



Prince William County Government
Board of County Supervisors



UNMET COMMUNITY NEEDS



MELISSA S. PEACOR
COUNTY EXECUTIVE

October 16, 2012

PRINCE WILLIAM COUNTY STRATEGIC VISION



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



BUDGETING IS MAKING CHOICES - A BALANCING ACT



AGENDA



- October 2nd presentation
 - ◆ Choices on budget funding
 - ◆ Data and information on Board choices to lower the tax bills to get to various tax bill scenarios
- Today's presentation
 - ◆ The other side of the choice conversation - unmet needs/demands from the community
 - ◆ Have to do items - keeping government going
 - ◆ Unmet needs/data by agency
 - ◆ Process from here



FY 2014 HAVE TO DO ITEMS



■ BOCS committed items

- ◆ Ongoing expenses for BOCS priorities authorized by resolution during current fiscal year

■ Keep the lights on

- ◆ Includes increases for utilities, fuel, insurance premiums

■ Contractual increases

- ◆ Only if agency budgets cannot absorb increase
- ◆ Primarily technology and facility related
- ◆ Includes formulaic interjurisdictional agreements



FY 2014 HAVE TO DO ITEMS



■ BOCS Committed	\$175K
■ Utilities, Fuel, ADC	\$600K
■ Insurance Premiums	\$400K
■ Streetlights	\$200K
■ Contractual Increases	<u>\$640K</u>
■ Total	\$2M
■ Will be included in CXO's Proposed FY 14 Budget	



BOCS DIRECTIVE 12-514



- Final deliverable for BOCS consideration
- Service enhancements to consider if tax policy changes to 4.5% or 5% average tax bill increase in the Five Year Plan
- FY 14 cost, remaining Five Year Plan cost (FY 15-17)
- Potential other sources of revenue to fund unmet critical needs



CAPACITY AVAILABLE FOR EACH SCENARIO

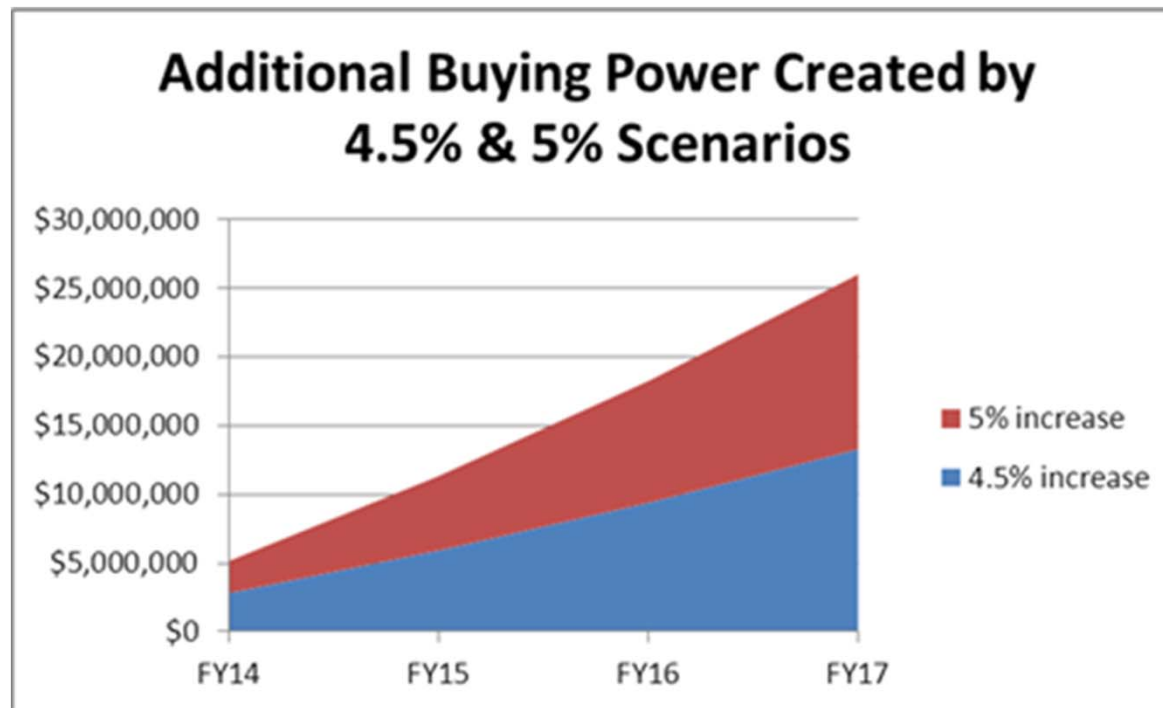


Scenario		FY 14	FY 15	FY 16	FY 17	Five Year Impact
5%	County	\$2.1	\$4.7	\$7.6	\$10.8	\$25.2
	Schools	\$2.8	\$6.2	\$9.9	\$14.1	\$33.0
4.5%	County	\$1.2	\$2.5	\$3.9	\$5.5	\$13.0
	Schools	\$1.5	\$3.2	\$5.1	\$7.2	\$17.1
Adopted Five Year Plan at 4%	County	\$0	\$0	\$0	\$0	\$0
	Schools	\$0	\$0	\$0	\$0	\$0

