career staffing during weekday hours. This initiative will provide a staffing level of 100% 24 hours a day, seven days a week.

Office of the Chief

The Office of the Chief is under the direction of the Fire & Rescue Chief. The Fire & Rescue Chief is responsible for the overall operation and direction of the Prince William County fire & rescue service through the implementation of the County and department vision, mission and values, County strategic plan and Fire & Rescue Service Plan. The Office of the Chief consists of the Executive Officer to the Chief, Operational Medical Director, Deputy and Assistant Fire and Rescue Chiefs. In addition, the Fire & Rescue Chief is the chair of the Fire & Rescue Association which determines policy and procedures for all fire, rescue and medical service operations and advises the BOCS accordingly.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Advanced Life Support (ALS) responses to all ALS emergencies in 8 minutes or less (systemwide)	84%	85%	87%	86%	88%
Basic Life Support (BLS) responses in 4 minutes or less (systemwide)	46%	45%	46%	48%	46%
Fire suppression unit on scene (fire only) in 4 minutes or less (systemwide)	40%	37%	38%	40%	38%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Leadership and Management Oversight	\$1,252	\$1,195	\$1,218	\$1,428	\$1,539
Volunteer members*	635	656	571	800	700
Fire incidents (systemwide)	5,927	5,853	5,948	5,800	6,100
EMS incidents (systemwide)	30,450	30,608	27,684	30,797	28,500
HAZMAT incidents	80	74	64	75	85

*Note- The reported volunteer count is active operational members. To be considered an operational member the following three items must be completed on an annual basis: cleared NFPA 1582 medical physical, cleared OSHA questionnaire and cleared FIT test.

Fire & Rescue

Community Safety

Community Safety seeks to reduce the County's vulnerability to risk hazards through fire prevention, hazardous materials coordination, and emergency management. Fire Prevention includes code enforcement, fire investigations, plan reviews and safety education. Hazardous materials coordination ensures local government has the capability to prevent or mitigate a hazardous materials incident. Emergency Management coordinates efforts to prepare for, respond to, recover from, and mitigate natural or human-caused disasters and large scale incidents.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Fire related injuries per 100,000 population	6	5	4	7	8
Inspections conducted on day requested	100%	100%	100%	97%	100%
Fire protection plan approval on first review	73%	61%	72%	69%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
FMO	\$3,651	\$3,152	\$3,401	\$3,779	\$3,522
Inspections conducted by code compliance inspectors	2,034	1,935	1,219	1,900	1,350
Operational use permits issued	479	455	575	400	550
Investigations (includes fire, hazmat, environmental and explosives investigations)	275	210	168	250	265
Community Relations	\$235	\$219	\$193	\$232	\$233
Child passenger safety seat inspections & education	1,456	1,398	1,375	1,500	1,500
Public education program participants	20,000	43,474	32,000	30,000	27,000
Office of Emergency Management (OEM)	\$1,093	\$982	\$1,081	\$635	\$636
Complaints investigated	8	10	11	10	10
Training hours for emergency management	3,910	3,692	3,018	2,000	2,000

Fire & Rescue

A. Budget Initiatives

1. Provide Partial Funding for One Position Responsible for Land Use Development System

Expenditure	\$19,167
Revenue	\$19,167
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative partially funds one System Developer dedicated to the support of the Energov (land use development) system. Implementation of Energov has increased the customer base, time needed for system updates, number of reports generated, and service expansions such as electronic plan review. Revenue for this initiative comes from the special revenue. FMO is a primary user of Energov so \$19,167 will be transferred to Development Services.
- b. **Service Level Impacts** - Existing service levels are maintained.

System Support

Systems Support provides services to internal customers. Systems Support manages department programs and activities from “behind the scenes” to ensure prompt, efficient and effective service to the community. This section includes human resources, training, administrative support, health and safety, fleet, self-contained breathing apparatus, budgeting and accounting, planning and analysis, information technology, logistical support and communications. Both uniform and non-uniform members staff this section, providing a diverse mix of internal services to the Department of Fire and Rescue system and its members.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Customer satisfaction with Systems Support	89%	94%	97%	93%	97%
Fire & Rescue 911 emergency calls dispatched within 60 seconds	42%	39%	38%	50%	45%
OSHA Recordable Incident Rate	10	10	16	10	16
Uniform turnover rate without retirement	3%	3%	6%	5%	6%
Personnel in compliance with FRA uniform rank structure	—	83%	90%	88%	90%

Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Human Resources	\$5,615	\$5,579	\$5,232	\$6,106	\$7,106
Students trained (DFR staff, volunteers, other county agencies, other jurisdictions)	8,171	6,704	8,424	7,500	7,500
Logistics	\$11,499	\$9,197	\$14,249	\$7,219	\$8,253
Warehouse orders processed	1,677	1,812	1,772	1,900	2,200
Breathing apparatus services conducted	3,079	2,885	4,036	2,660	3,500
Administrative Services	\$1,591	\$1,771	\$1,799	\$2,181	\$2,189
Accounting transactions processed	23,677	24,523	24,720	25,000	25,000
Communication and Information Technology (CIT)	\$8,755	\$6,527	\$7,236	\$8,764	\$8,850
Tasks completed resulting from customer service generated tickets	3,208	5,201	7,177	3,300	8,500
Health and Safety	\$1,717	\$1,864	\$1,727	\$2,693	\$2,706
Work hours lost due to injury	1,838	1,997	1,659	1,600	1,800

A. Budget Initiatives

1. Add Three Health and Safety Lieutenants

Expenditure	\$226,920
Revenue	\$0
General Fund Impact	\$226,920
FTE Positions	3.00

- a. Description** - This initiative was initially approved in the FY16 Budget; however, due to unforeseen competing resource needs in FY16, the positions were used to sustain ongoing operations. In FY16, Yorkshire (Station 8) requested career staffing 24/7 for their engine.

Currently, there is one career Incident Safety Officer (ISO - Health & Safety Lieutenant) on duty daytime/weekdays (Monday-Friday 6 a.m.-6 p.m.) in each of the three daytime career battalions. There are no dedicated or identified personnel assigned to this role from 6 pm. -6 am. Monday-Fridays and on weekends. This represents an increased risk to personnel, both career and volunteer, during these hours. In May 2014 the FRA Safety, Health and Wellness Committee endorsed an initiative for 24-hour ISOs. The committee identified the need for this initiative based on incidents on nights and weekends where no ISO was identified to fulfill this role and advocate for the safety of personnel on emergency scenes. The ISO is responsible for responding to emergency incidents and conduct incident size-up and risk-hazard analysis through a 360 degree survey of the scene. The ISO will constantly evaluate the risk to life and limb, monitor radio traffic to stay abreast of incident activities and ensure effective communication between operating crews. These three positions will establish one 24-hour ISO presence 24/7 in Prince William County. This request is for partial year funding in FY17 and full year starting in FY18.

- b. Service Level Impacts** - The safety of personnel on emergency scenes will be enhanced with direct oversight.

Fire & Rescue

2. Add One Fire and Rescue Dispatch Supervisor

Expenditure	\$88,149
Revenue	\$0
General Fund Impact	\$88,149
FTE Positions	1.00

- a. **Description** - Currently, there are five Fire & Rescue Lieutenant positions assigned to Public Safety Communications (PSCC) that oversee the fire and rescue dispatch function. The average position assignment for these lieutenants is approximately two years. The lieutenants assigned to the PSCC provide logistical support, distribute critical information and play key technical advisory roles for emergency incidents at their inception and during ongoing incident operations. This initiative provides funding for one Captain who would be responsible for the day-to day supervision of these five Lieutenants. Other duties include coordination with the PSCC director, policy and procedure development and enforcement; liaison with the PSCC supervisors, Operations Manager and Training Coordinator; be the single point of contact for all fire and rescue related dispatch issues; investigate complaints and prepare detailed reports; maintain records; handle Fire and Rescue Association issues, address fire and rescue system complaints and manage the scheduling for 24-hour staffing needs. This request is for partial year funding in FY17 and full year starting in FY18.
- b. **Service Level Impacts** - This supervisory position will ensure operational and training consistency, provide a formal chain of command and ensure quality assurance for all fire & rescue dispatched incidents.

Station/Company Operating Services

The Prince William County Fire and Rescue System is a combined career/volunteer service. There are nine volunteer fire and rescue companies in Prince William County that operate 17 stations and the Department of Fire and Rescue operates four stations. All fire and rescue company and station operations and facilities are funded in this program which include: nine volunteer fire and rescue companies and membership expenses; 21 fire and rescue stations and all expenses associated with operating these facilities and maintaining these buildings (insurance, utilities, operations and grounds maintenance, etc); all PWC fire and rescue emergency response apparatus including insurance, fuel and maintenance (excluding 12 county owned Medic Units); and all outfitting needs for volunteer fire and rescue service providers.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Turn out time in 1 minute or less	44%	47%	54%	45%	52%
Respond to initial first alarm assignment in 8 minutes or less	5%	6%	6%	7%	6%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Station/Company Support Services	\$16,676	\$14,241	\$15,562	\$18,389	\$18,158

Fire & Rescue

Total Fire Incidents

PWC Stations	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
PWC Antioch	124	133	124	—	142
PWC Coles	198	259	173	—	275
PWC Evergreen	116	138	158	—	177
PWC Gainesville	276	370	464	—	357
County Station Total Fire Incidents	714	900	919	—	951

Volunteer Companies	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Buckhall	158	219	184	—	214
Dale City	1,160	1,462	1,756	—	1,685
Dumfries Fire	682	1,015	1,306	—	859
Dumfries Rescue	110	140	155	—	150
Lake Jackson	180	226	225	—	223
Nokesville	504	596	635	—	637
OWL	1,016	1,179	1,329	—	1,400
Stonewall Jackson	381	505	540	—	543
Yorkshire	170	172	169	—	182
Volunteer Company Total Fire Incidents	4,361	5,514	6,299	—	5,893
Systemwide Total Fire Incidents	5,075	6,414	7,218	—	6,844

Total EMS Incidents

PWC Stations	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
PWC Antioch	516	518	545	—	516
PWC Coles	407	449	404	—	500
PWC Evergreen	294	230	326	—	329
PWC Gainesville	968	1,000	1,154	—	1,036
County Station Total EMS Incidents	2,185	2,197	2,429	—	2,381

Fire & Rescue

Volunteer Companies	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Buckhall	373	329	389	—	358
Dale City	5,353	5,512	6,420	—	6,375
Dumfries Fire	2,273	2,393	2,589	—	2,610
Dumfries Rescue	3,845	3,327	3,467	—	3,400
Lake Jackson	804	699	738	—	910
Nokesville	1,567	1,430	1,590	—	1,587
OWL	5,064	4,890	4,990	—	5,100
Stonewall Jackson	1,994	2,028	2,178	—	2,084
Yorkshire	540	517	691	—	610
Volunteer Company Total EMS Incidents	21,813	21,125	23,052	—	23,034
Systemwide Total EMS Incidents	23,998	23,322	25,481	—	25,415

A. Budget Initiatives

1. Establish a Station 26 (Bacon Race) Operating Budget

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

- a. **Description** - Station 26 (Bacon Race) is scheduled to be operational by Spring 2017. This initiative provides fire levy funding for partial year operations in preparation for the occupancy. This includes insurance, utilities, operating supplies, custodial, and other facility related costs. The projected full year operating costs is \$500,000.
- b. **Service Level Impacts** - The station's first due area will experience response time improvements. Systemwide response time improvements are projected to improve in FY18 which will help ease the burden on existing stations.

2. Stonewall Jackson Company Operating Budget Increases

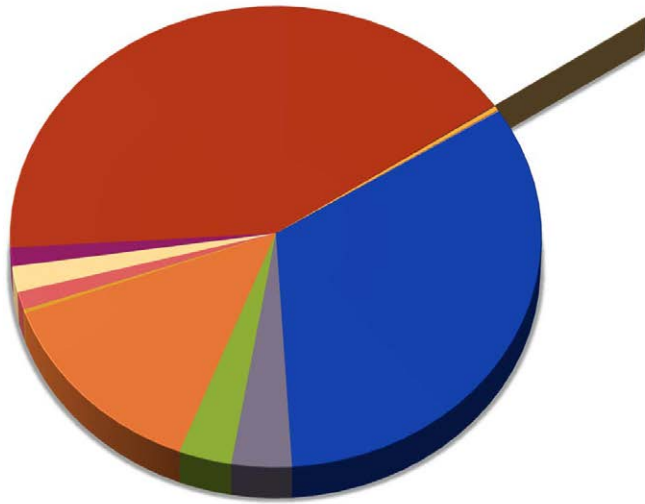
Expenditure	\$82,983
Revenue	\$82,983
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The FRA approved three ongoing budget initiatives for the Stonewall Jackson Volunteer Company:
 - \$9,000 for SCBA Cylinders replacement
 - \$27,983 to change the part-time bookkeeper position to full-time
 - \$46,000 for vehicle and apparatus replacement
- b. **Service Level Impacts** - Existing service levels are maintained.

General District Court

Mission Statement

The purpose of the General District Court is to process criminal, traffic and civil cases heard by District Court Judges and to hold preliminary hearings for felonies.



Public Safety Expenditure Budget:
\$304,119,656

Expenditure Budget:
\$271,842



0.1% of Public Safety

Program:

- Local Support: \$271,842

Mandates

The Code of Virginia mandates that every county shall provide a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#)

General District Court

Expenditure & Revenue Summary



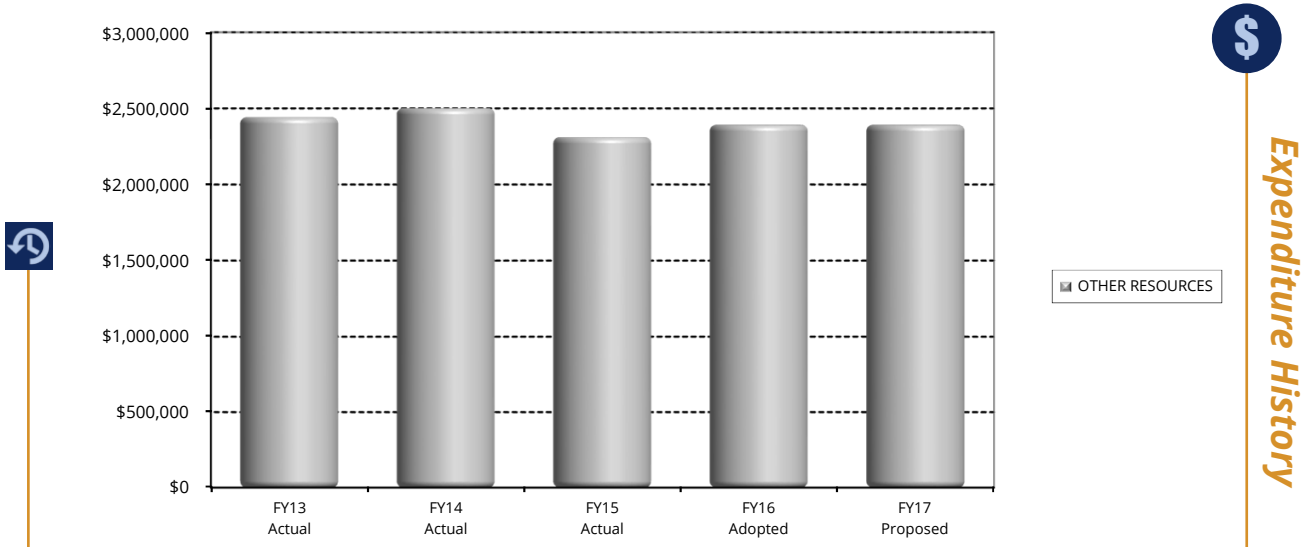
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Local Support	\$206,052	\$204,085	\$191,211	\$268,183	\$271,842	1.36%
Total Expenditures	\$206,052	\$204,085	\$191,211	\$268,183	\$271,842	1.36%

Expenditure by Classification

1 Personal Services	\$41,106	\$41,686	\$43,789	\$44,481	\$46,284	4.05%
2 Fringe Benefits	\$15,870	\$15,824	\$15,789	\$16,351	\$16,197	(0.94%)
3 Contractual Services	\$75,135	\$62,099	\$52,727	\$116,850	\$116,850	0.00%
4 Internal Services	\$26,505	\$26,904	\$25,723	\$25,209	\$25,209	0.00%
5 Purchase Goods & Supplies	\$40,281	\$48,814	\$45,739	\$50,740	\$52,750	3.96%
6 Leases & Rentals	\$7,155	\$8,758	\$7,444	\$14,552	\$14,552	0.00%
Total Expenditures	\$206,052	\$204,085	\$191,211	\$268,183	\$271,842	1.36%

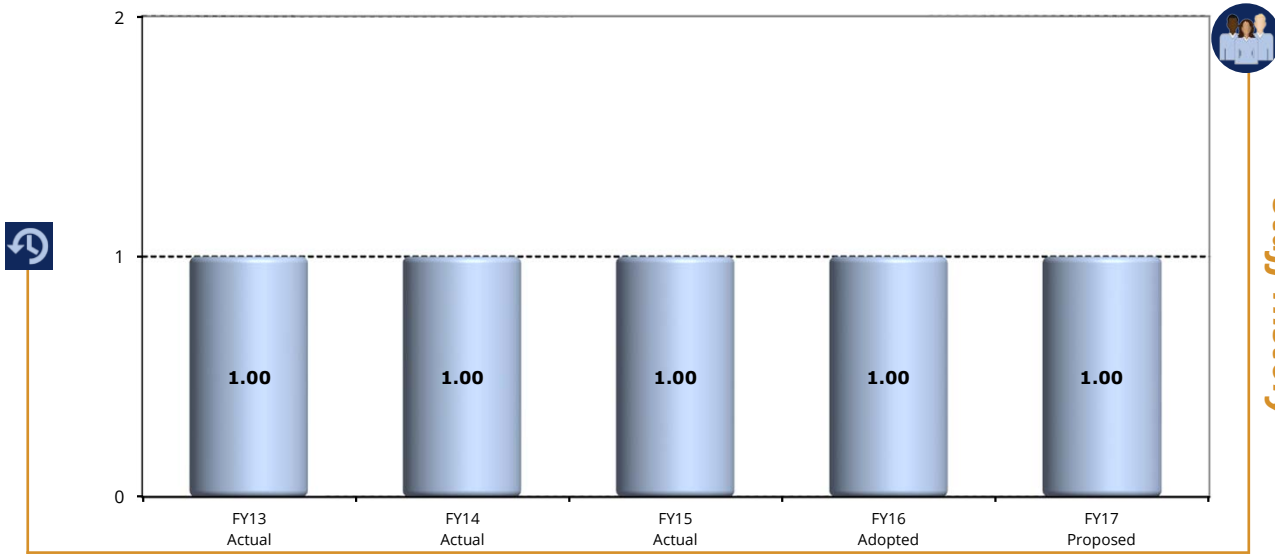
Funding Sources

1 Fines & Forfeitures	\$2,366,685	\$2,359,584	\$2,217,280	\$2,327,430	\$2,327,430	0.00%
2 Revenue From Use of Money & Property	\$30,973	\$31,496	\$35,345	\$17,000	\$17,000	0.00%
3 Charges for Services	\$44,984	\$40,701	\$35,730	\$25,500	\$25,500	0.00%
4 Revenue From Commonwealth	\$0	\$70,018	\$22,937	\$23,000	\$23,000	0.00%
Total Designated Funding Sources	\$2,442,642	\$2,501,799	\$2,311,292	\$2,392,930	\$2,392,930	0.00%
Net General Tax Support	(\$2,236,590)	(\$2,297,714)	(\$2,120,081)	(\$2,124,747)	(\$2,121,088)	(0.17%)
Net General Tax Support	(1085.45%)	(1125.86%)	(1108.77%)	(792.28%)	(780.27%)	



Expenditure History

General District Court



Staff History

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Local Support	1.00	1.00	1.00	1.00	1.00
Full-Time Equivalent (FTE) Total	1.00	1.00	1.00	1.00	1.00

Note: The FY17 number reflects County supported positions only. There are 38.50 state positions in the General District Court.

Staff By Program

General District Court

General Overview

A. Shift from County Print Shop for Printing Services - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the printing services budget will increase \$2,010 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.

B. Compensation Increase - Compensation adjustments totaling \$1,442 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

General District Court

Program summary

Local Support

There is a general district court in each city and county in Virginia. The general district court handles traffic violations, hears minor criminal cases known as misdemeanors and conducts preliminary hearings for more serious criminal cases called felonies. General district courts have exclusive authority to hear civil cases with claims of \$4,500 or less and share authority with the circuit courts to hear cases with claims between \$4,500 and \$25,000. Examples of civil cases are landlord and tenant disputes, contract disputes and personal injury actions. All General District Court personnel are state employees with the exception of one locally funded position.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Traffic, Criminal and Civil cases	125,084	114,932	107,317	147,500	147,500
Final judgments	68,339	61,287	57,908	71,500	71,500
Waived/Removed	49,566	45,522	42,610	69,500	69,500
Cases concluded	126,392	114,166	107,811	148,000	148,000
Cases concluded	93%	94%	93%	100%	100%

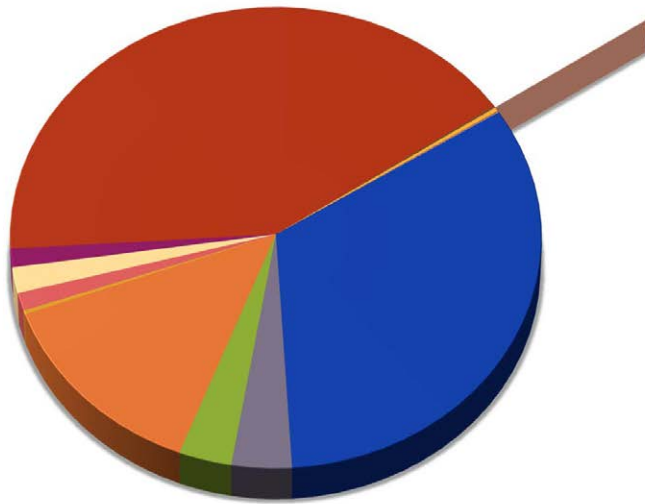
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Traffic and Criminal Case Management	\$205	\$203	\$190	\$268	\$270
Traffic and criminal cases processed	95,379	87,867	81,297	113,000	113,000
Civil Case Management	\$1	\$1	\$1	\$1	\$1
Civil cases processed	29,705	27,065	26,020	34,500	34,500

Juvenile & Domestic Relations Court

Mission Statement

The mission of the 31st Judicial District Juvenile & Domestic Relations District Court is to ensure that all disputes are resolved justly, promptly and efficiently. The Court is truly the “court of the people,” in that the Court’s main province is to resolve disputes in keeping with the greatest traditions of the Commonwealth of Virginia liberty, justice and service.

The components necessary to discharge the Court’s function require a system which is unified in its structure and administration, competent in its approach and has at its foundation honest judges and Court personnel, implementing uniform rules of practice and procedure.



Expenditure Budget:
\$107,460

0.04% of Public Safety

Program:

- Local Support: \$107,460

Public Safety Expenditure Budget:
\$304,119,656

Mandates

The Code of Virginia mandates that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#)

Juvenile & Domestic Relations Court

Expenditure & Revenue Summary



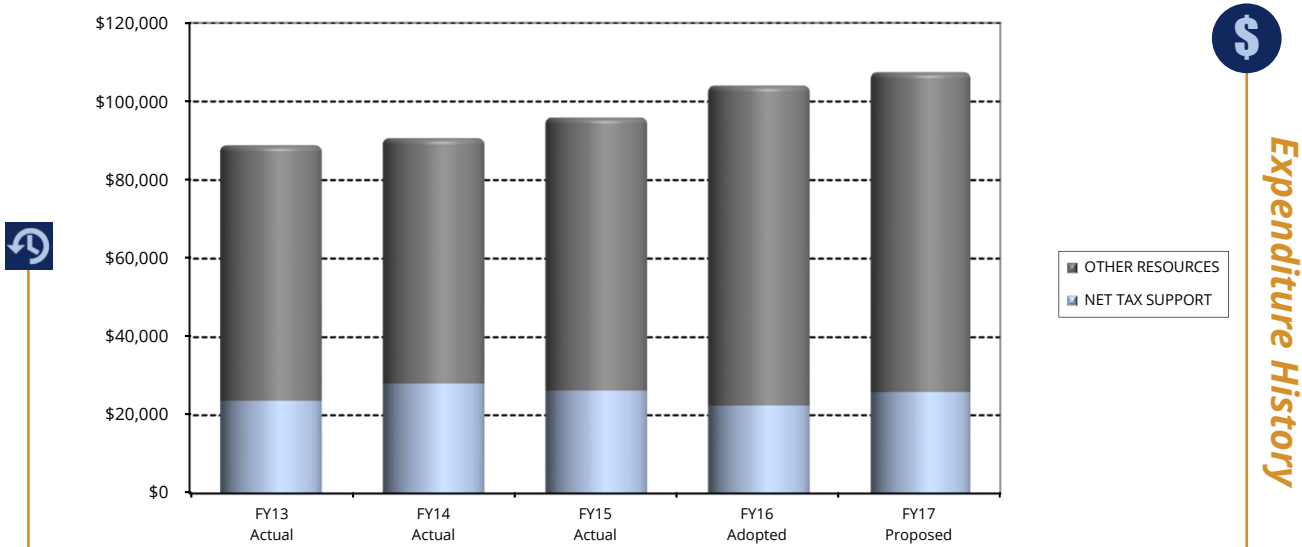
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Local Support	\$88,849	\$90,655	\$95,922	\$104,053	\$107,460	3.27%
Total Expenditures	\$88,849	\$90,655	\$95,922	\$104,053	\$107,460	3.27%

Expenditure by Classification

1 Contractual Services	\$8,288	\$10,365	\$14,184	\$10,939	\$10,939	0.00%
2 Internal Services	\$21,175	\$21,020	\$22,135	\$22,127	\$22,421	1.33%
3 Purchase Goods & Supplies	\$45,007	\$42,341	\$41,592	\$51,987	\$55,100	5.99%
4 Leases & Rentals	\$14,379	\$16,929	\$18,011	\$19,000	\$19,000	0.00%
Total Expenditures	\$88,849	\$90,655	\$95,922	\$104,053	\$107,460	3.27%

Funding Sources

1 Fines & Forfeitures	\$42,272	\$40,339	\$47,253	\$59,582	\$59,582	0.00%
2 Revenue From Use of Money & Property	\$1,003	\$835	\$840	\$731	\$731	0.00%
3 Charges for Services	\$1,385	\$1,318	\$1,477	\$0	\$0	—
4 Revenue From the Commonwealth	\$20,487	\$20,000	\$20,000	\$21,204	\$21,204	0.00%
Total Designated Funding Sources	\$65,147	\$62,492	\$69,570	\$81,517	\$81,517	0.00%
Net General Tax Support	\$23,702	\$28,163	\$26,352	\$22,536	\$25,943	15.12%
Net General Tax Support	26.68%	31.07%	27.47%	21.66%	24.14%	



Expenditure History

Juvenile & Domestic Relations Court



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Local Support	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	0.00	0.00	0.00	0.00	0.00

Note: There are 28.70 state positions in the Juvenile and Domestic Relations Court. There are no county positions.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Juvenile and Domestic Relations Court technology bill increases by \$294 to \$22,421.
- B. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the \$1,000 printing services budget will increase \$3,113 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.

Juvenile & Domestic Relations Court

Program Summary

Local Support

There is a juvenile and domestic relations district court in each Virginia city and county. In Virginia, a juvenile is any person under 18 years of age. The juvenile and domestic relations district court hears all matters involving juveniles such as criminal or traffic matters. Juvenile delinquency cases involve a minor under the age of 18 who has been accused of committing an offense that would be considered criminal if committed by an adult. Other juvenile offenses may be referred to as status offenses. Status offenses are those acts that are unlawful only because they are committed by a minor.

In addition, this court handles other matters involving the family such as custody, support and visitation. The court also hears family abuse cases, cases where adults have been accused of child abuse or neglect and criminal cases where the defendant and alleged victim are family or household members.

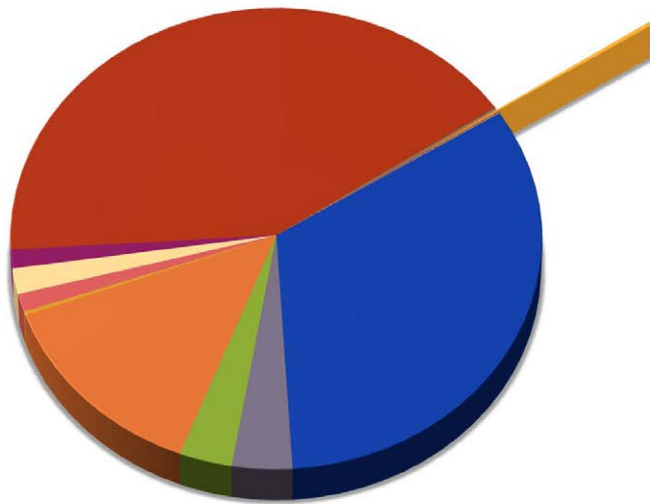
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Juvenile cases concluded from prior years	11,330	11,802	11,037	11,938	11,212
Adult cases concluded from prior years	10,259	9,715	9,626	9,930	9,445

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Juvenile Court Case Management	\$61	\$61	\$66	\$71	\$74
New juvenile cases	11,409	11,733	10,608	11,900	10,717
Juvenile cases continued from prior years	17,675	20,232	19,121	20,733	19,228
Adult Court Case Management	\$28	\$30	\$30	\$33	\$33
New adult cases	9,435	9,042	8,703	9,260	8,540
Adult cases continued from prior years	15,838	15,753	15,834	15,700	15,327

Juvenile Court Service Unit

Mission Statement

The Juvenile Court Services Unit protects the public by preparing court-involved youth to be successful citizens.



Expenditure Budget:
\$846,939



0.3% of Public Safety

Programs:

- Intake Services: \$44,357
- Standard Supervision Services: \$144,266
- Intensive Supervision Services: \$477,324
- Dispute Resolution Services: \$180,992

Public Safety Expenditure Budget:
\$304,119,656

Mandates

Prince William County operates under a state mandate to provide intake services and standard supervision to juveniles placed on probation and parole. The Juvenile Court Service Unit provides these mandated services.

State Code: [16.1-234](#), [16.1-235](#), [16.1-237](#), [16.1-235.1](#), [16.1-255](#), [16.1-260](#)

Juvenile Court Service Unit

Expenditure & Revenue Summary



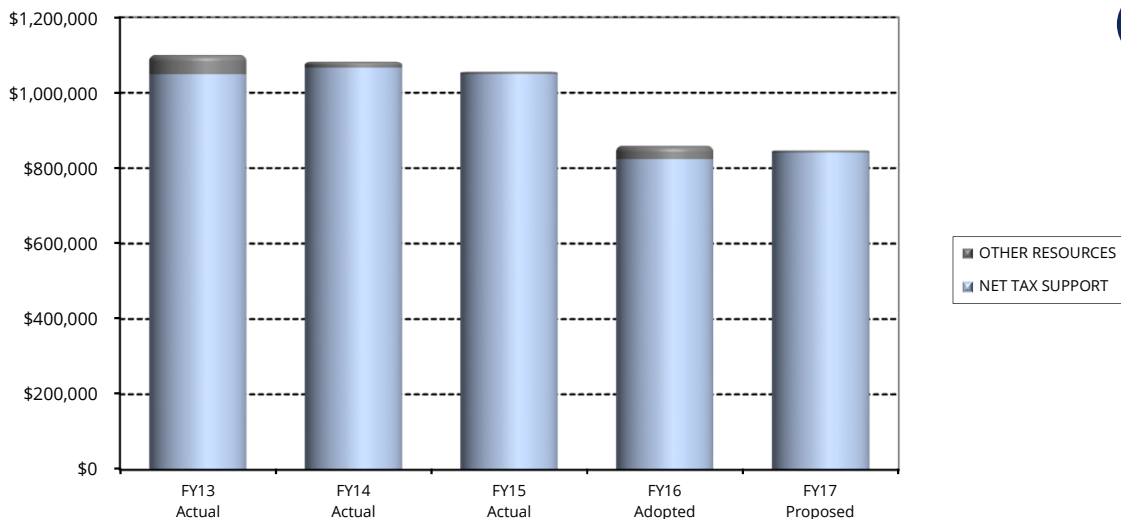
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Intake Services	\$15,642	\$24,182	\$26,268	\$33,873	\$44,357	30.95%
2 Standard Supervision Services	\$194,555	\$167,470	\$153,628	\$171,396	\$144,266	(15.83%)
3 Intensive Supervision Services	\$462,481	\$448,360	\$465,591	\$473,851	\$477,324	0.73%
4 Dispute Resolution Services	\$177,385	\$178,037	\$180,523	\$180,592	\$180,992	0.22%
5 Juvenile Drug Court	\$250,225	\$263,986	\$229,256	\$0	\$0	—
Total Expenditures	\$1,100,288	\$1,082,035	\$1,055,266	\$859,712	\$846,939	(1.49%)

Expenditure by Classification

1 Personal Services	\$514,243	\$513,396	\$528,177	\$454,440	\$434,350	(4.42%)
2 Fringe Benefits	\$170,391	\$162,326	\$166,097	\$135,869	\$129,921	(4.38%)
3 Contractual Services	\$289,789	\$285,858	\$241,898	\$182,421	\$182,421	0.00%
4 Internal Services	\$96,965	\$103,034	\$97,438	\$79,726	\$77,543	(2.74%)
5 Purchase Goods & Supplies	\$25,605	\$14,925	\$20,173	\$18,066	\$29,066	60.89%
6 Leases and Rentals	\$1,497	\$988	\$1,482	\$1,582	\$1,582	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$12,392)	(\$7,944)	(35.89%)
8 Transfers	\$1,798	\$1,508	\$0	\$0	\$0	—
Total Expenditures	\$1,100,288	\$1,082,035	\$1,055,266	\$859,712	\$846,939	(1.49%)

Funding Sources

1 Revenue From Other Localities	\$334	\$151	\$0	\$334	\$0	(100.00%)
2 Revenue From Commonwealth	\$5,748	\$5,654	\$5,579	\$5,264	\$5,264	0.00%
3 Revenue From Federal Government	\$45,316	\$9,770	\$0	\$30,045	\$0	(100.00%)
Total Designated Funding Sources	\$51,398	\$15,575	\$5,579	\$35,643	\$5,264	(85.23%)
Net General Tax Support	\$1,048,890	\$1,066,459	\$1,049,686	\$824,069	\$841,675	2.14%
Net General Tax Support	95.33%	98.56%	99.47%	95.85%	99.38%	

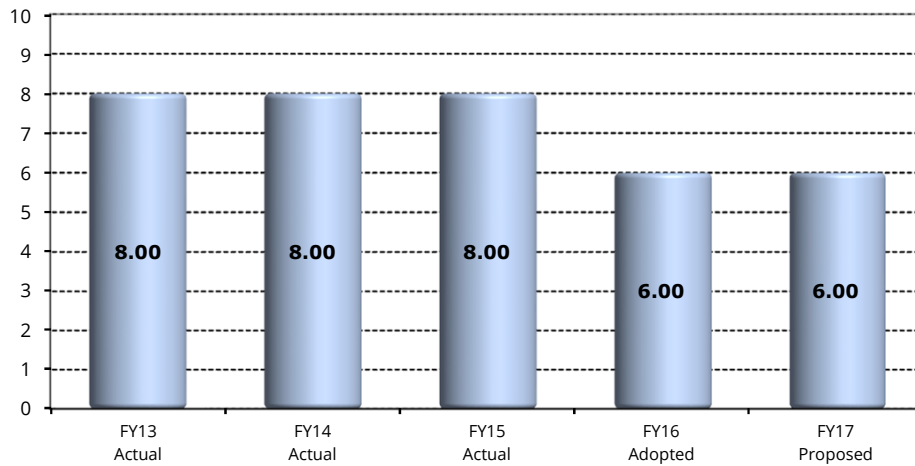


Expenditure History

Juvenile Court Service Unit



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Intake Services	6.00	6.00	6.00	6.00	0.00
2 Standard Supervision Services	0.00	0.00	0.00	0.00	5.00
3 Intensive Supervision Services	0.00	0.00	0.00	0.00	1.00
4 Dispute Resolution Services	0.00	0.00	0.00	0.00	0.00
5 Juvenile Drug Court	2.00	2.00	2.00	0.00	0.00
Full-Time Equivalent (FTE) Total	8.00	8.00	8.00	6.00	6.00

Note: Figures are for County positions only and do not include the 41.75 authorized State positions.

Future Outlook

Department of Juvenile Justice Transformation - The department is transforming the treatment programming within the two remaining juvenile correctional centers over a two year period to an Evidenced Based Practice Community Treatment Model. As part of this transformation, revised Length of Stay guidelines have been approved by the Board of Juvenile Justice that will reduce unnecessary commitments of low risk juveniles to these facilities who will instead be placed in Community Placement Programs. This will put additional pressure on the state and localities to provide additional local treatment programming over the next two years.

Electronic Monitoring - There will continue to be a strong demand for electronic monitoring of high risk juveniles due to the closure of several juvenile correctional facilities and the improvement in electronic monitoring technology to include cell phone units with GPS capability. This public safety initiative is a critical component of the supervision of these youth reducing the necessity of placing them in juvenile detention or utilizing expensive residential treatment programs.

Juvenile Court Service Unit

Interpretive Services - There continues to be an influx of Spanish speaking clientele seeking services, placement of unaccompanied minors by the U.S. Department of Homeland Security and youth placed on probation. This has resulted in increased demand for interpretive services in all phases of the juvenile justice system to include intake, court proceedings, probation, parole and Community Services Act (CSA).

Dispute Resolution Services - 60% of intake services consist of Domestic Relations cases such as custody, support and protective orders from domestic violence situations coming into the system. This situation continues to create strong demand for Dispute Resolution mediation services provided to the Juvenile and General District Courts reducing the number of court hearings.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the JCSU technology bill decreases by \$2,183.
- B. Budget Reduction** - \$30,379 in budgeted revenues and expenditures have been eliminated from the FY17 budget due to the loss of Juvenile Accountability Block Grant (JABG) funds.
- C. Program Reorganization** - In FY17 the Juvenile Court Services Program has been reorganized into four separate programs to provide greater detail into the department's goals, workload and performance measures.
- D. Budget Shift** - \$10,881 has been shifted from Intensive Probation Services so that Electronic Monitoring can be managed within Intake Services.
- E. Compensation Increase** - Compensation adjustments totaling \$8,111 are made to support the following rate changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Juvenile Court Service Unit

Program Summary

Intake Services

Intake Services provides state mandated processing of domestic relations civil complaints to include child support, custody and visitation, family abuse protective orders, child abuse and neglect, termination of parental rights, visitation rights, paternity, and emancipation. Juveniles accused of committing offenses are processed for formal court action or provided diversion. First time offenders are referred to other community resources when appropriate. Electronic Monitoring Services are offered as an enhancement for probation supervision services and a less restrictive alternative to juvenile detention.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Delinquent first time offenders diverted from court	27%	39%	36%	28%	34%
Probation violations resulting in secure detention orders as compared to total technical probation violations	42%	59%	41%	—	47%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Intake Services	\$12	\$18	\$20	\$23	\$33
Cases processed through Intake Services	9,104	9,366	8,748	8,823	9,072
Electronic Monitoring	\$4	\$6	\$7	\$11	\$11
Youth placed on electronic monitoring	51	127	164	—	175
Days of electronic monitoring supervision provided	1,693	2,046	1,912	—	2,200

A. Budget Initiatives

1. Facility Security Upgrade

Expenditure	\$11,000
Revenue	\$0
General Fund Impact	\$11,000
FTE Positions	0.00

a. Description - This initiative funds the one-time expense to install security cameras and supporting software for lobby and front door area at the Woodbridge JCSU facility.

b. Service Level Impacts - Existing service levels are maintained. Employee safety will be enhanced.

Juvenile Court Service Unit

Standard Supervision Services

Standard Supervision Services provides state mandated community supervision to juveniles placed on probation by the Juvenile Court or released on parole from a juvenile correctional facility. Enforces probation or parole rules and orders of the court by imposing informal sanctions or taking court action. Collaborates with community agencies, schools and correctional center staff to develop and manage supervision plans for juveniles to prepare them to be successful citizens. Coordinates gang intervention and prevention programs through the local Gang Response Intervention Team (GRIT). Links service needs to gang prevention and intervention resources by providing gang awareness and prevention education for the community.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Youth not re-offending within two years of release from program	77%	77%	NA	77%	77%
Parents and youth satisfied with service	92%	94%	95%	89%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Standard Supervision Services	\$101	\$73	\$49	\$65	\$36
Juveniles supervised monthly	465	523	598	496	528
Supervision caseload per probation officer	30	35	35	—	33
Gang Response Intervention Team (GRIT)	\$94	\$95	\$105	\$106	\$108
GRIT community presentations	19	37	20	20	20

Juvenile Court Service Unit

Intensive Supervision Services

Intensive Supervision Services provides community based juvenile probation supervision serving high risk and serious offenders who require more supervision contacts than those provided by Standard Supervision Services. Intensive Supervision Officers provide crisis intervention, life skills, networking of services, utilization of community based services, monitoring and numerous weekly supervision contacts with these high risk youth, their families, and service providers to ensure compliance with laws, court orders and crucial services. Intensive Supervision enhances public safety by reducing new criminal offenses by high risk court involved youth by reducing their risk to re-offend allowing their return to Standard Supervision Services or release from probation.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Youth not re-offending while on Intensive Supervision Services	87%	92%	88%	—	89%
Youth not re-offending within one year of discharge	76%	81%	81%	—	79%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Intensive Supervision Services	\$462	\$448	\$466	\$474	\$477
Juveniles served annually	137	113	154	134	134
Contacts monthly	434	496	530	—	486

Juvenile Court Service Unit

Dispute Resolution Services

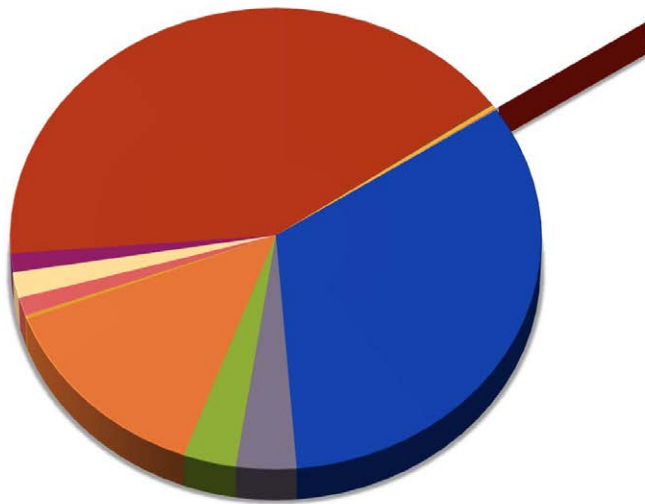
Mediation services assist adults in court cases involving child custody, visitation, child and spousal support, landlord tenant and consumer merchant issues to resolve their disputes prior to a court hearing, thus reducing court dockets. Restorative Justice Services hold first-time juvenile offenders accountable for their wrongdoing through victim impact classes and face-to-face conferences attended by their families and victims.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Disputes referred to mediation that are resolved without further court action	70%	70%	68%	70%	69%
Cases removed from the Court docket due to mediation	1,101	1,301	1,276	—	1,226
Youth not re-offending within one year of program participation	—	94%	97%	—	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Dispute Resolution Services	\$177	\$178	\$181	\$181	\$181
Court petitions referred	3,564	3,634	3,336	—	3,511
Mediations conducted	946	1,022	984	—	984
Juveniles referred	103	104	111	—	106
Juveniles attending Victim Impact Program (VIP) classes	85	93	94	—	90
Restorative Justice conferences conducted	35	42	21	—	32

Mission Statement

The mission of the Law Library is to provide access to and instruction in the use of legal information resources to the courts, public, bar association members and the legal community, to communicate information and knowledge with the creative and innovative use of technology, and to collect, organize and preserve legal information in an environment conducive to serious research and scholarship.



Expenditure Budget:
\$124,301

0.04% of Public Safety

Program:

- Law Library: \$124,301

Public Safety Expenditure Budget:
\$304,119,656

Mandates

The Code of Virginia authorizes the local governing body to assess a fee not in excess of four dollars on each civil action. The fee shall be used to support staff, books and equipment of the law library. The law library is located in the County Courthouse in Manassas.

State Code: [42.1-70](#)

County Code: Chapter 2 ([Law Library](#))

Law Library

Expenditure & Revenue Summary



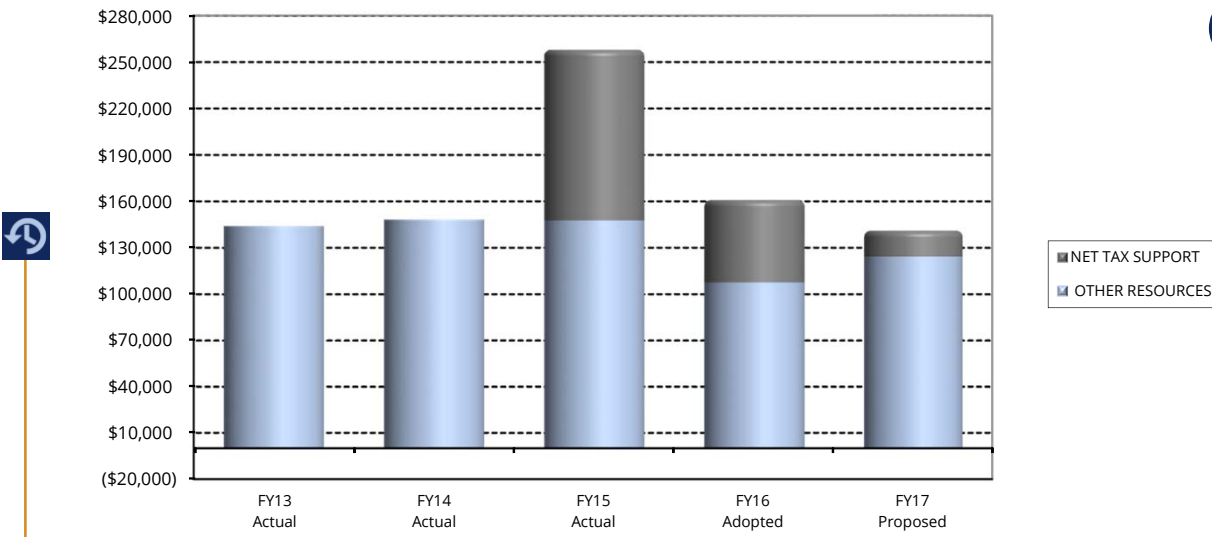
Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Law Library	\$143,923	\$148,277	\$147,638	\$160,823	\$124,301	(22.71%)
Total Expenditures	\$143,923	\$148,277	\$147,638	\$160,823	\$124,301	(22.71%)

Expenditure by Classification

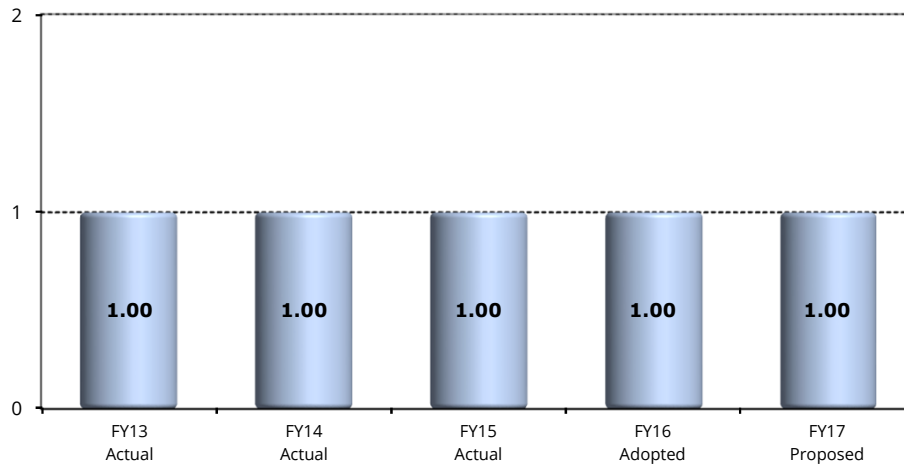
1 Personal Services	\$85,045	\$89,579	\$90,485	\$92,832	\$60,857	(34.44%)
2 Fringe Benefits	\$27,704	\$28,157	\$27,447	\$27,740	\$22,641	(18.38%)
3 Contractual Services	\$65	\$150	\$678	\$3,500	\$3,500	0.00%
4 Internal Services	\$6,585	\$6,590	\$6,491	\$6,442	\$6,994	8.57%
5 Purchase Goods & Services	\$23,552	\$22,852	\$21,686	\$26,954	\$26,954	0.00%
6 Leases & Rentals	\$972	\$949	\$851	\$3,355	\$3,355	0.00%
Total Expenditures	\$143,923	\$148,277	\$147,638	\$160,823	\$124,301	(22.71%)

Funding Sources

1 Revenue From Use of Money & Property	(\$305)	\$206	-\$383	\$500	\$500	0.00%
2 Charges for Services	\$130,072	\$106,852	\$110,279	\$107,057	\$107,057	0.00%
3 Net (Increase)/Decrease to Subfund Balance	\$14,156	\$41,219	\$37,742	\$0	\$0	—
4 Transfers In	\$0	\$0	\$0	\$53,266	\$16,744	(68.57%)
Total Designated Funding Sources	\$143,923	\$148,277	\$147,638	\$160,823	\$124,301	(22.71%)
Net General Tax Support	\$0	\$0	\$110,279	\$53,266	\$16,744	(68.57%)
Net General Tax Support	0.00%	0.00%	74.70%	33.12%	13.47%	



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Law Library	1.00	1.00	1.00	1.00	1.00
Full-Time Equivalent (FTE) Total	1.00	1.00	1.00	1.00	1.00



Staff By Program

General Overview

- A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Law Library technology bill increases by \$552 to \$6,994.
- B. **General Fund Support** - General fund support for the law library decreased by \$36,522 due to reductions in salary and fringe benefits for the current Law Librarian from the previous incumbent.