All numbers expressed in millions



POTENTIAL INCREASES IN DEBT CAPACITY CAN LEVERAGE NEW INFRASTRUCTURE



- Buying power is defined as 10:1 ratio contract cost to debt service
 - ◆ \$30M project financing = \$3M annual debt service
- The cost of any new debt service and related operating costs will require additional funding in the Five Year Plan



RECESSION IMPACT ON COUNTY SERVICES



- Budget processes during recession
 - ◆ No real capacity for discussing or funding unmet needs as County was in cutting/sustaining mode
- How are needs determined?
 - ◆ Waiting lists/demands for services
 - ◆ Mandates and standards not currently being met
 - ◆ Identified and voiced by citizens
 - ◆ Professional standards such as facility maintenance





Public Safety



ADULT DETENTION CENTER



- During recession
 - ◆ \$2.9M reduction to house inmates at other local and regional jails impacts ability to manage average daily inmate population
- Critical needs - facilities and staffing
 - ◆ Deferred maintenance accelerating deterioration of building structures
 - ◆ Inadequate staffing in critical areas puts staff and inmates at increased risk
 - ◆ Need for next jail expansion



ADULT DETENTION CENTER - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Main Jail Repair and Maintenance	\$100K	N/A	20	This funding is for design work to refurbish the 2 nd and 3 rd floors of the main jail. Building is over 30 years old and building systems are in need of repair. Plumbing parts are difficult to obtain and the bathroom areas require significant work. The ADC has a critical need for an assessment of the facility to determine future work while the area is still usable. This is becoming a safety /security issue for inmates and staff. FY 11 average daily population for Manassas Complex is 866.



ADULT DETENTION CENTER - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Correctional Nurse III - one FTE	\$92,400	\$277,200	18	A Correctional Nurse is needed to supervise one of the night teams. Currently there is only one supervisor resulting in three nights per week where a nursing supervisor is not present. Adding this FTE will provide 24/7 coverage with each shift having a nursing supervisor and will improve the staff to inmate ratio from 73% of Compensation Board standard to 77%. The existing level of service falls below accepted professional standards. In FY 11, 7,805 inmates received in-house medical treatment.



ADULT DETENTION CENTER - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Prison Rape Elimination Act Compliance	\$50K	\$150K	18	Federal regulations require that compliance with the Prison Rape Elimination Act must be implemented in FY 14. Not taking this action will place the ADC in non-compliance. This is a safety /security issue for inmates and staff.
Modular Jail Repairs			20	Current contract only addresses health and safety concerns.



ADULT DETENTION CENTER - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
<p>Additional Vehicles (2 per year) for Inmate Transportation</p>	<p>\$75K</p>	<p>\$225K</p>	<p>16</p>	<p>ADC currently has 25 vehicles of which 3 are more than 10 years old and 4 with over 100K miles. The ADC is not part of the county fleet replacement program. With 24/7 heavy use, these vehicles require significant maintenance due to high mileage, vehicle age and type of use. This funding would provide a consistent replacement schedule of 2 vehicles per year for more reliable transport of inmates. This is a safety/ security issue for both inmates and staff. In FY 11, 7,541 inmates were transported to court, correctional, medical or mental facilities in ADC vehicles.</p>



ADULT DETENTION CENTER - CAPITAL NEEDS



Need	Estimated Cost	Notes
New Jail	\$120M	Adds 200 beds to accommodate growing population and reduce outsourcing costs. Operating costs to be calculated when project is funded in CIP.
Modular Jail Renovation	\$6.1M	Renovate existing modular jail, phases II and III. Current repairs only address the immediate health and safety concerns. Renovation should extend useful life 10 years.

■ Average Daily Inmate Population increasing

- FY 10 944
- FY 11 937
- FY 12 949
- FY 13 (2 months) 1,001

■ No new state funding for construction expected

- ◆ State has suspended 50% cost sharing for jail construction



FIRE & RESCUE



■ During recession

- ◆ Staffing plan was eliminated and has not been restored in Five Year Plan except for planned new Bacon Race station
- ◆ No staffing for response time improvements in current stations is currently funded