C. Compensation Increase - Compensation adjustments totaling \$2,556 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Law Library

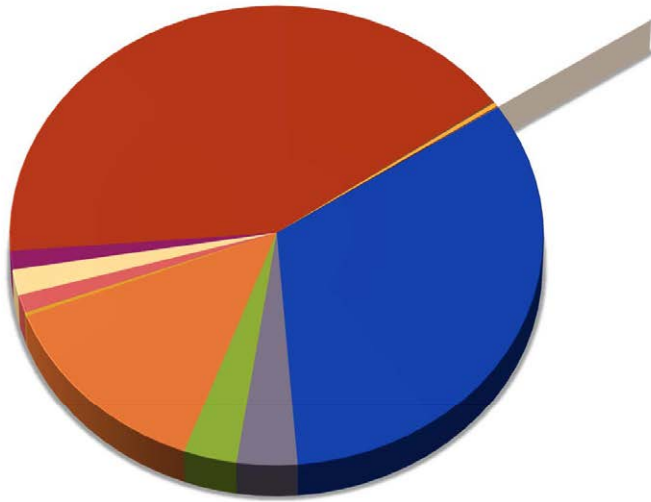
Provides and facilitate access to law library services including information services, non-advisory reference assistance, materials circulation and instructions in accessing legal information resources and use of the photocopier for court personnel, the public, bar associations, students, law clerks, law firms and law librarians. Access is provided through integrated systems, resource selection, acquisition, inter-library loan, cataloguing, processing, and collection preservation in accord with minimum American Association of Law Library standards.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Materials maintained in Print Collection meeting American Association of Law Librarian Standards	70%	17%	NR	17%	17%
Materials maintained in Online Collection meeting American Association of Law Librarian Standards	87%	50%	NR	50%	50%
Users satisfied with Law Library services	96%	95%	NR	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Law Library Services	\$144	\$148	\$148	\$161	\$124
Reference inquiries completed within three days	99%	99%	NR	99%	99%
Reference assistance requests	6,385	10,291	NR	7,979	8,218

Mission Statement

The mission of the Magistrates' Office is to provide judicial services and accomplish statutory responsibilities to Prince William County, the Cities of Manassas and Manassas Park and the Towns of Dumfries, Occoquan, Quantico and Haymarket on a 24-hour per day, 365 days per year basis.



Expenditure Budget:
\$130,008

0.04% of Public Safety

Program:

- Local Support: \$130,008

Public Safety Expenditure Budget:
\$304,119,656

Mandates

The Code of Virginia mandates that there will be as many magistrates as are necessary for the effective administration of justice. Magistrate positions are authorized by the state Committee on District Courts. The county shall also provide all furniture and other equipment necessary for the efficient operation of the office.

State Code: [19.2-34](#); [19.2-48.1](#); [16.1-69.33](#)

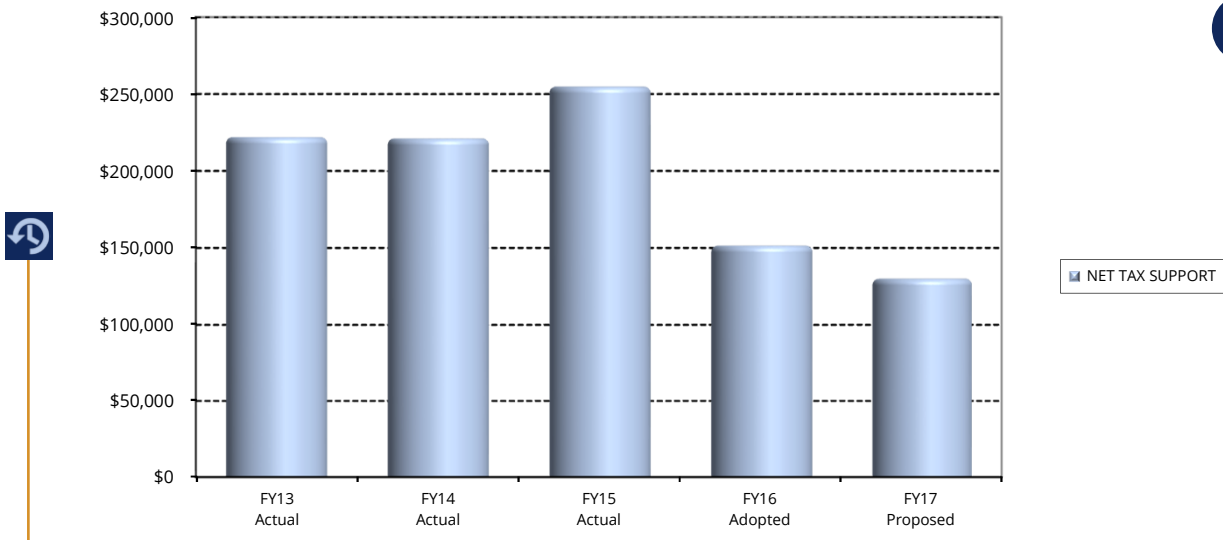
Expenditure & Revenue Summary



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Local Support	\$222,006	\$221,184	\$254,866	\$151,495	\$130,008	(14.18%)
Total Expenditures	\$222,006	\$221,184	\$254,866	\$151,495	\$130,008	(14.18%)

Expenditure by Classification

1 Personal Services	\$184,408	\$184,408	\$215,145	\$115,954	\$99,190	(14.46%)
2 Fringe Benefits	\$14,107	\$14,107	\$16,459	\$8,871	\$7,589	(14.45%)
3 Contractual Services	\$1,224	\$1,285	\$0	\$1,250	\$1,250	0.00%
4 Internal Services	\$16,966	\$17,476	\$17,357	\$17,705	\$13,415	(24.23%)
5 Purchase Goods & Supplies	\$5,301	\$3,908	\$4,030	\$6,313	\$7,162	13.45%
6 Leases & Rentals	\$0	\$0	\$1,875	\$1,402	\$1,402	0.00%
Total Expenditures	\$222,006	\$221,184	\$254,866	\$151,495	\$130,008	(14.18%)
Net General Tax Support	\$222,006	\$221,184	\$254,866	\$151,495	\$130,008	(14.18%)
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Expenditure History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Local Support	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	0.00	0.00	0.00	0.00	0.00

Note: There are 16.00 state positions in the Magistrates' Office. There are no county positions.

General Overview

- A. **Magistrates Supplement Reduction** - [Virginia Code Section 19.2-46.1](#) provides that “the governing body of any county or city may add to the fixed compensation of magistrates such amount as the governing body may appropriate with the total amount not to exceed 50 percent of the amount paid by the Commonwealth to magistrates provided such additional compensation was in effect on June 30, 2008, for such magistrates and any magistrate receiving such additional compensation continues in office without a break in service. The total amount of additional compensation may not be increased after June 30, 2008.” The number of magistrates receiving a supplement has been reduced from seven to six resulting in an \$18,046 reduction. All the remaining magistrates eligible for a supplement were receiving a supplement in June 2008.
- B. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Magistrate’s technology bill decreases by \$4,290 to \$13,415.
- C. **Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the printing services budget will increase \$849 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.

Magistrate

Program Summary

Local Support

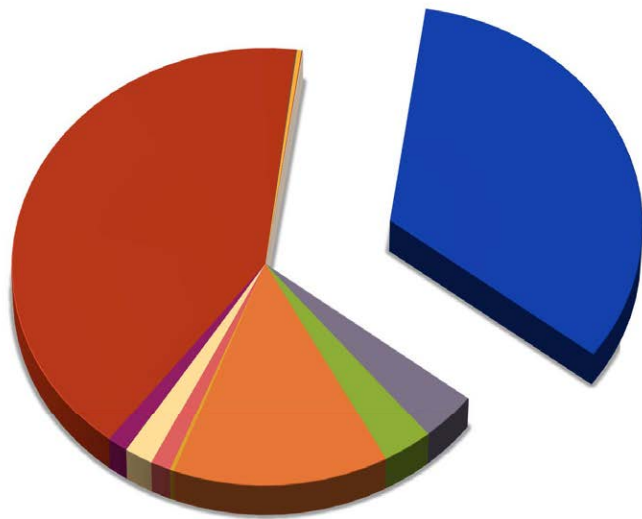
Magistrates are independent judicial officers who work directly for the Supreme Court of Virginia, Office of the Executive Secretary. The principal function of the magistrate is to provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the general public. Magistrate duties include issuing various types of processes such as arrest warrants, summonses, bonds, search warrants and medical detention orders. Magistrates also conduct bail hearings in instances in which an individual is arrested on a warrant charging him or her with a criminal offense. Magistrates provide services 24-hours per day, 365 days per year to Prince William County, the cities of Manassas and Manassas Park and the towns of Dumfries, Occoquan, Quantico and Haymarket.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Cost per criminal process handled	\$5.69	\$5.00	\$7.08	\$3.55	\$2.95
Total criminal processes administered per Magistrate	3,248	2,947	2,400	2,875	2,800

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Magistrates Services	\$222	\$221	\$255	\$151	\$130
Total criminal processes handled	38,991	44,212	36,000	46,000	44,000

Mission Statement

The Police Department will enhance the quality of life by providing police services through shared responsibility with the public.



Public Safety Expenditure Budget:
\$304,119,656

Expenditure Budget:
\$100,414,281



33.0% of Public Safety

Programs:

- Office of the Chief: \$4,806,376
- Support Services: \$20,435,150
- Operations: \$46,374,850
- Criminal Investigations: \$16,129,063
- Animal Control: \$2,138,293
- Crossing Guards: \$2,098,348
- Financial & Technical Services: \$8,432,202

Mandates

Public safety in Virginia counties is mandated through the Sheriff's Office. Counties can choose through local referendum to establish a county police department. The Prince William County Police Department was authorized by County residents through general referendum in 1969 and was established as a department in the County government in July 1970. State code mandates that a local advisory board be created with the enactment of a local towing ordinance ([Code of Virginia 46.2-1233.2](#)). The Police Department serves as the liaison to this board.

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

State Code: Title 3.2. Agriculture, Animal Care and Food, [3.2-6542](#)

County Code: Chapter 2 ([Police Auxiliary](#)), Chapter 2.5 ([Alarm Systems](#)), Chapter 3 ([Amusements](#)), Chapter 4 ([Animals and Fowl](#)), Chapter 12 ([Massage Establishments](#)), Chapter 13 ([Motor Vehicles and Traffic](#)), Chapter 14 ([Noise](#)), Chapter 16 ([Miscellaneous Offenses](#)), Chapter 18 ([Peddlers, Solicitors and Itinerant Vendors](#)), Chapter 19 ([Personnel](#)), Chapter 20 ([Police](#)), Chapter 20.5 ([Precious Metals Dealers](#)), Chapter 27 ([Taxicabs](#))

Expenditure & Revenue Summary



Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Office of the Chief	\$6,024,001	\$5,688,728	\$5,074,277	\$5,530,210	\$4,806,376	(13.09%)
2 Support Services	\$14,740,880	\$17,270,623	\$18,738,004	\$16,993,762	\$20,435,150	20.25%
3 Operations	\$39,278,024	\$38,502,820	\$40,277,831	\$45,879,599	\$46,374,850	1.08%
4 Criminal Investigations	\$16,140,540	\$15,548,288	\$15,498,874	\$15,853,834	\$16,129,063	1.74%
5 Animal Control	\$2,034,975	\$2,078,269	\$2,126,610	\$2,052,421	\$2,138,293	4.18%
6 Crossing Guards	\$1,783,076	\$1,889,261	\$1,758,986	\$2,138,549	\$2,098,348	(1.88%)
7 Financial & Technical Services	\$4,329,159	\$5,670,723	\$6,087,325	\$8,187,129	\$8,432,202	2.99%
Total Expenditures	\$84,330,655	\$86,648,712	\$89,561,907	\$96,635,505	\$100,414,281	3.91%

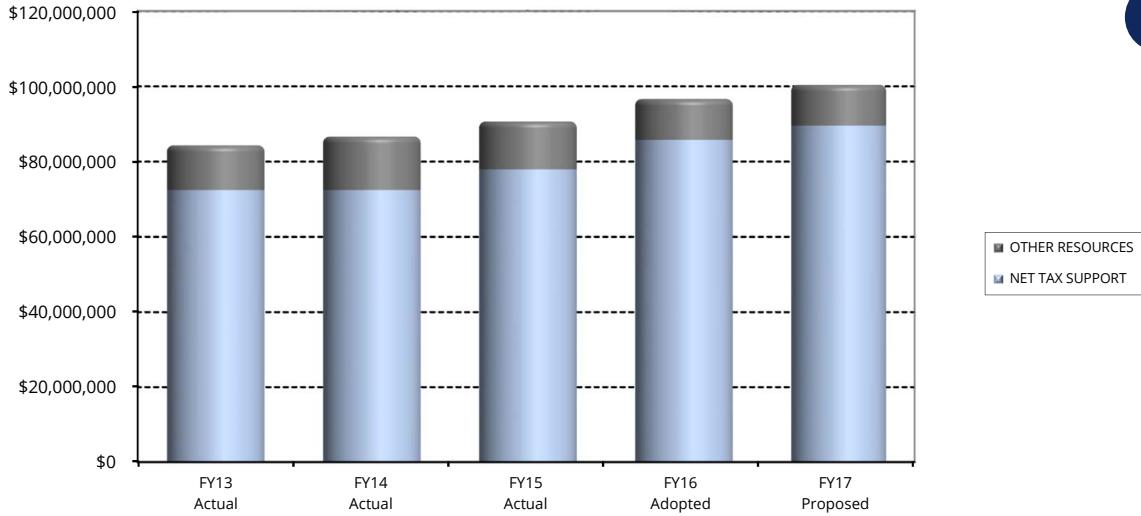
Expenditure by Classification

1 Personal Services	\$52,043,776	\$52,679,759	\$54,263,380	\$60,288,480	\$63,583,576	5.47%
2 Fringe Benefits	\$17,362,023	\$17,197,014	\$18,311,086	\$19,920,267	\$20,336,877	2.09%
3 Contractual Services	\$920,752	\$1,251,973	\$1,052,523	\$1,377,876	\$1,407,263	2.13%
4 Internal Services	\$10,095,755	\$9,731,895	\$10,305,352	\$11,035,183	\$10,610,527	(3.85%)
5 Purchase Goods & Supplies	\$2,525,369	\$4,056,445	\$4,243,534	\$5,198,342	\$5,236,933	0.74%
6 Capital Outlay	\$625,850	\$963,543	\$664,631	\$236,356	\$651,849	175.79%
7 Leases & Rentals	\$491,734	\$460,769	\$388,336	\$527,768	\$527,768	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$2,334,540)	(\$2,334,540)	0.00%
9 Transfers Out	\$265,396	\$307,314	\$333,065	\$385,772	\$394,029	2.14%
Total Expenditures	\$84,330,655	\$86,648,712	\$89,561,907	\$96,635,505	\$100,414,281	3.91%

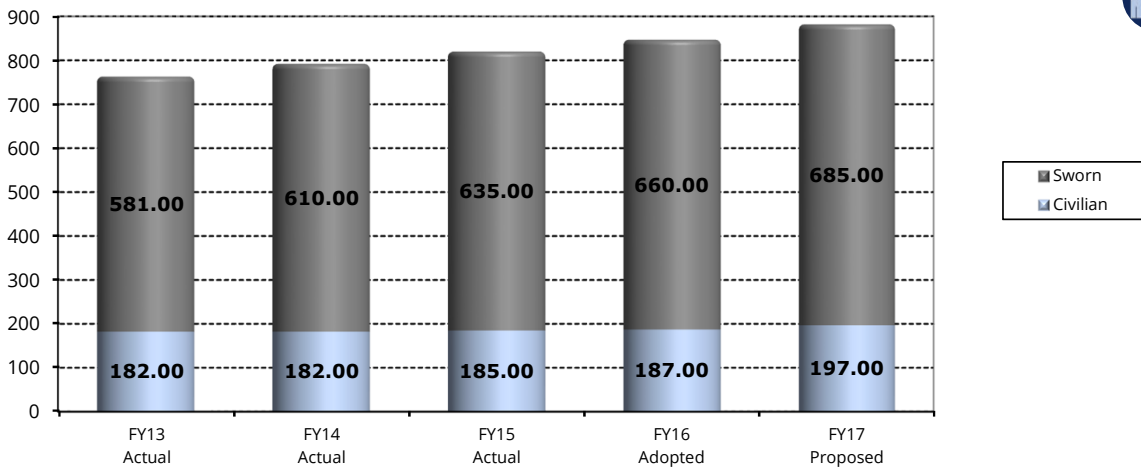
Funding Sources

1 Permits, Privilege Fees & Regular Licenses	\$354,129	\$398,098	\$362,686	\$265,940	\$265,940	0.00%
2 Fines & Forfeitures	\$803,029	\$803,934	\$846,070	\$672,259	\$672,259	0.00%
3 Revenue from Use of Money & Property	(\$7,558)	\$14,832	\$25,949	\$6,000	\$6,000	0.00%
4 Charges for Services	\$757,649	\$758,669	\$738,302	\$512,286	\$517,286	0.98%
5 Miscellaneous Revenue	\$211,032	\$147,559	\$172,353	\$206,200	\$206,200	0.00%
6 Revenue From Other Localities	\$16,661	\$9,960	\$6,089	\$50,000	\$50,000	0.00%
7 Revenue From Commonwealth	\$9,169,823	\$10,771,505	\$8,552,563	\$9,144,822	\$9,144,822	0.00%
8 Revenue From Federal Government	\$566,091	\$900,123	\$682,066	\$0	\$0	—
9 Non-Revenue Receipts	\$0	\$0	\$36,542	\$0	\$0	—
10 Transfers In	\$0	\$406,000	\$1,314,000	\$0	\$0	—
Total Designated Funding Sources	\$11,870,856	\$14,210,680	\$12,736,620	\$10,857,507	\$10,862,507	0.05%
Net General Tax Support	\$72,459,799	\$72,438,031	\$78,139,287	\$85,777,998	\$89,551,774	4.40%
Net General Tax Support	85.92%	83.60%	87.25%	88.76%	89.18%	

Police



Expenditure History



Staff History

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Office of the Chief	15.00	16.00	16.00	18.00	15.00
2 Support Services	146.00	111.00	127.00	129.00	172.50
3 Operations	379.00	437.00	441.00	465.00	455.50
4 Criminal Investigations	133.00	138.00	144.00	143.00	146.00
5 Animal Control	23.00	23.00	24.00	24.00	24.00
6 Crossing Guards	46.00	46.00	46.00	46.00	46.00
7 Financial & Technical Services	21.00	21.00	22.00	22.00	23.00
Full-Time Equivalent (FTE) Total	763.00	792.00	820.00	847.00	882.00
Auth. Sworn Strength (FTE) Total¹	581.00	610.00	635.00	660.00	685.00

Staff By Program

¹ FY17 Proposed sworn strength is an estimate based on projected FTE type, however actual sworn may vary due to different initiatives that need funding.

Future Outlook

As we look to the future, the PWC Police Department, a nationally accredited agency, must maintain its culture and reputation for integrity and fair and impartial policing. This requires attracting and retaining excellent and diverse staff, building the leadership of the department, being proactive in addressing issues with all stakeholders, continuing with our community outreach programs such as the Citizen Police Academy and Neighborhood Watch, and maintaining the public trust in partnership with a growing and diverse County. This has resulted in a 93% satisfaction rating for the Police Department within the community. Along with ensuring that the Department has the staff necessary to meet these challenges, the infrastructure in terms of equipment, facilities and technology to support these staff and the public safety challenges must also be in place.

Managed Workload Staffing Methodology/Community Policing - Prince William County has applied a Community Policing model for 20+ years. It has been demonstrated that this model achieves the best results for the community, not only in regards to crime rates, but also in the important issues of engagement and partnership between the community and its Police Department. However, in order to succeed at community policing, it is imperative that an officer's workload be properly managed. The Department's staffing methodology is built on the premise that by freeing up some portion of each officer's time, sufficient time can be provided for officers to develop collaborative partnerships with community stakeholders in order to seek solutions to problems and enhance public trust. This is important for community-based policing and to ensure proactive responses before issues escalate. It is recommended that no more than 35% of an officer's time be spent on operational workload (responsive answering of calls). Currently, operational workload can range as high as 50% to 60%. Continued additions to civilian staffing frees up sworn officers for operational duties. Increased staffing also provides capacity for the tactical and operational resources to respond to major events here in Prince William County and the region. For these reasons, it is imperative that the County maintain the adopted staffing plan.

Diversity - As the diversity of our community has increased, the police department has strived to improve the diversity of its promotional and hiring practices. In the past 3 years the department has promoted its first ethnic minority Assistant Chief and first female Assistant Chief. Hiring results continue to show progress, however, better representation is required to accurately reflect the community. The department proactively engages in community outreach with citizens in a myriad of settings. This outreach is the foundation of our strong police/community partnership, which is integral to the quality of life in Prince William County. It should be noted, based on the 2014 Community Survey, 89% of residents generally believe the police department treats residents fairly regardless of race, gender, or ethnic/national origin.

National/Regional Issues - As national attention is brought to issues such as active violence incidents, illegal immigration enforcement, homeland security, cyber-crimes, drug trafficking, etc., there are increased expectations and demands for local police services. The county has a young population with approximately 90,000 school students. This brings various challenges, from school safety to juvenile crime and gang issues, which require specialized police units and training. The County's participation in task forces and mutual aid opportunities within the region and the Commonwealth also requires resources. Traffic congestion requires increased vigilance in maintaining vehicular and pedestrian safety, as well as traffic control measures. Prince William County and the region continue to be the site of major national events - election campaigns, mass demonstrations and political action protests - which require significant police support to maintain public safety.

Mental Health Challenges - This is a growing issue throughout the country and a significant contributing factor with many individuals who may threaten the public safety. It is important to note that not all mental illnesses result in violent or criminal behavior. Unfortunately, the Police Department, like other local departments, is often the first to be called upon to address those with mental illness who engage in behaviors that impact personal and/or public safety. The Department has trained over 80 officers in the Crisis Intervention Team (CIT) program. CIT is a community health initiative designed to improve the nature of police interactions with people living with mental illness.

Facilities - The Public Safety Academy has not had permanent space added since 2005 when the modular units were added. As staffing grows, the need for training space must grow with it. A rifle range is also needed to meet critical training demands and will soon be in the design stage, with construction expected to be completed in FY18. Land acquisition to support Academy expansion is critical. The Animal Control Shelter has not been significantly expanded since its opening in 1975; although eight dog "runs" (kennel spaces) were added in 1990, it is not adequate to meet current needs.

Technology - The Police Department must continuously implement technology which assists in meeting the needs of the community. This includes body worn cameras, text to 911, digital forensics recovery tools, license plate readers, mobile automated fingerprint identification system (AFIS), GPS, analytical crime prevention software, electronic ticket writing, and streaming video. Reliance on social media continues to expand, including the need to develop additional platforms, such as Police Department mobile applications and enhanced data and information, including crime mapping services for citizens.

Crime Reporting Transition from Uniformed Crime Reporting (UCR) to National Incident Based Reporting - For calendar year 2015 the County will release crime data based on the Virginia State Police's Incident-Based Reporting (IBR) system versus the older Uniform Crime Reporting (UCR) Summary system. The offenses previously captured in UCR Summary statistics were based on a hierarchy rule to determine the "one" primary crime committed whereas IBR data captures each offense that is committed in a criminal act. The IBR crime reporting system enables law enforcement agencies to collect more comprehensive crime data than the statistical figures captured in the UCR Summary system.

The UCR statistics historically used were comprised of two parts: Part I captured eight offenses and arrests; and Part II captured the arrest data of 19 offenses. IBR is comprised of two groups - Group A and Group B. The Group A offenses include 22 categories, involving 46 specific offenses, which includes the most serious criminal cases. The Group B offenses capture arrests made in 11 categories of less serious offenses.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the Police Department's technology bill increases by \$127,787 to \$5,663,912.
- B. Retention Supplement** - Sworn Police employees receive an annual retention supplement based on tenure after completing two years of employment. Uniform personnel with two to nine years tenure receive an annual supplement equal to 3% of their base salary and those with ten years or more receive a 5% annual supplement. The annual amount is capped at \$5,312. The Police retention supplement budget of \$1,889,536 is increased \$55,704 in FY17.
- C. Fleet Fuel Cost Allocation Increase** - The County allocates fleet management costs to agencies through an ISF. Fleet Management is responsible for fuel, repairs and maintenance for County vehicles and equipment. In FY16, the Police fleet budget decreased by \$750,000 to reflect actual fleet costs for fuel.
- D. One-Time Reductions** - A total of \$1,790,395 was removed for non-recurring support for 25 sworn officers added to the police force in FY16 (including vehicles, equipment and supplies).
- E. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Police Department printing services budget will increase \$23,370 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.

- F. Decrease Public Safety Application Support** - This initiative funds 50% of the decrease in maintenance support of the public safety technology systems. The maintenance is funded by the general fund, providing revenue to the Information Technology internal service fund. The remaining 50% of the maintenance is funded in the Fire & Rescue budget. The Police Department's share of the decrease in general fund support for the maintenance of public safety systems in FY17 is \$71,897.
- G. New Community Partner** - The Prince William Humane Society is funded in FY17 for \$94,000 to partially support the creation of an off-site animal adoption center to support Animal Control activities. Additional information can be found in the Community Partner section.
- H. Compensation Increase** - Compensation adjustments totaling \$836,609 are made to support the following changes:
 - Benefits:**
 - 5.00% Retiree Health Credit;
 - 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
 - -0.01% Group Life Insurance;
 - -1.00% VRS Plan 1 Savings; and
 - -1.75% VRS employer rate;
 - Salaries:**
 - 3.00% Pay for Performance; and
 - 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Office of the Chief

The Office of the Chief of Police provides overall leadership and management oversight for Police in an effort to deliver efficient and effective police service to the residents and foster public trust. Plans and directs of all department activities and is the final authority in all matters of policy, operations, investigating citizen complaints and allegations of employee misconduct. Located within the Office of the Chief are the Public Information Office, the Internal Affairs Office, the Chaplain program, and the Critical Incident Stress Debriefing (CISD) Team.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Part 1 crime rate in the lowest third of COG communities	Yes	Yes	CY	Yes	CY
Violent crime closure rate (Part 1)	54%	71%	CY	≥60%	CY
Residents feel safe in their neighborhoods (community survey)	92%	93%	93%	93%	93%
Police emergency response time (minutes)	6.5	6.5	6.5	6.5	6.5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Leadership & Management	\$5,609	\$5,261	\$4,636	\$5,092	\$4,369
Calls for services handled	224,977	214,050	226,520	220,000	227,000
Officers per 1,000 residents	1.39	1.50	1.48	1.50	1.50
Citizen complaints per 1,000 Police contacts	0.24	0.37	0.38	0.37	0.37
Public Information	\$415	\$428	\$438	\$439	\$437
Social media contacts	0.4M	10.3M	17.7M	10.0M	19.0M

Support Services

The Support Services Division provides support services to the Office of the Chief, the Financial & Technical Services Division, the Operations Division, and the Criminal Investigations Division. Located within the Support Services Division are the Administrative Support Bureau, the Personnel Bureau, the Animal Control Bureau, the Criminal Justice Academy, and Public Safety Communications (which is jointly administered with the Department of Fire & Rescue).

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
OSHA recordable incident rate among police employees	10.6	8.7	9.6	8.7	9.0
Animal Control effectively protects citizens and animals (community survey)	88%	90%	90%	90%	90%
Total number of identifications made from fingerprint impressions	385	369	517	300	300
Sworn turnover rate without retirement and terminations	4.6%	5.4%	7.4%	4.7%	6.4%
Property evidence material audit discrepancies	0	0	0	0	0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Administrative Services Bureau	\$6,254	\$6,916	\$7,100	\$5,032	\$7,470
Property received entered into systems within 48 hours	100%	100%	100%	100%	100%
Permits and licenses reviewed	3,254	3,264	3,232	3,000	3,300

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Records Section	\$1,510	\$1,508	\$1,568	\$1,603	\$1,645
Service requests	36,861	35,001	32,832	36,000	34,000
Forensics Services Section	\$1,524	\$1,522	\$1,439	\$1,565	\$1,609
Fingerprint packages recovered	1,284	1,164	1,173	1,300	1,300
Personnel Bureau	\$1,407	\$1,620	\$1,855	\$1,928	\$2,077
Applications reviewed	4,143	3,186	3,600	4,200	3,800
In-Service Training Section	\$2,491	\$2,613	\$3,153	\$3,670	\$3,852
Total hours of in-service training	42,625	44,160	38,780	48,000	44,000
Compliance with VA mandatory training standards	100%	100%	100%	100%	100%
Basic Recruit Training Section	\$1,554	\$3,092	\$3,623	\$3,197	\$3,782
Basic training hours	21,200	44,704	55,552	45,000	50,000
Supervisors and field training officers reporting satisfactory preparedness of recruits	96%	100%	100%	100%	100%
Animal Enforcement Section	\$1,251	\$1,255	\$1,225	\$1,239	\$1,016
Calls for Animal Control services	9,631	8,729	8,654	9,500	9,500
Animal Care Section	\$784	\$824	\$902	\$814	\$1,122
Animals entering shelter	5,558	5,728	4,605	5,500	5,500
Animals adopted	43%	42%	40%	40%	40%

A. Budget Initiatives

1. Establish Dangerous Dog Registry Budget

Expenditure	\$5,000
Revenue	\$5,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative establishes a budget to support the Commonwealth's dangerous dog registry required by the Code of Virginia. Fees are collected from individuals owning dangerous dogs by the County. Half of the fee is remitted back to the Commonwealth and the remainder must be spent on required training of animal control officers per § [3.2-6542](#) in the Code of Virginia.

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

Operations

The Operations Division is responsible for maintaining a safe community and ensuring police officers are in a constant state of operational readiness for immediate response to any call for service requiring police presence, protection of life and property and apprehending criminals. Nearly two-thirds of the department's personnel are assigned to the Operations Division which includes the Patrol Services Bureau, the Special Operations Bureau, Crime Prevention Unit, and the Crossing Guard Bureau.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Community/School satisfaction with Crossing Guard services	100%	89%	100%	100%	100%
School crossings that are safe	100%	100%	100%	100%	100%
Police officers are courteous and helpful to all community members (community survey)	91%	92%	92%	92%	92%
Crime rate per 1,000 population	15.9	14.5	CY	≤24.0	CY

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Patrol Services	\$32,903	\$32,454	\$34,479	\$39,480	\$39,978
Total calls for service	224,977	214,050	226,520	225,000	227,000
Calls for service requiring officer response	88,261	88,070	92,420	90,000	90,000
Calls handled by Tel-Serv	2,914	2,595	2,605	3,000	3,000
Criminal arrests made	13,392	12,532	CY	13,500	CY
Crime Prevention Unit	\$730	\$609	\$641	\$813	\$525
Crime Prevention programs conducted	230	177	312	180	300
Total Neighborhood and Business Watch programs	79	42	45	50	55
Special Operations, Traffic Safety & Accident Investigation	\$5,645	\$5,440	\$5,158	\$5,587	\$5,872
Traffic accidents investigated	4,299	4,354	4,489	5,000	5,000
Traffic arrests made	38,428	33,590	35,801	40,000	40,000
Hours of speed control	6,078	6,274	9,016	6,000	6,000
Hours monitoring high-risk intersections	2,984	2,797	3,415	3,000	3,000

Program Activities & Workload Measures (Continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Crossing Guard Safety Programs	\$1,613	\$1,617	\$1,583	\$1,873	\$1,835
Safety programs conducted	293	297	319	300	300
Parking Enforcement	\$170	\$272	\$176	\$266	\$263
Parking tickets issued	14,164	15,768	14,082	16,000	16,000

A. Budget Initiatives

1. Police Five-Year Plan Initiatives

Expenditure	\$4,598,991
Revenue	\$0
General Fund Impact	\$4,598,991
FTE Positions	28.00

- a. Description** - This initiative funds the FY17 police staffing needs for sworn officers (including vehicles, one-time equipment, training, and technology costs associated with the positions) and civilian positions. These positions will support patrol activities, including traffic safety, community safety and security, and the body worn camera initiative. Staffing for the body worn camera initiative is still being determined and are intended to support a successful implementation and continuing operation of the body worn camera program within the entire County government. The positions ultimately needed to support the body worn camera program may be Police positions or other department positions (for example, perhaps DoIT or Judicial Administration positions).

The remainder of the five-year plan (FY18-FY21) includes additional funding to support upcoming public safety initiatives, including funding for 28 full-time equivalent positions per year beginning in FY18 totaling \$47.0 million in FY18-21, animal shelter replacement debt service cost and operating costs beginning in FY19 totaling \$7.5 million in FY19-21, additional operating costs for body worn cameras beginning in FY18 totaling \$5.0 million in FY18-21, and the Public Safety Training Center rifle range beginning in FY18 totaling \$404,000 in FY18-21. Additional information about the body worn camera, animal shelter and rifle range capital projects can be found in the Capital Improvement Program section of the proposed budget document.

- b. Service Level Impacts** - A sustained and predictable funding plan for public safety has proven to be an effective strategy. It has provided a high degree of public trust and confidence, high customer satisfaction levels, highly qualified and trained police officers, safe schools and business environment, and a low crime rate. Continued funding of the department's staffing plan will sustain the above mentioned outcomes as well as maintain organizational capacity to deal with emerging crime trends, address public safety facility needs, address increased complexity of policing issues, and neighborhood crime hot spots, as well as effectively manage community risk, citizen and officer safety, and major special events. The general fund impact over a five year period (FY17 to FY21) is shown in the following table.

FY2017 Budget - Five-Year Impacts							
Police Initiatives	Planned FTEs	FY17 Planned	FY18 Planned	FY19 Planned	FY20 Planned	FY21 Planned	Five-Year Total
FY17 Proposed	28	\$4,598,991	\$2,858,504	\$2,858,504	\$2,858,504	\$2,858,504	\$16,033,007
FY18 - FY21 Planned	112	\$0	\$7,093,191	\$10,651,695	\$14,163,184	\$16,580,303	\$48,488,373
Total	140	\$4,598,991	\$9,951,695	\$13,510,199	\$17,021,688	\$19,438,807	\$64,521,380

2. Add Central District Police Station Administrative Positions

Expenditure	\$171,079
Revenue	\$0
General Fund Impact	\$171,079
FTE Positions	7.00

a. Description - This initiative funds administrative personnel to support the Central District Police Station scheduled to open in August, 2017 (FY18). The positions are funded partial year in FY17 (hiring planned for January 1, 2017). The positions include:

- Four Public Safety Technician positions
- One Administrative Support Coordinator I position
- Two Administrative Support Assistant II positions

Positions need to be authorized in FY17 due to the lead time needed to hire and perform background checks. The full year cost of the positions, beginning in FY18, is projected to be \$361,557. Sworn personnel that are needed to support the station will be funded from the FY17 and FY18 Police Staffing Initiatives funds. Since the station opens in FY18, additional operating costs, including funding for maintenance, utilities, equipment replacement, supplies and other cost of operating the facility will be included in the FY18 budget.

b. Service Level Impacts - Existing service levels are maintained. The positions will ensure there is sufficient administrative support to maintain the facility and support the patrol and other sworn personnel that operate out of the Central District Police Station.

Criminal Investigations

The Criminal Investigations Division investigates major criminal offenses against persons and property, apprehension of criminals, assisting the needs of crime victims including the youth and elderly, illegal drug activity and manages the juvenile education and prevention programs within the schools. Within the Criminal Investigations Division is the Special Investigations Bureau, the Violent Crimes Bureau, the Youth Services and Special Victims Bureau and the Property Crimes Bureau.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Major crime closure rate (Part I)	25.7%	27.5%	CY	20.7%	CY
Property crime closure rate (Part I)	23.4%	23.5%	CY	20.0%	CY

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Violent Crimes	\$8,669	\$8,250	\$7,794	\$8,727	\$8,467
Major crimes reported/investigated	6,670	6,130	CY	7,000	CY
Violent crimes reported/investigated	484	516	CY	525	CY
Property crimes reported/investigated	6,186	5,604	CY	7,200	CY

Program Activities & Workload Measures (continued) (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Special Investigations Bureau	\$3,721	\$3,479	\$3,296	\$3,166	\$3,077
Total drug arrests	2,066	1,927	CY	1,800	CY
Youth Services and Special Victims Bureau	\$3,751	\$3,820	\$4,409	\$3,960	\$4,586
Hours logged by officers in schools	14,311	20,045	27,175	31,600	32,000
Juvenile violent crime arrests as a percentage of all violent crime arrests	8.9%	14.9%	CY	10.6%	CY
Juvenile criminal arrests as percentage of overall arrests	8.7%	9.5%	CY	10.7%	CY

Financial & Technical Services

The Financial & Technical Services Division includes the Fiscal & Policy Management Bureau and the Information Technology Bureau. This Division coordinates and manages all fiscal matters including budget, payroll, grants, accounts payable and receivable, procurement, policy matters including the Commission on Accreditation for Law Enforcement Agencies (CALEA), policy review and facility planning; provides support of the department's information technology needs including implementation, operations and maintenance.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Compliance with CALEA National Accreditation Standards	100%	100%	100%	100%	100%
Mobile Data Computers (MDC) hours of unplanned unavailability based on 8,760 hours annually	13	20	<8	≤3	≤3

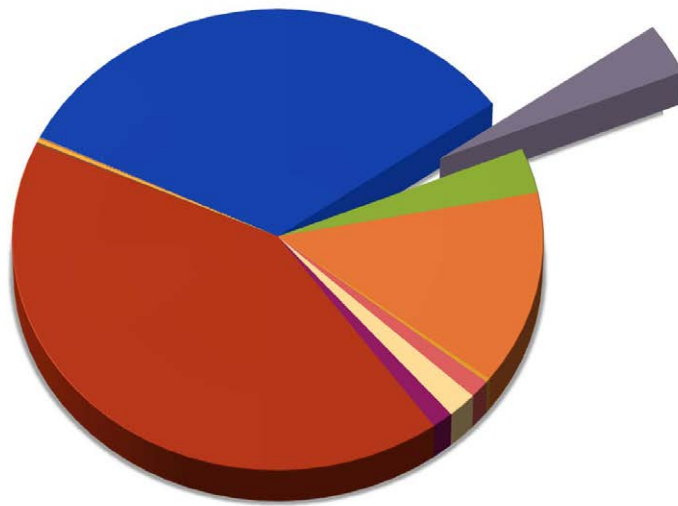
Police

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Fiscal & Policy Management Bureau	\$3,255	\$4,277	\$4,950	\$5,960	\$5,414
Standard operating procedures inspections conducted	20	15	15	15	15
Audits and internal control processes reviewed	10	2	12	12	9
Information Technology Management Bureau	\$1,074	\$1,394	\$1,137	\$2,227	\$3,018
Records Management System (RMS) hours of unplanned unavailability based on 8,760 hours annually	10	12	0	≤10	≤5

Public Safety Communications

Mission Statement

The mission of Public Safety Communications is to enhance the quality of life in Prince William County through the prompt, efficient and professional handling of calls for service and the dispatching of public safety services, thus making Prince William County a safer community in which to live, work and visit.



Expenditure Budget:
\$11,002,823



3.6% of Public Safety

Programs:

- Public Safety Communications: \$11,002,823

Public Safety Expenditure Budget:
\$304,119,656

Mandates

Every county, city or town in the state shall be served by an E-911. The Public Safety Communications Center provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Public Safety Communications Center has responsibility.

State Code: [52-16](#), [52-34.3](#), [56-484.16](#)

County Code: Chapter 7 ([Emergency Medical Services](#)), Chapter 9.1 ([Fire Prevention Code](#)), Chapter 13 ([Enforcement of Parking/Private Property](#))

Public Safety Communications

Expenditure & Revenue Summary



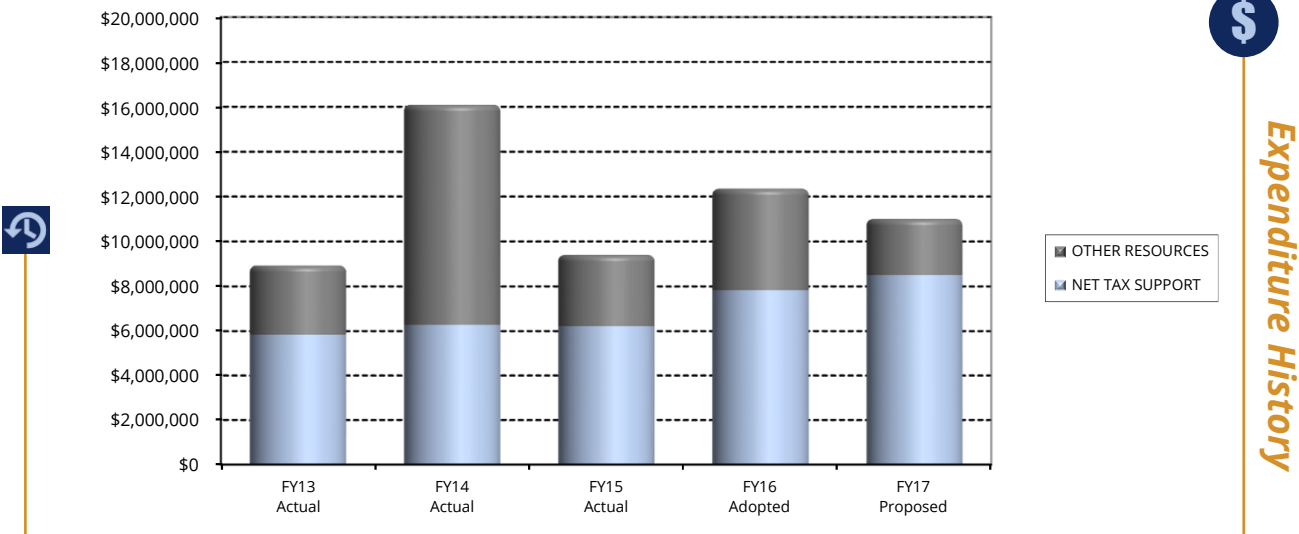
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Public Safety Communications	\$8,928,899	\$16,093,483	\$9,401,319	\$12,353,040	\$11,002,823	(10.93%)
Total Expenditures	\$8,928,899	\$16,093,483	\$9,401,319	\$12,353,040	\$11,002,823	(10.93%)

Expenditure by Classification

1 Personal Services	\$6,140,510	\$6,310,625	\$6,351,137	\$7,309,425	\$7,534,517	3.08%
2 Fringe Benefits	\$1,901,765	\$1,894,948	\$1,872,240	\$2,145,584	\$2,216,806	3.32%
3 Contractual Services	\$14,519	\$49,361	\$39,418	\$390,240	\$694,266	77.91%
4 Internal Services	\$325,895	\$330,581	\$352,334	\$277,328	\$262,000	(5.53%)
5 Purchase Goods & Supplies	\$456,189	\$404,940	\$363,700	\$487,357	\$522,353	7.18%
6 Capital Outlay	\$0	\$0	\$0	\$5,000	\$5,000	0.00%
7 Leases & Rentals	\$8,064	\$8,064	\$6,592	\$11,780	\$11,780	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$247,074)	(\$247,074)	0.00%
9 Transfers Out	\$81,956	\$7,094,964	\$415,897	\$1,973,400	\$3,174	(99.84%)
Total Expenditures	\$8,928,899	\$16,093,483	\$9,401,319	\$12,353,040	\$11,002,823	(10.93%)

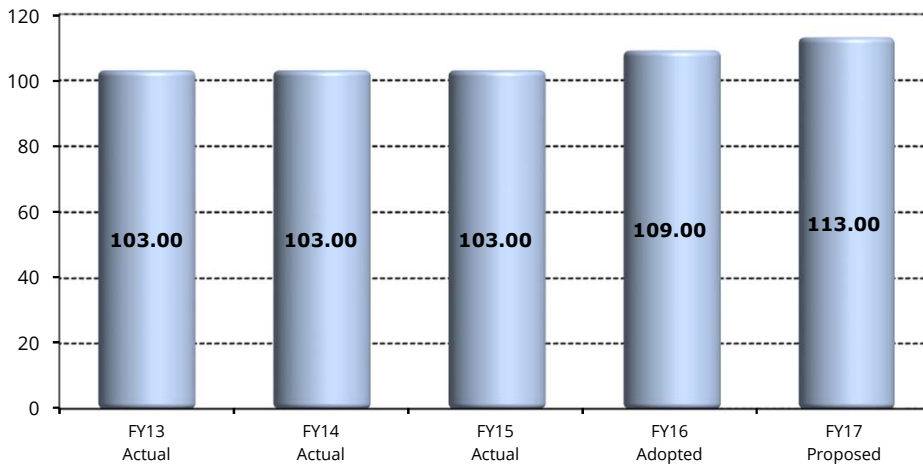
Funding Sources

1 Other Local Taxes	\$1,288,191	\$1,256,905	\$1,246,267	\$1,450,000	\$0	(100.00%)
2 Revenue From Use of Money & Property	(\$61,972)	\$216,639	\$95,645	\$0	\$0	—
3 Revenue From Other Localities	\$249,521	\$249,521	\$265,769	\$249,640	\$249,640	0.00%
4 Revenue From Commonwealth	\$1,552,062	\$927,722	\$949,629	\$533,252	\$2,183,252	309.42%
5 Transfers In	\$62,343	\$62,343	\$70,000	\$70,000	\$70,000	0.00%
Total Designated Funding Sources	\$3,090,145	\$2,713,131	\$2,627,310	\$2,302,892	\$2,502,892	8.68%
Use of Fund Balance	\$0	\$7,094,694	\$550,000	\$2,220,226	\$0	(100.00%)
Net General Tax Support	\$5,838,754	\$6,285,659	\$6,224,008	\$7,829,922	\$8,499,931	8.56%
Net General Tax Support	65.39%	39.06%	66.20%	63.38%	77.25%	
Designation of Restricted Funding Source for Future Equipment Replacement	(\$360,000)	(\$360,000)	(\$348,000)	(\$348,000)	\$0	



Expenditure History

Public Safety Communications



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Public Safety Communications	103.00	103.00	103.00	109.00	113.00
Full-Time Equivalent (FTE) Total	103.00	103.00	103.00	109.00	113.00



Staff By Program

Future Outlook

Increased Demands on Service - Prince William County continues to grow in population and with that growth comes an increase in demand for public safety services. Prince William County Public Safety Communications Center (PSCC) is a joint facility that encompasses police and fire services. The scope of the PSCC's responsibility includes monitoring and tracking police officers from Prince William County, the Towns of Dumfries, Haymarket, Occoquan, and Quantico, Sheriff's Deputies, Park Rangers, NOVA Police, Animal Control, Parking Enforcement, Crossing Guards, and Virginia Conservation Officers. The PSCC also monitors and tracks the activity of the Prince William Department of Fire and Rescue, as well as the City of Manassas and City of Manassas Park fire and rescue units. The addition of new police officers, firefighters, emergency medical technicians, etc., increases the workload at PSCC. Call complexity increases the amount of time necessary to receive and dispatch calls for service. In FY15, PSCC handled 188,656 emergency 9-1-1 calls and 274,772 non-emergency calls. In addition to the emergency and non-emergency calls, PSCC personnel handle citizen inquiries, Teletype requests, transferring calls to the appropriate County or State agency, and assisting public safety personnel with their investigations.

Public Safety Communications

Enhanced Technology - The new Motorola Solutions CAD (Computer Aided Dispatch), RMS (Records Management System), MDCs (Mobile Data Computer), enhanced E-911, voice-logging systems, and new Microsoft operating systems will provide more efficient call processing. Additional shared work stations should be considered to accommodate web-based applications from emergency notification companies. This technology may require additional funding for maintenance and expansion as the region grows. NCR CAD to CAD interoperability is in the final stages of testing with planned implementation scheduled prior to CY2015 year end. NG- 911 (specifically text to 911) standards are being finalized on a regional basis. Implementation is planned for the first quarter of CY16.

Next Generation 911 (NG911) - NG911 is an IP-based system comprised of managed IP-based networks (ESInets), functional elements (applications), and databases that replicate traditional E911 features and functions and provide additional capabilities. Other emergency and public safety related entities will be able to interconnect to the NG911 network and system, and be able to receive calls and data sent by the NG9-1-1 system or Public Safety Answering Point (PSAP). Inherent in this portion is support for disaster management and intercommunications with and between PSAPs, Emergency Operation Centers (EOCs), Department of Homeland Security (DHS), and other emergency management entities. It will also provide real time call routing and improved delivery. The use of cell phones has increased – as a region, roughly 75% of incoming calls are from wireless sources. Wireless service providers are improving their capabilities to include enhanced/additional cell towers. NG911 improvements range from the ability to transfer calls, messages, and data between any PSAPs on any interconnected NG9-1-1 system anywhere in the country (and beyond), ability to directly activate alternate routing much more quickly, to controlling data flow. The PSAP will be able to access a wide range of supportive databases and share new and more robust forms of data to facilitate call processing, emergency response and comprehensive incident management.

Call Complexity - In response to the increase in citizens in need of mental health care, Prince William County Public Safety Communications has provided Crisis Intervention Training (CIT) to their employees. Call takers are often the first point of contact for those in crisis and CIT-trained employees provide improved customer service. Over the past four years, the use of interpretation services has increased by 61%. This process delays call processing. Efforts to recruit a more diverse workforce is ongoing.

Outbound Calls - In addition to emergency and non-emergency calls received by PSCC, the department must make thousands of outbound calls each year. These calls include calling back on 911 hang ups, calling for tow trucks, verifying warrants, researching call history for investigative purposes, contacting alarm companies to verify alarms, pinging cell phones to help locate missing/endangered persons, and calling for public safety resources (helicopter, K9, specialty equipment, mutual aid, family members of emotionally disturbed persons).

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17 the PSCC technology bill decreases by \$27,752
- B. Eliminate E-911 Fund** - The County has maintained an E-911 fund to capture local tax revenue generated by E-911 fees on wireless and landlines. The use is restricted to E-911 operations, and has offset expenses in the Public Safety Communications Center budget. The County has allowed annual expenditure savings in the PSCC budget to remain in the E-911 fund, rather than the general fund. Because the County uses external revenues before providing general tax support for agency operations, the E-911 fund balance is now comprised solely of general fund dollars. In 2007, the State imposed the Virginia Communications Sales and Use Tax that eliminated the direct collection of E-911 fee revenue. As a result, there is no longer a need for a separate PWC E-911 fund. In FY16, the E-911 fund balance was expended and the practice of retaining annual PSCC expenditure savings in the E-911 fund was eliminated.

Public Safety Communications

- C. **One-Time Reductions** - \$1,970,226 has been removed from the PSCC's FY17 budget for non-recurring expenditures associated with the replacement of the Prince William County E-911 system.
- D. **Increase Budgeted Revenues** - Based on actual revenues received in prior years, the revenue budgeted for PSCC has been increased by \$200,000. Additionally, revenues have been reallocated to better reflect the revenue source.
- E. **Compensation Increase** - Compensation adjustments totaling \$115,215 are made to support the following rate changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Program Summary

Public Safety Communications

PSCC is a 24-hour consolidated call processing and dispatch center for the handling of all 911 and non-emergency requests for police, fire & rescue services within Prince William County and the incorporated towns. Also, Fire & Rescue calls for service are processed and dispatched for the City of Manassas and the City of Manassas Park. Additionally, teletype requests for missing, endangered and wanted persons are processed. Stolen vehicles, towed vehicles and property that meet certain criteria are entered into automated systems such as the National Crime Information Center (NCIC) and the Virginia Crime Information Network (VCIN). Requests for Criminal History Checks are processed within PSCC. The Teletype Unit backs up the Warrant Control office.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Police calls which require more than one continuous hour of dispatcher time	—	26%	28%	25%	25%
Fire & Rescue calls which require more than one continuous hour of dispatcher time	—	51%	48%	49%	49%
911 calls answered in 10 seconds	90%	88%	86%	90%	88%
Police emergency calls received through 911 dispatched within 120 seconds	59%	56%	56%	59%	58%
Fire & Rescue emergency calls received through 911 dispatched within 120 seconds	88%	87%	86%	90%	85%

Public Safety Communications

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Telephone Call Processing	\$4,614	\$11,806	\$5,229	\$7,622	\$5,959
Calls answered on E-911 (emergency) phone lines	179,558	177,589	188,656	189,000	189,000
Calls answered on non-emergency phone lines	284,204	281,460	274,772	300,000	300,000
Outbound calls completed	149,420	149,927	154,086	—	155,000
Police and Fire & Rescue Dispatch Services	\$3,983	\$3,968	\$3,911	\$4,452	\$4,612
Police incidents dispatched	108,260	107,960	107,871	105,000	107,000
Fire & Rescue incidents dispatched	39,563	40,354	41,570	40,000	40,000
Teletype Processing	\$332	\$319	\$261	\$279	\$432
Record requests processed	19,756	20,586	15,072	20,000	20,000
Criminal history requests processed	4,440	3,756	4,381	3,500	4,200
Towed vehicle records processed	3,436	3,765	3,976	4,000	4,000

A. Budget Initiatives

1. Add Four Assistant Shift Supervisors

Expenditure	\$360,000
Revenue	\$0
General Fund Impact	\$360,000
FTE Positions	4.00

a. Description - This initiative will add four FTE and improve the supervisor to staff ratio to better provide for the safety of police officers and fire and rescue personnel. Dispatchers will receive the appropriate level of guidance and decrease the rate of staff burnout. Additional Assistant Shift Supervisors are also needed to provide support for the Central District police channel which began 24/7 services in FY16.

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

2. Increase in E-911 System Maintenance

Expenditure	\$300,026
Revenue	\$0
General Fund Impact	\$300,026
FTE Positions	0.00

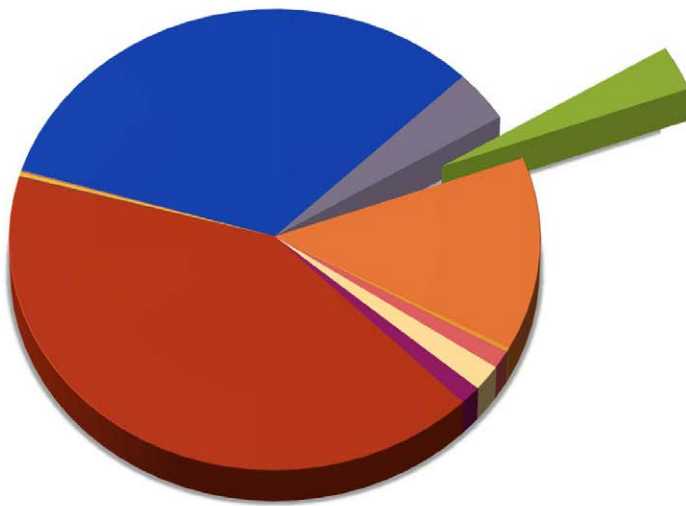
a. Description - This initiative will provide the necessary funds to maintain the E-911 system. The Prince William County Enhanced 911 system is used to answer calls for service from County residents and visitors. The system provides real-time caller information provided by the telephone company at the time of the call. The system facilitates both accuracy and efficiency in call processing.

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

Sheriff's Office

Mission Statement

The Sheriff's Office, in partnership with elected leaders, staff and citizens as part of public safety will provide security at the Judicial Center, serve all court process, provide timely transport for prisoners and patients and continue to develop and enhance collaboration with all of our partners.



Public Safety Expenditure Budget:
\$304,119,656

Expenditure Budget:
\$9,660,622

3.2% of Public Safety

Programs:

- Court Services: \$4,720,342
- Operations: \$3,399,683
- Administration: \$1,540,597

Mandates

The Code of Virginia mandates several activities that must be carried out by the Sheriff's Office. Primary among these is the provision of 24 hour continuous security at the Judicial Center Complex. Other mandates include service of all civil process, including subpoenas, levies, seizures, and evictions; internal affairs and training.

State Code: [9.1-701](#), [40.1](#), [2.2-1201](#), [15.2-1603](#), [1609](#), [1606](#), [1636.14](#), [1711](#), [2.2-1840](#), [1841](#), [8.01-588.1](#), [15.2-1527-15.2-1530](#); [19.2-80](#), [37.2-808](#), [809](#), [8.01-293](#), [15.2-1609](#), [53.1-67.5](#), [113](#), [19.2-182.9](#)

County Code: Chapter 16 ([Riots and Unlawful Assemblies](#))

Sheriff's Office

Expenditure & Revenue Summary



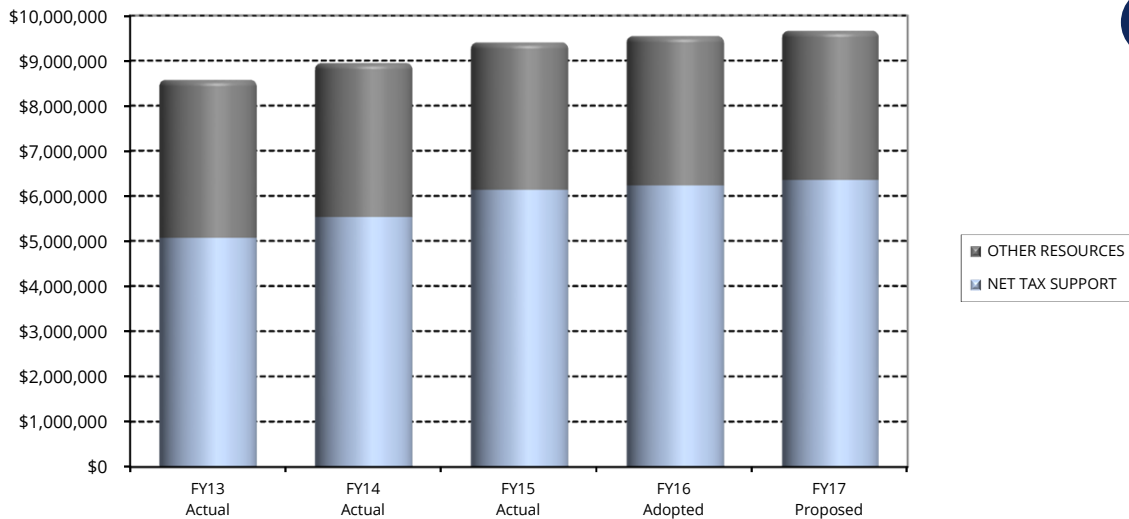
Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
1 Executive Management	\$2,350,176	\$2,244,854	\$0	\$0	\$0	—
2 Court Services	\$3,664,964	\$3,811,722	\$4,514,960	\$4,674,093	\$4,720,342	0.99%
3 Operations	\$2,372,798	\$2,587,619	\$3,143,216	\$3,264,165	\$3,399,683	4.15%
4 Administration	\$183,783	\$300,710	\$1,744,106	\$1,605,147	\$1,540,597	(4.02%)
Total Expenditures	\$8,571,721	\$8,944,905	\$9,402,282	\$9,543,405	\$9,660,622	1.23%

Expenditure by Classification

1 Personal Services	\$5,327,389	\$5,748,986	\$5,947,304	\$6,295,343	\$6,467,269	2.73%
2 Fringe Benefits	\$1,824,162	\$1,914,213	\$2,053,170	\$2,218,212	\$2,182,881	(1.59%)
3 Contractual Services	\$85,415	\$88,992	\$101,143	\$127,483	\$127,483	0.00%
4 Internal Services	\$904,157	\$789,770	\$759,490	\$659,845	\$672,552	1.93%
5 Purchase Goods & Supplies	\$353,571	\$344,077	\$470,611	\$417,641	\$385,556	(7.68%)
6 Capital Outlay	\$17,849	\$0	\$12,646	\$0	\$0	—
7 Leases & Rentals	\$6,395	\$6,084	\$5,135	\$8,400	\$8,400	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$236,302)	(\$236,302)	0.00%
9 Transfers Out	\$52,783	\$52,783	\$52,783	\$52,783	\$52,783	0.00%
Total Expenditures	\$8,571,721	\$8,944,905	\$9,402,282	\$9,543,405	\$9,660,622	1.23%

Funding Sources

1 Permits, Privilege Fees & Regulatory License	\$0	\$145,635	\$137,822	\$75,000	\$75,000	0.00%
2 Charges for Services	\$958,156	\$682,457	\$639,039	\$585,834	\$585,834	0.00%
3 Revenue from Use of Money & Property	(\$8)	\$24	\$22	\$0	\$0	—
4 Miscellaneous Revenue	\$5,050	\$0	\$1,500	\$0	\$0	—
5 Revenue From Other Localities	\$875,484	\$836,236	\$799,536	\$893,398	\$893,398	0.00%
6 Revenue From Commonwealth	\$1,663,141	\$1,750,904	\$1,689,160	\$1,755,627	\$1,755,627	0.00%
7 Transfers In	\$0	\$0	\$0	\$0	\$0	—
Total Designated Funding Sources	\$3,501,823	\$3,415,256	\$3,267,079	\$3,309,859	\$3,309,859	0.00%
Net General Tax Support	\$5,069,898	\$5,529,649	\$6,135,203	\$6,233,546	\$6,350,763	1.88%
Net General Tax Support	59.15%	61.82%	65.25%	65.32%	65.74%	

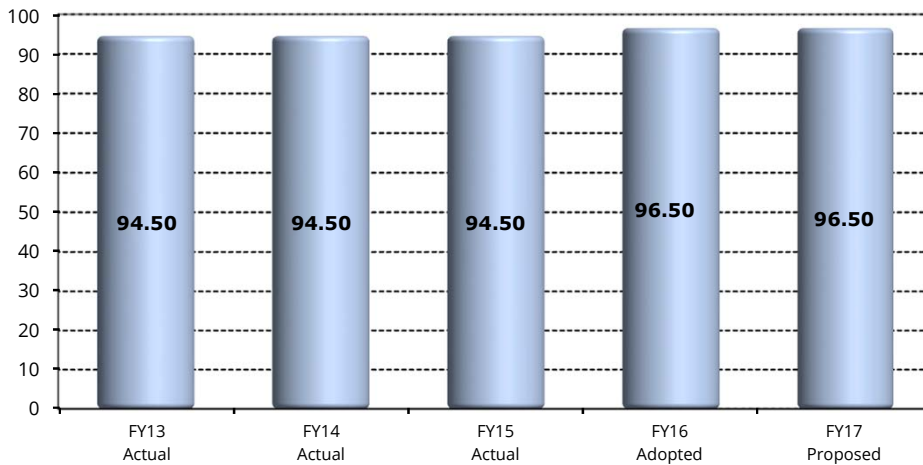


Expenditure History

Sheriff's Office



Staff History



Staff By Program

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
1 Executive Management	13.00	15.00	0.00	0.00	0.00
2 Court Services	43.50	43.50	48.40	49.40	49.40
3 Operations	34.00	33.00	34.85	34.85	35.85
4 Administration	4.00	3.00	11.25	12.25	11.25
Full-Time Equivalent (FTE) Total	94.50	94.50	94.50	96.50	96.50
Authorized Sworn Strength (FTE) Total	77.50	79.50	79.50	81.50	81.50

Future Outlook

Force Multiplier and On-Going Need for Staff - The Sheriff's Office has requested an increase in full-time staff the last two budget cycles to meet workload requirements. However, it has not been sufficiently met; we are currently operating with minimal staff. This affects the level of service we provide to the community and our partners. Other agencies (Police/Fire) are operating on a per capita staffing plan. It is requested that a Sheriff's Office staffing plan be established to implement a set number of Deputies for every set number of police officers hired each year. This will offset workload per deputy and help ensure quality safety and service.

Judicial Center Hardening Measures - The Judicial Center lacks exterior hardening measures to defend against domestic or foreign terrorism. The Judicial Center has an open exterior, in which vehicles can drive directly into the building at multiple different locations. It is the request of the Sheriff's Office for assistance in acquiring the necessary measures that will enhance the security of the Judicial Center. Examples of this type of hardening would be non-removable barricades, permanent bollards, chain fences around the exterior of the courthouse along Route 28 south and fenced in parking area for the judges and staff.

Sheriff's Office

Vehicle Replacement - Personnel need the essential tools to perform job related tasks as mandated by the State Code of Virginia. The Sheriff's Office has requested new vehicles over the last two years. There have been incidents where deputies were required to share vehicles due to shortages caused by routine maintenance. The addition of vehicles (cruisers) to the fleet ensures that staff receives the equipment needed to perform their job. Additional vehicles include a van for multiple inmate transports and handicapped/weight challenged individuals. We request new vehicles as new maintenance and equipment on older vehicles increases upkeep cost.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY17, the Sheriff's Office technology bill increases by \$12,707 to \$333,630.
- B. One-Time Reductions** - A total of \$23,654 was removed for non-recurring support for two deputies added to the Sheriff's Office in FY16.
- C. Budget Shift** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Sheriff's printing services budget will increase from \$430 to \$3,280 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- D. Compensation Increase** - Compensation adjustments totaling \$110,100 are made to support the following changes:

Benefits:

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

Salaries:

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

Sheriff's Office

Program Summary

Court Services

Responsible for the safety and security of all citizens, courthouse staff and inmates visiting this facility. Focus is geared towards providing year round security, 24-hours a day at the Judicial Center Complex. Also provides security for 15 courtrooms/judges (including special hearings) attorneys, plaintiffs, defendants, witnesses, jurors, employees, the general public, prisoners and patient movement.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
I feel safe in the County Courthouse (community survey)	95%	96%	97%	96%	97%
Hours spent providing courtroom security	35,234	29,928	38,816	36,700	40,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Courthouse Security	\$1,516	\$1,485	\$2,074	\$1,980	\$2,016
Security screenings conducted with magnetometer	554,304	482,370	609,974	553,000	600,000
Courtroom Security	\$2,149	\$2,326	\$2,441	\$2,486	\$2,705
Docketed court cases	280,375	272,220	265,796	282,000	275,000
Total prisoners escorted to and from court	12,126	12,376	12,447	12,300	12,500

Sheriff's Office

Operations

The Operations Division is comprised of a Civil Process Unit, Transportation Unit and a Warrants Unit. The civil process unit is responsible for the service of all civil papers received from any court of record. This function is solely mandated to the Sheriff by the Code of Virginia. The transportation unit is responsible for transporting prisoners to and from court and emotionally disturbed patients to hospitals and commitment hearings. The warrant unit is responsible for the service of criminal warrants, governor's warrants, parole violations, child support warrants as well as prisoner extraditions from other states. The Operations Division is community oriented and proactive in our efforts to assist primary law enforcement agencies within Prince William County.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Prisoner escapes while in the custody of the Sheriff's Office	0	0	0	0	0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Civil Process	\$1,345	\$1,505	\$1,718	\$1,760	\$1,768
Civil process papers served	92,259	88,489	84,851	94,000	85,000
Warrants	\$334	\$355	\$431	\$431	\$475
Criminal warrants served	963	255	342	300	350
Extraditions completed	36	30	38	35	35
Transportation	\$694	\$703	\$990	\$1,073	\$1,157
Civil transports	725	512	632	600	650
Prisoner transports	2,477	2,760	2,778	2,500	2,650

Sheriff's Office

Administration

Implement department vision and mission through accreditation activities and records management. Coordinate and oversee budget, planning and policy development and information technology while concentrating on continuous quality improvement.

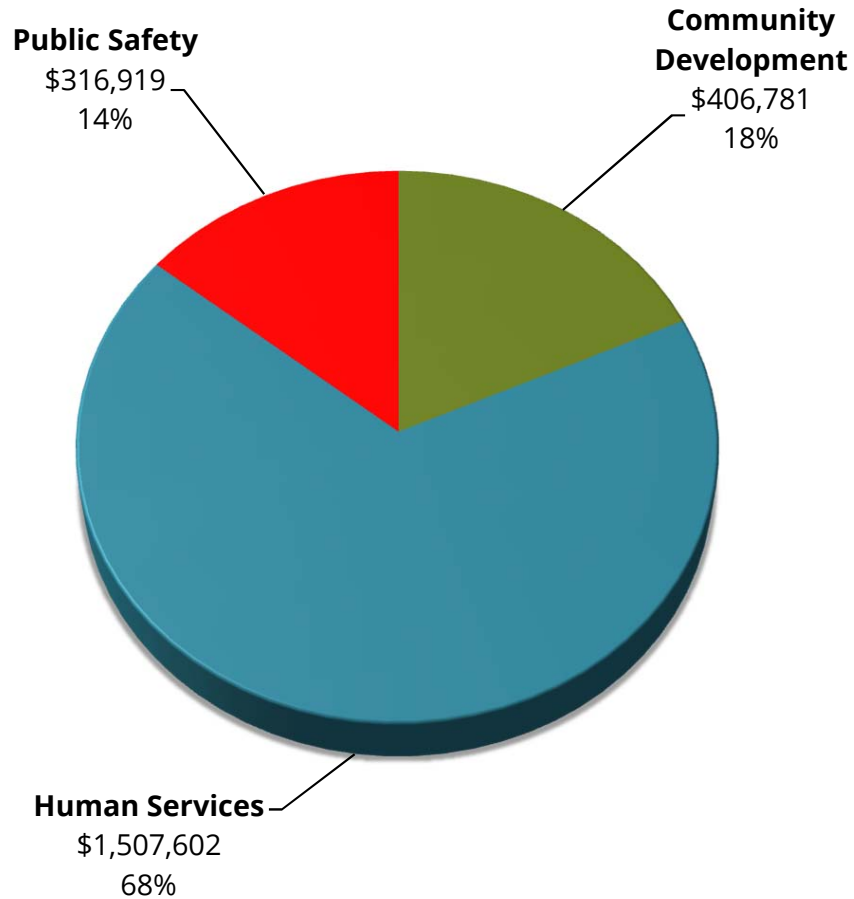
Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Maintain state law accreditation	Yes	Yes	Yes	Yes	Yes
FTE value of volunteer hours contributed	0.09	0.04	0.07	0.05	0.06

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Accreditation	\$23	\$76	\$229	\$235	\$243
Maintain proof of compliance (documentation) as determined by Virginia Law Enforcement Professional Standards Commission	100%	100%	100%	100%	100%
Human Resources	\$21	\$26	\$40	\$42	\$42
Applicants processed	626	614	442	530	450
Internal Affairs	\$0	\$0	\$0	\$1	\$1
Disciplinary actions as a result of internal affairs investigations	0	0	0	0	0
Community Services	\$96	\$100	\$81	\$154	\$68
Funeral escorts	376	442	437	400	400
Identification cards issued	3,140	5,061	3,781	3,500	3,600
Training	\$43	\$98	\$116	\$128	\$129
Staff training hours	5,656	8,728	9,225	6,800	8,500
Administrative Service*	\$2,350	\$2,245	\$1,278	\$1,046	\$1,058
Customers served at lobby service counter	33,165	31,428	32,769	34,600	31,750
Payment transactions	483	595	698	525	550
Background checks for concealed weapons permits	6,030	4,676	4,098	4,000	4,100
Hours supporting other public safety agencies	586	552	581	600	585

* FY13 and FY 14 Include Executive Management Program totals

Community Partners

Donations by Functional Area



Total Expenditure Budget: \$2,231,301

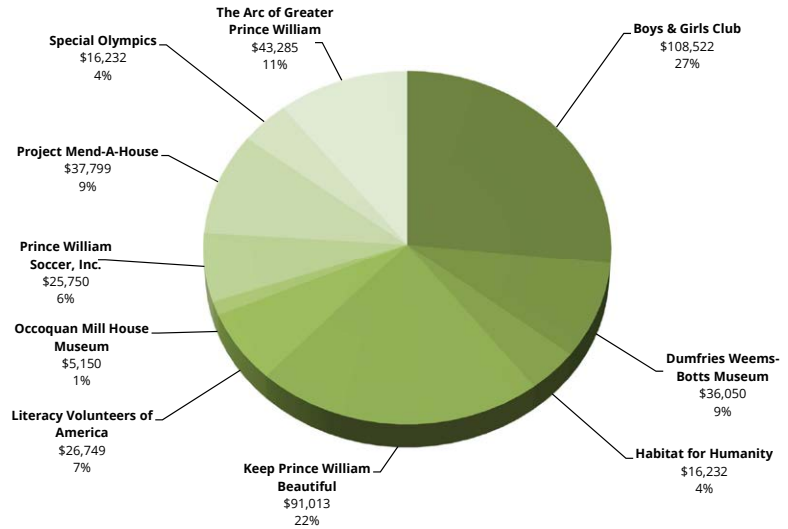
Partners

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> ➤ Action in the Community Through Service ➤ American Red Cross ➤ The Arc of Greater Prince William ➤ Boys & Girls Club ➤ Dumfries Weems-Botts Museum ➤ Free Clinic ➤ Good Shepherd Housing Foundation ➤ Habitat for Humanity | <ul style="list-style-type: none"> ➤ Independence Empowerment Center ➤ Keep Prince William Beautiful ➤ Legal Services of Northern Virginia ➤ Literacy Volunteers of America ➤ The Metropolitan Washington Ear ➤ Northern Virginia Family Service | <ul style="list-style-type: none"> ➤ Occoquan Mill House Museum ➤ Prince William Humane Society ➤ Prince William Soccer, Inc. ➤ Project Mend-A-House ➤ Rainbow Riding Center ➤ Special Olympics ➤ StreetLight Community Outreach Ministries ➤ Volunteer Prince William |
|---|--|--|

Community Partners

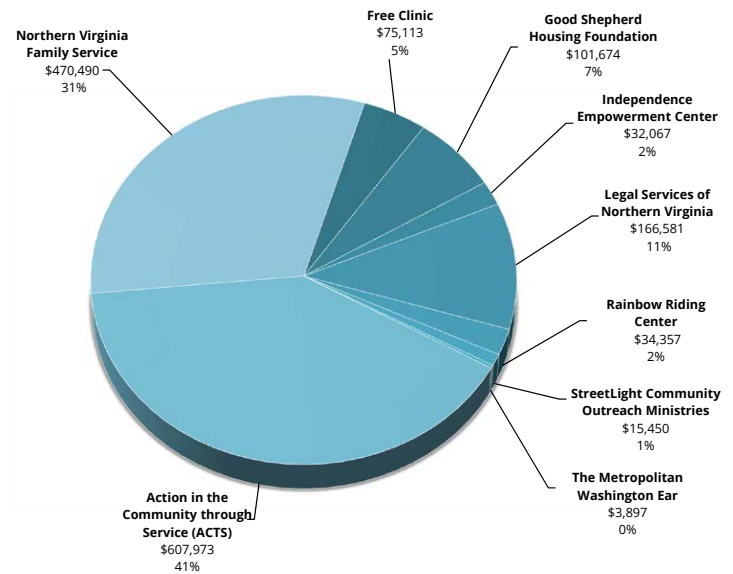
Community Development

Total Expenditure Budget: \$406,781



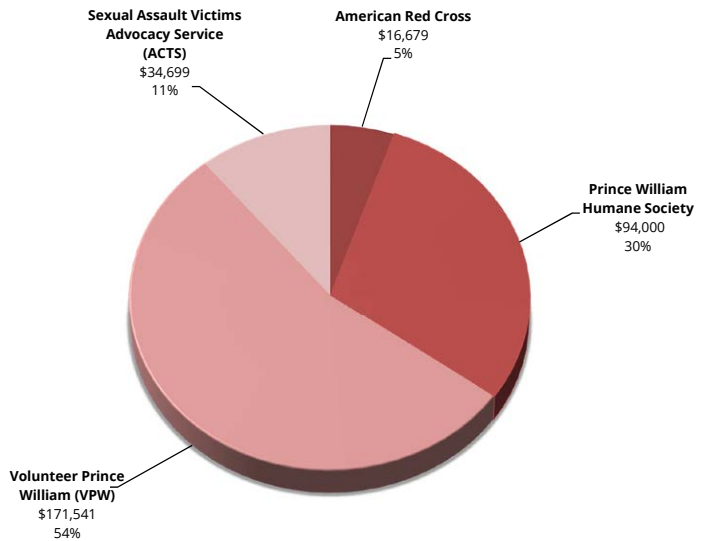
Human Services

Total Expenditure Budget: \$1,507,602



Public Safety

Total Expenditure Budget: \$316,919



Community Partners

The County works with numerous organizations to deliver effective and efficient services to the community. Community partners are non-profit organizations that receive funding directly from or through the County government. Typically community partners help reduce the cost of services through the leveraging of scarce County resources with other funding sources and fundraising. Often County residents can receive direct services more quickly when community partners are utilized.

The funding provided to community partners can be categorized as follows:

I. Donations - These organizations receive funding via donation and in accordance with a memorandum of understanding that has defined service level targets. Performance is reviewed annually by the County agency that oversees the service delivery, known as the host agency. The annual financial statements for each partner receiving current year funding are reviewed by the Finance Department.

II. Interjurisdictional Agreements - These organizations receive funding according to formulae, criteria, or other requirements. This includes support of certain community infrastructure improvements approved by the Board of County Supervisors.

III. Memberships - The County chooses to be a member of some regional and/or national organizations.

IV. Grants and Matching Funds - These organizations receive funding provided from pass-through grants from the federal or state government and direct County grants that leverage other sources of funding.

General Overview

Community Partners Receiving Donations - Prince William Humane Society is a new community partner funded in FY17. The Proposed FY2017 Budget eliminates funding for Prince William Speech & Hearing Center which ceased operation in FY16.

Community Partners

Funding Provided to Community Partners

Host Agency	FY16 Adopted	Proposed Change FY16 to FY17	FY17 Proposed	Funding Source
I. DONATIONS: Funding provided via donation and in accordance with a Memorandum of Understanding				
A. Aging				
1 Independence Empowerment Center	\$32,067	\$0	\$32,067	General Fund
2 Legal Services of Northern Virginia	\$166,581	\$0	\$166,581	General Fund
Total Aging	\$198,648	\$0	\$198,648	
B. Capital Improvement Support				
1 The Arc of Greater Prince William (Termination Date: 6/30/2016)	\$200,000	(\$200,000)	\$0	General Fund
Total Capital Improvement Support	\$200,000	(\$200,000)	\$0	
C. Commonwealth's Attorney				
1 ACTS - Sexual Assault Victims Advocacy Service	\$34,699	\$0	\$34,699	General Fund
Total Commonwealth's Attorney	\$34,699	\$0	\$34,699	
D. Community Services				
1 ACTS (Total)	\$403,319	\$0	\$403,319	General Fund
1a Behavioral Intervention Program	\$6,370	\$0	\$6,370	
1b Helpline	\$95,549	\$0	\$95,549	
1c Turning Points	\$164,415	\$0	\$164,415	
1d West County Domestic Violence Shelter	\$136,985	\$0	\$136,985	
2 Good Shepherd Housing Foundation	\$18,769	\$60,000	\$78,769	General Fund
3 Rainbow Riding Center	\$34,357	\$0	\$34,357	General Fund
Total Community Services	\$456,446	\$60,000	\$516,446	
E. Criminal Justice Services				
1 Volunteer Prince William (VPW)	\$154,863	\$0	\$154,863	General Fund
Total Criminal Justice Services	\$154,863	\$0	\$154,863	
F. Fire & Rescue				
1 American Red Cross	\$16,679	\$0	\$16,679	General Fund
2 Volunteer Prince William (VPW)	\$16,678	\$0	\$16,678	General Fund
Total Fire & Rescue	\$33,356	\$0	\$33,356	
G. Library				
1 Literacy Volunteers of America	\$26,749	\$0	\$26,749	General Fund
Total Library	\$26,749	\$0	\$26,749	
H. Parks & Recreation				
1 The Arc of Greater Prince William	\$43,285	\$0	\$43,285	General Fund
2 Boys & Girls Club	\$108,522	\$0	\$108,522	General Fund
3 Prince William Soccer, Inc.	\$25,750	\$0	\$25,750	Transient Occupancy Tax
4 Special Olympics	\$16,232	\$0	\$16,232	General Fund
Total Parks & Recreation	\$193,788	\$0	\$193,788	

Community Partners

Funding Provided to Community Partners

Host Agency	FY16 Adopted	Proposed Change FY16 to FY17	FY17 Proposed	Funding Source
I. Police				
1 Prince William Humane Society	\$0	\$94,000	\$94,000	General Fund
Total Police	\$0	\$94,000	\$94,000	
J. Public Health				
1 Free Clinic	\$75,113	\$0	\$75,113	General Fund
2 Northern Virginia Family Service (Total)	\$119,076	\$0	\$119,076	General Fund
2a HealthLink	\$38,059	\$0	\$38,059	
2b Pharmacy Central	\$81,017	\$0	\$81,017	
3 Prince William Speech & Hearing Center	\$72,087	(\$72,087)	\$0	General Fund
4 The Metropolitan Washington Ear	\$3,897	\$0	\$3,897	General Fund
Total Public Health	\$270,173	(\$72,087)	\$198,086	
K. Public Works				
1 Dumfries Weems-Botts Museum	\$36,050	\$0	\$36,050	Transient Occupancy Tax
2 Habitat for Humanity	\$16,232	\$0	\$16,232	General Fund
3 Keep Prince William Beautiful - Litter Control	\$75,563	\$0	\$75,563	Solid Waste Fee
4 Keep Prince William Beautiful - Recycling	\$15,450	\$0	\$15,450	Solid Waste Fee
5 Occoquan Mill House Museum	\$5,150	\$0	\$5,150	Transient Occupancy Tax
6 Project Mend-A-House	\$37,799	\$0	\$37,799	General Fund
Total Public Works	\$186,244	\$0	\$186,244	
L. Social Services				
1 ACTS (Total)	\$204,653	\$0	\$204,653	General Fund
1a Homeless Shelter	\$150,950	\$0	\$150,950	
1b Transitional Living	\$53,703	\$0	\$53,703	
2 Good Shepherd Housing Foundation	\$22,905	\$0	\$22,905	General Fund
3 Northern Virginia Family Service (Total)	\$351,413	\$0	\$351,413	General Fund
3a Healthy Families	\$175,134	\$0	\$175,134	
3b SERVE Homeless Shelter	\$101,933	\$0	\$101,933	
3c Housing Continuum Services at SERVE	\$74,346	\$0	\$74,346	
4 StreetLight Community Outreach Ministries	\$15,450	\$0	\$15,450	General Fund
Total Social Services	\$594,422	\$0	\$594,422	
TOTAL DONATIONS	\$2,349,388	(\$118,087)	\$2,231,301	

Community Partners

Funding Provided to Community Partners

Host Agency	FY16 Adopted	Proposed Change FY16 to FY17	FY17 Proposed	Funding Source
II. INTERJURISDICTIONAL AGREEMENTS: Funding provided according to formulae, criteria, or other requirements				
A. Adult Detention Center				
1 Peumansend Creek Regional Jail Authority	\$1,032,621	\$0	\$1,032,621	General Fund
Total Adult Detention Center	<u>\$1,032,621</u>	<u>\$0</u>	<u>\$1,032,621</u>	
B. Aging				
1 Birmingham Green	\$1,412,793	(\$38,423)	\$1,374,370	General Fund
Total Aging	<u>\$1,412,793</u>	<u>(\$38,423)</u>	<u>\$1,374,370</u>	
C. Board of County Supervisors				
1 PW Chamber of Commerce	\$7,000	\$0	\$7,000	General Fund
Total Board of County Supervisors	<u>\$7,000</u>	<u>\$0</u>	<u>\$7,000</u>	
D. Community Infrastructure Support				
1 Hylton Performing Arts Center (Final debt service payment: 2/2030)	\$1,900,000	(\$3,471)	\$1,896,529	General Fund
2 Northern Virginia Community College	\$1,004,471	\$14,413	\$1,018,884	General Fund
3 Northern Virginia Criminal Justice Training Academy (Final debt service payment: 6/2026)	\$418,365	(\$34,818)	\$383,547	General Fund
Total Community Infrastructure Support	<u>\$3,322,836</u>	<u>(\$23,876)</u>	<u>\$3,298,960</u>	
E. Fire & Rescue				
1 National Capital Regional Intelligence Cntr	\$15,412	\$0	\$15,412	General Fund
Total Fire & Rescue	<u>\$15,412</u>	<u>\$0</u>	<u>\$15,412</u>	
F. Parks & Recreation				
1 Freedom Aquatic and Fitness Center (Current commitment ends: 2/2018)	\$899,882	\$0	\$899,882	General Fund
Total Parks & Recreation	<u>\$899,882</u>	<u>\$0</u>	<u>\$899,882</u>	
G. Public Works				
1 NVRC - Occoquan Watershed Mgmt Program	\$36,538	\$5,227	\$41,765	Stormwater Fee
2 NVRC - NoVA Waste Management Program	\$11,405	\$0	\$11,405	Solid Waste Fee
3 Occoquan Watershed Monitoring Lab	\$194,057	\$0	\$194,057	Stormwater Fee
4 Potomac Watershed Roundtable	\$1,500	(\$1,500)	\$0	Stormwater Fee
5 Soil and Water Conservation District	\$237,264	\$0	\$237,264	Stormwater Fee
Total Public Works	<u>\$480,764</u>	<u>\$3,727</u>	<u>\$484,491</u>	

Community Partners

Funding Provided to Community Partners

Host Agency	FY16 Adopted	Proposed Change FY16 to FY17	FY17 Proposed	Funding Source
H. Transit				
1 Potomac Rappahannock Transportation	\$15,734,900	(\$2,091,800)	\$13,643,100	Motor Fuels Tax
2 Virginia Railway Express	\$5,309,674	\$658,732	\$5,968,406	NVTA 30% Funding FY17
Total Transit	<u>\$21,044,574</u>	<u>(\$1,433,068)</u>	<u>\$19,611,506</u>	
I. Transportation				
1 Stafford Regional Airport Commission	\$50,000	\$0	\$50,000	General Fund
Total Transportation	<u>\$50,000</u>	<u>\$0</u>	<u>\$50,000</u>	
TOTAL INTERJURISDICTIONAL	<u>\$28,265,881</u>	<u>(\$1,491,640)</u>	<u>\$26,774,241</u>	

Community Partners

Funding Provided to Community Partners

Host Agency	FY16 Adopted	Proposed Change FY16 to FY17	FY17 Proposed	Funding Source
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III. MEMBERSHIPS: The County chooses to be a member of some regional and/or national organizations.

A. Board of County Supervisors

1 National Association of Counties	\$5,205	\$0	\$5,205	General Fund
2 Northern Virginia Regional Commission	\$225,828	\$33,638	\$259,466	General Fund
3 Virginia Association of Counties	\$88,440	\$0	\$88,440	General Fund
Total Board of County Supervisors	\$319,473	\$33,638	\$353,111	

B. Planning

1 Council of Governments	\$458,714	\$0	\$458,714	General Fund
Total Planning	\$458,714	\$0	\$458,714	

C. Transportation

1 Washington Airports Task Force	\$25,000	\$0	\$25,000	General Fund
Total Transportation	\$25,000	\$0	\$25,000	

TOTAL MEMBERSHIPS	\$803,187	\$33,638	\$836,825	
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IV. GRANTS AND MATCHING FUNDS: Funding provided by pass-through grants from other entities or County provided grants or matching funds

A. Aging

1 ACTS	\$10,000	\$0	\$10,000	State Pass-Through
2 Legal Services of Northern Virginia	\$8,500	\$0	\$8,500	Federal Pass-Through
3 Project Mend-A-House	\$10,000	\$0	\$10,000	State Pass-Through
Total Aging	\$28,500	\$0	\$28,500	

B. Community Services

1 Prince William Drop-In Center, Inc.	\$328,000	\$0	\$328,000	State Pass-Through
2 Little Jack Horner's Corner Bakery	\$27,000	\$0	\$27,000	State Pass-Through
Total Community Services	\$355,000	\$0	\$355,000	

Community Partners

Funding Provided to Community Partners

Host Agency	FY16 Adopted	Proposed Change FY16 to FY17	FY17 Proposed	Funding Source
C. Housing & Community Development				
1 CDBG Competitive Awards (Total)	\$500,000	(\$56,050)	\$443,950	Federal Pass-Through
1a Capital Caring - Hospice	\$40,000	(\$40,000)	\$0	
1b Project Mend-A-House	\$16,800	(\$16,800)	\$0	
1c Good Shepherd Housing Foundation - Rehab Shepherd House III	\$79,200	(\$79,200)	\$0	
1d INSIGHT Acquisition	\$225,000	\$0	\$225,000	
1e NVFS Acquisition/Rehab	\$139,000	(\$139,000)	\$0	
1f Streetlight Community Outreach	\$0	\$20,000	\$20,000	
1g Community Borrowers Apartment Corporation	\$0	\$198,950	\$198,950	
2 Emerg Solutions Grant Recipients (Total)	\$74,557	(\$13,584)	\$60,973	Federal Pass-Through
2a ACTS - Emergency Shelter	\$24,971	(\$7,550)	\$17,421	
2b NVFS - Transitional Housing and SERVE Shelter	\$38,884	\$4,668	\$43,552	
2c Volunteers of America Chesapeake, Inc	\$10,702	(\$10,702)	\$0	
Total Housing & Community Development	\$574,557	(\$69,634)	\$504,923	
D. Parks & Recreation				
1 Arts Council Grants	\$193,000	\$0	\$193,000	General Fund
Total Parks & Recreation	\$193,000	\$0	\$193,000	
E. Public Works				
1 Keep Prince William Beautiful	\$46,000	\$0	\$46,000	State Pass-Through
Total Public Works	\$46,000	\$0	\$46,000	
F. Social Services				
1 Supportive Housing Program Grant (Total)	\$595,949	\$0	\$595,949	Federal Pass-Through
1a DSS - Homeless Mgt Info System	\$36,230	\$0	\$36,230	
1b BARN - Transitional Housing	\$143,500	\$0	\$143,500	
1c Good Shepherd Leasing Program	\$130,755	\$0	\$130,755	
1d Good Shepherd - Shepherd House I	\$7,364	\$0	\$7,364	
1e Good Shepherd Transitional Housing	\$141,156	\$0	\$141,156	
1f NVFS/SERVE Permnt Supprtve Housing	\$136,944	\$0	\$136,944	
2 Promoting Safe and Stable Families	\$221,998	\$0	\$221,998	Federal Pass-Through
2a ARC (Disability Respite/Interpreter Serv)	\$7,400	\$0	\$7,400	
2b No Va Family Service (Healthy Families)	\$48,711	\$0	\$48,711	
2c Virginia Coop Ext (Parent Education)	\$59,500	\$36,387	\$95,887	
2d Dept of Social Svcs (Family Reunification)	\$106,387	(\$36,387)	\$70,000	
Total Social Services	\$817,947	\$0	\$817,947	
TOTAL GRANTS & MATCHING FUNDS	\$2,015,004	(\$69,634)	\$1,945,370	
GRAND TOTAL	\$33,433,460	(\$1,645,723)	\$31,787,737	

Community Partners

Community Partners In-Kind Donations

Host Agency	Community Partner	FY16 Adopted (Estimated Value)*	FY17 Proposed (Estimated Value)*
A. Community Services	Rainbow Riding Center	\$52	\$52
	<ol style="list-style-type: none"> 1. Provide mailbox in office. 2. Provide conference room for monthly board meetings as needed. 3. Provide use of copier up to 10,300 copies annually. Estimated value of in-kind service is \$51.50. 		
B. Library	Literacy Volunteers of America	\$1,110	\$1,110
	<ol style="list-style-type: none"> 1. Provide photocopying support up to \$1,000 per fiscal year. 2. Provide tutor training and event promotion through the Library System's website for 6 events per year. Estimated value is \$110. 		
C. Parks & Recreation	The Arc of Greater Prince William	\$2,000	\$0
	<ol style="list-style-type: none"> 1. Provide decorations, food, prizes and event tickets. 		
D. Public Works	Keep Prince William Beautiful	\$3,465	\$3,465
	<ol style="list-style-type: none"> 1. Provide van and driver for the completion of a litter survey, no more than four times a year. Estimated value is \$1,220. 2. Provide Adopt-a-Spot signs when required. Estimated value is \$865. 3. Provide staff support for Adopt-a-Spot sign installation and VDOT location coordination. Estimated value is \$1,380. 		

* Estimated values for in-kind donations are not included in the community partner donation totals.

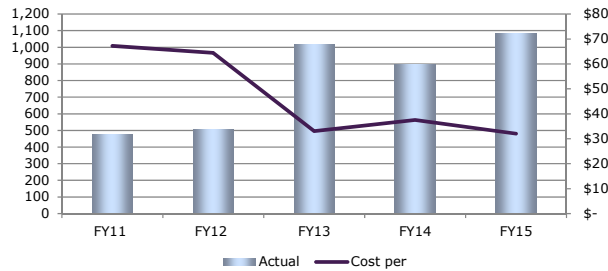
Community Partners

Action in the Community Through Service (ACTS)

ACTS services to County residents include Helpline, a 24 hour/365 free confidential 24-hour telephone service to help callers with problem solving and crisis situations; Turning Points, the only domestic violence intervention program serving Prince William County; and SAVAS, the only sexual assault crisis center serving Prince William County. The ACTS Housing Services operates an Emergency Shelter, Transitional Housing and permanent affordable housing.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Commonwealth's Attorney					
Victim/Witness Support	\$34	\$34	\$35	\$35	\$35
Sexual Assault Victims Advocacy Service (SAVAS) total clients served	1,019	899	1,083	950	1,000
SAVAS presentations given	144	153	120	200	125

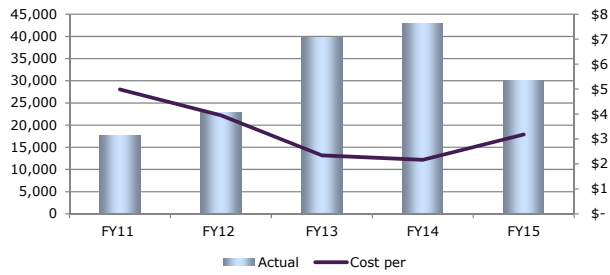
SAVAS Total Clients Served



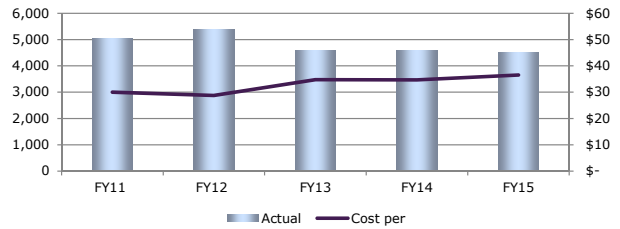
Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Community Services					
Emergency Services	\$392	\$392	\$403	\$403	\$403
Helpline Service Calls	39,648	42,841	30,000	30,000	35,622
Turning Points domestic violence clients served	4,589	4,603	4,500	4,500	4,548
Clients served at West County Domestic Violence Shelter	167	150	150	140	152
Number graduating from Behavioral Intervention Program	163	176	145	145	157

Community Partners

Helpline Service Calls



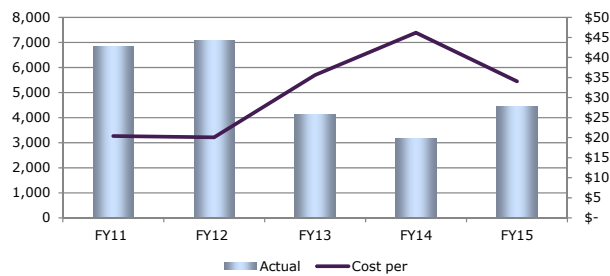
ACTS/Turning Points Total Domestic Violence Clients Served



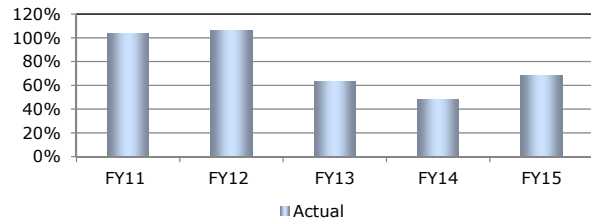
Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$199	\$199	\$205	\$205	\$205
Shelter bed nights	4,111*	3,173*	4,431	6,200	10,135
Shelter utilization rate	63.0%*	48.0%*	68.0%	95.0%	68.0%
Transitional Living utilization rate	93%	74%	85%	91%	91%

*The FY13 and FY14 actuals reflect the fact that the ACTS Homeless Shelter was closed for CY2013 due to water damage.

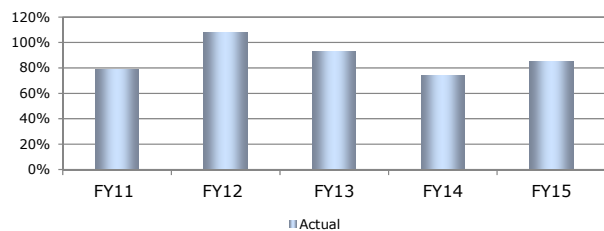
ACTS Shelter Bed Nights



ACTS Homeless Shelter Utilization Rate



ACTS Transitional Living Utilization Rate



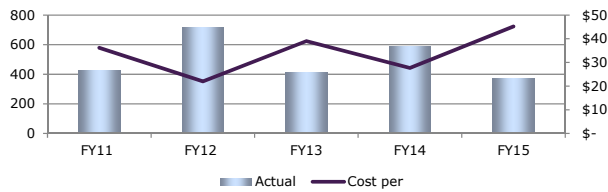
Community Partners

American Red Cross

American Red Cross provides disaster relief assistance to residents affected by fire and flooding and is a partner in the County Emergency plan providing Mass Care-shelter and feeding in times of larger scale disasters. American Red Cross services are available to the entire County.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Fire & Rescue					
Community Safety	\$16	\$16	\$17	\$17	\$17
Provide immediate emergency assistance to residents affected by disaster	415	585	369	500	550

Provide Immediate Emergency Assistance to Residents Affected by Disaster



The Arc of Greater Prince William

The Arc provides targeted therapeutic recreation programs for youth and adults with intellectual disabilities.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Parks & Recreation					
Recreation Services	\$42	\$42	\$43	\$43	\$43
Individuals in fitness programs	47	71	75	70	60
Number attending special events	1,040	1,070	1,134	1,080	1,140

Community Partners

Boys & Girls Club (B&GC)

B&GC supports positive youth development in a welcoming and safe environment. School age children ages 5-18 participate in a variety of activities that enhance educational goals, leadership development and life skills.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Parks & Recreation					
Administration and Communication	\$100	\$105	\$109	\$109	\$109
Number of children served (Hylton, West End and Dumfries Boys & Girls Club)	3,236	2,868	2,705	3,450	2,705

Dumfries Weems-Botts Museum

The museum, operated by Historic Dumfries, Virginia, Inc., features the history of Dumfries, Virginia's oldest chartered town.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Works					
Historic Preservation	\$35	\$35	\$36	\$36	\$36
Museum attendance	7,749	13,520	16,962	10,000	10,000
Volunteer hours	3,388	4,180	4,020	4,000	4,100

Free Clinic

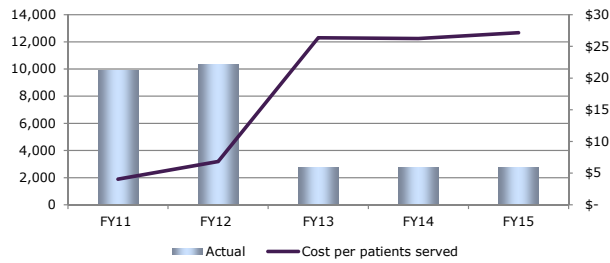
The Free Clinic provides a permanent patient-centered medical home to County residents. Free services include diagnostic studies, specialty care and referrals, case management, patient education, medication assistance and preventive care. The Free Clinic serves uninsured indigent patients meeting 125% of the state poverty guidelines.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Health					
General Medicine	\$73	\$73	\$75	\$75	\$75
Free Clinic patients served	2,767	2,780	2,766	3,000	3,100

*Free Clinic patients served only includes individuals receiving services. Previously the count included all patient encounters. The FY13 actuals have been restated to reflect the new methodology.

Community Partners

Free Clinic Patients Served



Good Shepherd Housing Foundation (GSHF)

GSHF provides housing for chronically mentally ill adults and chronic low income families in the community. Services include case management, rental assistance, supportive services (transportation, assistance toward childcare) and emergency funding to families in the program. Case management to the chronically mentally ill is provided through Community Services.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Community Services					
Mental Health Residential Services	\$18	\$18	\$19	\$19	\$79
Clients served by Good Shepherd Housing Foundation	24	26	25	25	28

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$22	\$22	\$23	\$23	\$23
Good Shepherd Housing Partnership families served	5	4	4	5	4

Community Partners

Habitat for Humanity

Habitat provides volunteer assistance for graffiti abatements and property repairs for low income, elderly or disabled County homeowners in violation of county code.

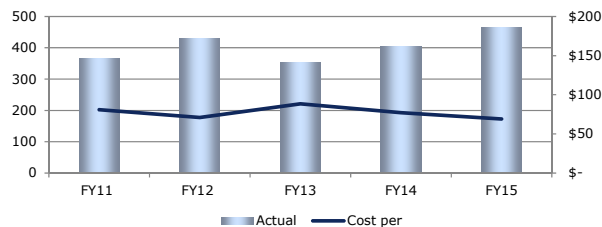
Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Works					
Neighborhood Services	\$16	\$16	\$16	\$16	\$16
Administer and coordinate graffiti abatement projects	8	5	0	5	5
Administer and coordinate property maintenance projects	12	8	17	13	13

Independence Empowerment Center (IEC)

IEC provides supportive services to persons with disabilities which allow them to remain in or return to their homes; direct training on independent living skills; Medicaid waiver program coordination and educational assistance to school children and their families. The IEC serves County residents of all ages with any type of disability.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Aging					
Supportive Services	\$31	\$31	\$32	\$32	\$32
Persons with disabilities served by IEC case management services	352	404	464	416	428

**Persons with Disabilities Served by IEC
Case Management Services**



Community Partners

Keep Prince William Beautiful (KPWB)

KPWB educates school children, civic associations and community groups on litter removal, recycling and water quality through the following programs: Adopt-a-Spot, semi-annual community cleanup campaigns, clean shopping center program, county-wide litter surveys and the Speakers Bureau.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Works					
Solid Waste - Litter Control	\$73	\$73	\$76	\$76	\$76
Clean shopping center participants (centers)	41	42	50	50	50
Community Cleanups	70	428	387	300	90

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Works					
Solid Waste - Recycling	\$15	\$15	\$15	\$15	\$15
Recycling presentation attendees (youth and adults)	3,540	8,182	3,604	5,000	5,000

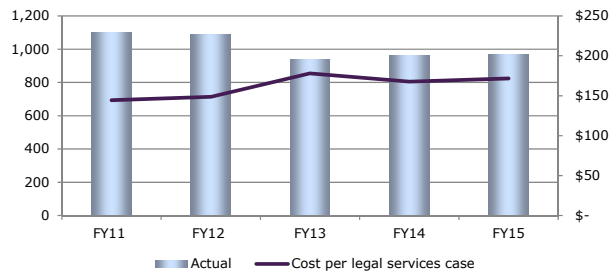
Legal Services of Northern Virginia (LSNV)

LSNV provides critical civil legal services free of charge to elderly, disabled or low income individuals and families in Prince William County in order to maintain adequate shelter, income, family stability and medical care.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Area Agency on Aging					
Senior Centers	\$167	\$162	\$167	\$167	\$167
Legal services cases	937	964	970	1,100	1,100
Contribution per PWC client (Actual Dollar Amount)	\$173	\$168	\$171	\$155	\$155
Contribution per PWC household member benefit (Actual Dollar Amount)	\$65	\$68	\$68	\$63	\$63

Community Partners

Legal Services Cases

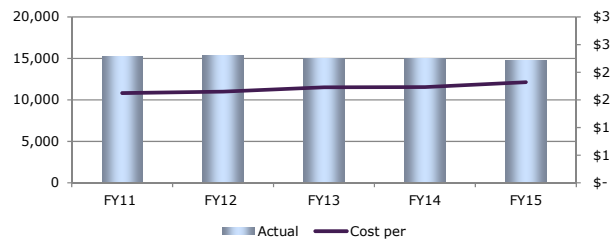


Literacy Volunteers of America - Prince William, Inc. (LVA-PW)

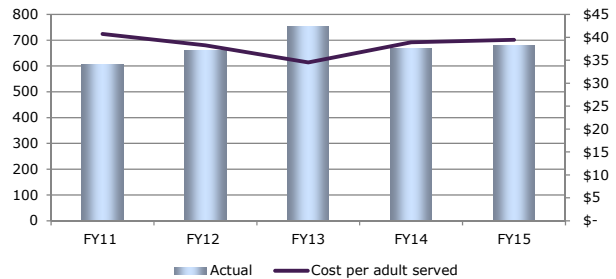
LVA-PW volunteers provide free basic literacy, English as a second language, computer and workplace literacy, pre-GED and GED tutoring and ESOL/civics tutoring services to adults and children in the community.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Library					
Public Services Management	\$26	\$26	\$27	\$27	\$27
Literacy Volunteer hours	15,033	15,003	14,696	14,750	14,700
Adults served	752	667	678	650	655

Literacy Volunteer Hours Provided for Students



Number of Adults Served



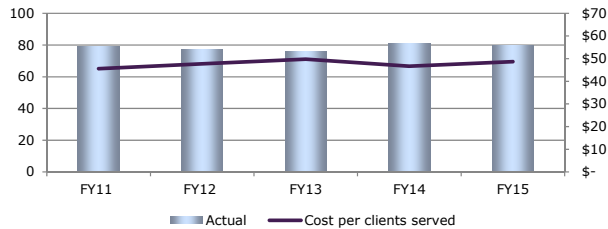
Community Partners

The Metropolitan Washington Ear, Inc.

Washington Ear provides radio reading services, dial-in information newspaper and magazine services to blind, visually impaired and disabled individuals who can no longer read ordinary print.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Health					
General Medicine	\$4	\$4	\$4	\$4	\$4
Clients served by Washington Ear	76	81	80	83	83

Clients Served by Metropolitan Washington Ear



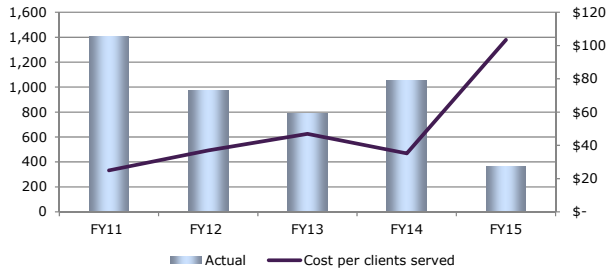
Northern Virginia Family Service (NVFS)

NVFS services to County residents include rapid rehousing, transitional and permanent housing programs for low-income and extremely-low income clients; temporary emergency shelter, housing location services, children's services and life skills; and parenting support, child abuse prevention and linkage to consistent child health care providers for County families at risk for poor childhood outcomes.

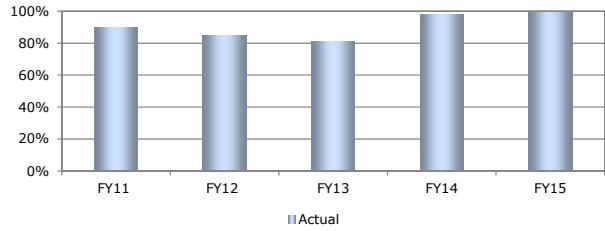
Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Health					
General Medicine	\$129	\$129	\$133	\$119	\$119
Clients served by NVFS Healthlink	788	1,050	368	750	800
% of clients reporting an improvement in their health status served by Pharmacy Central	81%	98%	99%	90%	100%

Community Partners

Clients Served by NVFS Healthlink

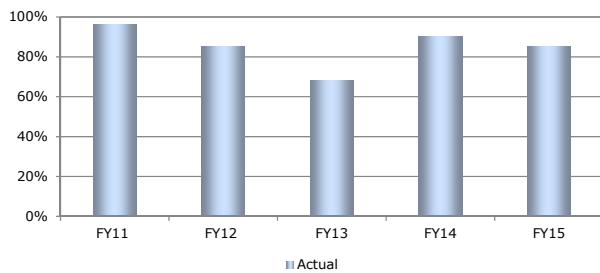


% of Clients Reporting an Improvement in their Health Status

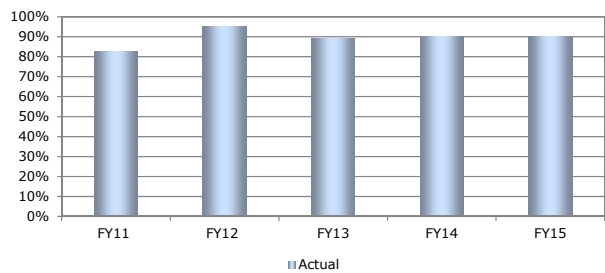


Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Social Services					
Child Welfare, Homeless Emergency Shelter and Overnight Care	\$341	\$341	\$351	\$351	\$351
Healthy families children assigned a primary health care provider within two months of enrollment	100%	98%	100%	95%	95%
SERVE shelter utilization rate	68%	90%	85%	85%	85%
SERVE Housing Continuum Transitional Living utilization rate	89%	90%	90%	90%	90%

SERVE Shelter Utilization Rate



Transitional Living Utilization Rate



Community Partners

Occoquan Mill House Museum

The Mill House Museum contains an eclectic collection of artifacts related to Occoquan's history and the surrounding area.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Works					
Historic Preservation	\$5	\$5	\$5	\$5	\$5
Museum attendance	11,598	17,735	15,819	17,735	17,500
Volunteer hours	200	275	275	275	350

Prince William Humane Society

Promote animal welfare and adoption of homeless pets.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Police					
Homeless Pet Adoption	—	—	—	—	\$94
Cats from the Prince William County Animal Shelter rehome	—	—	—	—	100
Dogs from the Prince William County Animal Shelter rehome	—	—	—	—	100

Prince William Soccer, Inc. (PWSI)

PWSI provides recreation opportunities for players of all backgrounds and abilities.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Parks & Recreation					
Administration and Communications	\$25	\$25	\$26	\$26	\$26
Participants served	6,800	6,800	6,800	6,800	7,000

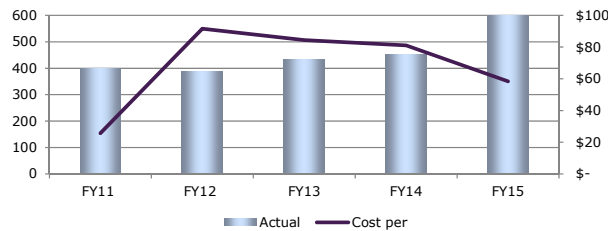
Community Partners

Project Mend-A-House (PMAH)

PMAH provides home renovation services to enable vulnerable disabled, elderly and low income residents to remain in their homes, including those residents whose homes are in sufficient disrepair as to be in violation of county codes.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Public Works					
Neighborhood Services	\$37	\$37	\$38	\$38	\$38
Total home improvement/modification projects	435	453	648	400	450

Total Home Improvement/Modification Projects



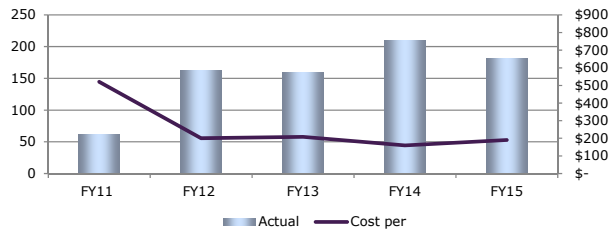
Rainbow Riding Center

Rainbow Riding Center provides therapeutic equestrian activities to individuals with physical and mental challenges. Rainbow clients are children, teens and adults; recuperating soldiers from Walter Reed Medical Center; and at risk youth.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Community Services					
Administrative Services	\$33	\$33	\$34	\$34	\$34
Students enrolled in the Rainbow Therapeutic Riding program	160	209	181	200	200

Community Partners

Students Enrolled in the Rainbow Therapeutic Riding Program



Special Olympics

Special Olympics serves more than 200 athletes in Prince William County. Sports training programs are offered in athletics, aquatics, basketball, bocce, bowling, floor hockey, golf, powerlifting, skiing, soccer, tennis and a program for children 2-7 years called the Young Athlete program through a network of volunteers; athletes pay nothing to participate.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Parks & Recreation					
Recreation Services	\$16	\$16	\$16	\$16	\$16
Athletic events for the intellectually disabled	25	25	25	25	25

StreetLight Community Outreach Ministries

StreetLight's supported housing program provides group homes for homeless adults with supported services including budgeting, substance abuse, employment counsel and career development and volunteer mentoring.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$15	\$15	\$15	\$15	\$15
Clients maintain safe, permanent housing	90%	100%	100%	90%	90%
Clients maintaining sobriety	100%	91%	89%	100%	100%

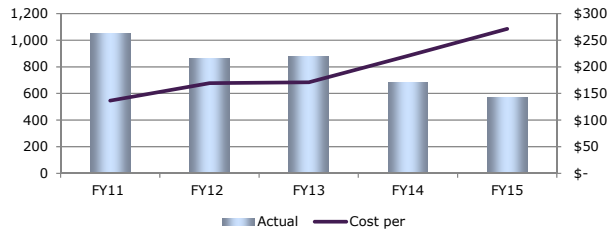
Community Partners

Volunteer Prince William (VPW)

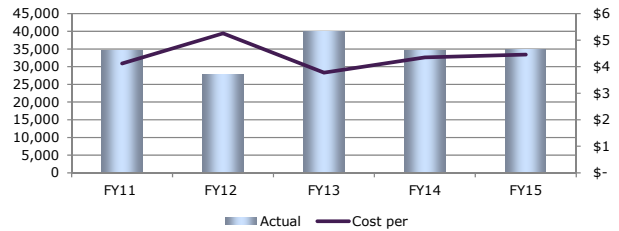
VPW places and tracks court-ordered community service clients and provides written reports to Criminal Justice Services (OCJS) probation officers or directly to the adult and juvenile court systems. VPW also serves as the County's point of contact for agencies and community partners to connect volunteers with opportunities to serve throughout the County.

Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Criminal Justice Services					
Local Criminal Justice Support	\$150	\$150	\$155	\$155	\$155
OCJS and General District Court placements	879	682	571	800	800
Community volunteers for short term community projects	39,842	34,548	34,744	30,000	30,000
Community service hours performed	25,921	14,523	14,152	20,000	20,000

OCJS and General District Court Placements



VPW Community Volunteers for Short Term Community Projects

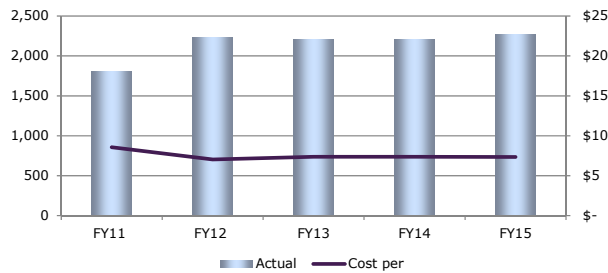


Community Partners

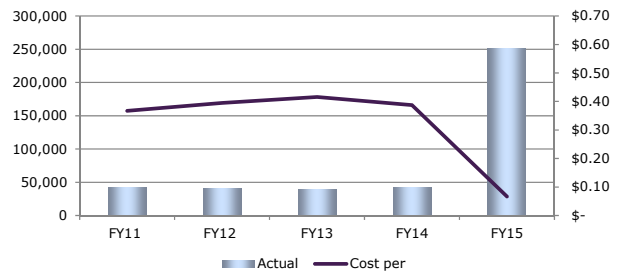
Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed
Fire & Rescue					
Community Safety	\$16	\$16	\$17	\$17	\$17
Volunteer recruitment	2,200	2,200	2,268	1,500	1,500
Volunteer Outreach and Training	38,936	41,785	250,508*	40,000	50,000

*The large increase in FY15 is a direct result of a partnership with the Potomac Nationals that provided access to fans and scouts at Potomac National events. It is not yet determined if this partnership will continue into FY17.

Volunteer Recruitment



Volunteer Outreach and Training



Community Partners



Non-Departmental

Expenditure & Revenue Summary



	FY13	FY14	FY15	FY16	FY17	% Change
Expenditure by Program	Actual	Actual	Actual	Adopted	Proposed	Adopt16/ Proposed17
1 Administration	\$26,385,075	\$15,107,913	\$19,007,094	\$6,877,371	\$11,273,458	63.92%
2 Casualty Pool (All Funds)	\$1,326,931	\$1,045,828	\$1,144,341	\$1,629,381	\$1,629,381	0.00%
3 Workers Compensation (All Funds)	\$4,040,183	\$4,303,166	\$4,746,863	\$4,532,304	\$4,532,304	0.00%
4 Property & Miscellaneous Insurance	\$707,119	\$968,370	\$733,774	\$931,491	\$1,260,491	35.32%
5 Unemployment Insurance	\$148,974	\$185,559	\$124,969	\$125,000	\$125,000	0.00%
6 Community Development Authorities	\$0	\$0	\$0	\$0	\$1,229,479	—
7 Medical Insurance (Internal Services)	\$44,145,490	\$44,794,671	\$49,390,676	\$60,341,000	\$60,341,000	0.00%
Total Expenditures	\$76,753,772	\$66,405,507	\$75,147,717	\$74,436,547	\$80,391,113	8.00%

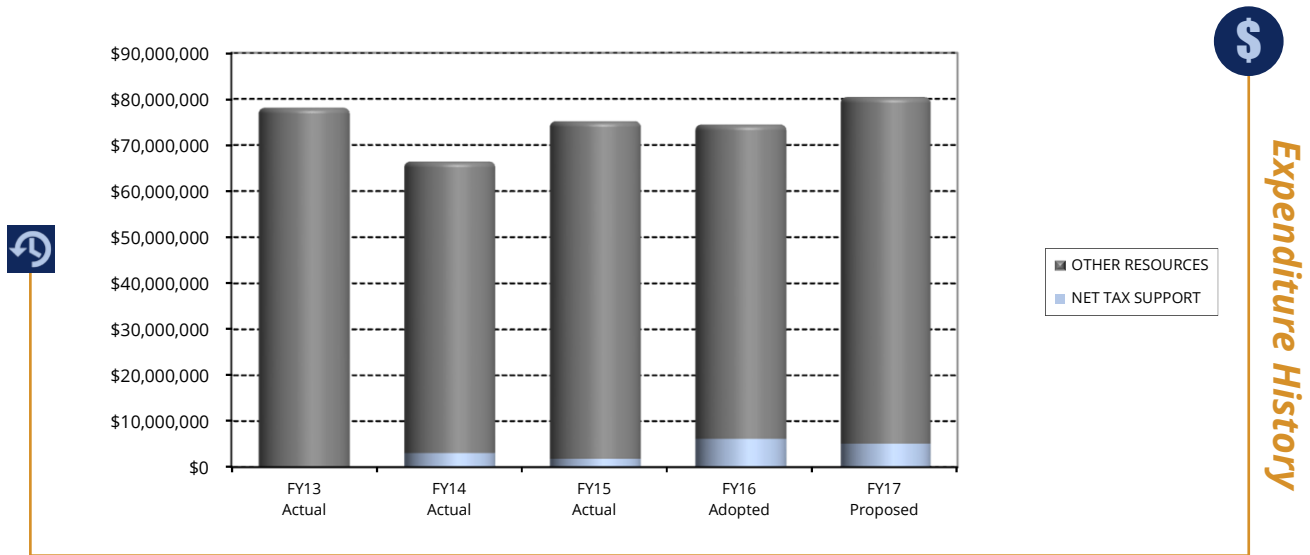
Expenditure by Classification

1 Personal Services	\$40,712	\$147,462	\$158,890	\$548,309	\$25,728	(95.31%)
2 Fringe Benefits	\$570,455	\$870,794	\$377,892	\$1,793,220	\$598,484	(66.63%)
3 Contractual Services	\$3,930,141	\$3,093,697	\$3,326,771	\$4,265,439	\$4,265,439	0.00%
4 Internal Services	\$5,721,587	\$5,820,793	\$6,254,596	\$6,571,380	\$7,629,252	16.10%
5 Purchase Goods & Supplies	\$40,600,643	\$42,034,701	\$46,342,947	\$56,362,024	\$56,362,024	0.00%
6 Payments to Other Local Agencies	\$0	\$0	\$0	\$0	\$1,229,479	—
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$1,442,634)	(\$1,442,634)	0.00%
8 Transfers	\$25,890,235	\$14,438,060	\$18,686,621	\$6,338,809	\$11,723,341	84.95%
Total Expenditures	\$76,753,772	\$66,405,507	\$75,147,717	\$74,436,547	\$80,391,113	8.00%

Funding Sources

1 General Property Taxes	\$0	\$0	\$0	\$0	\$1,229,479	—
2 Other Local Taxes	\$8,396,175	\$6,498,702	\$7,363,104	\$2,383,500	\$2,100,000	(11.89%)
3 Permits, Fees & Licenses	\$1,205,220	\$1,266,852	\$1,342,526	\$1,385,000	\$1,480,500	6.90%
4 Revenue From Use of Money & Property	(\$220,200)	\$716,090	\$510,794	\$325,000	\$325,000	0.00%
5 Charges for Services	\$38,541,830	\$40,394,799	\$44,219,100	\$48,543,000	\$48,543,000	0.00%
6 Miscellaneous Revenue	\$22,782,837	\$10,470,573	\$16,971,871	\$7,341,142	\$13,242,674	80.39%
7 Revenue From Other Localities	\$0	\$0	\$0	\$8,170	\$8,170	0.00%
8 Revenue From Federal Government	\$136,592	\$48,555	\$0	\$0	\$0	—
9 Non-Revenue Receipts	\$103,390	\$19,404	\$19,175	\$0	\$0	—
10 Transfers	\$4,402,571	\$3,746,599	\$2,397,510	\$1,471,168	\$1,516,105	3.05%
Total Designated Funding Sources	\$75,348,415	\$63,161,574	\$72,824,081	\$61,456,980	\$68,444,928	11.37%
Use of Medical Insurance Internal Service Fund Balance	\$2,397,482	\$0	\$292,417	\$6,809,000	\$6,809,000	0.00%
Casualty Pool and Workers Compensation Costs Funded by Non-General Fund Sources	\$318,745	\$187,528	\$228,275	\$45,713	\$45,713	0.00%
Net General Tax Support	(\$1,310,870)	\$3,056,405	\$1,802,944	\$6,124,854	\$5,091,472	(16.87%)
Net General Tax Support	(1.71%)	4.60%	2.40%	8.23%	6.33%	
(Contribution To) Medical Internal Service Fund Balance	\$0	(\$199,241)	\$0	\$0	\$0	—

Non-Departmental



Mandates

The following mandated services are reported in the Non-Departmental section of the budget.

Federal Code: The unemployment insurance system, created by the [Social Security Act of 1935](#), is administered by each state.

State Code: The unemployment insurance system is administered in Virginia through Title [65.2](#) of the Code of Virginia. Title [2.2-1204](#) of the Code of Virginia requires local governments to make health insurance plans available to employees. The Auditor of Public Accounts for the Commonwealth requires political subdivisions in Virginia to adhere to Governmental Accounting Standards Board standards for financial reporting.

General Overview

The Non-Departmental/Unclassified Administrative area of the budget includes those expenditures which are not assigned to specific agency budgets. During the course of the fiscal year, many of these dollars are allocated against agency budgets to properly account for where the expenditures actually occur. As a program becomes established, an unclassified administrative budget item will often be assigned to an agency on a permanent basis. The funds would then be transferred from Unclassified Administrative to the agency budget. Due to the many items coming into and out of the Non-Departmental/Unclassified Administrative budget area between budget years, it is difficult to compare different fiscal year totals. The current components of the Proposed FY2017 Budget for Non-Departmental/Unclassified Administrative are discussed below.

Non-Departmental

- A. Casualty Pool, Workers Compensation, and Property and Miscellaneous Self-Insurance Programs** - The County maintains self-insurance programs for general liability, automobile, public official and law enforcement professional liability, pollution liability and workers compensation insurance through the Prince William County (PWC) Self-Insurance Group (PWSIG) casualty pool and workers compensation pool. The two self-insurance programs began operations July 1, 1989, and are licensed by the State Corporation Commission. The FY17 general fund workers compensation and casualty pool budget is \$5,746,115 and the all funds budget is \$6,161,685. The FY17 property and miscellaneous insurance budget is \$1,260,491.

These activities are reported in the internal services fund. Revenues come primarily from other County funds through “premiums” set to cover estimated self-insured claims and liabilities, excess and other insurance premiums and operating expenses. Claims filed or to be filed through the end of the previous fiscal year are accrued liabilities. Each of the programs has sufficient reserves to cover its estimated claims liability.

- B. Unemployment Insurance** - The Virginia Employment Commission (VEC) administers an unemployment insurance program that provides protection against loss of wages to individuals who become unemployed through no fault of their own. The FY17 unemployment insurance budget is \$125,000.
- C. Medical Insurance Internal Service Fund** - PWC established a health insurance fund to self-insure for employee medical coverage as well as provide fully insured dental, vision, and flexible spending benefits. The fund also provides additional insurance credits for retirees. County-wide medical and dental premiums are paid from the medical insurance internal service fund which is funded primarily from charges to County departments. The FY17 medical insurance budget is \$60,341,000 and will be updated based on the proposed compensation and benefit changes contained in the Proposed FY2017 Budget.
- D. Community Development Authorities** - Community Development Authorities (CDAs) are governed under [§15.2-5152](#) of the *Code of Virginia*. CDAs are created to promote the economic development of the County. Properties within established boundaries are levied a CDA assessment to provide certain public infrastructure such as road improvements, bridges, stormwater and water and sewer improvements within the district. There are three CDAs in Prince William County: Virginia Gateway (created in 1998); Heritage Hunt (created in 1999); and Cherry Hill (created in 2013). It is important to note that property owners within each CDA boundary petitioned the County to create each CDA.

In accordance with [§15.2-51581](#) of the *Code of Virginia*, all three CDAs in the County request annually that the County levy and collect a special tax on taxable real property within the development authority's jurisdiction to finance the services and facilities provided by the authority. This code section also requires that all revenue received by the County will be paid over to the development authority subject to annual appropriation. The FY17 proposed budget includes \$1,229,479 in a special revenue fund for the three CDAs in the County: Virginia Gateway (\$950,000); Heritage Hunt (\$180,000); Cherry Hill (\$99,479). There is no impact on the County's general fund.

- E. Transfer from Adult Detention Center (ADC) Fund** - The transfer of \$1,418,105 to the general fund from the ADC is required to compensate the general fund for the cost of implementing the Law Enforcement Officers' Supplement (LEOS) retirement program for Jail Officers and the Jail Superintendent. The funds are included as revenue in the Funding Sources area. Additional information concerning the ADC LEOS retirement program can be found in the General Overview section of the ADC departmental budget.

Non-Departmental

- F. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In addition to the annual allocation of technology costs, several technology initiatives are proposed, funded through an increase in the Non-Departmental/Unclassified Administration 4000 series – Microsoft Enterprise agreement, Oracle licensing and changes to the County computer standard. Details on these initiatives can be found in the Department of Information Technology section. In FY17, the Non-Departmental/Unclassified Administration technology bill increases by \$728,872 to \$953,344.
- G. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year’s budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria, year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address the issue, the FY2016 Budget included a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Non-Departmental is \$2,310,549.

Attracting and Retaining Quality County Employees

The County’s compensation policy is as follows:

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

To implement this compensation policy, we will make every effort, within our position classification structure, to maintain salaries comparable to salaries of similar positions in Fairfax and Arlington counties and the City of Alexandria. The County will annually benchmark to the average midpoint salaries for these three jurisdictions. Since the County’s pay grades are based on the starting salary figure, increases in the starting salary will result in increases throughout the pay grade.

The County’s policy will be implemented through the following components:

1. Market Pay Adjustment

Total Cost	\$0
Supporting Revenue	\$0
Total PWC Cost	\$0

- a. Market Pay Adjustment** - When an adjustment is required to maintain salaries that are competitive between Prince William and the other Northern Virginia jurisdictions, an across-the-board market pay adjustment will be proposed for all County employees. No funding is included to support a market pay adjustment in FY17. Market pay adjustments of 2.0% in FY18 and FY20 are included in the Five-Year Plan. The total general fund cost of market pay adjustments is \$37,500,559 in FY17-21.
- b. Sunday and Holiday Pay Increase** - This covers the increased cost of Sunday and holiday pay due to market pay adjustment increases. The total general fund cost is \$750,256 in FY17-21.

Non-Departmental

2. Pay for Performance Adjustment

Total Cost	\$6,537,482
Supporting Revenue	\$677,755
Total PWC Cost	\$5,859,727

- a. Pay for Performance Adjustment** - Funding is included to support a pay for performance increase in FY17. The five-year plan funds 3.0% pay for performance increases during FY19 and FY21. Pay for performance includes the following:
- The basic pay for performance increase is calculated on the employee's current salary/pay as a percentage increase until the employee reaches the maximum salary/pay for that position. Maximum salary/pay scales are not extended based on pay for performance adjustments. The total general fund cost of pay for performance adjustments is \$47,272,655 in FY17-21.
 - "Performance Plus" is a lump-sum award that will be added to the first paycheck the employee receives after his/her evaluation, if the performance is rated higher than the "Fully Achieved" rating. This one-time amount is not added to the employee's base pay. Employees at the maximum salary/pay for their position ("topped out") are eligible for this award. Funding to support "Performance Plus" is budgeted in FY17, FY19 and FY21. The total general fund cost of Performance Plus is \$2,328,594 in FY17-21.
- b. Compensation Rollover** - Each year compensation actions are rolled over into the next budget year. This includes positions which were funded for a partial year that require a full year budget in the next fiscal year. Pay for performance rollovers are necessary because not all employees receive pay for performance increases at the beginning of the fiscal year. Therefore, a pay for performance increase given halfway through a fiscal year needs to be funded for the entire next fiscal year. This rollover captures the full cost of providing a pay for performance increase to employees. When no pay for performance increase is authorized, little if any compensation rollover funds are added to the budget in the next budget year. The total general fund cost of compensation rollover is \$15,311,808 in FY17-21.

3. Virginia Retirement System (VRS) Offset and Plan 1 Savings

Total Cost	\$1,526,498
Supporting Revenue	\$180,476
Total PWC Cost	\$1,346,022

- **VRS Background** - The Prince William County (PWC) FY17 VRS rate is 16.74%. This rate includes the employer (11.74%) and employee share (5.0%) of VRS contributions. VRS rates are calculated based on an actuarial valuation of political subdivision contribution rates as of June 30, 2015. In May 1981, the Board of County Supervisors (BOCS) approved that the employee share of VRS contributions would be paid by the County. From July 4, 1981, through June 30, 2012, the County paid the 5% employee share.
- **2012 Legislative Session Approves VRS Pension Reform** - During FY12 the Commonwealth of Virginia passed additional VRS legislation that required all individuals in VRS who are employed by local governments to pay the 5% employee contribution effective July 1, 2012. The state provided local governments the option to phase in the 5% VRS contribution paid by employees over a maximum of five years. However, localities must provide a salary increase to offset the mandatory VRS contributions from employees.

Non-Departmental

- **1% VRS Offset Cost** - \$3,266,651 - PWC elected in the FY2013 Budget to phase in the 5% employee VRS contribution over a period of five years. Therefore, the final 1% VRS offset is included in FY17 for the following employees at a total general fund cost of \$14,882,000 in FY17-21:
 - o All VRS Plan 1 employees hired on or before June 30, 2010 will receive a 1% salary increase on July 1, 2016 to help offset their required 5% contribution to VRS.
 - o All VRS Plan 2 employees hired between July 1, 2010, and June 30, 2011 will receive a 1% salary increase on July 1, 2016 to help offset their required 5% employee contribution to VRS.
 - o VRS Plan 2 employees hired on or after July 1, 2011 will not receive any VRS-related salary increase because they were hired knowing that they are required to make the 5% employee contribution to VRS.

The FY17 general fund cost of providing the 1% VRS offset to all employees is \$2,901,650. Total savings of \$904,348 is included in the Non-Departmental FY17 base budget to account for VRS Plan 2 employees who are not eligible for the 1% VRS offset. Therefore, the FY17 net general fund cost of the 1% VRS offset for eligible employees is \$1,997,302.

- **VRS Plan 1 Savings** - (\$1,740,153) - During FY10 the Commonwealth of Virginia passed legislation that created VRS Plan 2 for employees hired after July 1, 2010, and who were not a member of VRS in a previous job. The BOCS approved the FY2012 Budget with all Plan 2 employees paying their 5% employee share of VRS.

PWC will realize savings as a result of the annual 1% shift in VRS costs from employer to Plan 1 employees as mandated by VRS legislation. Instead of paying the VRS actuarial rate of 16.74% in FY17, the County will pay a rate of 11.74% because of the cumulative 5% shift to Plan 1 employees (1% shifted per year in FY13-17). Savings to the County's general fund will be realized in FY17 which is when Plan 1 employees reach their mandated 5% contribution to VRS.

The incremental general fund savings associated with Plan 1 employees paying their final 1% share of VRS in FY17 (for a cumulative total of 5%) is projected to be \$8,322,380 in FY17-21.

4. VRS Actuarial Rate Decrease and Group Life Insurance Decrease

Total Cost	(\$4,479,400)
Supporting Revenue	(\$452,502)
Total PWC Cost	(\$4,026,898)

- **VRS Actuarial Rate Decrease** - (\$4,462,309) - Separate from the VRS reform legislation passed by the Commonwealth during FY12, the VRS actuary completed an actuarial valuation of political subdivision contribution rates for FY17 and FY18 as of June 30, 2015. As a result of these valuations the PWC contribution rate (excluding the mandated 5% employee contribution) for FY17 decreased 1.75% from 13.49% to 11.74% effective July 1, 2016 for FY17 and FY18. The general fund savings is \$4.0 million each year. The VRS rate is projected to decrease further by 0.86% to 10.88% for FY19 and FY20 with general fund savings of \$2.0 million per year. No change is projected to VRS rates in FY21. The combined FY17 and FY19 VRS rate decreases will realize general fund savings of \$6.0 million per year beginning in FY19. The total general fund savings associated with projected VRS actuarial rate decreases is \$25,969,948 in FY17-21.
- **Group Life Insurance Rate Decrease** - (\$25,500) - VRS notified the County that the group life insurance rate decreased by 0.01% from 1.32% to 1.31% effective July 1, 2016. The rate is projected to remain at 1.31% for the duration of the Five-Year Plan. The total general fund savings due to the group life insurance rate decrease is \$114,605 in FY17-21.

Non-Departmental

- **VRS Hybrid Disability Insurance** - \$8,409 – Included in VRS pension reform, all non-hazardous duty employees hired on or after January 1, 2014 became VRS Hybrid Plan members. This plan is a mixture of a defined benefit plan and a defined contribution plan that provides a service retirement option for members as well as an employee investment option. The VRS Hybrid Plan does not have a disability retirement option as it does for VRS Plan 1 and Plan 2 members. PWC is required to provide short and long term disability benefits to VRS Hybrid Plan members comparable to a plan offered by the Commonwealth. PWC elected to use a third party insurance carrier at a current rate of 0.59% of estimated hybrid plan payroll. The rate is projected to increase 0.03% to 0.62% in FY17 and increase another 0.03% in FY18 to 0.65%. The total general fund cost associated with VRS Hybrid Plan disability insurance coverage is \$65,412 in FY17-21.

5. County Health Insurance Increase

Total Cost	\$2,156,936
Supporting Revenue	\$219,558
Total PWC Cost	\$1,937,378

- Description** - The County employer contributions to the Medical Insurance Self-Insurance Internal Service account for Health Insurance increases by \$2,156,936 in FY17 and is required to maintain the stability of the County's self-insurance fund. The increase is due to an 8.0% average increase for the County's health insurance. The total general fund cost for the County's employer contribution for health insurance/dental is \$36,650,336 in FY17-21.

Non-Departmental

Summary of FY2017 Proposed Compensation Adjustments									
General Fund:	Merit Cost	VRS Offset	VRS Plan 1 Savings	VRS Actuarial Savings	Health Insurance	Retiree Health	Group Life Insurance	VRS Hybrid Disability	Total Changes
Aging	\$39,279	\$21,210	(\$10,767)	(\$26,168)	\$8,177	\$599	(\$150)	\$83	\$32,263
Audit Services	\$1,147	\$1,123	\$0	(\$1,591)	\$986	\$23	(\$9)	\$27	\$1,706
Board of County Supervisors	\$50,595	\$19,868	(\$6,571)	(\$28,152)	\$15,790	\$553	(\$161)	\$163	\$52,085
Circuit Court Judges	\$15,816	\$6,403	(\$892)	(\$9,080)	\$2,986	\$230	(\$52)	\$113	\$15,524
Clerk of the Court	\$46,755	\$30,102	(\$19,697)	(\$42,706)	\$22,095	\$1,060	(\$244)	\$54	\$37,419
Commonwealth Attorney	\$92,840	\$47,650	(\$33,920)	(\$67,455)	\$22,677	\$991	(\$385)	\$0	\$62,398
Community Services	\$504,290	\$252,976	(\$119,527)	(\$348,511)	\$136,756	\$6,753	(\$1,991)	\$1,325	\$432,071
County Attorney	\$73,166	\$31,719	(\$18,272)	(\$46,245)	\$12,865	\$622	(\$264)	\$165	\$53,756
Criminal Justice Services	\$59,787	\$28,415	(\$17,255)	(\$34,918)	\$16,060	\$761	(\$200)	\$15	\$52,665
Economic Development	\$26,000	\$13,816	(\$2,680)	(\$19,919)	\$7,525	\$300	(\$114)	\$55	\$24,983
Elections	\$20,737	\$8,279	(\$2,534)	(\$11,187)	\$6,075	\$300	(\$64)	\$116	\$21,722
Executive Management	\$67,905	\$30,074	(\$18,756)	(\$43,699)	\$13,315	\$599	(\$250)	\$93	\$49,281
Finance	\$203,044	\$123,455	(\$71,536)	(\$173,733)	\$79,602	\$3,596	(\$993)	\$406	\$163,841
Fire and Rescue	\$851,203	\$556,111	(\$277,952)	(\$683,957)	\$362,625	\$13,945	(\$3,908)	\$156	\$818,223
General District Court	\$1,671	\$552	(\$445)	(\$779)	\$424	\$23	(\$4)	\$0	\$1,442
Human Resources	\$45,231	\$22,827	(\$11,649)	(\$32,380)	\$10,303	\$553	(\$185)	\$59	\$34,759
Human Rights Office	\$11,817	\$4,846	(\$3,434)	(\$6,967)	\$2,068	\$115	(\$40)	\$16	\$8,421
Information Technology	\$160,554	\$93,040	(\$50,972)	(\$132,021)	\$47,189	\$2,028	(\$754)	\$322	\$119,386
Juvenile Court Service Unit	\$11,260	\$4,969	(\$4,013)	(\$7,023)	\$2,820	\$138	(\$40)	\$0	\$8,111
Law Library	\$2,190	\$723	\$0	(\$1,024)	\$632	\$23	(\$6)	\$18	\$2,556
Library	\$231,324	\$123,676	(\$53,602)	(\$131,078)	\$52,806	\$2,950	(\$749)	\$430	\$225,757
Management and Budget	\$13,856	\$13,983	(\$10,695)	(\$19,984)	\$4,948	\$277	(\$114)	\$0	\$2,271
Non Departmental	\$755,789	(\$105,914)	\$5,264	(\$80,758)	\$47,382	\$0	(\$464)	\$693	\$621,992
Parks and Recreation	\$165,304	\$92,202	(\$34,652)	(\$93,841)	\$82,722	\$2,259	(\$536)	\$309	\$213,767
Planning	\$16,606	\$9,798	(\$5,036)	(\$13,908)	\$6,035	\$263	(\$79)	\$78	\$13,757
Police	\$940,218	\$685,285	(\$353,008)	(\$879,702)	\$429,971	\$18,486	(\$5,027)	\$386	\$836,609
Public Health	\$5,269	\$2,711	(\$672)	(\$3,506)	\$2,101	\$69	(\$20)	\$20	\$5,972
Public Safety Communications	\$116,651	\$74,247	(\$38,230)	(\$99,196)	\$59,441	\$2,535	(\$567)	\$334	\$115,215
Public Works	\$244,046	\$133,165	(\$79,158)	(\$187,182)	\$101,489	\$4,452	(\$1,069)	\$419	\$216,162
Sheriff	\$136,126	\$76,385	(\$47,806)	(\$102,077)	\$45,931	\$2,097	(\$583)	\$27	\$110,100
Social Services	\$493,285	\$229,530	(\$118,483)	(\$314,533)	\$162,413	\$7,376	(\$1,797)	\$926	\$458,717
Transfer to Adult Detention Center	\$397,402	\$238,178	(\$134,435)	(\$328,002)	\$156,974	\$7,098	(\$1,874)	\$261	\$335,602
Transportation	\$51,323	\$25,696	(\$12,262)	(\$35,590)	\$12,758	\$617	(\$203)	\$183	\$42,522
Virginia Cooperative Extension Service	\$7,241	\$4,550	(\$1,981)	(\$4,373)	\$1,437	\$92	(\$25)	\$16	\$6,957
General Fund Total	\$5,859,727	\$2,901,650	(\$1,555,628)	(\$4,011,245)	\$1,937,378	\$81,783	(\$22,921)	\$7,268	\$5,198,012
Other Fund:									
Adult Detention Center	\$49,117	\$29,438	(\$16,616)	(\$40,540)	\$19,401	\$877	(\$232)	\$32	\$41,477
Development Services	\$173,891	\$91,023	(\$52,312)	(\$129,081)	\$62,447	\$2,581	(\$738)	\$394	\$148,205
Fire and Rescue - Fire Marshal	\$16,951	\$7,031	(\$3,060)	(\$8,875)	\$5,010	\$184	(\$51)	\$45	\$17,235
Housing & Community Development	\$22,747	\$20,155	(\$14,292)	(\$28,581)	\$11,971	\$553	(\$163)	\$61	\$12,451
Parks and Recreation	\$171,993	\$78,689	(\$16,727)	(\$48,584)	\$24,691	\$1,083	(\$278)	\$114	\$210,981
Planning	\$29,424	\$15,068	(\$7,527)	(\$21,496)	\$8,627	\$406	(\$123)	\$105	\$24,484
Public Works - Const. Crew	\$22,220	\$10,135	(\$6,302)	(\$14,325)	\$5,178	\$332	(\$82)	\$15	\$17,171
Public Works - Landfill	\$68,473	\$38,742	(\$24,716)	(\$53,708)	\$34,046	\$1,376	(\$307)	\$62	\$63,968
Public Works - Special Levy	\$100,493	\$59,282	(\$32,262)	(\$83,947)	\$39,025	\$1,769	(\$480)	\$293	\$84,173
Transportation	\$22,446	\$15,438	(\$10,711)	(\$21,927)	\$9,162	\$351	(\$125)	\$20	\$14,654
Other Funds Total	\$677,755	\$365,001	(\$184,525)	(\$451,064)	\$219,558	\$9,512	(\$2,579)	\$1,141	\$634,799
Grand Total	\$6,537,482	\$3,266,651	(\$1,740,153)	(\$4,462,309)	\$2,156,936	\$91,295	(\$25,500)	\$8,409	\$5,832,811

Non-Departmental

6. Retiree Health Credit Cost Increase

Total Cost	\$91,295
Supporting Revenue	\$9,512
Total PWC Cost	\$81,783

a. Description - County employees are not provided health insurance coverage upon retirement. The County Retiree Health Credit Program is available to employees upon separation and retirement from County service. All full-time employees and existing retirees with a minimum of 15 years of County service can receive \$5.50 per month for each year of service, up to a maximum of \$165 per month for 30 years of County service. When the \$45 maximum per month currently offered as part of the State VRS is added, the maximum for 30 years of County service increases to \$210 per month. The Retiree Health Credit Program is separate from and in addition to the existing VRS Health Credit Program, which is also totally funded by County contributions.

- A 5% cost increase of \$91,295 in the retiree health care budget is included to cover projected growth in this benefit due to additional retirees. The amount paid to each individual retiree has not increased.

The total general fund cost to increase the retiree health care budget at 5% per year is \$1,311,663 in FY17-21.

Budget Initiatives

1. County Proffers for Capital Projects

Expenditure	\$7,404,608
Revenue	\$7,404,608
General Fund Impact	\$0
FTE Positions	0.00

a. Description - Funding is transferred from proffer accounts to support capital projects. Of this amount, \$5,734,012 is budgeted for transportation projects; \$1,184,903 for parks and trail projects; \$338,517 for fire & rescue projects; and \$147,176 for watershed projects identified in the FY2017-2022 Capital Improvement Program (CIP). Please refer to the CIP section of this document for additional information regarding proffers and specific projects. This is a one-time transfer and there are no Five-Year Plan impacts.

2. Property and Miscellaneous Insurance Increase due to County Vehicle Claims

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

a. Description - A \$329,000 increase to the Property and Miscellaneous Insurance budget is proposed to cover insurance expense claims for County vehicles. Funding will be used to service/repair damaged vehicles and replace totaled vehicles. Insurance claims will provide the revenue for this increase with no net impact to the general fund and Five-Year Plan.

Non-Departmental

3. Hylton Performing Arts Center (HPAC) Contribution

Expenditure	\$2,046,529
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Prince William County currently contributes a total of \$2,050,000 to the HPAC for debt service (\$1,900,000) and capital needs (\$150,000). This funding is currently paid from the County's capital construction fund via a transfer from the general fund. This request transfers existing funding within the general fund to Non-Departmental for the annual contribution to HPAC. The annual contribution will no longer be made from the County's capital construction fund. The FY17 contribution provides \$1,896,529 for debt service and \$150,000 for capital expenses. Additional savings will be realized in future years due to refunded (refinanced) debt associated with the HPAC. Please see the detail below for County contributions to the HPAC in the Five-Year Plan.

	FY17	FY18	FY19	FY20	FY21
Debt Service	\$1,896,529	\$1,877,104	\$1,857,709	\$1,861,916	\$1,859,096
Capital	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total	\$2,046,529	\$2,027,104	\$2,007,709	\$2,011,916	\$2,009,096

4. Northern Virginia Community College (NVCC) Contribution

Expenditure	\$1,018,883
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - There are two components to Prince William County's contribution to NVCC. The first component provides a \$2.25 per capita annual capital development contribution to NVCC. The second component includes a \$34,140 allocation to support maintenance and operations at NVCC. This funding is currently paid from the County's capital construction fund via a transfer from the general fund. This request transfers existing funding within the general fund to Non-Departmental for the annual contribution to NVCC. The annual contribution will no longer be made from the County's capital construction fund. The annual contribution is planned to increase to \$2.50 per capita in FY18. Combined with projected population increases, the five year cost of increased NVCC contributions is \$732,934.

5. Cable Equipment Grant

Expenditure	\$95,500
Revenue	\$95,500
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - An annual 1% cable equipment grant is provided by cable television providers operating in PWC. Grant proceeds must be used for cable-related capital needs. Although not considered general revenue, revenue derived from the grant is shared with Prince William County Schools. Cable grant revenue is expected to increase \$95,500 from \$1,385,000 in FY16 to \$1,480,500 in FY17. The transfer to the Schools will increase \$54,654 from \$792,636 to \$847,290. The total revenue to the County will increase \$40,846 from \$592,364 to \$633,210. Both the County and Schools use cable equipment grant proceeds to support informational programming on their respective access channels. Cable equipment grant receipts are evaluated on an annual basis for potential, future increases.

Non-Departmental

6. Transient Occupancy Tax (TOT) for Tourism

Expenditure	(\$283,500)
Revenue	(\$283,500)
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - TOT revenue designated for tourism decreases \$283,500 from \$2,383,500 in FY16 to \$2,100,000 in FY17. TOT revenue is derived from a levy on hotels, motels, boarding houses, travel campgrounds and other facilities offering guest rooms rented out for continuous occupancy for fewer than 30 consecutive days. This tax is reinvested to attract and serve more visitors. The portion of the County's TOT revenue designated to support tourism-related expenditures is included under Other Local Taxes within the Funding Sources area of the Expenditure and Revenue Summary. Funding is restricted to a portion of the three cents of each five cents received from TOT revenue collected by the County. The three cents represent 60 percent of total TOT revenue collected and is designated for the promotion of tourism in the County.

The Proposed FY2017 Budget designated TOT fund allocation is shown in the table below:

Table One: Transient Occupancy Tax (TOT) Fund Allocations for Proposed FY2017 Budget	
The FY17 budget allocates the Transient Occupancy Tax (TOT) funding in the following manner:	Total
1. Transfer to Public Works/Historic Preservation	\$852,249
2. Transfer to the Convention and Visitors Bureau (CVB)	\$1,180,801
3. Dumfries Weems-Botts Museum	\$36,050
4. Prince William Soccer, Inc.	\$25,750
5. Occoquan Mill House Museum	\$5,150
TOT Allocated Total	\$2,100,000
FY17 TOT Revenue Projection	\$2,100,000
Contribution To/(Use Of) TOT Fund Balance	\$0

TOT expenditures for tourism in the Proposed FY2017 Budget total \$2,100,000 and are allocated as follows:

1. The Proposed FY2017 Budget provided to the Public Works, Historic Preservation program decreases \$301,739 from \$1,153,988 in FY16 to \$852,249 in FY17. Transient occupancy tax revenue to support the Public Works Historic Preservation program results in annual, general tax support of \$301,739.
2. The Proposed FY2017 Budget for the Prince William/Manassas Convention and Visitors Bureau (CVB) increases by \$18,239 from \$1,162,562 in FY16 to \$1,180,801 in FY17. Additional information on the CVB budget can be found in the Community Development section of this document.
3. The Proposed FY2017 Budget for the Dumfries Weems-Botts Museum (\$36,050), Prince William Soccer, Inc. (\$25,750) and Occoquan Mill House Museum (\$5,150) are unchanged from FY16.

Non-Departmental



General Debt

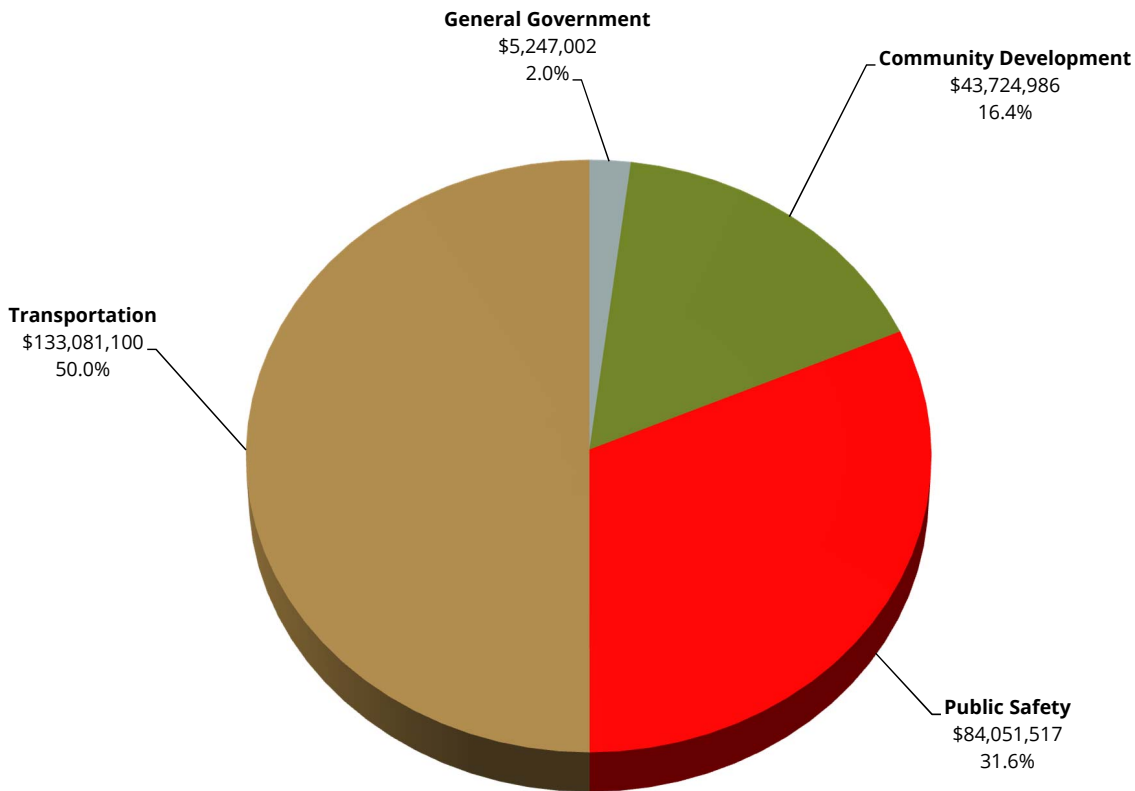
Expenditure & Revenue Summary



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Proposed	% Change Adopt16/ Proposed17
Expenditure by Program						
1 Debt Service	\$56,194,046	\$43,209,403	\$50,750,810	\$37,152,147	\$39,229,215	5.59%
2 NVTA C&I Tax Equivalency Transfer ¹	\$0	\$0	\$0	\$10,000,000	\$12,000,000	20.00%
Total Expenditures	\$56,194,046	\$43,209,403	\$50,750,810	\$47,152,147	\$51,229,215	8.65%
Funding Sources						
1 Revenue from Use of Money	\$677,582	\$673,919	\$681,496	\$677,375	\$677,375	0.00%
2 Revenue from Federal Government	\$1,566,762	\$1,638,656	\$1,532,832	\$1,541,433	\$1,539,772	(0.11%)
3 Non-Revenue Receipts	\$354,222	\$538,743	\$0	\$0	\$0	—
4 Transfers In	\$8,195,754	\$2,503,780	\$10,384,980	\$2,125,513	\$12,189,333	473.48%
Total Designated Funding Sources	\$10,794,320	\$5,355,098	\$12,599,308	\$4,344,321	\$14,406,480	231.62%
Net General Tax Support	\$45,399,726	\$37,854,306	\$38,151,502	\$42,807,826	\$36,822,735	(13.98%)
Net General Tax Support	80.79%	87.61%	75.17%	90.79%	71.88%	

¹ The NVTA C&I Tax Equivalency transfers existing debt service budget to satisfy requirements for receipt of NVTA funds. The \$12.0 million transfer in FY17 is not debt service paid on projects.

FY17-22 County Debt Service (Existing and New) by Project Category



\$266.1 Million

General Debt

Debt Management in Prince William County

The County's general debt budget includes principal and interest payments on outstanding debt service funded from multiple sources, including the general fund, fire levy, stormwater management fee, and other funding sources. Debt service payments of the school system and self-supporting revenue bonds are included in the respective budgets of the school system and the various enterprises.

Most general debt obligations for the County are structured with level principal payments, thereby reducing the debt service payments annually.

Note, the Prince William County Schools presented their budget and capital plan on February 3, 2016. Information is currently unavailable but it will be incorporated into the County capital program at a future date.

Bond Rating

Prince William County has been awarded AAA ratings from each of the three major credit rating agencies (Moody's, Fitch and Standard & Poor's). Only 38 counties nationwide have received this extraordinary achievement.

The AAA bond rating serves as a statement of a locality's economic, financial and managerial condition and representation of the business community's assessment of the investment quality of a local government. Highly rated bonds are more attractive and are more competitive in the market, thereby helping to lower the County's interest costs.

Debt Management Policy Statement

Proper debt management provides a locality and its citizens with fiscal advantages. The State does not impose a debt limitation on the County. However, it is essential to limit the debt of the County to a level that will not infringe on the County's ability to fund the County's ongoing annual operating expenses. For this reason, a debt policy is included in the County's [Principles of Sound Financial Management](#) and has been adopted by the Board of County Supervisors to ensure that no undue burden is placed on the County and its taxpayers. The policy provides the framework to limit the use of debt in Prince William County.

General Overview

- A. Existing Debt** - The total FY17 debt service on financing issued prior to FY16, including the Prince William County Schools CIP, is \$129.9 million. The County's portion of existing debt service is \$44.2 million. The Schools' portion of existing debt service is \$85.7 million.
 - 1. **Retired County Debt** - In FY17 debt service will not be retired for any County project.
 - 2. **Retired School Debt** - In FY17 debt service will not be retired for any School project.
- B. Projects Planned for Debt Financing in Fiscal Year 2017**
 - 1. **County Projects** - A total of \$63.4 million in additional debt issuances are planned for County projects in FY17. The Animal Shelter Replacement and Renovation (\$12.7 million), Coles Fire and Rescue Station Reconstruction (\$5.1 million), and the Adult Detention Center (\$40.5 million) are planned for FY17.
 - 2. **School Projects** - The Schools presented their budget and capital plan on February 3, 2016. Information is currently unavailable but it will be incorporated into the County capital program at a future date.
- C. Future Debt Issuances for Major Projects**
 - 1. **County Projects** - There are no additional debt issuances planned for County projects in FY18-22.
 - 2. **School Projects** - The Schools presented their budget and capital plan on February 3, 2016. Information is currently unavailable but it will be incorporated into the County capital program at a future date.

General Debt

D. Additional General Debt Funding Sources

1. **Recordation Tax Revenue** - Recordation tax revenue is generated when deeds are recorded in the County. The total estimated recordation tax revenue in FY17 is \$7.3 million; BOCS policy designates 74% (\$5.4 million) to support transportation. Some of that designated revenue helps support the debt service on Transportation bond projects. The amount of recordation tax supporting transportation debt service (DS) in FY17 is \$4.9 million. Debt service on the following projects is supported by recordation tax until the debt is retired.

Recordation Tax Revenue		
Project	FY17 Debt Service	Retire Date
Linton Hall Rd	\$924K	2030
Minnieville Rd (Old Bridge to Caton Hill)	\$1.4M	2030
PW Parkway Intersection Improv @ Minnieville Rd	\$125K	2029
PW Parkway Intersection Improv @ Old Bridge Rd	\$143K	2029
Rollins Ford Rd *	\$668K	2034
Route 1 (Neabsco Mills to Featherstone Rd) *	\$941K	2029
Spriggs Rd Phase I	\$647K	2029

* Recordation tax partially supports the total debt service for this project.

Additional unallocated recordation tax revenue will accumulate in a fund balance and will be used for BOCS approved transportation-related cash-to-capital expenses. The projected recordation tax fund balance at the end of FY16 is \$2.0 million. In addition, the unallocated revenue is projected to accumulate to \$5.0 million between FY17-21. Therefore, the total available to support transportation cash-to-capital by FY21 is \$7.0 and will be assigned as transportation projects are identified.

2. **Build America Bonds (BAB) Federal Reimbursement** - The BAB program was included in the American Recovery and Reinvestment Act (ARRA) of 2009, which was created to stimulate the national economy out of economic recession. The BAB program was intended to help state and local agencies regain access to bond markets after the financial collapse made it difficult to borrow and construct infrastructure improvements. It allowed municipalities to issue taxable bonds with the federal government subsidizing 35% of the interest payments. However, the federal reimbursement amount is lower than originally anticipated due to a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 6.8%.

During calendar year 2010, the County issued debt through the BAB program to construct roads and schools (as part of the Virginia Public School Authority). In FY16, the County will be reimbursed \$1,063,040 by the federal government in the County's general debt budget. Of this amount, \$165,455 will be retained to help pay County government debt service and \$900,585 will be transferred to the County's School division which is responsible for the annual debt service payments.

3. **Qualified School Construction Bonds (QSCB) Federal Reimbursement** - Similar to the aforementioned BAB program, the QSCB program was also created by ARRA. The program provides tax credits, in lieu of interest, to lenders who issue bonds to eligible school districts. The federal government planned to provide 100% of the interest payment through a reimbursement to the locality. However, the federal reimbursement amount is lower than originally anticipated due to a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 6.8%. Therefore, the locality would have only been responsible for repayment of the bond principal. QSCB bond proceeds may be used to finance new school construction or rehabilitate and repair public school facilities.

The County issued debt as part of the QSCB program during calendar year 2010. In FY17, the County will be reimbursed \$479,303 by the federal government in the County's general debt budget. The reimbursement will be transferred to the County's School division which is responsible for the annual debt service payments.

General Debt

FY2017 to FY2022 - Debt Service

The tables on the next four pages include debt service payments and funding source projections for the County and the Schools debt service through FY22.

Funding Sources

Funding Sources						
School Funding Sources (funding passed-through County budget)	FY17	FY18	FY19	FY20	FY21	FY22
VPSA 2010 B Build America Bonds' Federal Reimbursement @ 35% Subsidy of Interest Payment ¹	\$905,443	\$880,408	\$827,951	\$771,787	\$713,141	\$705,090
School 2010 Qualified School Construction Bonds' Federal Reimbursement, 100% Subsidy of Interest Payment ¹	\$479,303	\$479,303	\$479,303	\$479,303	\$479,303	\$479,303
Subtotal School Funding Sources	\$1,384,746	\$1,359,711	\$1,307,254	\$1,251,090	\$1,192,444	\$1,184,393
County Funding Sources	FY17	FY18	FY19	FY20	FY21	FY22
Rent from American Type Culture Collection (ATCC)	\$636,375	\$636,375	\$636,375	\$0	\$0	\$0
PWC GO Bond Series 2010B Build America Bonds' Federal Reimbursement @ 35% Subsidy of Interest Payment ¹	163,331	163,331	163,331	163,331	157,325	141,508
Transfer in from Stormwater Management Fund	111,341	109,386	106,605	103,515	100,425	97,335
Transfer in from Fire Levy	2,008,388	2,378,756	2,293,805	2,221,694	2,149,027	2,088,213
PW Parkway Transportation District	2,163,000	0	0	0	0	0
234 Bypass Transportation District	206,000	212,180	218,545	218,545	218,545	218,545
Interest Earned on Unspent Bond Proceeds	41,000	41,000	41,000	41,000	41,000	41,000
Subtotal County Funding Sources	\$5,329,435	\$3,541,028	\$3,459,661	\$2,748,085	\$2,666,322	\$2,586,601

¹ The original Federal subsidies of interest payments on the VPSA 2010 B, 2010 QSCB, and the PWC 2010 GO Bonds have been reduced by the Federal Sequestration. The current sequestration reduction rate is 6.8% - this rate may change from year to year.

New Debt Service & Total Debt Service

New Debt Service						
County New CIP Debt Service	FY17	FY18	FY19	FY20	FY21	FY22
Animal Shelter Replacement and Renovation	\$0	\$1,143,000	\$1,143,000	\$1,143,000	\$1,143,000	\$1,143,000
Adult Detention Center Phase II	0	3,645,480	3,564,440	3,483,430	3,402,420	33,214,100
Central District Police Station	1,976,000	2,177,820	2,132,040	2,086,260	2,040,480	19,994,700
Coles Fire & Rescue Station Reconstruction (Fire Levy)	0	459,000	448,800	438,600	428,400	418,200
Subtotal County New CIP Debt Service	\$1,976,000	\$7,425,300	\$7,288,280	\$7,151,290	\$7,014,300	\$54,770,000

Total Debt Service						
Total General Debt	FY17	FY18	FY19	FY20	FY21	FY22
Total County Existing Debt	\$44,187,551	\$39,680,237	\$39,705,660	\$35,255,446	\$37,231,147	\$31,729,263
Total Schools Existing Debt	85,673,668	81,114,109	77,994,838	74,709,751	70,809,105	66,085,469
Total County New CIP Debt	1,976,000	7,425,300	7,288,280	7,151,290	7,014,300	54,770,000
Total Schools New CIP Debt (<i>Amounts to be determined</i>)	TBD	TBD	TBD	TBD	TBD	TBD
Grand Total All Debt Service	\$131,837,219	\$128,219,646	\$124,988,778	\$117,116,488	\$115,054,552	\$152,584,732
Debt Program Admin Expenses	FY17	FY18	FY19	FY20	FY21	FY22
Other Debt Service Costs	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000
Investment Fees on Unspent Bond Proceeds	20,000	20,000	20,000	20,000	20,000	20,000
Subtotal Administrative Expenses	\$104,000	\$104,000	\$104,000	\$104,000	\$104,000	\$104,000
Total General Debt (County + Schools)	\$131,941,219	\$128,323,646	\$125,092,778	\$117,220,488	\$115,158,552	\$152,688,732

General Debt

Existing Debt Service

Existing Debt Service							
Existing Debt Service on County Projects	Type	FY17	FY18	FY19	FY20	FY21	FY22
2012B Refunding - Park Projects	Parks & Rec	\$258,078	\$245,216	\$52,323	\$98,946	\$0	\$0
ATCC	Facilities	1,235,225	1,236,688	0	0	0	0
BMX Track	Parks & Rec	625	625	625	625	15,468	0
Delaney Land Parcel Acquisition	Facilities	318,886	470,777	453,206	435,788	418,250	400,540
Development Services Building	Facilities	1,412,304	2,085,012	2,007,191	1,930,048	1,852,375	1,773,940
Fuller Heights Park Phase I	Parks & Rec	320,826	311,836	302,845	293,855	284,865	275,264
Haymarket Gainesville Community Library	Library	946,399	929,781	906,143	879,878	853,613	827,348
Hellwig Park Sports Complex	Parks & Rec	404,700	392,746	385,649	229,650	265,099	256,061
Montclair Community Library	Library	1,224,751	1,203,246	1,172,655	1,138,665	1,104,675	1,070,685
Occoquan River Mill Park	Parks & Rec	111,341	109,386	106,605	103,515	100,425	97,335
Parks - General's Ridge Golf Course	Parks & Rec	242,630	241,566	240,308	241,276	243,162	240,738
Parks - Forest Greens Golf Course	Parks & Rec	441,811	439,873	437,584	439,345	442,779	438,365
Parks - Splashdown Waterpark	Parks & Rec	318,991	317,592	315,939	317,211	319,690	316,503
Prince William Golf Irrigation & Stormwater Improvements	Parks & Rec	30,021	44,320	42,666	41,026	39,375	37,708
Silver Lake Dam Renovation (Stormwater Mgmt Fee)	Parks & Rec	111,341	109,386	106,605	103,515	100,425	97,335
Sports Fields Improvements	Parks & Rec	387,462	377,740	374,875	372,157	331,650	311,139
Sudley Park Land Acquisition	Parks & Rec	40,641	39,214	39,876	40,726	36,608	28,597
Valley View Park	Parks & Rec	55,338	53,522	54,365	55,447	135,997	36,396
Veterans Park	Parks & Rec	86,605	83,543	84,964	86,788	63,987	61,354
WaterWorks Water Park Children's Pool Renovation	Parks & Rec	55,671	54,693	53,303	51,758	50,213	48,668
Facilities General	Facilities	668,425	670,363	666,400	666,119	668,919	0
Owens Building	Facilities	637,572	49,652	609,306	28,384	581,864	0
Adult Detention Center	Judicial Admin	3,418,153	2,401,340	2,314,587	2,228,588	2,142,000	2,054,562
Antioch Volunteer Fire Station (Fire Levy)	Fire & Rescue	390,073	373,385	351,649	338,837	322,002	310,296
Birchdale Volunteer Fire Station (Fire Levy)	Fire & Rescue	355,071	344,603	334,047	318,110	302,713	292,445
Judicial Center	Judicial Admin	2,284,876	177,938	2,183,579	101,719	2,085,234	0
Juvenile Detention Center Phase II	Judicial Admin	733,354	57,111	700,841	32,648	669,277	0
Linton Hall (Nokesville) Fire Station (Fire Levy)	Fire & Rescue	428,074	404,266	384,267	368,946	353,624	338,303
Police Driver Training Track	Police	383,547	372,152	358,832	351,675	344,518	337,361
River Oaks Volunteer Fire Station (Fire Levy)	Fire & Rescue	370,052	343,155	331,112	319,068	307,849	296,630
Spicer Fire Station (Fire Levy)	Fire & Rescue	144,323	135,195	125,198	120,329	115,785	111,241
Western District Police Station	Police	1,512,815	1,507,888	1,508,505	1,506,573	1,509,508	1,510,154
Yorkshire Fire Station (Fire Levy)	Fire & Rescue	320,796	319,151	318,733	317,805	318,653	321,098
2012B Refunding - Road Projects	Transportation	1,386,719	1,269,847	244,695	400,831	0	0
234 Bypass	Transportation	20,550	19,824	20,161	20,594	15,183	14,559
Benita Fitzgerald Drive	Transportation	177,036	172,859	174,797	234,689	258,466	249,499
Heathcote Boulevard	Transportation	259,610	253,487	256,328	344,222	379,171	366,018
Innovation Loop Road	Transportation	38,165	36,816	37,442	38,246	28,198	27,037
Linton Hall Road	Transportation	924,330	896,509	863,182	828,802	794,980	762,581
Minnieville Road (existing)	Transportation	205,503	198,238	201,610	205,938	151,833	145,586
Minnieville Road (Old Bridge to Caton Hill)	Transportation	1,433,194	1,392,114	1,384,492	1,295,047	1,352,514	1,304,859
Minnieville Road (Cardinal to Spriggs)	Transportation	660,826	643,226	640,861	620,329	693,203	669,285
PW Parkway Extension to Rt. 1	Transportation	626,936	605,271	615,325	641,976	493,771	473,854
Prince William Parkway	Transportation	325,755	314,390	319,664	329,345	278,451	236,144
PW Parkway Intersection Improvements at Minnieville	Transportation	124,575	121,150	122,739	151,783	152,097	146,623
PW Parkway Intersection Improvements at Old Bridge	Transportation	143,399	139,455	141,286	174,681	174,996	168,697
PW Parkway (Old Bridge to Minnieville)	Transportation	723,717	711,009	692,933	672,848	652,763	632,678
Ridgefield Road	Transportation	192,312	185,721	188,780	192,706	283,490	132,067
Rt 1 Intersection	Transportation	183,252	176,973	179,887	189,125	147,620	141,706
Rt 1 Neabscro (Dale) to Featherstone	Transportation	3,845,533	3,752,749	3,662,692	3,301,673	3,308,203	3,200,305
Rt 1 Joplin to Bradys Hill	Transportation	3,762,936	3,654,137	3,565,088	2,928,313	3,023,512	2,911,955
Rt 15 James Madison Highway (Rt. 15 N & S, Old Carolina, Waterfall)	Transportation	2,637,879	2,558,516	2,454,391	2,190,423	2,189,582	2,112,402
Rollins Ford Road	Transportation	1,506,085	1,470,872	1,430,702	1,388,678	1,346,654	1,303,035
Spriggs Road Phase I	Transportation	646,604	627,482	636,356	748,648	755,163	674,614
Spriggs Road Phase II	Transportation	1,991,790	1,924,384	1,902,695	1,930,843	1,636,453	1,550,856
Sudley Manor Drive	Transportation	1,187,612	1,153,518	1,169,339	1,407,298	1,361,499	1,311,803
University Boulevard (Hornbaker to Sudley Manor)	Transportation	1,185,372	1,163,705	1,134,814	1,105,924	1,103,716	1,044,912
Wellington Road	Transportation	347,087	335,022	340,620	353,467	269,027	258,122
Subtotal County Existing Debt Service		\$44,187,551	\$39,680,237	\$39,705,660	\$35,255,446	\$37,231,147	\$31,729,263

General Debt

Existing Debt Service (Continued)

Existing Debt Service (Continued)						
Existing Debt Service on School Projects	FY17	FY18	FY19	FY20	FY21	FY22
Architectural & Engineering Services	\$437,456	\$426,235	\$413,917	\$400,399	\$386,902	\$344,289
Ashland ES	697,946	669,034	641,283	613,531	585,779	558,027
Ashland ES Addition	268,852	260,051	251,249	242,448	234,510	226,571
Ashton ES	761,547	735,830	710,113	680,926	652,450	623,973
Battlefield High School (Ninth High School)	2,748,550	2,647,577	2,547,089	2,441,360	2,336,704	2,232,048
Bel Air ES Addition	236,448	228,708	220,967	213,227	206,245	199,263
Bennett ES Addition, Phase I	33,531	32,600	31,669	30,738	29,808	28,877
Benton MS	1,100,846	1,060,450	1,020,053	502,151	486,745	471,338
Blackburn Traditional School	761,547	735,830	710,113	680,926	652,450	623,973
Braemar ES	681,326	650,852	620,377	589,906	559,428	0
Braemar MS	960,476	920,689	882,499	844,309	806,118	767,928
Brightwood ES	1,533,622	1,483,416	1,433,210	1,383,005	1,337,721	1,292,438
Bristow Run ES Addition	120,578	116,506	112,435	107,813	103,305	98,796
Bus Parking Lot at Garfield HS	75,825	74,063	72,302	70,358	68,415	66,429
Catharpin MS	1,191,172	1,139,815	1,089,424	1,039,034	988,644	465,108
Dale City ES Addition	50,006	47,769	45,532	43,296	41,059	0
Dominion ES	734,206	706,084	677,962	649,840	621,718	593,596
Devlin(named Chris Yung) ES	2,275,417	222,487	2,162,940	2,096,778	2,030,615	1,964,453
Dumfries ES Renewal	315,769	307,234	298,699	290,164	281,629	273,094
Energy Efficiency Improvements, Multi School	1,084,274	1,084,274	1,084,274	1,084,274	1,084,274	1,084,274
Featherstone ES Renewal	673,544	653,479	631,495	614,313	592,637	571,760
Ferlazzo ES	2,308,220	2,244,144	2,180,067	2,115,990	2,051,914	1,987,837
Four Year Trail (named Mary Williams) ES	926,548	895,260	863,971	828,460	793,814	759,167
Freedom High School (Tenth High School)	3,047,330	2,936,268	2,825,690	2,708,510	2,592,682	2,476,854
General Non-specific School Projects	8,387,190	8,093,885	7,800,580	7,522,850	7,245,120	6,951,815
General School Renovations	1,277,112	1,234,537	1,191,961	1,149,385	1,108,574	1,069,269
Godwin MS Addition	118,692	113,811	109,126	104,442	120,488	94,119
Graham Park MS Addition	50,006	47,769	45,532	43,296	41,059	0
Graham Park MS Renewal	4,890	4,890	4,890	4,890	120,982	0
Haymarket ES	2,282,530	2,220,835	2,159,140	2,097,445	2,035,750	1,974,055
Henderson ES	33,531	32,600	31,669	30,738	29,808	28,877
Kettle Run ES	2,633,340	1,483,744	1,448,098	1,409,731	1,370,299	1,329,633
Kettle Run HS, Phase I	222,778	215,485	208,192	200,899	194,321	187,743
Kettle Run HS, Phase II	498,606	483,027	467,449	451,870	436,291	420,713
Kettle Run HS, Phase III	2,810,508	2,729,329	2,643,050	2,565,313	2,487,576	2,401,297
Kettle Run HS, Phase VI	1,973,790	3,069,583	2,995,657	2,916,575	2,834,744	2,750,166
Kilby ES Renewal	195,792	185,700	177,268	177,065	164,821	157,659
Kilby ES Replacement	502,963	489,001	475,038	461,076	447,114	433,152
Kingsbrooke ES	558,260	529,420	0	0	0	0
Lake Ridge MS Renewal	873	873	873	873	21,604	0
Linton Hall ES - Piney Branch	1,641,550	1,699,438	1,658,620	1,614,660	1,569,508	1,522,954
Loch Lomond ES Addition	472,649	459,479	446,309	433,086	419,862	406,625
Lynn MS Renewal	5,937	5,937	5,937	5,937	146,907	0
Maintenance Facility East - Joplin	838,272	815,002	791,731	768,460	745,190	721,919
Marumsco ES Addition	308,304	298,671	289,039	279,409	269,773	260,140
Mill Park ES	1,533,622	1,483,416	1,433,210	1,383,005	1,337,721	1,292,438
Montclair ES Addition	185,311	179,244	173,178	167,111	161,640	156,168
Mountain View ES Addition	76,613	73,678	70,744	67,809	64,875	61,940
Mullen ES Addition	453,941	441,297	428,653	415,955	403,256	390,546
Neabsco ES Addition	33,531	32,600	31,669	30,738	29,808	28,877
Nokesville K-8	1,967,263	1,912,959	1,858,656	1,804,352	1,750,049	1,695,745
Occoquan ES Addition	76,613	73,678	70,744	67,809	64,875	61,940
Pase East School Replacement	167,654	163,000	158,346	153,692	149,038	144,384
Pace West School Replacement	603,697	589,673	575,648	560,173	544,698	528,886
Parkside MS Renewal	919,408	894,790	870,173	845,555	1,061,415	786,191
Pattie ES Addition & Renovation	136,801	132,957	129,114	125,270	121,427	117,583
Penn ES Addition	440,217	427,849	415,481	403,113	390,745	378,377
Potomac High School Addition	1,306,534	1,272,627	1,238,720	1,203,430	1,168,139	1,132,528

General Debt

Existing Debt Service (Continued)

Existing Debt Service (Continued)						
Existing Debt Service on School Projects	FY17	FY18	FY19	FY20	FY21	FY22
Potomac Middle School Addition	\$588,125	\$571,602	\$555,078	\$538,555	\$522,031	\$505,507
Potomac Shore ES, Phase I	167,654	163,000	158,346	153,692	149,038	144,384
Potomac View ES Addition	249,490	241,695	233,900	226,105	218,310	210,514
Queen Chapel ES	520,320	493,440	0	0	0	0
Reagan (Silver Lake) Middle School	2,197,353	2,062,701	2,013,292	1,959,721	1,905,103	1,848,927
Rippon MS Addition	596,016	579,471	562,925	546,379	529,834	513,288
Rippon MS Renewal	873	873	873	873	21,604	0
River Oaks ES Addition	510,606	496,780	482,954	469,129	455,303	441,478
Rockledge ES Addition	400,084	387,583	375,083	362,583	350,082	337,582
Saunders MS Renewal	\$873	\$873	\$873	\$873	\$21,604	\$0
School Administration Building	2,068,099	1,998,215	1,928,330	1,858,446	1,788,562	1,722,959
School Site Acquisitions	787,408	760,800	734,192	707,584	680,977	655,999
School GO 2012B Refunding	3,534,233	3,406,725	1,768,196	1,479,137	0	0
Signal Hill ES	702,695	672,350	641,633	610,544	0	0
Sinclair ES Addition	484,341	470,843	457,345	443,792	430,240	416,675
Southbridge ES	625,070	597,111	569,153	541,195	513,236	0
Stonewall MS Renewal	247,071	244,097	251,196	221,070	242,438	232,785
Sudley ES Addition	496,034	482,207	468,380	454,499	440,618	426,725
Swans Creek ES Addition	358,445	350,118	341,791	332,603	323,414	314,026
Transportation Center, Mid County	304,619	294,332	284,045	272,370	260,980	249,589
Transportation Center, West	144,071	138,103	132,375	126,646	120,918	115,189
Triangle ES Replacement Phase I	596,005	577,383	558,761	540,139	521,517	502,896
Triangle ES Replacement Phase II	1,384,280	1,344,296	1,301,801	1,263,512	1,225,224	1,182,728
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase I	226,832	220,459	214,086	207,713	201,340	194,967
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase II	659,841	642,006	624,171	606,336	588,501	570,666
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase III	3,977,008	3,884,496	3,780,420	3,664,780	3,549,140	3,433,500
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase IV	4,189,144	4,072,852	3,956,561	3,840,269	3,723,978	3,607,686
Tyler ES	95,396	92,173	88,949	85,726	82,502	79,476
Wentworth Green MS	970,330	937,541	904,752	871,963	839,174	808,394
Woodbridge MS Renewal	873	873	873	873	21,604	0
Vaughn ES Addition	469,195	453,861	438,526	423,192	407,858	353,702
Westridge ES Addition	310,556	303,341	296,127	288,166	280,205	272,071
West Gate ES Addition	259,848	252,657	245,466	238,221	230,976	223,718
Yorkshire ES Replacement Phase I	1,807,065	1,749,810	1,692,554	1,635,298	1,579,752	1,524,206
Subtotal School Existing Debt Service	\$85,673,668	\$81,114,109	\$77,994,838	\$74,709,751	\$70,809,105	\$66,085,469
Total Existing Debt Service	\$129,861,219	\$120,794,346	\$117,700,498	\$109,965,198	\$108,040,252	\$97,814,732

General Debt





Proposed FY2017-2022

CAPITAL

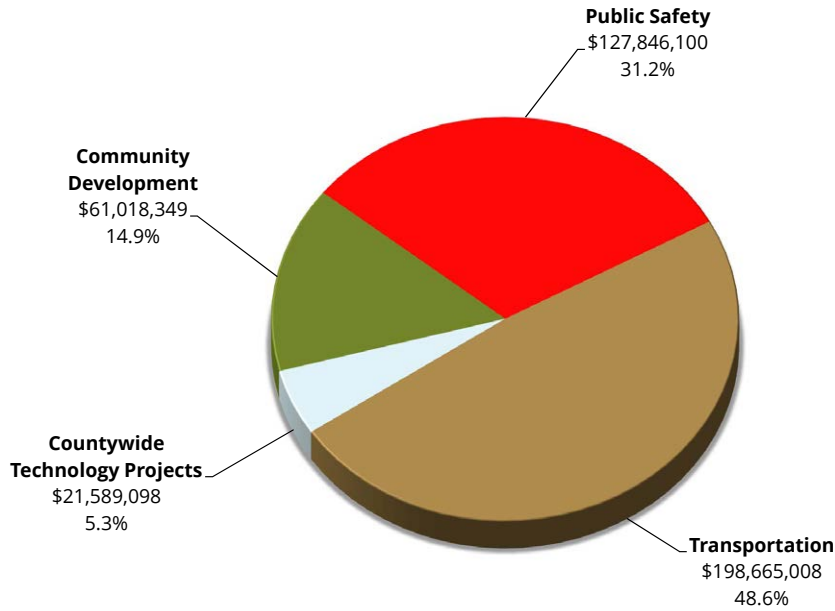
Improvement Program

Capital Improvement Program

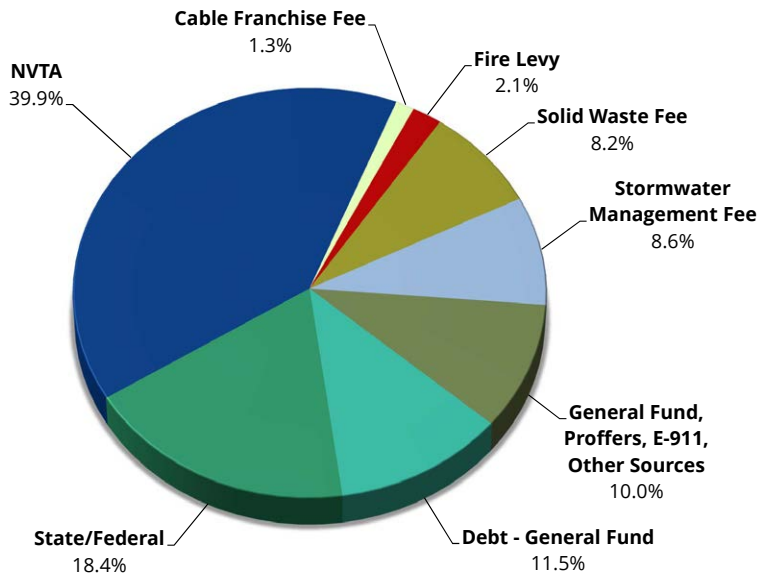
Total Projected Expenditures by Functional Area							
	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22
Community Development	\$21,773,690	\$15,026,000	\$4,047,459	\$4,908,400	\$9,571,800	\$5,191,000	\$60,518,349
General Government	\$9,484,252	\$2,585,806	\$897,210	\$458,210	\$12,458,210	\$458,210	\$26,341,898
Public Safety	\$42,000,612	\$40,007,115	\$28,766,686	\$12,803,888	\$15,000	\$0	\$123,593,301
Transportation	\$82,039,693	\$58,178,680	\$27,781,635	\$20,585,000	\$5,040,000	\$5,040,000	\$198,665,008
Total	\$155,298,247	\$115,797,601	\$61,492,990	\$38,755,498	\$27,085,010	\$10,689,210	\$409,118,555

County Project Expenditures by Category (FY17-22)

Technology projects spread to specific functional area, with remaining in Countywide Technology Projects category.



County Funding Sources (FY17-22)



Capital Improvement Program

Capital Improvement in Prince William County

The Prince William County financial and program planning ordinance requires that the County Executive prepare a capital plan annually. The development of the [Capital Improvement Program \(CIP\)](#) is guided by the Board of County Supervisors' (BOCS) adopted Strategic Plan, Comprehensive Plan, and Principles of Sound Financial Management. Together these policy documents require that the CIP:

- Incorporate the goals and strategies of the [Strategic Plan](#);
- Demonstrate an identifiable revenue source for each project;
- Meet the debt financing policies in the [Principles of Sound Financial Management](#); and
- Integrate County government projects with school projects into one affordable plan.

The capital planning process begins each summer when agencies are asked to update current capital projects and identify capital project needs. Agency submissions are collaboratively evaluated by staff from Finance, Public Works, Information Technology, Transportation, Planning, Management & Budget, and Executive Management. Funding requests are prioritized using criteria that include the relationship to the community's goals as expressed through the County's Strategic and [Comprehensive Plans](#), completion of projects already underway and mandated improvements to County infrastructure, and are then balanced against available funds. Once evaluated, the recommendations are reviewed, modified, and sanctioned by the County Executive.

The CIP is then presented to the BOCS for consideration. During the spring, work sessions and public hearings are held with the Planning Commission and the BOCS as part of the annual budget process. In late April, the BOCS considers and adopts a capital budget for the upcoming fiscal year a capital plan for six fiscal years.

Annual Capital Project Review

In order to provide the BOCS and the County Executive with regular status reports, capital project updates are reported through:

- Public Works Quarterly Project Reports,
- Transportation Bimonthly Reports,
- Parks & Recreation Quarterly Reports, and
- Economic Development Quarterly Reports.

Reports highlight active projects, major milestones, anticipated completion dates and a narrative explaining the current project status.

In the spring, prior to the start of year-end activity, the Finance Department conducts a review of the capital fund activity. Relevant findings are forwarded to each project manager for feedback. This financial review is an internal control best practice and provides the foresight necessary for the planning process in the subsequent fiscal year.

The Capital Budget

The capital budget is appropriated on an annual basis and is included in the adopted budget. The proposed FY17 capital budget for the County government is \$155.3 million. Funding sources for County projects include the general fund, debt, state/federal, fire levy, stormwater management fees, proffers, the transportation reserve, capital reserve, internal service fund balance, and solid waste fees.

No revenues are anticipated from the projects included in the proposed FY17 capital budget.

Capital Improvement Program

General Overview

A. New County Projects - The CIP includes 15 new projects. More detail about each of these projects can be found later in this document:

Community Development

- **Grounds Maintenance Building at Locust Shade Park (Parks & Recreation)** - This project will construct a grounds maintenance building at Locust Shade Park. The project is funded by the general fund.
- **Historic Preservation Safety and Maintenance Improvements (Historic Preservation)** - This project will construct improvements at various historic sites managed by the Public Works, Historic Preservation program. The project is funded by existing resources in the historic preservation capital reserve.
- **Human Services Building Renovation (Parks & Recreation)** - This project will renovate an existing human services building to enhance homeless services. The project is funded by the general fund.
- **Locust Shade Park Water Line Improvements (Parks & Recreation)** - This project will repair the waterline along Route 1 and within Locus Shade Park. The project is funded by the general fund.

General Government

- **Commonwealth Attorney Case Management System (DoIT)** - This project will develop a case management system for the Commonwealth Attorney. Funded is provided by criminal forfeiture funds in the general fund.
- **Human Resources Electronic Document Management System (DoIT)** - This project will develop a document management system for Human Resources. The project is funded by the general fund.
- **Qmatic Replacement (DoIT)** - This project will replace the existing Qmatic queuing system used by development services agencies. Funding is provided by development fee revenue.

Public Safety

- **Animal Shelter Expansion and Renovation (Police)** - This project will construct an expansion and renovate the existing structures at the County's Animal Shelter. The project is funded by the general fund.
- **Courthouse Security System Replacement (Judicial Administration)** - This project will replace and upgrade the security system software and hardware at the Courthouse complex in Manassas. The project is funded by the general fund.
- **General District Courtroom No. 6 (Judicial Administration)** - This project will construct an additional courtroom for the General District Court within the existing Courthouse complex. Funding is provided by the general fund.
- **Security Enhancements @ McCoart Complex (Police)** - This project funds security enhancements around the Owen's Building at the McCoart Complex. The project is funded by the general fund.
- **Station 22 (West End) Fire and Rescue Station (Fire & Rescue)** - This project will construct a new fire station in the western end of the County. The project is funded by the fire levy.

Transportation

- **Neabsco Mills Road - Route 1 to Dale Boulevard (Transportation)** - This project will design roadway improvements to Neabsco Mills Road between Route 1 and Dale Boulevard. The project is funded by state revenue sharing funds.
- **Route 28 - 234 Bypass to Linton Hall Road (Transportation)** - This project will expand capacity along Route 28 from the 234 Bypass to Linton Hall Road. The project is funded by Northern Virginia Transportation Authority (NVTA) 70% funds.

Capital Improvement Program

- **Vint Hill Road – Schaeffer Lane to Sudley Manor Drive (Transportation)** - This project will design improvement to Vint Hill Road and sidewalks along Kettle Run Road. The project funding is provided by developer contributions (proffers).

B. Northern Virginia Transportation Authority (NVT A) Funding for Transportation - The CIP includes new resources as a result of [House Bill 2313 \(HB 2313\)](#) which provides additional transportation funding for the Commonwealth of Virginia and the Northern Virginia region. The NVT A is the authorized regional entity responsible for project selection and implementation for the Northern Virginia region, which includes Prince William County.

Transportation funding benefiting Prince William County will be split into two categories. Projects with regional congestion relief benefits will be funded by 70% of the NVT A funds. The remaining 30% of NVT A funds will be transferred directly to the County for urban or secondary road construction, capital improvements that reduce congestion, projects included in the regional plan TransAction 2040 or its future updates, and/or for public transportation purposes. This funding may be used at the County's discretion.

In FY17, the total NVT A 30% funding will be split and provide support to both Virginia Railway Express (VRE) and County managed road construction projects. Additional information about the NVT A 30% funding allocated to VRE can be found in the Community Development, Transit section of the budget document.

Prior year NVT A 30% funding has been programmed to the Minnieville Road (Spriggs to Route 234), Route 1 (Neabsco Mills Road to Featherstone Road), and the Prince William Parkway Intersection Improvement projects. Future 30% revenues designated for road construction will be allocated as projects are identified. Additional information can be found on the NVT A project page in the CIP-Transportation section and the Department of Transportation agency pages.

C. Satisfying the Commercial & Industrial Tax Requirement of NVT A - Legislation approving the NVT A funding mechanism requires that jurisdictions implement a commercial and industrial tax or designate an equivalent amount for transportation purposes. The tax or the equivalent must be deposited in a separate, distinct fund. The County has chosen to designate an equivalent and is doing so by transferring transportation debt service to the capital fund. The total amount being transferred in FY17 is \$12.5 million.

D. Route 1/Route 123 Underground Utilities - In [BOCS Resolution 13-706](#), approved December 3, 2013, the BOCS approved the use of \$12.1 million from the capital reserve and recordation tax revenue fund balance to support the undergrounding of utilities in conjunction with the Virginia Department of Transportation's (VDOT) roadway improvement project at the Route 1/Route 123 intersection in Woodbridge. The funds are provided to VDOT on a reimbursement basis. As of December 31, 2016, \$8.5 million has been transferred.

E. Historic Preservation Safety & Maintenance Improvements - The CIP includes \$145,488 that will fund safety and maintenance improvements at County historic sites. The funding is provided by the capital reserve designated for historic preservation. The improvements include:

- **Brentsville Courthouse Complex Entrance Improvements** **\$ 57,488**
 - Widen the entrance road to improve safety for ingress and egress off Bristow Road into the site, which will accommodate school and tour buses.
- **Rippon Lodge Building Improvements** **\$ 44,000**
 - Painting, rail replacement, soffit repair and side porch rebuild, cap chimneys, and repair of the geothermal loop.
- **Brentsville Courthouse Complex Building Improvements** **\$ 37,000**
 - Roof repairs to the cabin and repairs to the windows and sills at the Courthouse.
- **Ben Lomond Historic Site Building Improvements** **\$ 7,000**
 - Basement window replacement and paint the metal portions of the roof.

Capital Improvement Program

- F. **Vint Hill Road (Schaeffer Lane to Sudley Manor Drive)** - The CIP includes \$2.7 million that will support design of the Vint Hill Road improvement project. The BOCS transferred funding on December 8, 2015, via [BOCS Resolution 15-790](#). The construction may be conducted in conjunction with the Route 28 projects currently underway. Additional funding will need to be identified to complete construction of road and sidewalk improvements.
- G. **Security Enhancements @ the McCoart Complex** - The CIP includes \$500,000 to support additional security enhancements at the Owens building at the County's McCoart Complex. A security assessment will be performed by Finance, Risk Management program and they will manage the project based on the assessment report.
- H. **Support for Future Capital Projects** - The CIP includes \$4.0 million to support future capital projects. The Comprehensive Plan identifies many park, infrastructure, facility and transportation unmet needs. This funding will support addressing those needs in future capital projects.
- I. **Public Safety 800 Mhz Radio Replacement** - The CIP includes a total of \$888,266 to replace public safety 800 Mhz radios. The Adult Detention Center (\$39,982), Fire & Rescue (\$398,298), Police (\$394,029), Public Safety Communications (\$3,174), and the Sheriff's department (\$52,783) all contribute toward replacement. The total amount is a \$67,587 increase over the prior year.
- J. **Six-Year Secondary Road Plan** - The Six-Year Secondary Road Plan is the VDOT method of establishing road improvement priorities and allocating funding for road improvements in the County's secondary road system. Secondary roads are defined as roads with state route numbers of 600 or greater. Each county in Virginia receives a specified amount of formulaic funding for road improvement projects. Funds are reimbursed for previously constructed projects as well as continued progress on current and future road projects.

On June 16, 2015, the BOCS adopted VDOT's FY2016-2021 Six-Year Secondary Road Plan ([BOCS Resolution 15-400](#)). The total FY16 allocation is \$90,443 for Unpaved Road Funds and \$0 in Secondary Plan formula funds. There are several potential roadway improvement projects that may utilize the funding. The following table details the estimated secondary road plan funding in the State's plan:

Six-Year Secondary Road Plan							
Name of Project	FY16	FY17	FY18	FY19	FY20	FY21	TOTAL
Six-Year Secondary Road Plan	\$90,443	\$113,587	\$132,550	\$143,563	\$137,976	\$0	\$618,119

Projected funding is estimated. Future allocations are contingent upon State funding.

- K. **Proffers for VDOT Secondary Road Plan Projects** - The CIP includes the transfer of \$179,154 in proffer funds to VDOT for projects in the Six-Year Secondary Road Plan.
- L. **Transfer from Economic Development Opportunity Fund** - The CIP includes a FY17 transfer of \$3.0 million from the general fund to the Economic Development Opportunity Fund. The transfer will support the County's economic development initiatives.
- M. **Prince William Museum at Rippon Lodge** - In [BOCS Resolution 13-496](#), approved on August 6, 2013, funding of \$25,999 was designated for the development of preliminary design and construction documents for a museum focused on the history of Prince William County. The museum is proposed to be located at the Rippon Lodge historic site in Woodbridge. The Prince William Historic Preservation Foundation has begun fundraising for the museum. In addition, proffer funding is being identified to supplement the prior approved funding to complete the preliminary documents.
- N. **Recordation Tax Revenue Growth** - Future growth in recordation tax revenue, generated when deeds are recorded, will be designated to support transportation projects. The projected amount available from FY17-21 is \$4.9 million and funding will be allocated through the CIP in the future.

Capital Improvement Program

Proffered Parks

Residential and commercial development often include proffers. Sometimes those proffers include fully constructed park and recreation facilities. Although these facilities are constructed by the developer, with no County funding, there is a need for operating funds to support the ongoing maintenance and operation of the facilities once they are completed.

There are currently four known proffers to construct park facilities which would require the County to fund operating costs.

Orchard Bridge Park Fields

Address: 7201 Centreville Road, Manassas, VA 20111

Description: Developer proffered to construct four fields in the Coles Magisterial District.

Estimated operating costs: \$100,000 ongoing

Completion date: Summer/fall 2016

Ali Krieger Sports Complex @ Potomac Shores

Address: 2400 River Heritage Blvd, Dumfries, VA 22026

Description: Developer proffered to construct fields in the Potomac Shores community along Route 1 in the Potomac Magisterial District. Five fields (one softball & four rectangular) with a comfort station in FY17; one artificial turf field and one tot lot in FY20; two rectangular fields and two Little League fields in FY23.

Estimated operating costs: \$500,000 one-time; \$450,000 ongoing for fields

Completion date: Phased beginning in FY17

Catharpin Park - Additional Fields

Address: 12500 Kyle Wilson Way, Catharpin, VA 20143

Description: Developer proffered to construct two additional fields at Catharpin Park in the Gainesville Magisterial District. Construction currently on hold due to soil issues.

Estimated operating costs: \$220,000 one-time; \$95,000 ongoing

Completion date: Pending

Rollins Ford Park - Soccer Complex

Address: 14500 Rollins Ford Road, Nokesville, VA 20181

Description: Developer proffered to construct soccer stadium for future park in Brentsville Magisterial District. Construction of park facilities are currently on hold.

Estimated operating costs: \$100,000 one-time, \$50,000 ongoing

Completion date: Pending



Orchard Bridge Park
Fields



Ali Krieger Sports Complex
@ Potomac Shores



Catharpin Park
Additional Fields



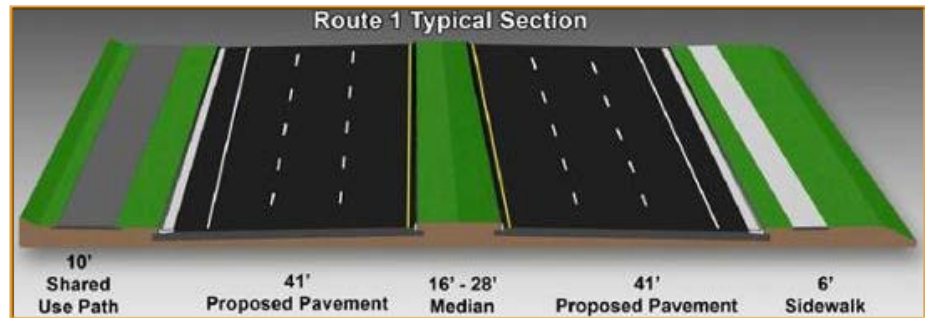
Rollins Ford Park
Soccer Complex

Capital Improvement Program

Other Capital Projects in Prince William County

There are a number of public projects that add infrastructure to the County but are not managed by the County government, including:

- **Virginia Department of Transportation (VDOT) Projects** - VDOT is currently working on a number of projects including the Route 1/Route 123 intersection improvements in the eastern end of the County and roadway improvements to Route 15 in the western end of the County. In addition, the recently completed high-occupancy toll (HOT) lanes public-private partnership project is complete and has helped to alleviate traffic backups on I-95 around Dumfries.



- **Northern Virginia Community College (NVCC) Workforce Development Center** - The center is planned to open in spring 2016 at the Woodbridge Campus and will focus on training for the region's most in-demand jobs, including information technology and cyber security. The County contributed \$1.0 million to assist with design and construction of the center.



Capital Improvement Program

- **The Arc of Greater Prince William/INSIGHT, Inc.** - The Arc is committed to providing opportunities for persons with disabilities to achieve their greatest potential growth and independence. The County provided \$1.0 million over five years (\$200,000 per year in FY12 through FY16) to support the expansion of a facility to provide nursing, physical therapy, enhanced family support and education, nutrition education, and an additional adult day program.



- **Freedom Center and Hylton Performing Arts Center @ Prince William GMU Campus** - The Freedom Aquatic and Fitness Center and the Hylton Performing Arts Center were built through a partnership between Prince William County, Manassas, and George Mason University. The County contributes funds to support debt service for the fitness center and debt service and capital maintenance at the arts center.



Capital Improvement Program

Completed Capital Improvement Projects

The following projects included in the [FY2016-2021 CIP](#) are scheduled to be completed (or substantially complete) in FY16.

Community Development

Haymarket Gainesville Community Library - This project constructed a community library in the Gainesville Magisterial District. The library opened in October 2015.

Long Park Improvements - This project constructs a water line to Long Park. Completion is expected in spring 2016.

Montclair Community Library - This project constructed a community library in the Potomac Magisterial District. The library opened in February 2016.

Occoquan River Mill Park - This project constructs a park along the Occoquan River in the town of Occoquan. Completion is expected in spring 2016.

Rollins Ford Park - This project clears and stabilizes the site. Completion is expected in spring 2016.

General Government

Computer-Aided Dispatch System - This project replaced the hardware and software infrastructure that processes calls and dispatch police, fire, and emergency medical personnel. The system was completed in December 2015.

E-911 Call Trunking System - This project replaces the hardware and software infrastructure that processes calls and dispatch police, fire, and emergency medical personnel. The system completion is expected in June 2016 (FY16).

Technology Upgrades and Improvements - This project upgrades communication and microwave equipment and provides a system to manage policy documents. The system completion is expected in June 2016 (FY16).

Sheriff Information Management System - This project upgraded a system that logs, tracks and maintains records for service of civil and criminal process. The system was completed in December 2015.

Transportation

Hellwig Park Entrance Road Reconfiguration - The entrance/exit road to George S. Hellwig Memorial Park will be realigned and a parking lot expanded. Completion is expected in spring 2016.

Kettle Run Road Sidewalk - A sidewalk was constructed on the west bound side of Kettle Run Road south of its intersection with Vint Hill Road. The sidewalk was completed in November 2015.

Logmill Road (Parnell Court to Meander Creek Lane) - This section of Logmill Road will be improved to enhance safety and improve vertical alignment of the roadway. Completion is expected in spring 2016.

Prince William Parkway Intersection Improvements - Intersection improvements at Prince William Parkway and Minnieville Road to ensure traffic flow moves through both intersections. Completion is expected in summer 2016.

Route 1/Route 234 Turn Lane Modification - This project constructs a second left turn lane on northbound Route 11 at the Route 234 intersection to improve traffic flow. Completion is expected in spring 2016.

US Marine Corps Heritage Center Parkway - This project extended the parkway, including the construction of a high elevation overlook for the center and a right turn lane off Route 1. The improvements were completed January 2016.

Capital Improvement Program

FY2017-2022 CIP Functional Area Summary

The following tables show FY17-22 capital expenditures by functional area for the County government totaling \$409.1 million.

FY2017-2022 Projected Expenditures							
Community Development							
	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22
Historic Preservation							
Historic Preservation Safety & Maint Improvements	\$144,148	\$0	\$0	\$0	\$0	\$0	\$144,148
Subtotal	\$144,148	\$0	\$0	\$0	\$0	\$0	\$144,148
Parks & Recreation							
Grounds Maintenance Building @ Locust Shade Park	\$762,500	\$0	\$0	\$0	\$0	\$0	\$762,500
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Locust Shade Park Water Line Improvement	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Potomac Heritage National Scenic Trail	\$5,505,391	\$0	\$0	\$0	\$0	\$0	\$5,505,391
Sports Field Improvements	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000
Trail Development	\$606,156	\$251,000	\$251,459	\$0	\$0	\$0	\$1,108,615
WaterWorks Children's Pool Renovation	\$2,114,629	\$0	\$0	\$0	\$0	\$0	\$2,114,629
Subtotal	\$10,023,676	\$251,000	\$251,459	\$0	\$0	\$0	\$10,526,135
Social Services							
Human Services Building Renovation	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
Subtotal	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
Solid Waste							
Eco Park Complex	\$250,000	\$6,300,000	\$0	\$0	\$0	\$0	\$6,550,000
Landfill Ballfield Redevelopment	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
Landfill Caps	\$0	\$3,895,000	\$0	\$0	\$0	\$0	\$3,895,000
Landfill Liners	\$4,295,000	\$1,140,000	\$150,000	\$275,000	\$4,510,000	\$0	\$10,370,000
Landfill Wetland Mitigation	\$3,010,000	\$0	\$0	\$0	\$0	\$0	\$3,010,000
Subtotal	\$7,570,000	\$11,335,000	\$150,000	\$275,000	\$4,510,000	\$0	\$23,840,000
Watershed Management							
County Watersheds	\$3,392,176	\$3,440,000	\$3,646,000	\$4,633,400	\$5,061,800	\$5,191,000	\$25,364,376
Silver Lake Dam	\$343,690	\$0	\$0	\$0	\$0	\$0	\$343,690
Subtotal	\$3,735,866	\$3,440,000	\$3,646,000	\$4,633,400	\$5,061,800	\$5,191,000	\$25,708,066
Community Development Grand Total	\$21,773,690	\$15,026,000	\$4,047,459	\$4,908,400	\$9,571,800	\$5,191,000	\$60,518,349

FY2017-2022 Projected Expenditures							
General Government							
	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22
Technology Improvements							
800 MHz Radio Communications System	\$1,090,204	\$1,111,958	\$0	\$0	\$0	\$0	\$2,202,162
Adult Detention Center Information Mgmt System	\$550,000	\$0	\$0	\$0	\$0	\$0	\$550,000
Cable Equipment	\$458,210	\$458,210	\$458,210	\$458,210	\$458,210	\$458,210	\$2,749,260
Commonwealth Attorney Case Management System	\$135,000	\$0	\$0	\$0	\$0	\$0	\$135,000
Disaster Recover/Business Continuity	\$1,745,189	\$0	\$0	\$0	\$0	\$0	\$1,745,189
Financial Information Management System/Ascend	\$2,371,362	\$0	\$0	\$0	\$0	\$0	\$2,371,362
Human Resources Info System (HRIS) EDMS	\$331,540	\$0	\$0	\$0	\$0	\$0	\$331,540
Human Resources Info System (HRIS) Replacement	\$300,000	\$0	\$0	\$0	\$12,000,000	\$0	\$12,300,000
I-NET	\$0	\$0	\$439,000	\$0	\$0	\$0	\$439,000
Land Use Information System	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Central Ring - Microwave Transmitters	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Public Safety Records Management/EMS System	\$0	\$515,638	\$0	\$0	\$0	\$0	\$515,638
Public Safety Voice Logging System	\$850,000	\$0	\$0	\$0	\$0	\$0	\$850,000
Qmatic Replacement	\$0	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Social Services EDMS System	\$555,950	\$0	\$0	\$0	\$0	\$0	\$555,950
Tax Management (Administration) System	\$96,797	\$0	\$0	\$0	\$0	\$0	\$96,797
General Government Grand Total	\$9,484,252	\$2,585,806	\$897,210	\$458,210	\$12,458,210	\$458,210	\$26,341,898

Capital Improvement Program

FY2017-2022 CIP Functional Area Summary (Continued)

FY2017-2022 Projected Expenditures							
Public Safety							
	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22
Fire & Rescue							
Coles Fire & Rescue Station Reconstruction	\$5,596,573	\$3,393,773	\$38,000	\$0	\$0	\$0	\$9,028,346
Gainesville Fire & Rescue Station Renovation	\$1,612,072	\$379,315	\$0	\$0	\$0	\$0	\$1,991,387
Nokesville Fire & Rescue Station Reconstruction	\$3,398,220	\$4,478,913	\$890,419	\$0	\$0	\$0	\$8,767,552
Station 22 (West End) Fire & Rescue Station	\$1,275,000	\$590,000	\$6,400,000	\$5,375,000	\$10,000	\$0	\$13,650,000
Station 26 (formerly Bacon Race) Fire & Rescue Station	\$5,660,548	\$1,318,991	\$0	\$0	\$0	\$0	\$6,979,539
Subtotal	\$17,542,413	\$10,160,992	\$7,328,419	\$5,375,000	\$10,000	\$0	\$40,416,824
Judicial Administration							
Adult Detention Center Expansion Phase II	\$4,290,000	\$21,963,386	\$15,293,750	\$2,478,833	\$0	\$0	\$44,025,969
Courthouse Security System Replacement	\$4,550,000	\$0	\$0	\$0	\$0	\$0	\$4,550,000
General District Courtroom No. 6	\$252,965	\$447,035	\$0	\$0	\$0	\$0	\$700,000
Subtotal	\$9,092,965	\$22,410,421	\$15,293,750	\$2,478,833	\$0	\$0	\$49,275,969
Police							
Animal Shelter Expansion & Renovation	\$400,000	\$1,270,000	\$6,074,945	\$4,950,055	\$5,000	\$0	\$12,700,000
Police Body-Worn Cameras	\$1,727,000	\$0	\$0	\$0	\$0	\$0	\$1,727,000
Central District Police Station	\$12,278,539	\$5,077,862	\$0	\$0	\$0	\$0	\$17,356,401
Security Enhancements @ the McCoart Complex	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
Public Safety Training Center Rifle Range	\$459,696	\$1,087,840	\$69,572	\$0	\$0	\$0	\$1,617,107
Subtotal	\$15,365,234	\$7,435,702	\$6,144,517	\$4,950,055	\$5,000	\$0	\$33,900,508
Public Safety Grand Total	\$42,000,612	\$40,007,115	\$28,766,686	\$12,803,888	\$15,000	\$0	\$123,593,301

FY2017-2022 Projected Expenditures							
Transportation							
	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22
Transportation							
Fuller Road/Fuller Heights Road Improvements	\$1,620,903	\$1,670,343	\$0	\$0	\$0	\$0	\$3,291,246
Minnieville Road (Spriggs Road to Route 234)	\$12,486,119	\$10,445,385	\$0	\$0	\$0	\$0	\$22,931,504
Neabsco Mills Road (Dale Boulevard to Route 1)	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Northern Virginia Transportation Authority Funding	\$6,240,000	\$6,820,000	\$6,220,000	\$5,920,000	\$5,040,000	\$5,040,000	\$35,280,000
Potomac Town Center Commuter Parking Garage	\$500,000	\$500,000	\$7,000,000	\$7,000,000	\$0	\$0	\$15,000,000
Purcell Road Intersection Improvement	\$2,736,255	\$0	\$0	\$0	\$0	\$0	\$2,736,255
Route 1 Improvements (Featherstone to Marys Way)	\$29,200,000	\$24,086,000	\$8,457,000	\$7,665,000	\$0	\$0	\$69,408,000
Route 1 Improvements (Neabsco Mills to Featherstone)	\$3,441,836	\$0	\$0	\$0	\$0	\$0	\$3,441,836
Route 28 (234 Bypass to Linton Hall Road)	\$8,500,000	\$6,000,000	\$0	\$0	\$0	\$0	\$14,500,000
Route 28 Phase I (Linton Hall Road to Infantry Lane)	\$6,589,564	\$0	\$0	\$0	\$0	\$0	\$6,589,564
Route 28 Phase II (Infantry Lane to Fitzwater Drive)	\$8,761,587	\$8,656,952	\$6,104,635	\$0	\$0	\$0	\$23,523,174
Transportation and Roadway Improvement Program	\$963,429	\$0	\$0	\$0	\$0	\$0	\$963,429
Transportation Grand Total	\$82,039,693	\$58,178,680	\$27,781,635	\$20,585,000	\$5,040,000	\$5,040,000	\$198,665,008

Capital Improvement Program

Proffer Integration

Prince William County integrates developer contributions, or proffers, into the CIP. Proffers are contributions of land, capital improvements, and funding (monetary proffers) from developers to address the demand for community services created by new development. Including identified monetary proffers as funding sources for CIP projects reduces general tax support and makes projects more affordable for the community. The CIP includes \$7.4 million¹ in monetary proffers for projects.

	Prior Proffers	FY17 Proffers Identified	Total Proffer Funding
Parks & Recreation			
Land Acquisition	2,552,811	0	2,552,811
Potomac Heritage National Scenic Trail	3,097,720	19,834	3,117,554
Trail Development	998,108	581,156	1,579,264
WaterWorks Children's Pool Renovation	0	583,913	583,913
Watershed Management			
County Watersheds	261,827	147,176	409,003
Subtotal	\$6,910,466	\$1,332,079	\$8,242,545
Fire & Rescue			
Coles Fire & Rescue Station Reconstruction	607,645	82,045	689,690
Nokesville Fire & Rescue Station Reconstruction	918,590	185,052	1,103,642
Station 26 (formerly Bacon Race) Fire & Rescue Station	405,884	71,420	477,304
Police			
Central District Police Station	1,086	0	1,086
Subtotal	\$1,933,205	\$338,517	\$2,271,722
Transportation			
Fuller Road/Fuller Heights Road Improvements	767,683	0	767,683
Minnieville Road (Spriggs Road to Route 234)	3,724,852	0	3,724,852
Purcell Road Intersection Improvement	735,499	0	735,499
Route 1 Improvements (Neabsco Mills to Featherstone)	678,360	0	678,360
Route 28 Phase I (Linton Hall Road to Infantry Lane)	1,868,672	0	1,868,672
Route 28 Phase II (Infantry Lane to Fitzwater Drive)	0	5,523,174	5,523,174
Transportation and Roadway Improvement Program	899,611	31,684	931,295
Subtotal	\$8,674,677	\$5,554,858	\$14,229,535
Grand Total	\$17,518,348	\$7,225,454	\$24,743,802

¹ In addition, \$179,154 in locally collected proffers for the Traffic Cost Center will be transferred to VDOT to support the state's Six-Year Secondary Plan.

Capital Improvement Program

Operating Impacts

The development and implementation of capital projects in Prince William County are accompanied by significant on-going operating costs. Operating funds are programmed into the Five-Year Plan and are budgeted when the project is completed and the improvement becomes a usable asset. Transportation maintenance costs are the responsibility of VDOT upon acceptance into the state system. As illustrated in the following table, the FY17-22 operating impact of the CIP is \$126.4 million.

Operating Impacts							
Project	FY17 Facility and Program Operating	FY18 Facility and Program Operating	FY19 Facility and Program Operating	FY20 Facility and Program Operating	FY21 Facility and Program Operating	FY22 Facility and Program Operating	Total
Grounds Maintenance Building @ Locust Shade Park	\$0	\$70,681	\$70,681	\$70,681	\$70,681	\$70,681	\$353,405
Locust Shade Park Water Line Improvement	\$0	\$0	\$2,200	\$2,200	\$2,200	\$2,200	\$8,800
Sports Field Improvements	\$28,369	\$28,369	\$28,369	\$28,369	\$28,369	\$28,369	\$170,214
Station 22 (West End) Fire & Rescue Station	\$0	\$0	\$0	\$1,735,000	\$4,225,000	\$4,225,000	\$10,185,000
Station 26 (formerly Bacon Race) Fire & Rescue Station	\$3,582,084	\$3,882,084	\$3,882,084	\$3,882,084	\$3,882,084	\$3,882,084	\$22,992,504
Adult Detention Center Expansion Phase II	\$0	\$2,433,601	\$6,504,786	\$10,629,101	\$10,629,101	\$10,629,101	\$40,825,690
Courthouse Security System Replacement	\$218,467	\$338,694	\$338,694	\$338,694	\$338,694	\$338,694	\$1,911,937
Animal Shelter Expansion & Renovation	\$0	\$0	\$700,000	\$1,352,985	\$911,600	\$911,600	\$3,876,185
Police Body-Worn Cameras	\$0	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$6,250,000
Central District Police Station	\$737,436	\$2,167,234	\$2,170,619	\$2,174,072	\$2,177,594	\$2,177,594	\$11,604,547
Public Safety Training Center Rifle Range	\$0	\$101,200	\$101,200	\$101,200	\$101,200	\$100,000	\$504,800
Landfill Wetland Mitigation	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
800 MHz Radio Communications System	\$934,581	\$959,730	\$985,428	\$1,015,376	\$1,042,748	\$1,070,656	\$6,008,519
Adult Detention Center Information Mgmt System	\$46,000	\$47,380	\$48,801	\$50,265	\$51,773	\$54,103	\$298,322
Commonwealth Attorney Case Management System	\$19,656	\$20,412	\$21,168	\$21,924	\$22,680	\$23,436	\$129,276
Disaster Recover/Business Continuity	\$8,578	\$8,578	\$8,578	\$8,578	\$8,578	\$8,578	\$51,468
Financial Information Management System/Ascend	\$855,035	\$827,847	\$835,533	\$846,509	\$855,604	\$858,724	\$5,079,252
Human Resources Info System (HRIS) EDMS	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Human Resources Info System (HRIS) Replacement	\$0	\$0	\$0	\$900,000	\$900,000	\$900,000	\$2,700,000
Land Use Information System	\$189,000	\$207,000	\$207,000	\$223,400	\$240,070	\$258,023	\$1,324,493
Public Safety Records Management/EMS System	\$1,419,261	\$1,614,598	\$1,667,932	\$1,723,145	\$1,780,322	\$1,839,553	\$10,044,811
Qmatic Replacement	\$0	\$0	\$20,937	\$30,426	\$31,947	\$33,545	\$116,855
Social Services EDMS System	\$0	\$79,100	\$81,500	\$83,900	\$86,400	\$89,000	\$419,900
Tax Management (Administration) System	\$115,000	\$115,000	\$115,000	\$115,000	\$128,000	\$128,000	\$716,000
Total	\$8,153,467	\$14,316,508	\$19,205,510	\$26,747,909	\$28,929,645	\$29,043,941	\$126,396,978

Debt Service Impacts

Financing capital projects through debt requires on-going debt service payments throughout the life of the six-year CIP. As illustrated in the following table, the FY17-22 debt service impact of the CIP is \$67.1 million.

Debt Service Impacts							
Project	FY17 Debt Service	FY18 Debt Service	FY19 Debt Service	FY20 Debt Service	FY21 Debt Service	FY22 Debt Service	Total
WaterWorks Children's Pool Renovation	\$55,671	\$54,693	\$53,303	\$51,758	\$50,213	\$48,668	\$314,306
Silver Lake Dam	\$111,341	\$109,386	\$106,605	\$103,515	\$100,425	\$97,335	\$628,607
Coles Fire & Rescue Station Reconstruction	\$0	\$459,000	\$448,800	\$438,600	\$428,400	\$418,200	\$2,193,000
Station 22 (West End) Fire & Rescue Station	\$0	\$0	\$1,116,000	\$1,116,000	\$1,116,000	\$1,116,000	\$4,464,000
Adult Detention Center Expansion Phase II	\$0	\$3,645,480	\$3,564,440	\$3,483,430	\$3,402,420	\$3,402,420	\$17,498,190
Animal Shelter Expansion & Renovation	\$0	\$1,143,000	\$1,143,000	\$1,143,000	\$1,143,000	\$1,143,000	\$5,715,000
Central District Police Station	\$1,976,000	\$2,177,820	\$2,132,040	\$2,086,260	\$2,040,480	\$2,040,480	\$12,453,080
Route 1 Improvements (Neabsco Mills to Featherstone)	\$3,845,533	\$3,752,749	\$3,662,692	\$3,301,673	\$3,308,203	\$3,200,305	\$21,071,155
Eco Park Complex	\$0	\$560,000	\$560,000	\$560,000	\$560,000	\$560,000	\$2,800,000
Total	\$5,988,545	\$11,902,128	\$12,786,880	\$12,284,236	\$12,149,141	\$12,026,408	\$67,137,338

Capital Improvement Program

Infrastructure and Facilities Plan

Comprehensive Plan Unfunded Projects

The following facilities are identified in the County's [Comprehensive Plan](#) but are not currently funded in the six-year CIP.

Unfunded Needs in the Comprehensive Plan	
Section/Facility/Location	Number
Fire and Rescue	
▪ Area One - Brentsville/Gainesville Districts	2 Stations
▪ Area Two - Brentsville/Gainesville Districts	1 Station
▪ Area Three - Brentsville/Potomac Districts	2 Stations
▪ Area Four - Brentsville/Coles/Neabsco/Occoquan Districts	4 Stations
Total	9 Stations
Libraries	
▪ Library Facility - Braemar	1 Library
▪ Library Facility - Southbridge	1 Library
Total	2 Libraries
Parks/Open Spaces	
▪ Neighborhood Park	288 Acres
▪ Community Park	1,299 Acres
▪ Regional Park	1,199 Acres
▪ Linear/Resource Based Park	1,538 Acres
Total	4,324 Acres
Telecommunication Monopole or Tower Sites	
▪ Bull Run Mountain	2 Facilities
▪ Cherry Hill	1 Facility
▪ Green Valley Water Tank Vicinity	1 Facility
▪ H.L. Mooney Plant	1 Facility
▪ Locust Shade Park	1 Facility
▪ Oakmont	1 Facility
▪ Old Antioch School Site	1 Facility
▪ Sudley North	1 Facility
Total	9 Facilities

Capital Improvement Program

Transportation Unfunded Projects

The following roadways are identified in the County's [Comprehensive Plan](#) as existing or projected needs but are not currently funded in the six-year CIP.

FACILITY	TERMINI
Aden Rd	Rt-28 to Rt-234
Artemus Rd	Rt-15 to Rt-234 Bypass (North)
Bristow Rd	Rt-28 to Rt-234
Catharpin Rd	Rt-234 to Heathcote Dr
Catharpin Rd	Heathcote Dr to Rt-55
Cherry Hill Spine Rd	Congressional Way to end
Cockpit Point Connector Rd	Congressional Way to Cockpit Point Rd
Coverstone Dr	Ashton Ave to Rt-234 Business
Dale Blvd	Benita Fitzgerald Blvd to I-95
Devlin Rd	Linton Hall Rd to Wellington Rd
Farm Creek Rd	Featherstone Rd to Rippon Blvd
Fauquier Dr	Fauquier Co to Rt-28
Featherstone Rd	Rt-1 to Farm Creek Rd
Fitzwater Dr	Rt-28 to Aden Rd
Fleetwood Dr	Fauquier Co to Aden Rd
Gideon Dr	Dale Blvd to Smoketown Rd
Groveton Rd	Pageland La to Balls Ford Rd
Gum Springs Rd	Loudoun Co to Rt-234
Haymarket Bypass	Rt-15 to Rt-29
Haymarket Dr	Thoroughfare Rd to Old Carolina Rd
Hornbaker Rd	Wellington Rd to Shallow Creek
Horner Rd	Prince William Pkwy to Rt-123
I-66	Rt-15 to Rt-29
I-95	Fairfax Co to Rt-234
I-95	Rt-234 to Stafford Co
Longview Dr/Montgomery Ave	Prince William Pkwy to Opitz Blvd
Lucasville Rd	Manassas to Bristow Rd
McGraws Corner Dr	Somerset Crossing Dr to Rt-55
Neabsco Mills Rd	Opitz Blvd to Rt-1
Neabsco Rd	Rt-1 to end
Old Carolina Rd	Rt-15 to Heathcote Blvd
Old Carolina Rd	Heathcote Blvd to Rt-29
Old Centreville Rd	Fairfax Co to Rt-28
Opitz Blvd	Gideon Dr to Rt-1
Pageland La	Rt-234 to Groveton Rd

FACILITY	TERMINI
Potomac Pkwy	Rt-1 to Cherry Hill Spine Rd
Powells Creek Blvd	Rt-1 to River Ridge Blvd
Prince William Pkwy	Hoadly Rd to Caton Hill Rd
Rippon Blvd	Rt-1 to Farm Creek Rd
Rixlew La	Wellington Rd to Rt-234 Business
Rollins Ford Rd	Rt-215 to University Blvd
Rt-1 (Jefferson Davis Hwy)	Brady's Hill to Dale Blvd
Rt-1 (Jefferson Davis Hwy)	Featherstone Rd to Rt 123
Rt-15 (James Madison Hwy)	Loudoun Co to Rt 234
Rt-15 (James Madison Hwy)	Rt 29 to I-66
Rt-215 (Vint Hill Rd)	Fauquier Co to Rt-28
Rt-234 North Bypass	I-66 to Loudoun County
Rt-234 (Prince William Pkwy)	Rt-28 to Rt-234 (Dumfries Rd)
Rt-234 (Prince William Pkwy)	Rt-28 to I-66
Rt-28 (Nokesville Rd)	Fitzwater Dr to Fauquier County
Rt-29 (Lee Hwy)	Fauquier Co to Virginia Oaks Dr
Rt-29 (Lee Hwy)	Heathcote Dr to Rt 234 Bypass
Signal Hill Rd	Liberia Ave to Signal View Dr
Smoketown Rd	Minnieville Rd to Gideon Dr
Smoketown Rd	Griffith Ave to Old Bridge Rd
Summit School Rd	Minnieville Rd to Telegraph Rd
Telegraph Rd	Summit School Rd to Caton Hill Rd
Telegraph Rd	Caton Hill Rd to Prince William Pkwy
Telegraph Rd	Minnieville Rd to Summit School Rd
Van Buren Rd (North)	Cardinal Dr to Rt-234
Van Buren Rd (South)	Rt-234 to Mine Rd
Waterfall Rd	Mill Creek Rd to Rt-15
Waterway Dr	Rt-234 to Cardinal Dr
Wayside Dr	Rt-1 to Congressional Way
Wellington Rd	Rt-29 to Godwin Dr
Williamson Blvd	Rt-234 Business to Portsmouth Rd
Yates Ford Rd	Davis Ford Rd to Fairfax Co

Notes:

1. This list only includes major roadways. Lesser roadways, minor collectors, and local streets are addressed through the County's [Design and Construction Standards Manual \(DCSM\)](#).
2. This list is sorted alphabetically. For a list sorted by functional road classification (including: Interstate, Parkway, Principal Arterial, Minor Arterial or Major Collector), please see the [Thoroughfare Plan Map](#) in the County's [Comprehensive Plan](#).



Community Development PROJECTS

Grounds Maintenance Shop @ Locust Shade Park

Total Project Cost - \$750K

Project Description

Design and construct a 3,000 square foot maintenance shop to house 18-20 Parks & Recreation grounds maintenance staff. The facility will also include one bay for Parks & Recreation Fleet personnel to work on equipment. Currently, grounds maintenance staff uses a 20 x 19 building that also houses their equipment. The project includes lean-to shelters to cover equipment while outside.

Service Impact

- **Improved efficiency and reduced dispatch time** - Dispatching maintenance crews will be more efficient due to a more functional location on the eastern end of the County. Equipment life span will be enhanced in an enclosed, secure facility.

Funding Sources

- **General fund** - \$750K

Project Milestones

- **Design** will begin in July 2016 (FY17).
- **Construction** will begin in fall 2016 (FY17) for completion in summer 2017 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	750	-	-	750	-	-	-	-	-	750	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$750	-	-	\$750	-	-	-	-	-	\$750	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	750	-	-	750	-	-	-	-	-	750	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$750	-	-	\$750	-	-	-	-	-	\$750	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	1.00	0.00	0.00	0.00	0.00	1.00	
Facility & Program Operating				-	71	71	71	71	71	353	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	\$71	\$71	\$71	\$71	\$71	\$353	

[Amounts expressed in thousands, excluding FTEs]

Land Acquisition

Total Project Cost - \$1.0M

Project Description

Land will be purchased to increase open space at some existing parks and preserve open space in developing areas for future parks. Exact locations will be determined by land and funding availability.

Service Impact

- **Increase Open and Passive Recreation Opportunities** - Land acquisition will add open space within the community, making progress toward the goals of the Parks, Open Space, and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **Developer contributions (proffers)** - \$1.0M
Note: Previous funding shifts result in \$762K remaining available for land acquisition.

Project Milestones

- **Funding shift** of \$1.3 million to support school field construction in FY16.
- **Funding shift** of \$240,675 to support the Long Park Water Improvement in FY16.
- **Acquisition** will be based on site identification and funding availability.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	1,012	2,553	-1,541	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,012	\$2,553	-\$1,541	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Funding shift for field construction	-	-	-1,541	-	-	-	-	-	-	-	-
Property Acquisition	762	-	-	-	-	-	-	-	-	-	762
Prior transfer to capital project	250	250	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$1,012	\$250	-\$1,541	-	-	-	-	-	-	-	\$762
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Locust Shade Park Water Line Improvements

Total Project Cost - \$1.0M

Project Description

There is a critical need to install a new water main line at Locust Shade Park. The existing water line is under Route 1 and is more than 40 years old. The water line has broken four times since 2007 and the repair costs have exceeded \$150,000. Water line breaks have caused damage to Route 1, shutting down lanes of traffic and is a safety concern for drivers. In late September 2014, there was a break in the main, which required a 40 foot section of Route 1 to be milled and paved.

Additionally, the existing water line does not provide the quantity or pressure needed for the existing facilities at Locust Shade. When there is a large event, such as a Scout camp at the Park, the water line cannot provide enough water or water pressure to operate the restrooms and there is no alternative water source for the park. The estimated costs for this project are based on a concept plan completed in FY07 to upgrade the water line.

Service Impact

- **Improved water availability** - Improvements to the water line will enhance public water availability to existing structures and customers within the park.
- **Reduced maintenance and impact on Route 1** - Improvements will eliminate the occurrence of water line breaks under Route 1 and impacts on traffic flow on the roadway during line breaks.

Funding Sources

- **General fund** - \$1.0M
- **Annual operating costs** will be funded by the general fund.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Design** is scheduled to begin in summer 2016 (FY17).
- **Construction** is scheduled to begin in winter 2016 (FY17) for completion in summer 2017 (FY17).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	1,000	-	-	1,000	-	-	-	-	-	1,000	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,000	-	-	\$1,000	-	-	-	-	-	\$1,000	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	1,000	-	-	1,000	-	-	-	-	-	1,000	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$1,000	-	-	\$1,000	-	-	-	-	-	\$1,000	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	2	2	2	2	9	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	\$2	\$2	\$2	\$2	\$9	

[Amounts expressed in thousands, excluding FTEs]

Potomac Heritage National Scenic Trail

Current Project Cost - \$6.6M

Project Description

This project constructs trail segments of the Potomac Heritage National Scenic Trail (PHNST). The PHNST is designed to be a multi-use trail through the County and is part of the national trail that links the Potomac and upper Ohio River basins. The total cost of completing all segments will be developed as the final alignment of the trail is determined.

Service Impact

- **Increase Open Space and Passive Recreation Opportunities** - Provides dedicated trail segments for walking, jogging and biking and makes progress toward the goals of the Parks, Open Space and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **General fund** - \$2.5M
 - **Developer contributions (proffers)** - \$3.1M
 - **Federal funds** - \$585K
 - **Other funding sources** - \$442K
- Note: Final construction of all planned trail segments will not occur until additional funding is available.**
- **Annual operating costs for trail maintenance** will be funded by the general fund. In addition, community volunteers will help provide ongoing trail clean-up and maintenance, potentially reducing the need for tax support.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **The trail segment crossing Neabsco Creek** is in the planning and design stage, including acquiring necessary easements and the submission of a wetland permit application jointly between PWC and the Villages at Rippon Landing HOA. Final design is scheduled to be complete in fall 2016 (FY17). Construction will begin after final design is approved, it is estimated that construction will take 18 months to complete.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	2,497	2,497	-	-	-	-	-	-	-	-	-
Proffers	3,118	98	3,000	20	-	-	-	-	-	20	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	585	-	585	-	-	-	-	-	-	-	-
Other	442	442	-	-	-	-	-	-	-	-	-
Total Revenue	\$6,642	\$3,037	\$3,585	\$20	-	-	-	-	-	\$20	-
Cost Categories (Expenditures)											
Planning/Design	326	-	326	-	-	-	-	-	-	-	-
Construction/Utility Relocation	6,316	811	-	5,505	-	-	-	-	-	5,505	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other ^F (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$6,642	\$811	\$326	\$5,505	-	-	-	-	-	\$5,505	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			-	-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Potomac Heritage National Scenic Trail



Neabsco Creek Overlook design courtesy of Lardner/Klein Landscape Architects, PC

➤ **Other trail segments** within the project include:

- **Featherstone Refuge** - The County has received a Federal Lands Access Program (FLAP) grant for \$585,000 to construct this segment. Design will be complete in spring 2016 (FY16) for US Fish & Wildlife review at their Regional Office.
- **Heritage Harbor** - Design is completed and waiting for VDOT permit, construction to begin when Featherstone Refuge segment begins. This segment incorporates a road crossing at Featherstone Road and connects with the Featherstone Refuge segment.
- **Occoquan Refuge** - Design is complete and recent archaeological findings are requiring changes to construction plans that have been completed. Design is currently in review at the US Fish & Wildlife Regional Office.

Sports Field Improvements

Total Project Cost - \$335K

Project Description

This project improves existing facilities by making improvements that could include adding buildings, upgrading turf, adding lights or other enhancements on selected fields throughout the community to maximize existing park resources.

Service Impact

- **Increase Active Recreation Opportunities** - Sports fields in the County are in high demand. Both sports league membership and types of sports leagues needing field access have grown. Continued population growth also creates higher demand; as a result, fields are in constant use and require regular renovation. Enhancements and improvements, such as lighting and irrigation, expand the capacity of existing sports fields.

Funding Sources

- **General fund** - \$335K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Current County projects and improvements** under development, include:
 - **Catharpin Park Field** - Preparation of future field site at Catharpin Park in conjunction with two proffered fields that are being installed by the developer. Completion is dependent on the construction progress of the proffered fields.
 - **Hellwig Park Restroom and Concession Building** - Planning and design will be complete

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

spring 2016 (FY16) and construction will begin summer 2016 (FY17) for completion in November (FY17).

- **Potomac Shores** - Supporting field improvements to the sports complex at Potomac Shores. Specific improvements will be planned and identified in the future.
- **Tyler Elementary School** - New fencing at the athletic fields at Tyler elementary school.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	335	153	182	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$335	\$153	\$182	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	23	23	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	312	-	277	35	-	-	-	-	-	35	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other ⁽¹⁾ (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$335	\$23	\$277	\$35	-	-	-	-	-	\$35	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.56	0.00	0.00	0.00	0.00	0.00	0.56	
Facility & Program Operating				28	28	28	28	28	28	170	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				\$28	\$28	\$28	\$28	\$28	\$28	\$170	

[Amounts expressed in thousands, excluding FTEs]

Trail Development

Total Project Cost - \$2.0M

Project Description

This project adds trails and connectors to the Broad Run Trail, Catharpin Trail, Neabsco Greenway Trail, and East End (Lake Ridge) Trail corridors.

Service Impact

- **Increase Open Space and Passive Recreation Opportunities** - The trails will be used by hikers, non-motorized bikers and equestrians, providing an alternative transportation route between parks and school sites. Completed segments make progress toward goals in the Parks, Open Space, and Trails chapter in the County's Comprehensive Plan.

Funding Sources

- **Developer contributions (proffers)** - \$2.0M
Note: Final construction of all planned trail segments will not occur until additional funding is available.
- **Annual operating costs** are not anticipated at this time, but any future costs will be provided by the general fund. In addition, community volunteers will help provide ongoing trail clean-up and maintenance, potentially reducing the need for tax support.

Project Milestones

- **Broad Run Creek trail** - The trail connects communities from Route 28 to Rollins Ford Road. Design for the Kingsbrooke Slope Boardwalk will be completed in June 2016 (FY16) and trail construction will take approximately nine months. Once completed, volunteers and staff will create a natural surface trail from Hunting Cove Road to Rollins Ford Road.
- **Catharpin trail** - The trail connects communities from Silver Lake Park to Long Park to the Manassas Battlefield. A developer will design and construct a

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

proffered one mile asphalt trail to be completed by winter 2016 (FY17). Other segments will be constructed as funding and easements are available.

- **Lake Ridge trail** - The trail connects communities from the McCoart Complex to the town of Occoquan. Segment one has been constructed. Segment two has been designed and permitted with construction planned for completion in spring 2016 (FY16). Segment three and four have been mapped and platted for approval by LRPRA and the County, additional road crossings will be completed in 2016. Other segments will be constructed as funding and easements are available.
- **Neabsco Greenway trail** - The Andrew Leitch Park trail segment (3.8 miles) is scheduled to be complete in spring 2016 (FY16), there is one more bridge to be installed. Other segments will be completed as funding and easements are available.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	1,991	1,177	233	581	-	-	-	-	-	581	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,991	\$1,177	\$233	\$581	-	-	-	-	-	\$581	-
Cost Categories (Expenditures)											
Broad Run Creek Trail	789	281	82	426	-	-	-	-	-	426	-
Catharpin Trail	1	1	-	-	-	-	-	-	-	-	-
Lake Ridge Trail	562	32	350	180	-	-	-	-	-	180	-
Neabsco Greenway Trail	639	70	66	-	251	251	-	-	-	502	-
Unallocated Funding	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$1,991	\$384	\$499	\$606	\$251	\$251	-	-	-	\$1,109	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

WaterWorks Children's Pool Replacement

Total Project Cost - \$2.3M

Project Description

Design and construct a replacement for the children's pool at the WaterWorks water park, the existing park is 23 years old. The improvement will be a water activity area. The new zero depth water activity area will feature interactive aquatic attractions with climbing and crawling experiences and numerous spray areas for young children.

Service Impact

- **Improve Infrastructure** - The children's pool is failing and may result in closing the pool if it is not repaired.

Funding Sources

- **Developer contributions (proffers)** - \$893K
- **Debt (2006 Park Bond) financing** - \$700K
- **General fund** - \$350K
- **Stream bank mitigation funds** - \$341K

Project Milestones

- **Planning and design** began in June 2015 (FY15) and is scheduled to be completed in May 2016 (FY16).
- **Construction** is scheduled to begin in September 2016 (FY17) for completion in April 2017 (FY17).
- **Pool** will be ready for summer 2017 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
Stream Bank Mitigation Funds	350	350	-	-	-	-	-	-	-	-	-
Proffers	893	-	309	584	-	-	-	-	-	584	-
Debt	700	700	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	341	-	341	-	-	-	-	-	-	-	-
Total Revenue	\$2,284	\$1,050	\$650	\$584	-	-	-	-	-	\$584	-
Cost Categories (Expenditures)											
Planning/Design	169	4	165	-	-	-	-	-	-	-	-
Construction/Utility Relocation	2,115	-	-	2,115	-	-	-	-	-	2,115	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,284	\$4	\$165	\$2,115	-	-	-	-	-	\$2,115	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				56	55	53	52	50	49	314	
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				\$56	\$55	\$53	\$52	\$50	\$49	\$314	

[Amounts expressed in thousands, excluding FTEs]

Human Services Building Renovation

Total Project Cost - \$500K

Project Description

Renovate an existing human services building to enhance homeless services provided by the Department of Social Services and community partners.

Service Impact

- **Enhanced Services to the Homeless** - The renovation will provide additional space to support individuals that are homeless, including additional educational and vocational training space, and provide additional areas during the winter months to ensure that individuals have shelter from the elements.

Funding Sources

- **General fund** - \$500K

Project Milestones

- **Design** began in January 2016 (FY16).
- **Construction** will begin in summer 2016 (FY17) with completion planned prior to winter 2017 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	500	-	500	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$500	-	\$500	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	150	-	150	-	-	-	-	-	-	-	-
Construction/Utility Relocation	325	-	50	275	-	-	-	-	-	275	-
Occupancy/Telecommunications	25	-	-	25	-	-	-	-	-	25	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$500	-	\$200	\$300	-	-	-	-	-	\$300	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Eco Park Complex

Total Project Cost - \$7.5M

Project Description

The Eco Park Complex turns the landfill property into a community resource. The complex includes three major components: Environment - Energy - Education. The project expands the development of renewable energy projects on the property to increase sustainability. Potential projects include expansion of the landfill gas to energy facility, development of a waste conversion demonstration project(s), and development of solar and wind power. The education component of the project includes development of an Eco-Center "Living Building" education facility (which will include County landfill offices), including trails and exhibits within the buffer area of the landfill.

Public-private partnerships will be solicited for funding as the project develops. Partnerships with Prince William County Schools, George Mason University, Virginia Tech, and private companies will be explored to develop the educational facility.

Service Impact

- **Increase Revenue** - This project will generate revenue through investment in alternative energy solutions (including landfill gas, wind, and solar).
- **Decrease Fuel Dependence and Emissions** - The project will decrease fossil fuel dependence and greenhouse gas emissions at the landfill.
- **Increase Landfill Life** - The waste conversion project will divert waste from the landfill and increase the overall life of the landfill.

Funding Sources

- **Solid waste fee revenue/revenue bonds** - \$7.5M



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Expansion of landfill gas** to electric power plant was completed and began operating in November 2013 (FY14).
- **Design** of renewable energy projects (wind, solar and waste conversion technologies) began in FY15.
- **Continued development** and concept plans for an education facility are occurring in FY16.
- **Continue development** of waste conversion and wind projects, and education facility at landfill site in FY17-22.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	7,500	605	345	250	6,300	-	-	-	-	6,550	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$7,500	\$605	\$345	\$250	\$6,300	-	-	-	-	\$6,550	-
Cost Categories (Expenditures)											
Planning/Design	1,200	605	345	250	-	-	-	-	-	250	-
Construction/Utility Relocation	6,000	-	-	-	6,000	-	-	-	-	6,000	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	300	-	-	-	300	-	-	-	-	300	-
Total Expenditure	\$7,500	\$605	\$345	\$250	\$6,300	-	-	-	-	\$6,550	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating			-	-	-	-	-	-	-	-	
Debt Service (funded by the Solid Waste Fee)			-	560	560	560	560	560	560	2,800	
Revenue			-	560	560	560	560	560	560	2,800	
General Fund Requirement			-	-	-	-	-	-	-	-	

Landfill Ballfield Redevelopment

Total Project Cost - \$1.4M

Project Description

Two existing ballfields located on the old landfill will be reengineered, surcharged (filled to provide stability prior to reconstruction) and reconstructed to develop an additional multi-purpose field to match the existing reconstructed multi-purpose field. The existing ballfields are currently unusable due to soil settlement issues.

Service Impact

- **Provide Upgraded Playing Fields** - The project will fund the reconstruction of and upgrading of two multi-purpose fields for use by local football and lacrosse teams.

Funding Sources

- **Solid waste park reserve fund** - \$1.2M
- **Solid waste fee revenue** - \$200K
- **Annual maintenance costs** will be covered by the Parks & Recreation department.

Project Milestones

- **Project design** was completed in FY13.
- **Surcharging of the existing ballfields** began in FY13.
- **Project bidding and construction** was completed in FY15.
- **Eastern field opens** in spring 2016 (FY16).
- **Western field repair and reconstruction** is scheduled for FY16.
- **Western field reopens** in fall 2016 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	1,388	948	440	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,388	\$948	\$440	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	100	76	24	-	-	-	-	-	-	-	-
Construction/Utility Relocation	1,288	872	401	15	-	-	-	-	-	15	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$1,388	\$948	\$425	\$15	-	-	-	-	-	\$15	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Landfill Caps

Total Project Cost - \$28.0M

Project Description

The project funds the mandated closure of filled cells located at the Prince William County Sanitary Landfill. Filled cells are areas of the landfill that have reached capacity.

Service Impact

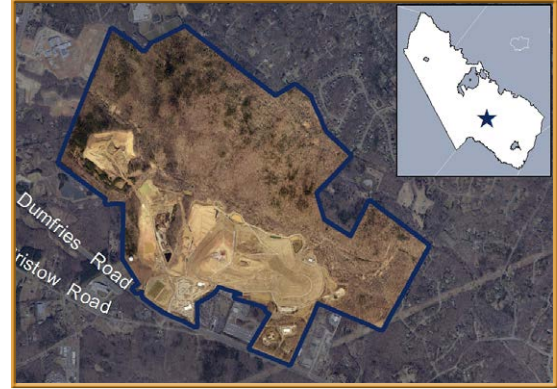
- **Protection of Public Health** - The closure of filled cells will reduce rainwater infiltration, thereby protecting public health, groundwater quality, and the environment.
- **Compliance with Virginia Solid Waste Regulations** - Regulations mandate that cells must be capped once they are completely filled.

Funding Sources

- **Solid waste fee revenue** - \$28.0M

Project Milestones

- **Construction of the caps for Phase I (sequence 1)** was completed in FY13.
- **Design and construction drawings for Phase I (sequence 2)** were completed in March 2013 (FY13).
- **Construction for Phase I (sequence 2)** began in FY13 and was completed in FY14.
- **Design and Construction for Phase I (sequence 3)** began in FY15 and will be completed in FY16.
- **Design and Construction for Phase II (sequence 4)** will begin in FY18 and be completed in FY19.
- **Design and Construction for Phase II (sequence 5)** will begin in FY23 and be completed in FY24.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	27,971	4,076	-	-	3,895	-	-	-	-	3,895	20,000
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$27,971	\$4,076	-	-	\$3,895	-	-	-	-	\$3,895	\$20,000
Cost Categories (Expenditures)											
Planning/Design	1,311	36	-	-	275	-	-	-	-	275	1,000
Construction/Utility Relocation	22,710	3,540	-	-	3,170	-	-	-	-	3,170	16,000
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	3,950	500	-	-	450	-	-	-	-	450	3,000
Total Expenditure	\$27,971	\$4,076	-	-	\$3,895	-	-	-	-	\$3,895	\$20,000
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Landfill Liner

Total Project Cost - \$17.9M

Project Description

Installation of mandated landfill liners is required to complete the liner systems at the Prince William County Sanitary Landfill.

Service Impact

- **Protection of Public Health** - The landfill liners will protect public health and the environment by reducing groundwater contamination.
- **Compliance with Virginia Solid Waste Regulations** - The regulations mandate that liners be installed in all new landfill cells.
- **Capacity of Phase I Cell** - The life of the Phase I cell (Parts 1, 2, 3 and 4) was filled to capacity in February 2011.
- **Capacity of Phase II and III Cells** - The life of the Phase II and III cells are estimated to last until 2033.

Funding Sources

- **Solid waste fee revenue** - \$17.9M

Project Milestones

- **Design and construction drawings** for Phase II, Part C were completed in February 2014 (FY14).
- **Construction of Phase II, Part C** began in spring 2014 (FY14) and was completed in February 2015 (FY15).
- **Design and construction for Phase II, Part D** will begin in FY17 and be completed in FY18.
- **Design and construction of Phase III, Part A** will begin in FY20 and be completed in FY22.
- **Relocation of the mulch facility** will begin in FY18 and completed in FY20 to prepare for the construction of the Phase III lined cells.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	17,885	-	-	4,295	1,140	150	275	4,510	-	10,370	7,515
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$17,885	-	-	\$4,295	\$1,140	\$150	\$275	\$4,510	-	\$10,370	\$7,515
Cost Categories (Expenditures)											
Planning/Design	1,305	-	-	275	130	150	275	-	-	830	475
Construction/Utility Relocation	15,230	-	-	3,570	1,010	-	-	4,060	-	8,640	6,590
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	1,350	-	-	450	-	-	-	450	-	900	450
Total Expenditure	\$17,885	-	-	\$4,295	\$1,140	\$150	\$275	\$4,510	-	\$10,370	\$7,515

Operating Impacts (Personnel and Expenditures)										
	Additional Positions (FTEs)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Facility & Program Operating		-	-	-	-	-	-	-	-
	Debt Service		-	-	-	-	-	-	-	-
	Revenue		-	-	-	-	-	-	-	-
	General Fund Requirement		-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Landfill Wetlands Mitigation

Total Project Cost - \$5.9M

Project Description

Wetland relocation at the landfill increases usable acreage and maximizes waste capacity of landfill cells. Compensation for wetland impacts is provided by creating 4.9 acres of emergent wetlands, relocating 3,778 linear feet of on-site stream channel and restoring 14.9 acres of on-site riparian buffer and 17.8 acres of associated riparian buffer in accordance with plans and permits approved by the Virginia DEQ and U.S. Army Corp of Engineers.

Service Impact

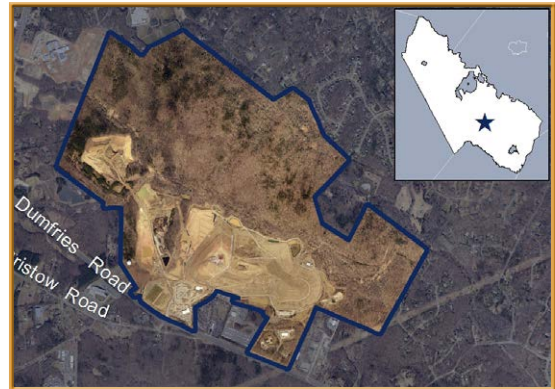
- **Improvement of Water Quality** - The mitigation will provide improved wetland areas, thereby improving water quality, public health and the environment.
- **Compliance with Virginia State Water Control Laws and Regulations** - The laws and regulations mandate compensation for wetland impacts.
- **Capacity of Phase II and III Cells** - The life of the Phase II and III cells will be increased by approximately eight years, allowing them to be used until 2033.

Funding Sources

- **Solid waste fee revenue** - \$5.9M
- **Annual maintenance costs** will be covered by solid waste fee revenue.

Project Milestones

- **Design and permitting** was completed in FY11.
- **Construction** is being done in phases. Work began in FY12 and is planned for completion in FY17.
- **Monitoring of completed** wetland areas will continue in FY18 through FY22.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Fee	5,948	-	2,938	3,010	-	-	-	-	-	3,010	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$5,948	-	\$2,938	\$3,010	-	-	-	-	-	\$3,010	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	5,408	-	2,598	2,810	-	-	-	-	-	2,810	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	540	-	340	200	-	-	-	-	-	200	-
Total Expenditure	\$5,948	-	\$2,938	\$3,010	-	-	-	-	-	\$3,010	-
Operating Impacts (Personnel and Expenditures)											
	Additional Positions (FTEs)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Facility & Program Operating		-	150	150	150	150	150	150	750	
	Debt Service		-	-	-	-	-	-	-	-	
	Revenue		-	150	150	150	150	150	150	750	
	General Fund Requirement		-	-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

County Watersheds

Total Project Cost - \$39.7M

Project Description

These funds are for watershed capital projects throughout the County. Projects can include stream restoration, best management practices (BMP), stormwater management facility retrofits, culvert modifications, channel improvements, and drainage improvements within county-wide watersheds to reduce flooding and erosion problems and/or improve water quality. The County watersheds included in this project are:

- Broad Run Watershed
- Bull Run Watershed
- Cedar Run Watershed
- Marumsc Creek Watershed
- Neabsco Creek Watershed
- Occoquan River Watershed
- Powells Creek Watershed
- Quantico Creek Watershed

Service Impact

- **Protect Water Quality** - These projects will protect local water quality and the Chesapeake Bay.
- **Control Flooding and Reduce Erosion** - These projects will help control flooding and reduce erosion and siltation problems countywide.
- **Comply with State and Federal Mandates** - All of the projects help comply with federal and state mandates, associated with the Clean Water Act, including the Chesapeake Bay TMDL and the County's MS4 permit by providing water quality and quantity improvements, reduction of non-point source pollution and the enhancement of stream/riparian habitat.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources

- **Stormwater management (SWM) fee** - \$36.2M
- **General fund** - \$304K
- **State/federal and other sources** - \$3.0M
- **Developer contributions (proffers)** - \$285K
- **Annual maintenance costs** are supported by the County's SWM fee.

Project Milestones

Design and construction for watershed improvement projects occur on a phased basis as specific projects are identified in watershed studies. Completed, planned and ongoing projects include but are not limited to the following:

- **Bull Run Watershed**
 - **Oak Street Culvert/Stream Restoration** - Implementation of the project commenced in June 2015 (FY15) and is scheduled for completion in spring 2016 (FY16). The project included the replacement/enhancement of existing culvert and

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	304	304	-	-	-	-	-	-	-	-	-
Proffers	285	120	18	147	-	-	-	-	-	147	-
Stormwater Management Fees	36,153	10,713	1,738	1,730	3,440	3,646	4,633	5,062	5,191	23,702	-
State/Federal & Other Sources	2,974	159	1,301	1,515	-	-	-	-	-	1,515	-
Total Revenue	\$39,716	\$11,295	\$3,056	\$3,392	\$3,440	\$3,646	\$4,633	\$5,062	\$5,191	\$25,364	-
Cost Categories (Expenditures)											
Broad Run Watershed	1,488	717	-	112	-	220	220	110	110	772	-
Bull Run Watershed	3,335	1,165	187	123	110	250	500	500	500	1,983	-
Cedar Run Watershed	334	3	-	1	-	-	110	110	110	331	-
County-wide Watersheds	1,743	343	200	200	200	200	200	200	200	1,200	-
Marumsc Creek Watershed	3,746	866	2,001	220	110	110	110	110	220	880	-
Neabsco Creek Watershed	5,475	2,912	114	26	110	110	110	422	1,670	2,448	-
Occoquan River Watershed	6,024	1,254	765	770	-	136	833	1,105	1,161	4,006	-
Powells Creek Watershed	11,296	787	961	913	400	2,400	2,440	2,395	1,000	9,548	-
Quantico Creek Watershed	6,274	1,355	723	1,026	2,510	220	110	110	220	4,196	-
Total Expenditure	\$39,716	\$9,400	\$4,951	\$3,392	\$3,440	\$3,646	\$4,633	\$5,062	\$5,191	\$25,364	\$
Operating Impacts (Personnel and Expenditures)											
[Amounts expressed in thousands]											
General Fund Requirement			-	-	-	-	-	-	-	-	-

County Watersheds

restoration of 200 linear feet of stream channel.

- **Water quality** - Enhancement of stormwater management facilities to improve pollutant removal efficiency. Selection and final design of these facilities is occurring in FY16 with implementation in FY17.

➤ Countywide

- **SWM Facility Structure Upgrades/ Storm Drainage Improvements** - Projects are identified through County's inspection program and include structural improvements to the County's SWM inventory and storm drainage network. No specific projects are identified at this time.

➤ Marumsc Creek Watershed

- **Hylbrook Park** - Restoration of approximately 1,300 linear feet of stream channel, as well as stabilization of 100 linear feet of adjacent side slope. Final design was completed in FY15 and construction is occurring in FY16 with scheduled completion in FY17. This project is funded in part by a matching grant from the Virginia Department of Environmental Quality (DEQ).
- **Jefferson Park** - Stabilization of a drainage outfall to be implemented in conjunction with Hylbrook Park Stream Restoration.
- **East Longview** - Restoration of 1,000 linear feet of severely degraded stream channel and exposed sewer infrastructure. Implementation of this project is occurring in FY16 with scheduled completion in FY17. This project is funded in part by a matching grant from the Virginia DEQ.
- **BMP Retrofits** - Water quality enhancement of stormwater management facilities to improve pollutant removal efficiency. Selection, design and implementation of projects is planned for FY17.

➤ Neabsco Creek Watershed

- **Cow Branch III** - Restoration of 1000 linear feet of stream channel was completed in FY15 with riparian buffer planting being constructed and completed in FY16. The project is funded in part through a grant from Virginia DEQ.

➤ Occoquan River Watershed

- **SWM Facility #28** - Water quality enhancement of this stormwater

management facility to improve pollutant removal. Final design was completed in FY15 and implementation is occurring in FY16 with completion in FY17.

- **Reach 5 and SWM Facility #489** - Restoration of approximately 1,800 linear feet of severely degraded stream channel identified in a watershed study. The project also includes water quality enhancement at SWM Facility #489. Design began in FY15 with implementation planned for spring 2016 (FY16) and completion in FY17. This project is funded in part by a matching grant from the Virginia DEQ.
- **BMP Retrofits** - Water quality enhancement of stormwater management facilities to improve pollutant removal efficiency. Selection, design and implementation of projects is planned for FY17.

➤ Powells Creek Watershed

- **Powells Creek Subshed 725, Phase 1** - Restoration of approximately 3,100 linear feet of stream channel. Final design of the project will be complete in FY16 with construction planned for FY17.
- **BMP Retrofits** - Water quality enhancement of two stormwater management facilities to improve pollutant removal efficiency. Final design and construction of these projects are under construction and will be complete in FY16.

➤ Quantico Creek Watershed

- **Dewey's Creek Reach 4** - Construction of this segment of Dewey's Creek is occurring in FY16 in partnership with the Town of Dumfries.
- **Dewey's Creek Reach 1** - Restoration of approximately 1,000 linear feet of stream channel. Construction of the project is planned for FY17. This project is funded in part by a matching grant from the Virginia DEQ.
- **Dewey's Creek Reach 2-3** - Restoration of approximately 4,800 linear feet of stream channel. Final engineering design will be completed in FY17 with construction planned for FY18.
- **BMP Retrofits** - Water quality enhancement of existing stormwater management facilities. Selection, design and implementation of several projects are occurring FY16 and planned for FY17.

County Watersheds

Broad Run - Water Quality Retrofit



Before



After

Occoquan River - Stream Restoration



Before

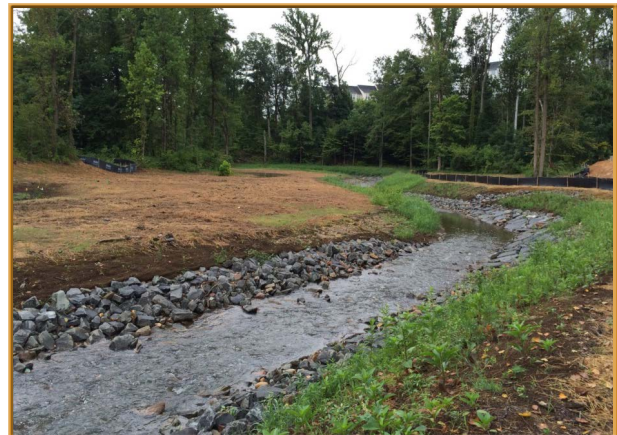


During

Neabsco Watershed - Stream Restoration

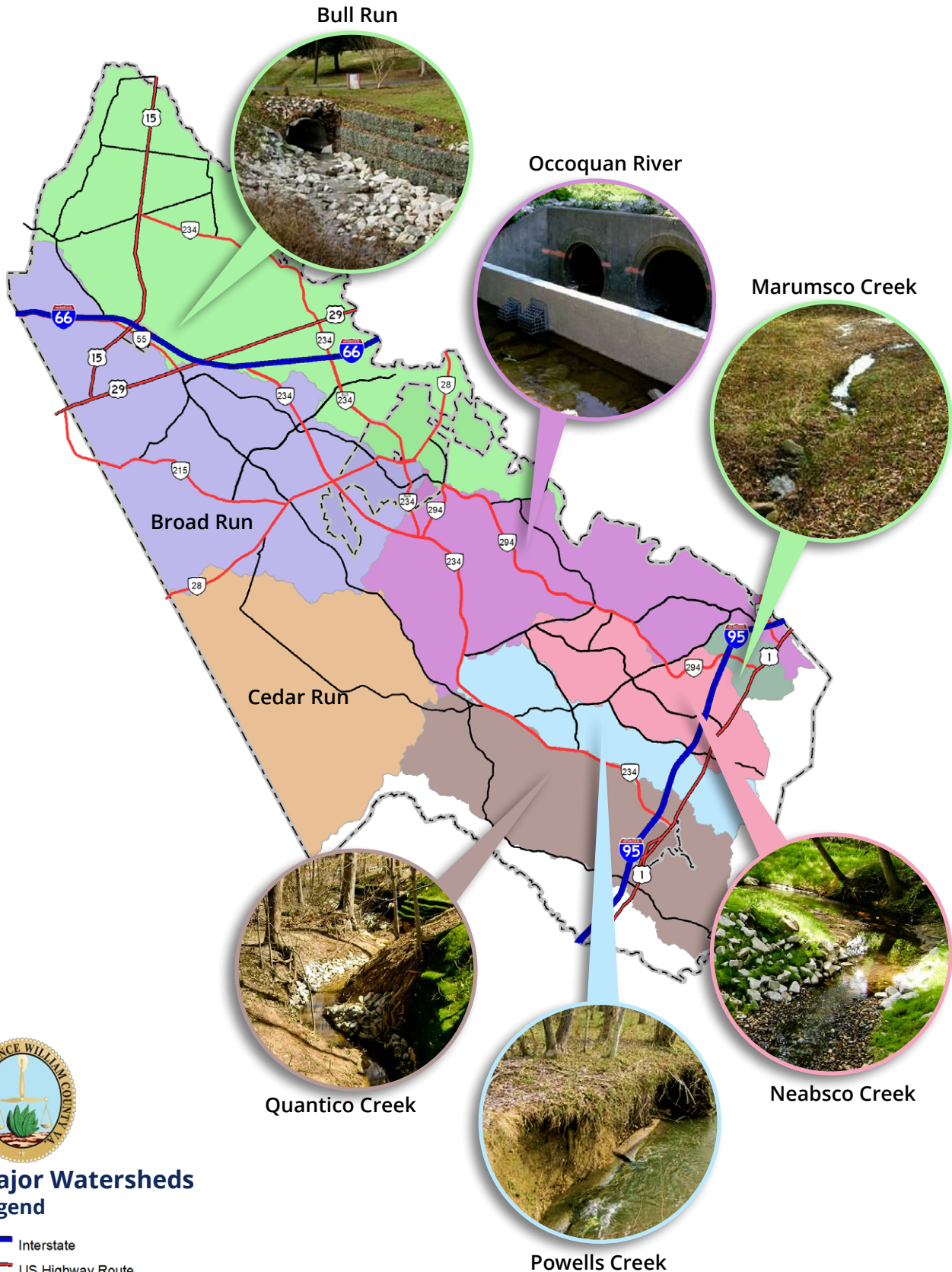


Before



After

County Watersheds



Major Watersheds Legend

- Interstate
- US Highway Route
- State Highway
- County Road (Major)
- County Boundary

Silver Lake Dam

Total Project Cost - \$2.8M

Project Description

Renovate the dam at Silver Lake Park to meet the current state standards for a class A dam. Funding for this project is provided by the Stormwater Management Fee through debt financing and the former Flat Branch Flood Control capital project.

Service Impact

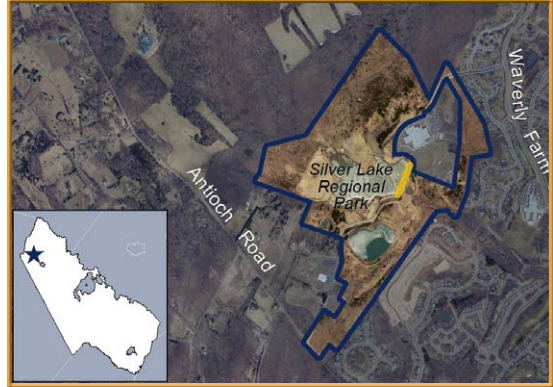
- **Increase safety for downstream residents** - This project will ensure that approximately 200 homes downstream from the Silver Lake Dam will be safe from flooding in case of an extraordinary weather event.
- **Comply with State and Federal Mandates** - This project will help comply with Virginia state dam requirements.

Funding Sources

- **Debt financing** (supported by the Stormwater Management Fee) - \$1.5M
- **Contribution from former Flat Branch Flood Control Project** (supported by the Stormwater Management Fee) - \$1.3M

Project Milestones

- **Design and permitting** began in FY15 and was completed in FY16.
- **Construction** will begin in spring 2016 (FY16) with planned completion in fall 2016 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt (Supported by Stormwater Mgmt)	1,525	2,500	-975	-	-	-	-	-	-	-	-
Stormwater Management Fee	1,275	-	1,000	275	-	-	-	-	-	275	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,800	\$2,500	\$25	\$275	-	-	-	-	-	\$275	-
Cost Categories (Expenditures)											
Planning/Design	139	139	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	2,648	5	2,300	344	-	-	-	-	-	344	-
Occupancy/Telecommunications	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	13	13	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,800	\$156	\$2,300	\$344	-	-	-	-	-	\$344	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				111	109	107	104	100	97	629	
Revenue				111	109	107	104	100	97	629	
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]



General Government PROJECTS

800 MHz Radio Communications System

Total Project Cost - \$22.2M

Project Description

The original 800 MHz Public Safety Radio Infrastructure Platform reached the end of contracted vendor service support and guaranteed replacement parts availability in 2013. This project includes the replacement and technology update to the County's 800 MHz System and a new microwave link at the Western District Police Station to support the new 800 MHz equipment.

Service Impact

- **Communications** - The 800 MHz system provides primary voice communications for all public safety agencies, to include, but not limited to, Public Safety Communications, County Police, Fire and Rescue, Sheriff and the Adult Detention Center. This critical communication ensures that the appropriate resources arrive on the scene of emergency calls for service in the timeliest manner. The system is also used by the Public Schools Division, the Service Authority and the Departments of Development Services and Public Works as a primary means of communication between field personnel/resources and control centers/headquarters. The 800 MHz system averages 9,000 individual communications daily.
- **Radios** - There are a total of 4,900 radios in use in the system which includes 1,580 law enforcement, 1,798 fire and rescue and 1,462 public service agency subscribers, including school buses.

Funding Sources

- **Capital reserve** - \$18.0M
- **Fire levy** - \$4.0M
- **ISF fund balance** - \$245K

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

- **Annual operating costs** will be funded by the general fund.

Critical Milestones

- **System design, budgetary analysis, request for proposals and vendor selection** completed in FY11.
- **Contract was approved** in FY12.
- **Acceptance testing and system cutover** was completed in FY14.
- **Radio site planning and design** for final radio site is underway in FY16.
- **Construction and system implementation** for final radio site is targeted for completion in FY18.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
Capital Reserve	18,000	18,000	-	-	-	-	-	-	-	-	-
ISF Fund Balance	245	245	-	-	-	-	-	-	-	-	-
Fire Levy	4,000	4,000	-	-	-	-	-	-	-	-	-
Total Revenue	\$22,245	\$22,245	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	22,245	19,787	256	1,090	1,112	-	-	-	-	2,202	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$22,245	\$19,787	\$256	\$1,090	\$1,112	-	-	-	-	\$2,202	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				935	960	985	1,015	1,043	1,071	6,009	
General Fund Requirement				\$935	\$960	\$985	\$1,015	\$1,043	\$1,071	\$6,009	

[Amounts expressed in thousands]

ADC Information Management System

Total Project Cost - \$638K

Project Description

The Adult Detention Center (ADC) Information Management System includes two components - the management of booking and digital photos of inmates at intake and release, arrest charges and sentence information, and a new medical records system. The information managed includes inmate transfers and cell assignments, inmate accounts and work-release activity. The current system was installed in 2000, underwent upgrades in 2003, 2007, and 2013 and will reach end of life in FY17.

Service Impact

- **System Maintenance** - The system will properly maintain and manage the ADC information, aiding in inmate control and medical treatment, and fulfilling state reporting requirements.

Funding Sources

- **General fund** - \$550K
- **ISF fund balance** - \$88K

Project Milestones

- **Existing system upgrade** completed in FY14.
- **New system implementation and acceptance** is scheduled for FY17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	550	-	550	-	-	-	-	-	-	-	-
ISF Fund Balance	88	88	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$638	\$88	\$550	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	638	88	-	550	-	-	-	-	-	550	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$638	\$88	-	\$550	-	-	-	-	-	\$550	-
Operating Impacts (Personnel and Expenditures)											
				46	47	49	50	52	54	298	
				\$46	\$47	\$49	\$50	\$52	\$54	\$298	

[Amounts expressed in thousands]

Cable Equipment

Total Project Cost - \$9.9M

Project Description

This project is made possible by separate cable franchise agreements between the County and the local cable television providers. The funding amount is 1 percent of the gross revenues generated in Prince William County by the cable operators. Use of this revenue stream is restricted to cable-related capital needs.

Service Impact

- **The Government Access Channel** - The channel provides general government programs to cable subscribers. Information is broadcast in the form of bulletin board messages, original programs, public service announcements, BOCS meetings (both live and rebroadcast), and other programming.
- **Online presence for the County** - Used to share information about Prince William County government with our residents. An essential component of that presence is video content.
- **Prince William County Schools Education Access Channel** - Provides broadcast capability to Prince William County Schools for educational and informational programming.
- **The College and University Access Channel** - Provide George Mason University and Northern Virginia Community College with broadcast capability for classes.

Funding Sources

- **Cable franchise fee** - \$9.9M

Project Milestones

- **Physical upgrades to Chinn Studio** - Improve production capability, quality, and workflow to be

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

completed in FY16. This will include sound proofing, new lighting and set design. Currently, the Communications Office is receiving updated cost estimates.

- **PWC Channel (play to air)** - Refresh of master control system to replace aging hardware to be completed in FY17. Currently, the Communications Office is in the process of working with different vendors to view demonstrations of the different products available that meet the county's needs.

Future Plans

- New broadcast equipment will be purchased and installed to continue to work toward more effective and efficient programming and video production.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Sale of Equipment	-	-	-	-	-	-	-	-	-	-	-
Cable Franchise Fee	9,872	5,913	1,210	458	458	458	458	458	458	2,749	-
Total Revenue	\$9,872	\$5,913	\$1,210	\$458	\$458	\$458	\$458	\$458	\$458	\$2,749	-
Cost Categories (Expenditures)											
Transfer to Schools	4,342	3,549	793	-	-	-	-	-	-	-	-
Equipment Refresh	4,767	888	50	458	458	458	458	458	458	2,749	1,080
Video Streaming/Granicus	83	83	-	-	-	-	-	-	-	-	-
Board Audio Room Reconstruction	443	443	-	-	-	-	-	-	-	-	-
Chinn Studio Equipment	173	173	-	-	-	-	-	-	-	-	-
Play to Air Appliance Refresh	64	64	-	-	-	-	-	-	-	-	-
Total Expenditure	\$9,872	\$5,200	\$843	\$458	\$458	\$458	\$458	\$458	\$458	\$2,749	\$1,080
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Case Management System for the Commonwealth Attorney

Total Project Cost - \$189K

Project Description

The Commonwealth Attorney's Office has a need to replace the Case Management System which was placed in service in 2005 and is now obsolete. The project will cover the cost for the new system and the initial year of maintenance from funds accumulated from Seized Property.

Service Impact

- **Efficiencies** - The efficient management of criminal case prosecution data is critical to maintaining an effective criminal justice system. A Case Management System is an important tool for managing criminal case prosecution data, and adds enormous efficacy to managing these data in an excel spreadsheet or other manual method.

Funding Sources

- **Criminal Forfeiture Funds** - \$189K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Establish requirements, design, implement, test, design, and accept system** in FY17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
E 911 Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Forfeiture Funds	189	-	189	-	-	-	-	-	-	-	-
Total Revenue	\$189	-	\$189	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	170	-	35	135	-	-	-	-	-	135	-
Operations, Maintenance & Evaluation	19	-	19	-	-	-	-	-	-	-	-
Total Expenditure	\$189	-	\$54	\$135	-	-	-	-	-	\$135	-
Operating Impacts (Personnel and Expenditures)											
				Facility & Program Operating	20	20	21	22	23	23	129
				General Fund Requirement	-	\$20	\$21	\$22	\$23	\$23	\$129

[Amounts expressed in thousands]

Disaster Recovery/Business Continuity

Total Project Cost - \$3.4M

Project Description

This project includes multiple sub-projects to ensure critical County systems and applications are redundant and reliable in the event of system failures. Additional facilities, generators, heating ventilation and air conditioning, fire suppression, battery plants, servers, data network components and application developments are required for a comprehensive disaster recovery and business continuity development plan.

Service Impact

- **Recovery and Continuity** - Disaster recovery and business continuity is critical to ensure essential public services such as Police, Fire & Rescue, and Emergency Medical Services (EMS) continue in the event of catastrophic system-wide failure.

Funding Sources

- **General fund** - \$3.1M
- **ISF fund balance** - \$300K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Individual projects** occurred in FY15 and FY16 to enhance sustainability, accessibility, reliability, and survivability of systems and infrastructure as identified by DoIT and the Information Technology Steering Committee.
- **Construction of a second data center** was completed in FY14.
- **Implementation of the core infrastructure (email, intranet, Internet redundancy, Active Directory redundancy)** was completed in FY16.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

- **Increased storage and software needs** are projected for completion in FY16 and 17.
- **Implementation of the application infrastructure and the population of the data center with systems and data** are projected for completion in FY17.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	3,115	2,560	555	-	-	-	-	-	-	-	-
ISF Fund Balance	300	300	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$3,415	\$2,860	\$555	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	3,356	1,577	34	1,745	-	-	-	-	-	1,745	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$3,356	\$1,577	\$34	\$1,745	-	-	-	-	-	\$1,745	-
Operating Impacts (Personnel and Expenditures)											
Facility & Program Operating				9	9	9	9	9	9	9	51
General Fund Requirement				\$9	\$9	\$9	\$9	\$9	\$9	\$9	\$51

[Amounts expressed in thousands]

Financial Information Management System/Ascend

Total Project Cost - \$10.8M

Project Description

This project replaces the existing financial information management system, Performance, with a new system, Ascend. Ascend includes integrated modules using an integrated database for general ledger, purchasing, budgeting, accounts receivable, and accounts payable. Performance was implemented in 1999 and has been sold to different vendors twice in the last ten years. Future vendor software support is uncertain.

Service Impact

- **Software Life Cycle** - The life cycle of the software is at an end and continued vendor support is uncertain. Software replacement is critical in order to support and manage the County's budget, revenues, expenditures, and procurement.

Funding Sources

- **General fund** - \$10.0M
- **ISF fund balance** - \$792K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Contract award for gap analysis and RFP development** was awarded in FY13.
- **Acquisition of system** completed in FY15.
- **System design and implementation** began in FY15.
- **System acceptance** scheduled for FY17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	10,000	10,000	-	-	-	-	-	-	-	-	-
ISF Fund Balance	792	300	492	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$10,792	\$10,300	\$492	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	285	285	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	10,507	3,499	4,637	2,371	-	-	-	-	-	2,371	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$10,792	\$3,784	\$4,637	\$2,371	-	-	-	-	-	\$2,371	-
Operating Impacts (Personnel and Expenditures)											
				855	828	836	847	856	859	5,079	
				\$855	\$828	\$836	\$847	\$856	\$859	\$5,079	

[Amounts expressed in thousands]

Human Resources Electronic Document Mgmt System

Total Project Cost - \$332K

Project Description

The existing Human Resource Electronic Document Management System was designed in 2001 and no longer meets the business needs of the County. This project will redesign the electronic document management system used by Human Resources allowing for efficient retrieval of information and creating the foundation for access to be role specific including Department level access. This redesign will also allow for more intuitive documents nomenclature, provide additional edit and maintenance functions and standardize identification of folder and file properties across the system.

Service Impact

- **Workload Efficiencies** - The enhanced system designed by this project will provide better management of personnel records, enhance efficiency in research and retrieval, and limit duplication of storage of personnel documentation within the departments.

Funding Sources

- **General fund** - \$332K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **New system implementation and acceptance** is anticipated to be completed in FY17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	332	-	-	332	-	-	-	-	-	332	-
ISF Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$332	-	-	\$332	-	-	-	-	-	\$332	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	22	-	-	22	-	-	-	-	-	22	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	46	-	-	46	-	-	-	-	-	46	-
Development, Deployment & Testing	150	-	-	150	-	-	-	-	-	150	-
Operations, Maintenance & Evaluation	114	-	-	114	-	-	-	-	-	114	-
Total Expenditure	\$332	-	-	\$332	-	-	-	-	-	\$332	-
Operating Impacts (Personnel and Expenditures)											
				Facility & Program Operating	-	15	15	15	15	15	75
				General Fund Requirement	-	\$15	\$15	\$15	\$15	\$15	\$75

(Amounts expressed in thousands)

Land Use Information System (Energov)

Total Project Costs - \$4.5M

Project Description

The Land Use Information System manages land and building development and code enforcement information. The system manages and tracks plan review, permits, inspections, violations and other applications approvals and fee collection. It is used by 300+ users across all development agencies. The system also supports mobile devices, interactive voice response, online scheduling and customer e-services.

The project for replacing the system is divided into three phases. Phase I replaces online services related to land development (such as e-permits, e-inspections, e-plan status) and replaces the automated phone scheduling system. Phase I also includes the implementation of a customer portal. Phase II incorporates electronic plan review capabilities. Phase II incorporates additional enhancements to improve utility of the system. Phase III incorporates enhancements to the system.

Service Impact

- **Partnerships** - Facilitate partnership between staff and customers.
- **Integration** - Spatially integrate GIS.
- **Automation** - Streamline business processes through automated workflows.
- **Efficiencies** - Achieve efficiencies through paperless/ electronic processes.
- **Access** - Expand citizen access and project oriented tracking.

Funding Sources

- **ISF fund balance** - \$4.0M
- **Special revenue** - \$500K

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

- **Annual operating costs** will be funded by general fund and special revenue fund.

Project Milestones

- **Vendor selection** and contract completed in FY12.
- **System assessment** completed in FY13.
- **System configuration, production deployment, and user acceptance testing** for Phase I was completed in FY15.
- **Electronic plan review capabilities (Phase II)** scheduled for FY16.
- **Enhancements** to inspections, contact management, proffers, customer portal, code enforcement, and overall utility (Phase III) scheduled for FY17.
- **Batch permitting and enhancements** to system setup, GIS viewer, object management, eReview, attached documentation, custom fields, fees, user roles, and customer portal (Phase III) scheduled for FY18.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
Development Fee	-	-	-	-	-	-	-	-	-	-	-
ISF Fund Balance	4,000	4,000	-	-	-	-	-	-	-	-	-
Other	500	200	200	-	100	-	-	-	-	100	-
Total Revenue	\$4,500	\$4,200	\$200	-	\$100	-	-	-	-	\$100	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	4,500	2,630	1,770	-	100	-	-	-	-	100	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$4,500	\$2,630	\$1,770	-	\$100	-	-	-	-	\$100	-
Operating Impacts (Personnel and Expenditures)											
				189	207	207	223	240	258	1,324	
				\$189	\$207	\$207	\$223	\$240	\$258	\$1,324	

(Amounts expressed in thousands)

Public Safety Records/EMS System

Total Project Cost - \$10.7M

Project Description

This project replaces three critical systems that facilitate record keeping, data collection, data processing, and reporting to include local, state, and federal requirements. Records Management includes fire, EMS and police incident reporting, summons and police incident history, and performs property tracking, resource reporting and planning as well as statistical analysis for decision making. Mobile Data provides immediate and uninterrupted access to CAD, Records Management and links to outside resources such as the Virginia Criminal Information Network field emergency service providers through a secure network. The EMS reporting system is designed for patient care reporting as required by the Virginia State Office of EMS and is an integral part of the EMS billing platform.

The existing systems exceed industry standards for replacement. The replacement cycle for this hardware and software meets industry standard if completed on schedule.

Service Impact

- **Safety** - Improved citizen and provider safety due to more rapid availability of information, including floor plans, GIS data, hazardous materials information, and situational awareness information.
- **Accuracy and Timeliness** - More accurate and timely reporting is critical in meeting local, state, and federal reporting requirements.

Funding Sources

- **General fund** - \$10.3M
- **ISF fund balance** - \$408K

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Needs analysis and RFP development** completed in FY11.
- **Candidate systems live test, demonstrations, and site visits** with current customers of candidate systems conducted in FY12.
- **Contractor negotiation and selection** completed in FY13.
- **RMS test and system acceptance** in FY16.
- **Post system acceptance enhancement tests and acceptance** in FY18.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	10,264	10,264	-	-	-	-	-	-	-	-	-
ISF Fund Balance	408	408	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$10,672	\$10,672	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	125	125	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	10,547	7,045	2,986	-	516	-	-	-	-	516	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$10,672	\$7,170	\$2,986	-	\$516	-	-	-	-	\$516	-
Operating Impacts (Personnel and Expenditures)											
				1,419	1,615	1,668	1,723	1,780	1,840	10,045	
				\$1,419	\$1,615	\$1,668	\$1,723	\$1,780	\$1,840	\$10,045	

[Amounts expressed in thousands]

Social Services Electronic Document Management System

Total Project Cost - \$556K

Project Description

The Department of Social Services has a need for Electronic Document Management System that can store client documents in a manageable, retrievable, and searchable format. The project includes licenses, a new server for file storage, an automated scanning server, and set up and customization of the system to meet business needs.

Service Impact

- **Efficiencies** - Reduce and eliminate paper storage; improve efficiency and reduce errors.

Funding Sources

- **General fund** - \$400K
- **ISF fund balance** - \$156K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Establish requirements** in FY15.
- **Develop, implement system, testing, and acceptance** in FY17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	400	400	-	-	-	-	-	-	-	-	-
ISF Fund Balance	156	-	156	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$556	\$400	\$156	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	556	-	-	556	-	-	-	-	-	556	-
Operations, Maintenance & Evaluation	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$556	-	-	\$556	-	-	-	-	-	\$556	-
Operating Impacts (Personnel and Expenditures)											
				Facility & Program Operating	-	79	82	84	86	89	420
				General Fund Requirement	-	\$79	\$82	\$84	\$86	\$89	\$420

[Amounts expressed in thousands]

Tax Management System

Total Project Cost - \$2.0M

Project Description

This project will replace the County's tax management system. The tax management system is specialized software used to assess, bill, and collect County taxes and to issue business licenses. The current system was installed in 1999 and no longer meets technology standards. A new system will provide functionality to automate work procedures and improve services available to the taxpayer.

Service Impact

- **Accuracy** - The tax management system is responsible for the billing and collecting of nearly \$700 million in tax revenue annually. The ability to accurately bill and collect revenues is significant given the financial impact on Prince William County services including public safety, human services, and schools.

Funding Sources

- **ISF fund balance** - \$2.0M
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **RFP published** in FY13.
- **Contract awarded** in FY14.
- **Complete implementation, test, and accept system** in FY17.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
ISF Fund Balance	2,000	2,000	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,000	\$2,000	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Project Management	-	-	-	-	-	-	-	-	-	-	-
Requirements	-	-	-	-	-	-	-	-	-	-	-
Planning and Analysis	-	-	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-	-	-
Development, Deployment & Testing	1,824	575	1,152	97	-	-	-	-	-	97	-
Operations, Maintenance & Evaluation	176	52	124	-	-	-	-	-	-	-	-
Total Expenditure	\$2,000	\$627	\$1,277	\$97	-	-	-	-	-	\$97	-
Operating Impacts (Personnel and Expenditures)											
				115	115	115	115	128	128	716	
				\$115	\$115	\$115	\$115	\$128	\$128	\$716	

(Amounts expressed in thousands)

CIP - General Government





Public Safety

PROJECTS

Coles Fire & Rescue Station Reconstruction

Total Project Cost - \$11.6M

Project Description

The station was built in 1979 and is located at 13712 Dumfries Road in Manassas. This project will replace the current station based on recommendations identified in the Fire and Rescue Facilities Assessment dated January 2010 and approved by the Fire and Rescue Association.

The new station will be constructed at the same address and will be approximately 21,500 square feet with expanded office space, sleeping quarters, more suitable apparatus areas, and hazmat storage.

Service Impact

- **Safety** - The reconstructed station will provide a safer environment for career and volunteer staff members.

Funding Sources

- **Fire levy funds** - \$5.8M
- **Debt financing** (supported by the Fire Levy) - \$5.1M
- **Developer contributions (proffers)** - \$729K
- **Annual debt service costs** will be paid by the fire levy.
- **Facility operating costs** will be funded by the fire levy.

Project Milestones

- **Design** began in August 2013 (FY14).
- **Reconstruction** is scheduled to begin in October 2016 (FY17) and expected to be completed in December 2017 (FY18).
- **Occupancy** is planned for January 2018 (FY18).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	729	647	-	82	-	-	-	-	-	82	-
Debt (supported by Fire Levy)	5,100	-	-	5,100	-	-	-	-	-	5,100	-
Fire Levy	4,877	4,959	-	-82	-	-	-	-	-	-82	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$10,706	\$5,606	-	\$5,100	-	-	-	-	-	\$5,100	-
Cost Categories (Expenditures)											
Planning/Design	998	478	122	199	199	-	-	-	-	398	-
Construction/Utility Relocation	8,379	-	1,000	4,594	2,785	-	-	-	-	7,379	-
Occupancy/Telecommunications	704	-	-	479	225	-	-	-	-	704	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	625	15	62	325	185	38	-	-	-	547	-
Total Expenditure	\$10,706	\$493	\$1,185	\$5,597	\$3,394	\$38	-	-	-	\$9,028	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	459	449	439	428	418	2,193	-
Revenue				-	459	449	439	428	418	2,193	-
General Fund Requirement				-	-	-	-	-	-	-	-

Gainesville Fire & Rescue Station Renovation

Total Project Cost - \$5.3M

Project Description

The Gainesville Station was built in 1990 and is located at 14450 John Marshall Highway in Gainesville. The station is a one story building with four double drive-through bays and is approximately 13,500 square feet.

This project will renovate the existing space and construct additional staff space. The addition will add 5,000 square foot of new space; total square footage of facility will be 18,500. This project will reorganize the interior of the building so that it is more efficient and increase the size of the living quarters, office space, and operational space. This station was recommended for renovation in the 2010 Fire and Rescue Facilities Assessment.

Service Impact

- **Safety** - The renovated station will provide a safer environment for career staff members.

Funding Sources

- **Fire levy funds** - \$5.0M
- **Developer contributions (proffers)** - \$231K
- **Service Authority Water Connection Credit** - \$108K
- **Facility operating costs** will be funded through the fire levy.

Project Milestones

- **Design** began in December 2013 (FY14) and complete in January 2016 (FY17).
- **Renovation** is scheduled to begin in April 2016 (FY16) and planned to be completed in March 2017 (FY17).
- **Occupancy** is scheduled for March 2017 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	231	231	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Fire Levy	4,912	5,020	-108	-	-	-	-	-	-	-	-
Service Authority Credit	108	-	108	-	-	-	-	-	-	-	-
Total Revenue	\$5,251	\$5,251	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	542	208	132	129	74	-	-	-	-	203	-
Construction/Utility Relocation	3,772	1	2,682	802	287	-	-	-	-	1,089	-
Occupancy/Telecommunications	471	-	-	471	-	-	-	-	-	471	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	466	52	185	210	19	-	-	-	-	229	-
Total Expenditure	\$5,251	\$260	\$3,000	\$1,612	\$379	-	-	-	-	\$1,991	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Nokesville Fire & Rescue Station Reconstruction

Total Project Cost - \$9.5M

Project Description

The Nokesville Volunteer Fire and Rescue Station was built in 1967 and is located at 12826 Marsteller Drive in Nokesville. This project will replace the current station as recommended in the 2010 Fire and Rescue Facilities Assessment. The new station will be constructed at the same location as the current station. The new station will be approximately 18,000 square feet with expanded office space, sleeping quarters and more suitable apparatus areas.

Service Impact

- **Safety** - The reconstructed station will provide a safer environment for career and volunteer staff members.
- **Volunteer Recruitment and Retention** - Although the renovation is not expected to directly impact station response times, it is anticipated that improved living and working space will improve volunteer firefighter recruitment and retention.

Funding Sources

- **Fire levy funds** - \$7.8M
- **Developer contributions (proffers)** - \$1.7M
- **Facility and program operating costs** will be funded through the fire levy.

Project Milestones

- **Design** began in FY14 and is ongoing.
- **Reconstruction** and completion dates will be determined during the design phase.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	1,741	1,287	269	185	-	-	-	-	-	185	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Fire Levy	7,781	8,235	-269	-185	-	-	-	-	-	-185	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$9,523	\$9,523	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	1,051	269	413	269	70	30	-	-	-	369	-
Construction/Utility Relocation	7,716	-	-	2,701	4,263	752	-	-	-	7,716	-
Occupancy/Telecommunications	283	-	-	283	-	-	-	-	-	283	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	474	14	60	146	146	108	-	-	-	400	-
Total Expenditure	\$9,523	\$282	\$473	\$3,398	\$4,479	\$890	-	-	-	\$8,768	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Station 22 (West End) Fire & Rescue Station

Total Project Cost - \$13.7M

Project Description

Station 22 will be approximately 21,000 square feet fire station located on the west end of the county and house a pumper, rescue, collapse unit and Advanced Life Support ambulance. Career staffing will be provided for a 24-hour pumper unit, 24-hour rescue unit and a 24-hour medic unit. The building will include sleeping quarters, a kitchen and dayroom, physical fitness room, training room, storage for heavy tactical rescue equipment and offices. The station will include three to four apparatus bays, an area for personal protective equipment, and an exterior training tower.

Service Impact

- **Response Time Improvements** - The station's first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease the burden on existing stations.

Funding Sources

- **Debt financing** (supported by the Fire Levy) - \$12.4M
- **Fire levy funds** - \$1.3M
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Land Acquisition** is scheduled to begin in FY17.
- **Design** is scheduled to begin in September 2017 (FY18).
- **Construction** is scheduled to begin in September 2018 (FY19) and will be completed in January 2020 (FY20).
- **Occupancy** is scheduled for January 2020 (FY20).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt (supported by Fire Levy)	12,375	-	-	-	12,375	-	-	-	-	12,375	-
Fire Levy	1,275	-	-	1,275	-	-	-	-	-	1,275	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$13,650	-	-	\$1,275	\$12,375	-	-	-	-	\$13,650	-
Cost Categories (Expenditures)											
Planning/Design	1,025	-	-	225	500	150	150	-	-	1,025	-
Construction/Utility Relocation	11,000	-	-	1,000	-	5,000	5,000	-	-	11,000	-
Occupancy/Telecommunications	1,000	-	-	-	-	1,000	-	-	-	1,000	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	625	-	-	50	90	250	225	10	-	625	-
Total Expenditure	\$13,650	-	-	\$1,275	\$590	\$6,400	\$5,375	\$10	-	\$13,650	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	13.00	16.00	0.00	29.00	
Facility & Program Operating				-	-	-	1,735	4,225	4,225	10,185	
Debt Service				-	-	1,116	1,116	1,116	1,116	4,464	
Revenue				-	-	1,116	1,616	1,616	1,616	5,964	
General Fund Requirement				-	-	-	\$1,235	\$3,725	\$3,725	\$8,685	

[Amounts expressed in thousands, excluding FTEs]

Station 26 Fire & Rescue Station

Total Project Cost - \$11.2M

Project Description

Station 26 (formerly referred to as Bacon Race) fire and rescue station will be approximately 18,000 square feet and house a pumper and Advanced Life Support ambulance. Career staffing will be provided for a 24-hour pumper unit and a 24-hour medic unit.

The building will include sleeping quarters, a kitchen and dayroom, physical fitness room and offices. The station will include three apparatus bays, an area for personal protective equipment, and an exterior training tower.

Service Impact

- **Response Time Improvements** - The station's first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease the burden on existing stations.

Funding Sources

- **Fire levy funds** - \$9.9M
- **Developer contributions (proffers)** - \$1.3M
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund.

Project Milestones

- **Design** began in July 2014 (FY14).
- **Construction** is scheduled to begin in March 2016 (FY16) and will be completed in May 2017 (FY17).
- **Occupancy** is scheduled for June 2017 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	1,332	1,185	76	71	-	-	-	-	-	71	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Fire Levy	9,828	9,975	-76	-71	-	-	-	-	-	-71	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$11,160	\$11,160	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	777	516	221	40	-	-	-	-	-	40	-
Construction/Utility Relocation	9,047	-	3,126	5,148	774	-	-	-	-	5,922	-
Occupancy/Telecommunications	760	-	-	225	535	-	-	-	-	760	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	575	55	262	247	10	-	-	-	-	257	-
Total Expenditure	\$11,160	\$572	\$3,609	\$5,661	\$1,319	-	-	-	-	\$6,980	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			13.00	16.00	0.00	0.00	0.00	0.00	0.00	29.00	
Facility & Program Operating			3,761	3,582	3,882	3,882	3,882	3,882	3,882	26,754	
Debt Service			-	-	-	-	-	-	-	-	
Revenue			-	200	500	500	500	500	500	2,700	
General Fund Requirement			\$3,382	\$3,382	\$3,382	\$3,382	\$3,382	\$3,382	\$3,382	\$24,054	

Station 26 Fire & Rescue Station



Adult Detention Center Phase II

Total Project Cost - \$45.7M

Project Description

The project provides a second expansion adjacent to the existing detention center and will include some renovations to the main jail, and a parking lot expansion. The expansion will provide bed space for future inmate population growth.

Service Impact

- **Inmate Population** - This expansion provides future capacity for projected inmate population.
- **Bed Space** - The expansion will provide 204 additional general population beds in the Manassas Complex.
- **Support Increase of Average Daily Population (ADP)** - The current ADP, as defined by the 2014 Community Based Corrections Planning study, provided to the BOCS on February 25, 2014, exceeds the existing rated capacity of the facility by 219 jail beds. The additional bed space will address the current need.

Funding Sources

- **Debt financing** - \$20.8M
- **State reimbursement** - \$19.7M
- **Facilities capital reserve** - \$5.1M
- **General fund** - \$150K
- **Facility operating costs** will be funded by the general fund. Facility personnel are included in the FTE count and operating costs below and include 82 security positions and 18 non-security positions. Staffing will be phased in over three years beginning in FY18.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Planning and design** is began in April 2015 (FY15) and is planned to be completed September 2016 (FY17).
- **Construction** is scheduled to begin April 2017 (FY17) and be completed July 2019 (FY20).
- **Occupancy** is scheduled for September 2019 (FY20).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	150	150	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	20,802	-	-	40,502	-	-	-19,700	-	-	20,802	-
State/Federal	19,700	-	-	-	-	-	19,700	-	-	19,700	-
Other	5,071	5,071	-	-	-	-	-	-	-	-	-
Total Revenue	\$45,723	\$5,221	-	\$40,502	-	-	-	-	-	\$40,502	-
Cost Categories (Expenditures)											
Planning/Design	3,087	387	1,200	700	500	200	100	-	-	1,500	-
Construction/Utility Relocation	40,340	-	-	3,000	20,000	15,000	2,340	-	-	40,340	-
Occupancy/Telecommunications	1,297	-	-	-	1,288	9	-	-	-	1,297	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	1,000	36	75	590	175	85	39	-	-	889	-
Total Expenditure	\$45,723	\$422	\$1,275	\$4,290	\$21,963	\$15,294	\$2,479	-	-	\$44,026	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			0.00	48.00	44.00	8.00	0.00	0.00	100.00		
Facility & Program Operating			-	2,434	6,505	10,629	10,629	10,629	40,826		
Debt Service			-	3,645	3,564	3,483	3,402	3,402	17,498		
Revenue			-	-	-	-	-	-	-		
General Fund Requirement			-	\$6,079	\$10,069	\$14,113	\$14,032	\$14,032	\$58,324		

[Amounts expressed in thousands, excluding FTEs]

Courthouse Security System Replacement

Total Project Cost - \$4.6M

Project Description

Replace the security system at the Judicial Center Courthouse complex, to include new cameras/surveillance equipment, digital video recorders (DVR) capable of recording and maintaining video footage for two weeks, new wiring compatible with the new surveillance equipment, and call boxes with surveillance cameras.

A needs assessment was completed in FY16 and will inform the design and implementation of the system. There will need to be additional maintenance funds to maintain and support the new system.

Service Impact

- **Improved Safety and Security at the Judicial Center** - Replacing the system will improve safety and security for visitors and employees in the complex by ensuring that access to sensitive areas is appropriately restricted and surveillance of areas is maintained.
- **Software and Hardware Life Cycle** - The life cycle of the software and hardware is at an end. System replacement is critical in order to support the security of the complex.

Funding Sources

- **General fund** - \$4.6M
- **Facility operating costs** will be funded by the general fund.

Project Milestones

- **Planning and design** is scheduled to begin summer 2016 (FY17).
- **Implementation** dates and completion dates will be determined during the planning and design phase.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	4,550	-	-	4,550	-	-	-	-	-	4,550	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,550	-	-	\$4,550	-	-	-	-	-	\$4,550	-
Cost Categories (Expenditures)											
Planning/Design	155	-	-	155	-	-	-	-	-	155	-
Construction/Utility Relocation	4,028	-	-	4,028	-	-	-	-	-	4,028	-
Occupancy/Telecommunications	257	-	-	257	-	-	-	-	-	257	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	110	-	-	110	-	-	-	-	-	110	-
Total Expenditure	\$4,550	-	-	\$4,550	-	-	-	-	-	\$4,550	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
Facility & Program Operating				218	339	339	339	339	339	339	1,912
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				\$218	\$339	\$339	\$339	\$339	\$339	\$339	\$1,912

[Amounts expressed in thousands, excluding FTEs]

General District Courtroom No. 6

Total Project Cost - \$700K

Project Description

Construct a sixth courtroom for the General District Court on the second floor of the Judicial Center complex in Manassas. The space for the sixth courtroom currently contains a storage room for court files and a work room for public safety staff. These functions will be relocated and the space will be renovated into the new courtroom. The new courtroom will be approximately 2,000 square feet in area.

Service Impact

- **Support Increased Need for Courtroom Facilities**
 - General District Court is anticipating one additional judge in FY17. The new courtroom is needed to accommodate the increased need for courtroom availability.

Funding Sources

- **General fund** - \$700K

Project Milestones

- **Planning and design** is scheduled to begin July 2016 (FY17) and be completed January 2017 (FY17).
- **Construction** is scheduled to begin April 2017 (FY17) and be completed October 2017 (FY18).
- **Occupancy** is planned for November 2017 (FY18).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	700	-	-	700	-	-	-	-	-	700	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$700	-	-	\$700	-	-	-	-	-	\$700	-
Cost Categories (Expenditures)											
Planning/Design	100	-	-	100	-	-	-	-	-	100	-
Construction/Utility Relocation	546	-	-	100	446	-	-	-	-	546	-
Occupancy/Telecommunications	54	-	-	53	1	-	-	-	-	54	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$700	-	-	\$253	\$447	-	-	-	-	\$700	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Animal Shelter Expansion & Renovation

Total Project Cost - \$12.7M

Project Description

The construction of approximately 27,000 square feet of new shelter space and the renovation of approximately 6,000 square feet of existing shelter space. The site is at the existing Animal Shelter location at Independent Hill on Dumfries Road. Additionally, this project will replace aging trailers, where staff is housed, and several aging/deteriorating outbuildings used for storage (approximately 4,000 square feet).

Features of the new facility will include expanded animal adoption areas, quarantine and visitation areas, veterinarian support space, feed and equipment storage areas, exam and grooming rooms, stray animal kennels, and space to address surge capacity related to animal cruelty and hoarding cases.

The project will be in full compliance with Association of Shelter Veterinarians facility standards.

Service Impact

➤ **Improve the Long-Term Support and Operation** - Improvement of ongoing animal control services to include:

- Enhanced public accessibility to the shelter
- Housing of stray and homeless pets to include feeding, care and maintenance
- Quarantine of aggressive and potentially rabid animals, surrender of unwanted pets,
- Public education on animal laws, animal care and behavior,
- Enforcement of state and local laws regarding domestic and agricultural animals,
- Adoption and placement of pets in new homes,



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

- Cremation of deceased animals,
 - Administration of vaccines to prevent the spread of contagious animal diseases, and
 - Housing of stray livestock, birds and reptiles.
- **Capital Maintenance** - Replacement and renovation of the existing facility will extend the life of the facilities and protect the County investment in capital assets.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	12,700	-	-	12,700	-	-	-	-	-	12,700	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$12,700	-	-	\$12,700	-	-	-	-	-	\$12,700	-
Cost Categories (Expenditures)											
Planning/Design	1,000	-	-	350	300	200	150	-	-	1,000	-
Construction/Utility Relocation	10,004	-	-	-	900	5,200	3,904	-	-	10,004	-
Occupancy/Telecommunications	1,296	-	-	-	-	550	746	-	-	1,296	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	400	-	-	50	70	125	150	5	-	400	-
Total Expenditure	\$12,700	-	-	\$400	\$1,270	\$6,075	\$4,950	\$5	-	\$12,700	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	1.00	0.00	0.00	0.00	1.00	
Facility & Program Operating				-	-	700	1,353	912	912	3,876	
Debt Service				-	1,143	1,143	1,143	1,143	1,143	5,715	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	\$1,143	\$1,843	\$2,496	\$2,055	\$2,055	\$9,591	

[Amounts expressed in thousands, excluding FTEs]

Animal Shelter Replacement & Renovation



Current Prince William County Animal Shelter

➤ **Public Safety Outcomes** - This project will support the following levels of service to the community:

- **Police department's overall performance meets community needs:** 93% (2014 Community Survey)
- **Animal Control effectively protects citizens and animals:** 90% (2014 Community Survey)
- **Total Calls for Animal Control Services:** 8,654 (Proposed FY17 Budget, FY15 Actual)
- **Animals Entering Shelter:** 4,605 (Proposed FY17 Budget, FY15 Actual)
- **Animals Adopted:** 40% (Proposed FY17 Budget, FY15 Actual)

Funding Sources

- **Debt financing** - \$12.7M
- **Facility operating costs** will be funded by the general fund. Operating costs will be refined as the design of the replacement facility is developed.

Project Milestones

- **Planning and design** scheduled to begin in FY17.
- **Construction** scheduled to begin in FY18 and be completed in FY20.
- **Occupancy** scheduled for FY20.

Body-Worn Cameras for Police Department

Total Project Cost - \$3.0M

Project Description

Several high profile incidents across the country have generated public discussion for greater transparency and accountability regarding police actions and behaviors. A national movement for agencies to adopt Body-Worn Camera (BWC) technology has been underway over the past couple of years.

Many agencies at the regional, state, and national levels are in the process of studying, piloting or implementing BWCs. Benefits of implementing BWCs include:

- Promote greater accountability, transparency, and public trust while protecting civil liberties.
- May result in reductions in citizen complaints, use of force incidents, civil litigation cases, and assaults on police officers.
- Videos used as a training tool to conduct post-incident review and make better informed decisions.
- Provide improved documentation in reports and evidence collection.
- Assist in identifying and correcting internal agency issues (i.e. tactics, communication, customer service, officer safety, etc.)
- Discourage people from filing unfounded complaints against officers.

Service Impact

- **Public Safety Outcomes** - This project will provide the following levels of service to the community:
 - **Citizen complaints per 1,000 police contacts** .038 (Proposed FY17 Budget, FY15 Actual)
 - **Police department's overall performance meets community needs: 93%** (2014 Community Survey)

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

- **Police department treats everyone fairly regardless of race, gender, ethnic or national origin: 89%** (2014 Community Survey)
- **Police officers are courteous and helpful to all community members: 92%** (2014 Community Survey)
- **Police department has positive attitudes and behaviors towards residents: 91%** (2014 Community Survey)

Funding Sources

- **General fund** - \$3.0M

Project Milestones

- **Planning and design** began in summer 2015 (FY16).
- **Project implementation**, beginning with a pilot program, is scheduled for fall 2016 (FY17).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	3,000	-	3,000	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$3,000	-	\$3,000	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	250	-	150	100	-	-	-	-	-	-	100
Construction/Utility Relocation	-	-	-	-	-	-	-	-	-	-	-
Occupancy/Telecommunications	2,750	-	1,123	1,627	-	-	-	-	-	-	1,627
Other (Project Mgmt, Debt Issuance Costs, Contingency)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$3,000	-	\$1,273	\$1,727	-	-	-	-	-	\$1,727	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	1,250	1,250	1,250	1,250	1,250	1,250	6,250
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$6,250

[Amounts expressed in thousands, excluding FTEs]

Central District Police Station

Total Project Cost - \$28.6M

Project Description

The Central District Police Station will be a new 54,200 square-foot facility and support space located on Davis Ford Road between the Prince William County Parkway and Asdee Lane. The facility will provide police services to the mid-county area, primarily the Dale City, Lake Ridge, and Davis Ford Road corridor. Personnel from the Patrol Service Bureau, Criminal Investigations Division, and Office of the Chief are planned to be located in this facility.

Service Impact

- **Public Safety Outcomes** - This project will provide the following levels of service to the community:
 - **Police department's overall performance meets community needs: 93%** (2014 Community Survey)
 - **Police emergency response time: 6.5 minutes**
(Proposed FY17 Budget, FY15 Actual)
 - **Residents feel safe in their neighborhoods: 93%**
(2014 Community Survey)

Funding Sources

- **Debt financing** - \$26.0M
- **General fund** - \$193K
- **Service Authority Water Connection Credit** - \$185K
- **Developer contributions (proffers)** - \$1K
- **Public Safety Training Center (PSTC) Driver Training Track capital project savings** - \$2.2M
- **Facility operating costs** will be funded by the general fund. Facility personnel are included in the FTE count and operating costs. Sworn personnel for the facility will be provided through the Police staffing plan. Also included in the FTE count are six additional telecommunicators added in FY16 to support the Central



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

District police channel in the 24/7 Public Safety Communications Center (PSCC).

Project Milestones

- **Planning and design** began May 2014 (FY14).
- **Construction** began in November 2015 (FY16) with completion scheduled for July 2017 (FY18).
- **Occupancy** is scheduled for August 2017 (FY18).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	193	193	-	-	-	-	-	-	-	-	-
Proffers	1	1	-	-	-	-	-	-	-	-	-
Debt	25,975	-	25,975	-	-	-	-	-	-	-	-
Service Authority Credit	185	-	185	-	-	-	-	-	-	-	-
PSTC Driver Training Savings	2,236	2,236	-	-	-	-	-	-	-	-	-
Total Revenue	\$28,591	\$2,431	\$26,160	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	2,200	1,610	300	200	90	-	-	-	-	-	290
Construction/Utility Relocation	20,290	2	7,612	9,676	3,000	-	-	-	-	12,676	-
Occupancy/Telecommunications	5,239	-	1,098	2,204	1,938	-	-	-	-	4,141	-
Other (Project Mgmt, Debt Issuance Costs, Contingency)	862	151	462	199	50	-	-	-	-	249	-
Total Expenditure	\$28,591	\$1,763	\$9,472	\$12,279	\$5,078	-	-	-	-	\$17,356	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)			6.00	8.00	5.00	0.00	0.00	0.00	0.00	19.00	
Facility & Program Operating			737	2,167	2,171	2,174	2,178	2,178	2,178	11,605	
Debt Service			1,976	2,178	2,132	2,086	2,040	2,040	12,453		
Revenue			-	-	-	-	-	-	-	-	
General Fund Requirement			\$2,713	\$4,345	\$4,303	\$4,260	\$4,218	\$4,218	\$4,218	\$24,058	

[Amounts expressed in thousands, excluding FTEs]

Bristow
Central District Police Station



Public Safety Training Center Rifle Range

Total Project Cost - \$1.7M

Project Description

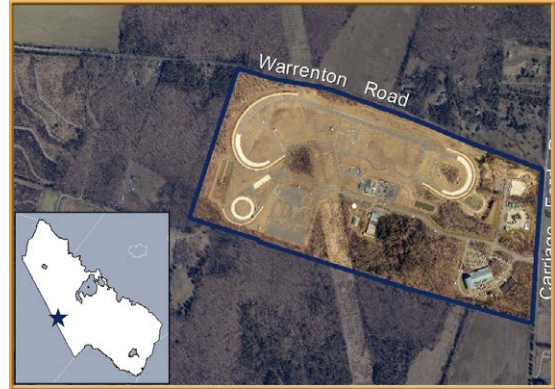
The rifle range will support existing and future firearms training. The range is part of the Public Safety Training Center (PSTC) Master Plan. Existing facility conditions at the rifle range are inadequate to provide ongoing training. Range dimensions are estimated at 200 yards by 20 yards consisting of 10-12 shooting lanes, contingent upon project funding, with backstop and side berms running the length of the range, concrete lanes at designated shooting positions, targeting system, perimeter fencing, lighting, gravel roadway with a parking lot for 20-25 vehicles, bleachers and roof for student seating/instruction.

Service Impact

- **Public Safety Outcomes** - This project will provide the following levels of service to the community:
 - **Police department's overall performance meets community needs: 93%** (2014 Community Survey)
 - **Police Supervisors and field training officers reporting satisfactory preparedness of recruits: 100%** (Proposed FY17 Budget, FY15 Actual)
 - **Assure compliance with mandatory training standards: 100%** (Proposed FY17 Budget, FY15 Actual)

Funding Sources

- **Prior PSTC project savings (general fund)** - \$1.7M
- **Federal funds** - \$141K
- **Facility operating costs** will be funded by the general fund.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Planning and design** began in June 2015 (FY15).
- **Construction** is scheduled to begin in December 2016 (FY17) with completion in July 2017 (FY18).
- **Occupancy** is scheduled for August 2017 (FY18).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	1,586	1,586	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	141	-	141	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,727	\$1,586	\$141	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	128	-	7	91	30	-	-	-	-	-	121
Construction/Utility Relocation	1,324	-	-	267	1,000	57	-	-	-	-	1,324
Occupancy/Telecommunications	150	-	94	56	-	-	-	-	-	-	56
Other (Project Mgmt, Debt Issuance Costs, Contingency)	125	-	9	46	58	13	-	-	-	-	116
Total Expenditure	\$1,727	-	\$110	\$460	\$1,088	\$70	-	-	-	\$1,617	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	101	101	101	101	100	505	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	\$101	\$101	\$101	\$101	\$100	\$505	

[Amounts expressed in thousands, excluding FTEs]



Transportation PROJECTS

Fuller Road/Fuller Heights Road Improvements

Total Project Cost - \$4.4M

Project Description

This project will widen Fuller Road, which is the entrance road serving the Quantico Marine Corps Base, the Town of Quantico, and communities adjacent to the military base. The improvements will convert the existing four-lane undivided road to a four-lane divided section. In addition, the project will relocate Fuller Road and Fuller Heights intersection to the east to maximize the spacing from the intersection of Route 1 (Jefferson Davis Highway) and Fuller Road.

Service Impact

- **Relieve Congestion and Improve Safety** - Construction of this roadway will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

Funding Sources

- **Public lands federal funding** - \$3.7M
- **Developer contributions (proffers)** - \$768K

Project Milestones

- **Design began** in FY10 and was completed in FY12.
- **Construction** is anticipated to begin spring 2018 (FY18) with completion scheduled in summer 2019 (FY19).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	768	768	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	3,659	931	1,636	1,091	-	-	-	-	-	1,091	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,426	\$1,699	\$1,636	\$1,091	-	-	-	-	-	\$1,091	-
Cost Categories (Expenditures)											
Planning/Design	634	634	-	-	-	-	-	-	-	-	-
Right of Way Acquisition	137	-	137	-	-	-	-	-	-	-	-
Construction/Utility Relocation	3,291	-	-	1,621	1,670	-	-	-	-	3,291	-
Other (Project Mgmt, Debt Issuance Costs)	363	348	16	-	-	-	-	-	-	-	-
Total Expenditure	\$4,426	\$982	\$153	\$1,621	\$1,670	-	-	-	-	\$3,291	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Minnieville Road (Spriggs Road to Route 234)

Total Project Cost - \$29.3M

Project Description

This project widens, realigns, and improves Minnieville Road from an existing two-lane roadway to a four-lane divided roadway with a raised median from Spriggs Road to Route 234 (Dumfries Road).

Service Impact

- **Connectivity** - Complete the four-lane widening of Minnieville Road from its northern terminus with Old Bridge Road to its southern terminus at Route 234 (Dumfries Road).

Funding Sources

- **Developer contributions (proffers)** - \$3.7M
- **Revenue sharing funds from the Commonwealth of Virginia** will help fund the project's construction - \$4.5M
- **30% NVTA funding** will be used to support construction activities and to match the revenue sharing funds for the right-of-way acquisition and construction phases of the project - \$20.0M
- **General fund support** - \$1.1M

Project Milestones

- **Design** began in September 2013 (FY14) and was completed in March 2015 (FY15).
- **Right-of-way acquisition** began in FY16.
- **Construction** is scheduled to begin in August 2016 (FY17) and finish in February 2018 (FY18).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	1,110	1,110	-	-	-	-	-	-	-	-	-
Proffers	3,725	3,347	378	-	-	-	-	-	-	-	-
NVTA Funding (30%)	19,950	21,700	-1,750	-	-	-	-	-	-	-	-
State/Federal	4,465	-	4,465	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$29,250	\$26,157	\$3,093	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	2,028	1,331	697	-	-	-	-	-	-	-	-
Right of Way Acquisition	995	352	357	285	-	-	-	-	-	285	-
Construction/Utility Relocation	25,873	26	3,201	12,201	10,445	-	-	-	-	22,646	-
Other (Project Mgmt, Debt Issuance Costs)	354	351	3	-	-	-	-	-	-	-	-
Total Expenditure	\$29,250	\$2,060	\$4,258	\$12,486	\$10,445	-	-	-	-	\$22,932	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Neabsco Mills Road (Route 1 to Dale Boulevard)

Total Project Cost - \$1.6M

Project Description

The project will design roadway improvements to widen Neabsco Mills Road from two-lanes to four-lanes from Route 1 to Dale Boulevard. The design of the project will include intersection improvements, bicycle/pedestrian facilities, curb and gutter, and a raised median. Currently, only funding for design has been approved and appropriated. The total estimated cost of the project is \$26.3M.

Service Impact

- **Relieve Congestion and Improve Safety** - Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Sources

- **Regional Surface Transportation Program (RSTP)** - \$1.6M

Note: Additional funding will need to be identified to move forward with right-of-way acquisition, utility relocation, and construction.

Project Milestones

- **Design** is scheduled to begin in spring 2016 (FY16).
- **Right-of-way acquisition, utility relocation, and construction** completion dates will be determined during the design phase.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
NVTA Funding	-	-	-	-	-	-	-	-	-	-	-
State/Federal	1,615	-	1,615	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,615	-	\$1,615	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	1,615	-	615	1,000	-	-	-	-	-	-	1,000
Right of Way Acquisition	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	-	-	-	-	-	-	-	-	-	-	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$1,615	-	\$615	\$1,000	-	-	-	-	-	-	\$1,000
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

NVTA 30% Local Funding

Total Estimated Revenue - \$35.3M

Project Description

The General Assembly approved House Bill 2313 (HB 2313) which provides additional transportation funding for the Commonwealth of Virginia and the Northern Virginia region. The Northern Virginia Transportation Authority (NVTA) is the authorized regional entity responsible for project selection and implementation of this funding for the Northern Virginia region, which includes Prince William County.

The NVTA transportation funding to the County is split into two categories:

- First, projects with regional congestion relief benefits and selected by NVTA will constitute 70% of the funds.
- Second, the remaining 30% will be transferred directly to the County, and may be used at the County's discretion, for urban or secondary road construction, capital improvements that reduce congestion, projects included in TransAction 2040, or its future updates and/or for public transportation purposes.

In FY17, the total NVTA 30% funding will be split and provide support to both Virginia Railway Express (VRE) and County managed road construction projects. This project specifically illustrates the 30% funding that is projected to be received by the County and is available to fund road construction projects.

Additional information about the NVTA 30% funding allocated to VRE can be found in the Community Development, Transit section of the budget document.

The County began receiving funding allocations in FY14. The FY14-16 allocations are estimated at \$35.0 million and are all available for road construction projects.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Future road construction funding will be allocated to BOCS approved local road priorities eligible for NVTA local (30%) funding, including:

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

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	35,280	-	-	6,240	6,820	6,220	5,920	5,040	5,040	35,280	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$35,280	-	-	\$6,240	\$6,820	\$6,220	\$5,920	\$5,040	\$5,040	\$35,280	-
Cost Categories (Expenditures)											
Planning/Design	-	-	-	-	-	-	-	-	-	-	-
Right of Way Acquisition	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	35,280	-	-	6,240	6,820	6,220	5,920	5,040	5,040	35,280	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$35,280	-	-	\$6,240	\$6,820	\$6,220	\$5,920	\$5,040	\$5,040	\$35,280	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

NVTA 30% Local Funding

Service Impact

- **Improve Connectivity** - NVTA allocations will fund improvements that will increase county and regional connectivity throughout the transportation network.
- **Relieve Congestion** - NVTA allocations will fund improvements to help alleviate congestion.

Funding Sources

- **Northern Virginia Transportation Authority (NVTA) 30% Local Fund** - \$35.3M

Project Milestones

- **NVTA funding** will be allocated through the County's capital program to BOCS approved transportation projects.

The following projects have received 30% funding allocations:

- **Minnieville Road (Spriggs Road to Route 234)** - \$19.9M
- **Route 1 (Neabsco Mills Road to Featherstone Road)** - \$1.2M
- **Minnieville Road & Prince William Parkway Intersection Improvement** - \$1.8M

Potomac Town Center Commuter Parking Garage

Total Project Cost - \$15.0M

Project Description

The Potomac Town Center commuter parking garage is a planned 1,250 space commuter parking structure to the north of the existing Potomac Town Center at Stonebridge. The structure will include 250 spaces for retail funded by developers. The remaining 1,000 spaces will be a shared use with commuters using it during weekdays and the proposed Potomac Nationals Minor League Baseball team stadium using it on nights and weekends. The project will be funded by a combination of grant and state transportation funds. No local matching funds are required for the project.

Service Impact

- **Connectivity and Citizen Satisfaction** - This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County by providing commuters additional parking options for carpooling on the I-95 corridor.
- **Economic Development** - This project will increase the number of residents traveling in and around the retail businesses within the Potomac Town Center area.

Funding Source

- **Transportation Partnership Opportunity Fund (TPOF) grant funds** have been requested to provide \$10.0 million in funding towards this project.
- **State funding allocated in the 2015 VDOT Six-Year Plan** - \$1.0M

Note: Additional funding will need to be identified to move forward with design and construction.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Design** will begin when agreements between all parties are finalized, funding is identified, and final notice to proceed occurs.
- **Construction and completion dates** for the commuter garage will be determined during the design phase.

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	15,000	-	-	1,000	-	-	-	-	-	1,000	14,000
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$15,000	-	-	\$1,000	-	-	-	-	-	\$1,000	\$14,000
Cost Categories (Expenditures)											
Planning/Design	1,000	-	-	500	500	-	-	-	-	1,000	-
Right of Way Acquisition	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	14,000	-	-	-	-	7,000	7,000	-	-	14,000	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$15,000	-	-	\$500	\$500	\$7,000	\$7,000	-	-	\$15,000	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	

[Amounts expressed in thousands, excluding FTEs]

Purcell Rd Improvement (Purcell Rd & Route 234)

Total Project Cost - \$8.0M

Project Description

This project realigns and improves a section of Purcell Road from its intersection with Route 234 to approximately 0.3 miles east of Vista Brook Drive. This includes the construction of receiving lanes to accept the dual-left turn lane from Route 234 onto Purcell Road and improves an existing sharp curve to a section of Purcell Road from Vista Brook Drive to 0.3 miles east of Vista Brook Drive.

Service Impact

- **Relieve Congestion and Improve Safety** - Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Sources

- **Regional Surface Transportation Program (RSTP)** - \$7.2M
- **Developer contributions (proffers)** - \$735K

Project Milestones

- **Design** was completed in May 2015 (FY15).
- **Right-of-way acquisition** began in July 2014 (FY14) and was completed in May 2015 (FY15).
- **Construction** began in December 2015 (FY16) for completion in October 2016 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	735	735	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	7,225	1,073	3,416	2,736	-	-	-	-	-	2,736	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$7,961	\$1,809	\$3,416	\$2,736	-	-	-	-	-	\$2,736	-
Cost Categories (Expenditures)											
Planning/Design	1,143	1,129	14	-	-	-	-	-	-	-	-
Right of Way Acquisition	850	68	782	-	-	-	-	-	-	-	-
Construction/Utility Relocation	5,545	1	2,808	2,736	-	-	-	-	-	2,736	-
Other (Project Mgmt, Debt Issuance Costs)	423	417	5	-	-	-	-	-	-	-	-
Total Expenditure	\$7,961	\$1,615	\$3,610	\$2,736	-	-	-	-	-	\$2,736	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

Route 1 (Featherstone Road to Marys Way)

Total Project Cost - \$73.7M

Project Description

The widening of Route 1 from Featherstone Road to Marys Way, spanning 1.3 miles, improves this section of Route 1 from a four-lane undivided highway to a six-lane divided highway. The project includes improvements at all intersections within the project limits including modification to signals, separation of intersections, pedestrian improvements at signalized intersections, and a multi-use trail and sidewalk.

Service Impact

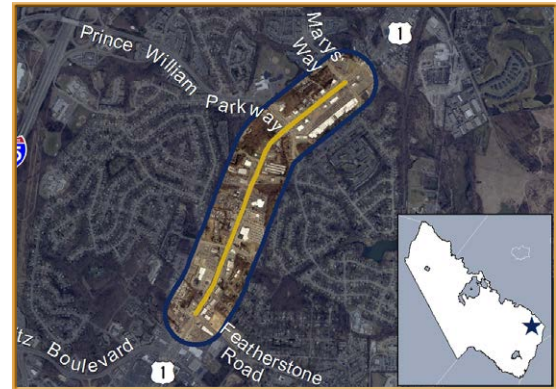
- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **Northern Virginia Transportation Authority (NVTVA) 70% funding** - \$52.4M
- **Regional Surface Transportation Program (RSTP)** - \$17.3M
- **State funds** - \$4.0M

Project Milestones

- **Design** began in February 2015 (FY15) and is scheduled to be completed in October 2017 (FY18).
- **Right-of-way acquisition** began in fall 2015 (FY16).
- **Construction** is scheduled to begin in January 2017 (FY17) for completion in May 2021 (FY21).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	21,308	-	-	-	5,186	8,457	7,665	-	-	21,308	-
NVTVA Funding (70%)	52,400	-	4,300	29,200	18,900	-	-	-	-	48,100	-
Total Revenue	\$73,708	-	\$4,300	\$29,200	\$24,086	\$8,457	\$7,665	-	-	\$69,408	-
Cost Categories (Expenditures)											
Planning/Design	3,000	40	2,160	800	-	-	-	-	-	800	-
Right of Way Acquisition	40,000	-	2,000	28,000	10,000	-	-	-	-	38,000	-
Construction/Utility Relocation	29,808	-	-	-	13,686	8,457	7,665	-	-	29,808	-
Other (Project Mgmt, Debt Issuance Costs)	900	33	67	400	400	-	-	-	-	800	-
Total Expenditure	\$73,708	\$73	\$4,227	\$29,200	\$24,086	\$8,457	\$7,665	-	-	\$69,408	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Debt Service				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	-

Route 1 (Neabsco Mills Road to Featherstone Road)

Total Project Cost - \$78.7M

Project Description

The design-build project widens Route 1 to a six-lane roadway from Neabsco Mills Road to Featherstone Road, with intersection improvements at Neabsco Mills Road and Dale Boulevard. The roadway will feature a raised median with curb/gutter, bike lanes, and a pedestrian sidewalk.

Service Impact

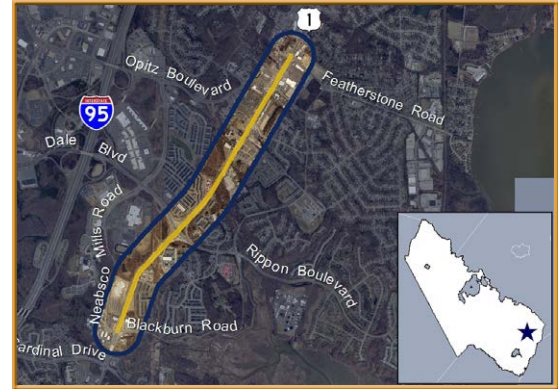
- **Relieve Congestion and Improve Safety** - Widening will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **2006 road bond debt** (partially supported by recordation tax) - \$41.0M
- **Revenue sharing funds from the State** - \$28.1M
- **Prince William County Service Authority** - \$5.5M
- **General fund transportation reserve** - \$1.8M
- **NVTA 30% funding** - \$1.2M
- **Developer contribution (proffers)** - \$678K
- **Gifts and donations** - \$466K

Project Milestones

- **Design** began in August 2012 (FY13) and is scheduled to be completed in June 2016 (FY16).
- **Right-of-way acquisition** began in FY12 and is scheduled to be completed in FY17.
- **Utility relocation** began in FY13 and was completed in August 2015 (FY16).
- **Construction** began in May 2013 (FY13) and is planned to be completed in June 2016 (FY16).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund & Proffers	2,447	2,447	-	-	-	-	-	-	-	-	-
NVTA Funding (30%)	1,200	-	1,200	-	-	-	-	-	-	-	-
Debt	40,973	40,973	-	-	-	-	-	-	-	-	-
State/Federal	28,087	9,311	12,000	6,776	-	-	-	-	-	6,776	-
Other	5,956	4,970	986	-	-	-	-	-	-	-	-
Total Revenue	\$78,663	\$57,701	\$14,186	\$6,776	-	-	-	-	-	\$6,776	-
Cost Categories (Expenditures)											
Planning/Design	1,780	1,780	-	-	-	-	-	-	-	-	-
Right of Way Acquisition	14,954	7,527	7,428	-	-	-	-	-	-	-	-
Construction/Utility Relocation	60,204	36,994	19,768	3,442	-	-	-	-	-	3,442	-
Other (Project Mgmt, Debt Issuance Costs)	1,724	1,707	17	-	-	-	-	-	-	-	-
Total Expenditure	\$78,663	\$48,008	\$27,213	\$3,442	-	-	-	-	-	\$3,442	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				3,846	3,753	3,663	3,302	3,308	3,200	21,071	
Revenue				941	914	900	620	708	708	4,791	
General Fund Requirement				\$2,905	\$2,839	\$2,762	\$2,681	\$2,600	\$2,492	\$16,280	

[Amounts expressed in thousands, excluding FTEs]

Route 28 (234 Bypass to Linton Hall Road)

Total Project Cost - \$16.7M

Project Description

The project widens Route 28 from Route 234 Bypass to Linton Hall Road. The project spans approximately 1.5 miles, which will widen this section of Route 28 from a four-lane undivided highway to a six-lane divided highway to include a multi-use trail and sidewalk. The funding will cover all phases of the project which includes the study phase, preliminary engineering, final design, right-of-way, and construction.

Service Impact

- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance Connectivity** - This project will connect to the Route 28 project that involves the relocation of Route 215 (Vint Hill Road) and widening of Route 28 from Linton Hall Road to Fitzwater Drive.

Funding Sources

- **NVTA 70% funding** - \$16.7M

Project Milestones

- **Design** is scheduled to begin in spring 2016 (FY16) to be completed by June 2017 (FY17).
- **Right-of-way acquisition** is scheduled to be completed by June 2017 (FY17).
- **Construction** is scheduled to begin in August 2017 (FY18) for completion in FY18.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
NVTA Funding (70%)	16,700	-	2,200	8,500	6,000	-	-	-	-	14,500	-
Total Revenue	\$16,700	-	\$2,200	\$8,500	\$6,000	-	-	-	-	\$14,500	-
Cost Categories (Expenditures)											
Planning/Design	450	-	450	-	-	-	-	-	-	-	-
Right of Way Acquisition	-	-	-	-	-	-	-	-	-	-	-
Construction/Utility Relocation	15,400	-	1,550	8,050	5,800	-	-	-	-	13,850	-
Other (Project Mgmt, Debt Issuance Costs)	850	-	200	450	200	-	-	-	-	650	-
Total Expenditure	\$16,700	-	\$2,200	\$8,500	\$6,000	-	-	-	-	\$14,500	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Route 28 Phase I (Linton Hall Road to Infantry Lane)

Total Project Cost - \$54.3M

Project Description

This project involves widening the two-lane roadway section of Route 28 from Linton Hall Road to Infantry Lane (south of existing Vint Hill Road) to a four-lane and a six divided roadway, and includes the realignment of Vint Hill Road from its current location (north) of the intersection with Route 28.

Service Impact

- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **Regional Surface Transportation Program (RSTP) funding** - \$43.0M
- **General fund** - \$7.3M
- **Developer contributions (proffers)** - \$1.9M
- **City of Manassas** - \$1.1M
- **Developer Agreements** - \$806K
- **Prince William County Schools** - \$127K
- **Prince William County Service Authority** - \$76K

Project Milestones

- **Design** was completed in summer 2015 (FY15).
- **Right-of-way acquisition** began in FY12 and is scheduled to be completed in FY16.
- **Utility relocation** began in FY13 and is scheduled to be completed in FY16.
- **Construction** began in July 2014 (FY15) and is planned to be completed in July 2016 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	



Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	7,300	7,300	-	-	-	-	-	-	-	-	-
Proffers	1,869	1,869	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
State/Federal	42,970	5,051	37,919	-	-	-	-	-	-	-	-
Other	2,142	2,142	-	-	-	-	-	-	-	-	-
Total Revenue	\$54,281	\$16,361	\$37,919	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Planning/Design	7,492	4,570	2,922	-	-	-	-	-	-	-	-
Right of Way Acquisition	3,986	2,998	988	-	-	-	-	-	-	-	-
Construction/Utility Relocation	41,425	8,669	26,166	6,590	-	-	-	-	-	6,590	-
Other (Project Mgmt, Debt Issuance Costs)	1,378	1,377	1	-	-	-	-	-	-	-	-
Total Expenditure	\$54,281	\$17,614	\$30,077	\$6,590	-	-	-	-	-	\$6,590	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Route 28 Phase II (Infantry Lane to Fitzwater Drive)

Total Project Cost - \$33.5M

Project Description

This project involves widening the currently undivided two-lane roadway section of Route 28 from Infantry Lane (north of realigned Vint Hill Road) to Fitzwater Drive to a four-lane divided roadway. This is the second phase of the Route 28 widening project.

Service Impact

- **Relieve Congestion and Improve Safety** - Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **NVTA 70% funding** - \$33.5M

Project Milestones

- **Design** was completed in summer 2015 (FY15).
- **Right-of-way acquisition and utility relocation** began in October 2015 (FY16).
- **Construction** is scheduled to begin in summer 2016 (FY17) and to be completed in fall 2018 (FY19).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	-	-	-	-	-	-	-	-	-	-	-
Proffers	5,523	-	-	5,523	-	-	-	-	-	5,523	-
NVTA Funding (70%)	28,000	-	10,000	18,000	-	-	-	-	-	18,000	-
State/Federal	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$33,523	-	\$10,000	\$23,523	-	-	-	-	-	\$23,523	-
Cost Categories (Expenditures)											
Planning/Design	200	-	200	-	-	-	-	-	-	-	-
Right of Way Acquisition	9,800	-	9,800	-	-	-	-	-	-	-	-
Construction/Utility Relocation	23,523	-	-	8,762	8,657	6,105	-	-	-	23,523	-
Other (Project Mgmt, Debt Issuance Costs)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	\$33,523	-	\$10,000	\$8,762	\$8,657	\$6,105	-	-	-	\$23,523	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facility & Program Operating				-	-	-	-	-	-	-	-
Debt Service				-	-	-	-	-	-	-	-
Revenue				-	-	-	-	-	-	-	-
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Transportation & Roadway Improvement Program (TRIP)

Total Project Cost - \$3.9M

Project Description

The Transportation and Roadway Improvement Program (TRIP) consists of capital funding in magisterial districts for the construction of small-scale capital improvements to Prince William County's local roadways and other transportation facilities.

Service Impact

- **Traffic Flow** - Projects provide improved and safer traffic flow throughout the County.
- **Relieve Congestion and Improve Safety** - Project construction helps to alleviate congestion and improve safety in targeted areas within magisterial districts.
- **Enhance Pedestrian Safety** - Projects provide enhanced safety and connectivity for pedestrians within the County.

Funding Sources

- **Prior to FY14, the general fund** provided \$1.5 million per year for TRIP projects, which was distributed equally between the seven magisterial districts. The FY17-22 CIP does not include additional general fund contributions to the TRIP program.
- **General fund** - \$1.6M
- **Developer contributions (proffers)** provide a total of \$899,611 for the Antietam Road Sidewalk project in prior years and a total of \$31,684 to Burwell Road/Fitzwater Drive Improvements in FY17.
- **State and Federal funding** provide a total of \$252,400 for the Antietam Sidewalk, a total of \$553,000 for Powells Creek Pedestrian Improvement, and a total of \$533,000 for the Blackburn Road Sidewalk Improvement.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	
Impact on Strategic Plan Goals		
Economic Development	Human Services	Transportation
Education	Public Safety	

Project Milestones

- **Current TRIP funded projects include the following:**
 - **Antietam Road Sidewalk (Woodfern Court to Old Bridge Road)** - Design and construction of a sidewalk on the west side of Antietam Road from Woodfern Court to Old Bridge Road including a crosswalk at the corner of Antietam Road and Seminole Road. Scheduled for completion in summer 2017 (FY17).
 - **Blackburn Road Sidewalk Improvement (Rippon Boulevard to Cow Branch Bridge)** - Design and construction of a missing sidewalk section along Blackburn Road from Rippon Boulevard to the Cow Branch Bridge. Design has begun and construction is scheduled to begin November 2016 (FY17), and the project will be completed May 2017 (FY17).

Funding Sources (Revenue)	Project Estimate	Prior Yrs. Actual	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY17-22	Future
General Fund	1,602	1,575	27	-	-	-	-	-	-	-	-
Proffers	931	478	422	32	-	-	-	-	-	32	-
State/Federal	1,338	-	1,338	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$3,872	\$2,053	\$1,787	\$32	-	-	-	-	-	\$32	-
Cost Categories (Expenditures)											
Antietam Road Sidewalk	1,452	167	1,224	61	-	-	-	-	-	61	-
Blackburn Sidewalk Improvement	715	117	109	489	-	-	-	-	-	489	-
Burwell/Fitzwater Improvements	957	254	671	32	-	-	-	-	-	32	-
Powells Crk Pedestrian Improvement	695	160	160	375	-	-	-	-	-	375	-
River Oaks No Parking	27	-	20	7	-	-	-	-	-	7	-
TRIP Speed Tables	26	17	9	-	-	-	-	-	-	-	-
Total Expenditure	\$3,872	\$715	\$2,194	\$963	-	-	-	-	-	\$963	-
Operating Impacts (Personnel and Expenditures)											
Additional Positions (FTEs)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facility & Program Operating				-	-	-	-	-	-	-	
Revenue				-	-	-	-	-	-	-	
General Fund Requirement				-	-	-	-	-	-	-	-

[Amounts expressed in thousands, excluding FTEs]

Transportation & Roadway Improvement Program (TRIP)

- **Burwell Road/Fitzwater Drive Improvements** - Design and construction of safety and intersection improvements at the intersection of Burwell Road and Fitzwater Drive. Scheduled for completion in summer 2016 (FY17).
 - **Powells Creek Pedestrian Improvement** - Design and construction of a new sidewalk and pedestrian bridge over Powells Creek which connects to the existing sidewalk system along Route 1. Scheduled for completion in winter 2017 (FY17).
 - **Speed Tables** - Design and construction of speed tables on Berkeley Drive, Cloverdale Road, Indus Drive, and Stonewall Manor Drive. Each of the projects will be completed before the end of FY16.
- **Recently completed TRIP funded projects include the following:**
- **Smoketown Road (Nazarene Way) Sidewalk Improvement** - Design and construction of missing sidewalk section along Smoketown Road from Nazarene Way to approximately 230 feet north connecting to an existing sidewalk. The project was completed in summer 2015 (FY15).
 - **Gideon Drive Sidewalk (Dale Boulevard to Opitz Boulevard)** - Design and construction of a sidewalk along Gideon Drive between Dale Boulevard and Opitz Boulevard. The project was completed December 2015 (FY16).
 - **River Oaks No Parking** - Install no parking signs in the River Oaks community in Woodbridge. The project was completed December 2015 (FY16).

CIP-Transportation



Glossary

Accrual Basis of Accounting: Under the accrual basis of accounting, revenues are recognized when service is delivered and expenses are recognized when the benefit is received. All County proprietary funds use the accrual basis of accounting.

Activity: A specific and distinguishable line of work performed within a program; the most basic component of service delivery for each County agency and its budget.

Adopted (Budget): The initial budget for the fiscal year approved by the Board of County Supervisors as a result of the annual budget process. Adopted differs from appropriated in the budget document's financial summaries in that appropriated includes all budget revisions subsequent to the initial adopted budget such as off-cycle budget adjustments, budget transfers and prior year budget carryovers.

Agency: A separate organizational unit of County government established to deliver services to citizens.

Appropriation: An amount of money in the budget, authorized by the Board of County Supervisors, for expenditure by departments for specific purposes. For example, general fund appropriations are for operating and general purposes while Capital Improvement Project Fund appropriations are for major improvements such as roads and public facilities.

Assess: To place a value on property for tax purposes.

Assessed Valuation: The value of property within the boundaries of Prince William County for purposes of taxation.

Assets: Resources owned or held by Prince William County that have monetary value.

Assigned Fund Balance: Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.

Auditor of Public Accounts: A State agency that oversees accounting, financial reporting and audit requirements for units of local government in the State of Virginia.

Balanced Budget: A budget that has its funding sources (revenues plus other resources) equal to its funding uses (expenditures plus other allocations). All local governments in Virginia must adopt a balanced budget as a requirement of State law.

Base Budget: The same level of agency funding as in the current year adopted budget with adjustments for: one-time costs; agency revenue reductions; current fiscal year merit pay roll-forward adjustments; current year personnel actions; FICA, VRS, and group life fringe benefit cost changes; full year funding for partial year funded positions approved for the current fiscal year; approved budget shifts; Board of County Supervisors actions approved during the current year; and any related outcome and service level target revisions.

Base Budget Review: A process that evaluates departmental base budgets in order to determine whether or not an activity should continue to be funded at the current level.

Board Audit Committee (BAC): A Committee of the Board of County Supervisors (BOCS), supported by the internal audit function, established to assist the BOCS in its governance and oversight responsibilities. All members of the BOCS comprise the BAC, which consists of three regular voting members and five members serve as alternate members of the BAC. The internal audit function reports to the BOCS, through the BAC.

Bond Rating: The rating of bonds is a statement of a locality's economic, financial, and managerial condition. It represents the business community's assessment of the investment quality of a local government. Highly rated bonds attract more competition in the marketplace, thereby lowering interest costs paid by the County government and its taxpayers.

Glossary

Bonds: Instruments used to borrow money for the debt financing of long-term capital improvements.

BPOL Tax: Business Professional and Occupational License Tax - a tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County. The tax base includes all phases of the business, profession, trade, or occupation, whether conducted in the County or not.

Budget: An itemized allotment of revenues and expenditures for a specific time period, tied to specific activities.

Budget Amendment: Any change to the adopted budget that may occur throughout the course of the fiscal year as needed for County government operations.

Budget Transfers: Budget transfers shift previously budgeted funds from one item of expenditure to another. Transfers may occur throughout the course of the fiscal year as needed for County government operations.

Capital Expenditures: Expenditures incurred for the acquisition or construction of major capital assets (e.g. land, roads, buildings).

Capital Projects Fund: This fund is used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types). The Capital Projects Fund accounts for construction projects including improvements to schools, roads, and various other projects.

Carryovers: Carryovers extend previously approved appropriations from one fiscal year to the next.

COG: Council of Governments - a regional organization of units of local government in the Washington, D.C. metropolitan area.

Committed Fund Balance: Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.

Community Outcomes: Key outcomes with targets that demonstrate how the community or individual will benefit or change based on achieving the goal. Community outcomes are adopted by the Board of County Supervisors in the Strategic Plan, taken from the biennial community telephone survey results, or developed by agencies based on their mission and goals.

Community Partner: A nonprofit 501(c)(3) organization that provides specific services and has been in existence for at least three years, unless an ad hoc group is formed to address a specific issue and will disband at the end of the project (i.e. one-time funding); has an identifiable Executive Director; and has an identifiable Board of Directors. Community Partners receive County funding through the annual budget process.

Component Unit: An element of the Comprehensive Annual Financial Report (CAFR) that identifies affiliated organizations for which financial activity must be reported separately. For example, the Adult Detention Center and Schools are component units in the Prince William County CAFR.

Comprehensive Plan: State mandated plan that guides the coordinated, adjusted and harmonious land development that best promotes the health, safety and general welfare of County citizens. It contains long-range recommendations for land use, transportation systems, community services, historic resources, environmental resources, and other facilities, services and resources.

Glossary

Contingency: Contingency is an amount of funding maintained in the general fund to cover unanticipated expenditures and/or shortfalls in revenues collected. The Board of County Supervisors must authorize any use of the Contingency.

Co-op Budget: The State-administered budget for the Public Health District that is comprised of funding from the State, County, and cities of Manassas and Manassas Park, as well as fees for services, Federal funding, and private sector grants.

Cost Recovery: A cost recovery budget is charged back to user agencies. When a cost recovery budget is set up, a negative expenditure budget amount is established equal to the positive expenditure budget amounts, resulting in a net expenditure budget of zero.

CSA: Comprehensive Services Act (for At-Risk Youth and Families) - the State law governing the funding and provision of services to youth and families who require foster care or special education services, or who are involved with the Juvenile and Domestic Relations Court.

CY: Calendar year (January 1st through December 31st).

Debt: An obligation resulting from the borrowing of money.

Debt Service: Payment of interest and principal amounts on loans to the County such as bonds.

Depreciation: The process of allocating the cost of a capital asset to the periods during which the asset is used.

DEQ: Department of Environmental Quality - a State agency.

Directives: Board of County Supervisors' requests, made during Supervisors Time at a Board of County Supervisors meeting, for County staff to provide information and/or take action.

DMV: Department of Motor Vehicles - a State agency.

DOJ: Department of Justice - a Federal agency.

Effectiveness: A measurable relationship of resources required to intended results.

Efficiency: A measurable relationship of resources required to goods and services produced, such as cost per unit of service.

EM: Electronic Monitoring - a system that uses technology and staff supervision to detain persons in their home in lieu of incarceration in a secure facility.

Employee Benefits: Services and opportunities afforded employees because they work for Prince William County. These benefits include medical and dental insurance, health insurance credit program, flexible benefit account program, Virginia Retirement System, 401(a) money purchase plan, 457 deferred compensation plan, supplemental police and fire retirement plan, group life insurance, optional life insurance, long term care insurance, employee assistance program, holiday leave, sick and annual leave, well days, sick leave bank, other leave, credit union, direct deposit, employee advisory committee and grievance procedure.

Encumbrances: Obligations incurred in the form of purchase orders, contracts and similar items that will become payable when goods are delivered or services rendered.

Glossary

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

Exemption: A grant of immunity from a specific program, policy or action.

Expenditure: An amount of money disbursed for the purchase of goods and services.

FAMIS: Family Access to Medical Insurance Security - the State's health insurance program for uninsured and underinsured citizens.

FAPT: Family Assessment and Planning Team - a group of community representatives, including human services professionals and parents, who develop service plans for at-risk youth and families.

Farm-outs: Inmates incarcerated at other local and regional jails because of a lack of bed space at the Adult Detention Center.

Feasibility: Capability of accomplishment or completion.

Fiscal Year: The time frame to which the budget applies. Prince William County's fiscal year begins on July 1 and ends on June 30.

Five-Year Plan: The County's projected expenditures and revenues for the next five fiscal years beginning with the adopted budget fiscal year. The Board of County Supervisors adopts the Five-Year Plan each year in concert with the adopted budget. The first year of each Five-Year Plan is synonymous with the adopted budget.

FOIA: Freedom of Information Act - a State law.

FTE: Full-Time Equivalent positions.

Fund: A financial entity to account for money or other resources, such as taxes, charges and fees, established for conducting specified operations for attaining certain objectives, frequently under specific limitations.

Fund Balance: The difference between assets and liabilities in a governmental fund.

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

Fund Balance Reserve: The sum total of reservations placed against a fund balance for encumbrances, future year designations and other purposes including grants and special projects, non-current receivables, inventory and debt service reserves.

General Debt: Principal and interest payments on outstanding debt repaid from the general fund.

Glossary

General Fund: This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, licenses, permits, charges for services and interest income. A significant part of the general fund's revenues are transferred to other funds to finance the operations of the County Public Schools and the Regional Adult Detention Center.

General Obligation Bond: A municipal bond secured by the taxing and borrowing power of the municipality issuing it.

Goal: General statements of public policy purpose and intent.

Governmental Fund Types: Most of the County's governmental functions are accounted for in Governmental Funds. These funds measure changes in financial position, rather than net income. Governmental fund types include the general fund, Special Revenue Funds and the Capital Projects Fund.

Grant: A payment by one entity to another entity, or a foundation to a non-profit organization intended to support a specified function such as health care, housing, street repair or construction. Governmental units, foundations, nonprofit organizations, and individuals can all award grants and/or be awarded grants.

HIPAA: Health Insurance Portability and Accountability Act - a Federal law.

Host Agency: A department or agency that manages the relationship between a community organization and the County to include proposed donation levels and budget, performance measures and financial reporting; also, a department that supports, through internal services, any of the business application activities in the Department of Information Technology.

HPC: Homeless Prevention Center - a County owned, contractor-operated homeless shelter.

I-66: Interstate highway 66 - runs across the western end of the County.

I-95: Interstate highway 95 - runs across the eastern end of the County.

I-Net: Institutional Network - a new state-of-the-art communications network for County government, police, fire, library and school facilities.

Internal Service Funds: These funds are used to account for goods or services provided by one department or agency to other departments or agencies of the County, or to other governments, on an allocated cost recovery basis. Internal Service Funds have been established for information technology, vehicle maintenance, road construction and self-insurance.

LEOS: Law Enforcement Officers' Supplement - a supplementary retirement system.

Liabilities: Obligations incurred in past or current transactions requiring present or future settlement.

License and Permit Fees: Fees paid by citizens or businesses in exchange for legal permission to engage in specific activities. Examples include building permits and swimming pool licenses.

Line Item: Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as object or object level 3.

Local Match: County cash or in-kind resources required to be expended simultaneously with State, Federal, other locality or private sector funding, usually according to a minimum percentage or ratio.

Glossary

LODA: Line of Duty Act - The Virginia Retirement System Line of Duty Act is established by Section 9.1-400 of the Virginia Code. LODA provides benefits to public safety first responders and their survivors who lose their life or become disabled in the line of duty.

Mandate: A State or Federal action that places a requirement on local governments.

Memorandum of Understanding (MOU): A written agreement between the County and the community partner specifying the amount and type of County donations provided and the services and outcomes accounted for by the community partner.

Mission Statement: A brief description of the purpose and functions of an agency.

Modified Accrual: Under the modified accrual basis of accounting, revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received and the liability is incurred. All County governmental and fiduciary funds use the modified accrual basis of accounting.

Non-spendable Fund Balance: Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

NVFS: Northern Virginia Family Service - a community-based non-profit human services agency.

NVRC: Northern Virginia Regional Commission (formerly Northern Virginia Planning District Commission) - a regional organization comprised of units of local government in the Northern Virginia area.

NVTA: Northern Virginia Transportation Authority.

NVTC: Northern Virginia Transportation Commission - a multi-jurisdictional agency representing Arlington, Fairfax, Loudoun and the Cities of Alexandria, Fairfax and Falls Church. NVTC provides a policy forum and allocates up to \$200 million in state, regional and federal transit assistance each year among its member jurisdictions. NVTC also appoints one principal and two alternate members to the Board of Directors of The Washington Metropolitan Area Transit Authority.

Object Level 1: Major categories of expenditures, such as personal services and contractual services, and revenues, such as charges for services and revenue from the Federal government.

Object Level 3: Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as line item.

Obligation: A future expenditure requirement incurred by voluntary agreement or legal action.

Off-Cycle: A term that characterizes budget adjustments approved by the Board of County Supervisors outside of the annual budget process.

OmniLink: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniLink provides local bus service to the communities of Dale City, Dumfries (including Quantico), Manassas/Manassas Park and Woodbridge/Lake Ridge.

OmniRide: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide provides commuter bus service from eastern Prince William County and the Manassas area to points in Northern Virginia and the District of Columbia.

Ordinance: A law or regulation enacted by the Board of County Supervisors.

Outcome Trends: Multi-year trend information for community and program outcome measures.

Glossary

Output: Unit of goods or services produced by an agency activity.

Performance Audit: An independent review of a program, activity, function, operation or the management system or procedures of a government to assess whether the government is achieving economy, efficiency or effectiveness in the employment of available resources. The examination is objective and systematic, generally using structured and professionally adopted methodologies.

Performance Measures: Quantitative characterization of an agency's success in achieving their stated mission.

Performance: Computer software used to prepare the annual budget and manage County government financial activity.

Personal Property: Personal effects, moveable property, goods and chattel.

Policy: A definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.

Proffers: Contributions of land, capital improvements and funding collected from developers to address the demand for community services created by new development.

Program: One or more related agency activities that work together for a particular purpose and function for which the County is responsible.

Program Outcomes: Key measures that demonstrate how the community or individual will benefit or change based on achieving the goal, but are more specific to each individual agency and program than community outcomes.

Property Tax Rate: The rate of taxes levied against real or personal property expressed as dollars per \$100 of equalized assessed valuation of the property taxed.

Proprietary Fund Types: Proprietary Funds account for County activities that are similar to private sector businesses. These funds measure net income, financial position, and changes in financial position. Proprietary fund types include enterprise and internal service funds.

PRTC: Potomac and Rappahannock Transportation Commission - a multi-jurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties and the Cities of Manassas, Manassas Park and Fredericksburg. PRTC provides commuter bus services (OmniRide), and local bus services in Prince William County and the Cities of Manassas and Manassas Park (OmniLink).

PSFM: Principles of Sound Financial Management - guidelines approved by the Board of County Supervisors to foster the County government's financial strength and stability and the achievement of the organization's financial goals.

Real Property: Land, buildings and all other permanent improvements on the land.

Resolution: The official position or will of a legislative body.

Resources: The actual assets of a governmental unit, such as cash, taxes, receivables, land, buildings, estimated revenues applying to the current fiscal year, and bonds authorized and un-issued.

Resource Shift: The transfer of an expenditure budget from one purpose to another. A resource shift is a common and preferred technique for funding budget increases without the allocation of increased outside revenue or County tax support.

Glossary

Restricted Fund Balance: Includes amounts that are restricted to specific purposes as follows:

- a. Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or
- b. Imposed by law through constitutional provisions or enabling legislation.

Retained Earnings: See Total Net Assets.

Revenue: Income generated by taxes, notes, bonds, investment income, land rental, user charges and Federal and State grants.

Revenue Bonds: A bond issued by a municipality for a specific project that is supported by the revenue from that project.

Risk Management: The practice of identifying potential risks in advance, analyzing them and taking precautionary steps to reduce and or curb the risk, and in turn reduce the County's exposure to financial loss.

Salary Lapse: A budgeted reduction in estimated salary and fringe benefit expenditures due to estimated position vacancy savings anticipated for the fiscal year.

Seat Management: Personal computer support services including customer service assistance, desktop and laptop desk side services, software refreshment and equipment disposal.

Self-Insurance Pool: A cash reserve used to provide stable and cost-effective loss funding on a self-insured basis rather than using a private insurance company.

Service Levels: Quantified measures of the goods and services (outputs) produced by agency activities, the relationship of resources required to outputs produced (efficiency) and the degree of excellence characterizing the outputs (service quality).

Service Quality: The measurable degree of excellence with which goods and services are produced, including customer satisfaction.

SNAP: Supplemental Nutrition Assistance Program.

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

Statute: A law enacted by a legislative body.

Strategic Plan: A four-year plan adopted by the Board of County Supervisors which establishes a County government mission statement, a limited number of high priority strategic goals, measurable community outcomes which indicate success in accomplishing these goals, and specific strategies and objectives required to achieve the goals.

Supplemental Budget: Changes to the base budget recommended by the County Executive as part of the Proposed Budget. Supplemental budget increases and decreases approved by the Board of County Supervisors are shown as Budget Adjustments in the agency detail section of the (Adopted) Budget document.

TANF: Temporary Assistance to Needy Families - a Federal and State public assistance program.

Glossary

Tax Base: The part of the economy against which a tax is levied.

Taxes: Mandatory charge levied by a governmental unit for the purpose of financing services performed for the common benefit.

TIP: Technology Improvement Plan - that portion of the Capital Improvement Program that is dedicated to the upgrade, replacement or addition of technology systems that support the various programs and activities throughout County agencies. Project examples include, but are not limited to, upgrades to email, the replacement of the existing financial reporting system (Performance), and disaster recovery.

Total Net Assets: The difference between assets and liabilities in a proprietary fund. This term has replaced Retained Earnings.

Tracker: Board of County Supervisors, County Executive or Deputy County Executive's request for action by County staff. Progress on the item is tracked by the County Executive's Office until its successful completion.

Transfer: A shift of resources from one program or activity to another.

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

Unassigned Fund Balance: The total fund balance in the general fund in excess of nonspendable, restricted, committed and assigned fund balance.

User Fees: User fees are charges for services, such as the use of public property and parking, paid by those actually benefiting from the service.

VDOT: Virginia Department of Transportation - a State agency.

VRE: Virginia Railway Express - a transportation partnership of the Northern Virginia and Potomac and Rappahannock Transportation Commissions, the Counties of Fairfax, Prince William, Stafford, Spotsylvania, Arlington and the Cities of Manassas, Manassas Park, Fredericksburg and Alexandria. VRE provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City and downtown Washington D.C.

Watershed: A region or area bounded peripherally by water parting and draining ultimately to a particular watercourse or body of water.

WIC: Women, Infants, and Children - a Federal health and nutrition program.

Index

A

Adult Detention Center	287
All Funds Expenditure Budget.....	13
Appendix.....	519
Area Agency on Aging.....	223
Audit Services	142

B

Board of County Supervisors	138
Bond Rating	426
Budget Development	7
Budget Highlights.....	13
Budget Process	1
Budget Development Calendar	6
Five Year Plan	14

C

Capital Improvement Program (CIP).....	435
Debt Service Impacts.....	446
Functional Area Summary	443
General Debt and Cash Investment by Project Category.....	425
Operating Impacts	446
Proffer Integration	445
Circuit Court Judges.....	297
Clerk of the Circuit Court	301
Commonwealth's Attorney	307
Community Development.....	43
Community Partners	387
Funding Provided.....	390
In-Kind Donations	396
Community Services	231
Contingency.....	147
Cost Per Capita.....	32
County Attorney.....	149
County Executive Transmittal Letter	v
Courts	
Circuit Court Judges.....	297
Clerk of the Circuit Court	301
General District Court.....	336
Juvenile & Domestic Relations Court.....	341
Juvenile Court Service Unit.....	345
Criminal Justice Services	313

D

Debt	
Existing Debt Service on County Project.....	429
Funded Projects in the CIP.....	434
Management Policy Statement	426
New Debt by Project.....	428
Development Services.....	45

Index

E

Economic Development.....	53
Elections.....	155
Executive Management.....	162
Expenditures.....	13
All Funds.....	13
General Fund.....	13
Expenditure Summary.....	22

F

Finance.....	171
Fire & Rescue	
Department.....	320
Volunteer Companies.....	334
Five Year Plan.....	14
FTE Position Summary.....	26

G

General Debt/Capital Improvement Program.....	425
General District Court.....	336
General Fund	
Expenditures.....	27
Revenue and Resource Summary.....	15
General Government.....	137
Glossary.....	519

H

Housing & Community Development.....	247
Human Resources.....	185
Human Rights.....	195
Human Services.....	221

I

Information Technology.....	201
-----------------------------	-----

J

Juvenile & Domestic Relations Court.....	341
Juvenile Court Service Unit.....	345

L

Law Library.....	353
Library.....	61

M

Magistrate.....	357
Management & Budget.....	214

Index

N

Non-Departmental.....413

O

Operating Impacts of the CIP446

Organization Chart (countywide)..... iv

P

Parks & Recreation 69

Planning 78

Police361

Position Summary.....26

Potomac & Rappahannock Transportation
Commission (PRTC).....114

Prince William County/Manassas Convention &
Visitors Bureau86

Proffer Integration in the CIP445

Public Health254

Public Safety285

Public Safety Communications.....374

Public Works.....90

R

Revenue
and Resource Summary, General Fund15
Summary.....19

S

Sheriff's Office380

Social Services263

Strategic Plan Outcomes
Economic Development44

Human Services222

Public Safety286

Transportation44

Strategic Planning in PWC.....3

T

Total General County Budget, Percent Share.....34

Transient Occupancy Tax.....423

Transit114

Transmittal Letter v

Transportation129

U

Users Guide: Agency Page Information37

V

Virginia Cooperative Extension275



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