■ Critical needs - staffing and stations

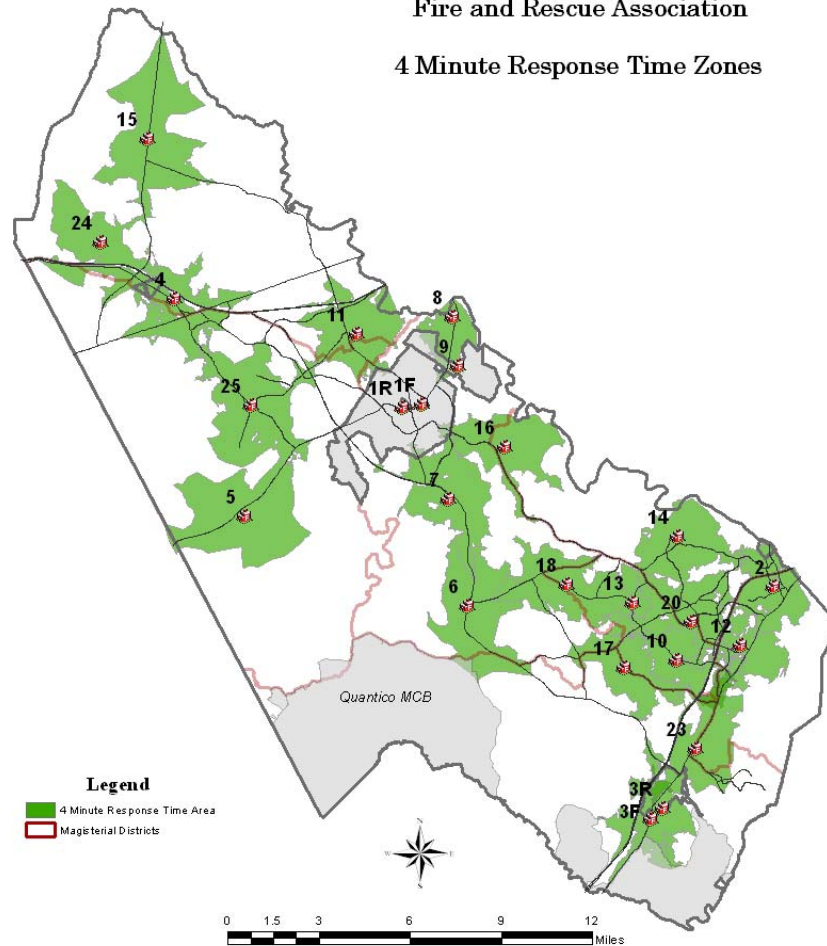
- ◆ Restore staffing plan to keep up with population, housing and commercial building growth
- ◆ Build additional stations to improve response time to underserved areas
 - 9 fire stations needed to meet Comprehensive Plan levels of service



FIRE & RESCUE RESPONSE TIMES



Prince William County Fire and Rescue Association 4 Minute Response Time Zones



Legend
4 Minute Response Time Area
Magisterial Districts

0 1.5 3 6 9 12 Miles

Prepared by Planning and Information Technology Team
Department of Fire and Rescue
Prince William County, Virginia
October 9, 2012



FIRE & RESCUE - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
<p>Restore Staffing Plan (30 uniform and 4 non-uniform)</p>	<p>\$2.75M</p>	<p>\$6.68M</p>	<p>18</p>	<p>In the FY 10 budget the Fire & Rescue Staffing Plan was eliminated in the 5 Year Plan due to financial constraints. It is restored at a reduced level in FY 16. This requests restoration of 30 uniform and 4 non-uniform or specialty positions in FY 14 and 15. Consistent increase of staffing needed to address community growth and increased demands, call volume, complexity of incidents and safety and security of emergency responders.</p> <p>In FY 11 emergency incident response <= 4 minutes was 48%. The national standard is 90% response in less than 4 minutes. First engine on scene-suppressions <= 4 minutes was 38%. The national standard is 90% response in less than 4 minutes.</p>



FIRE & RESCUE - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
UASI Funding	\$537,500	\$2.57M	17	Potential elimination of Department of Homeland Security United Area Security Initiative Funding for emergency preparedness. NVRC and COG Chief Executive Officers are discussing and addressing potential regional impacts. PWC impacts could include: Emergency Mgmt positions (Regional Planner, NIMS Compliance, Exercise & Training Officer) - \$187,500; Structural PPE - \$250K; Volunteer PW - \$100K.



FIRE & RESCUE CAPITAL NEEDS



Need	Estimated Cost	Notes
9 Fire & Rescue Stations	\$135M \$15M per station plus land acquisition costs if not acquired through proffers	Needed to meet adopted Comprehensive Plan standards; operating costs will be calculated when the projects are funded in the CIP



POLICE



■ During recession

- ◆ State cut Police Officer funding with reduction in 599 funds
- ◆ Police staffing plan was deferred in FY 10 and partially restored in FY 12
 - New police officers funded cut by 60%
 - 10 per year instead of 25
 - No civilian staffing restored



POLICE - UNMET CRITICAL NEEDS



■ Critical Needs - staffing and stations

- ◆ Restore annual staffing plan of 25 officers and five civilians
- ◆ New Central District Station scheduled to open FY 16
 - Funded in current CIP
 - No new staffing planned for station; will have to be covered from the funding provided for ten officers per year in the five year plan
 - New station capacity downsized by 50% to keep costs down
 - Must continue to maintain other leased space for certain bureaus
- ◆ Comprehensive Plan calls for two sworn officers per 1,000 residents and three stations to be open by FY 15
 - National average is 2.6 officers per 1000 in suburban areas similar size to PWC
 - Public Safety Training Center inadequate to meet current training needs; future staffing growth will be constrained

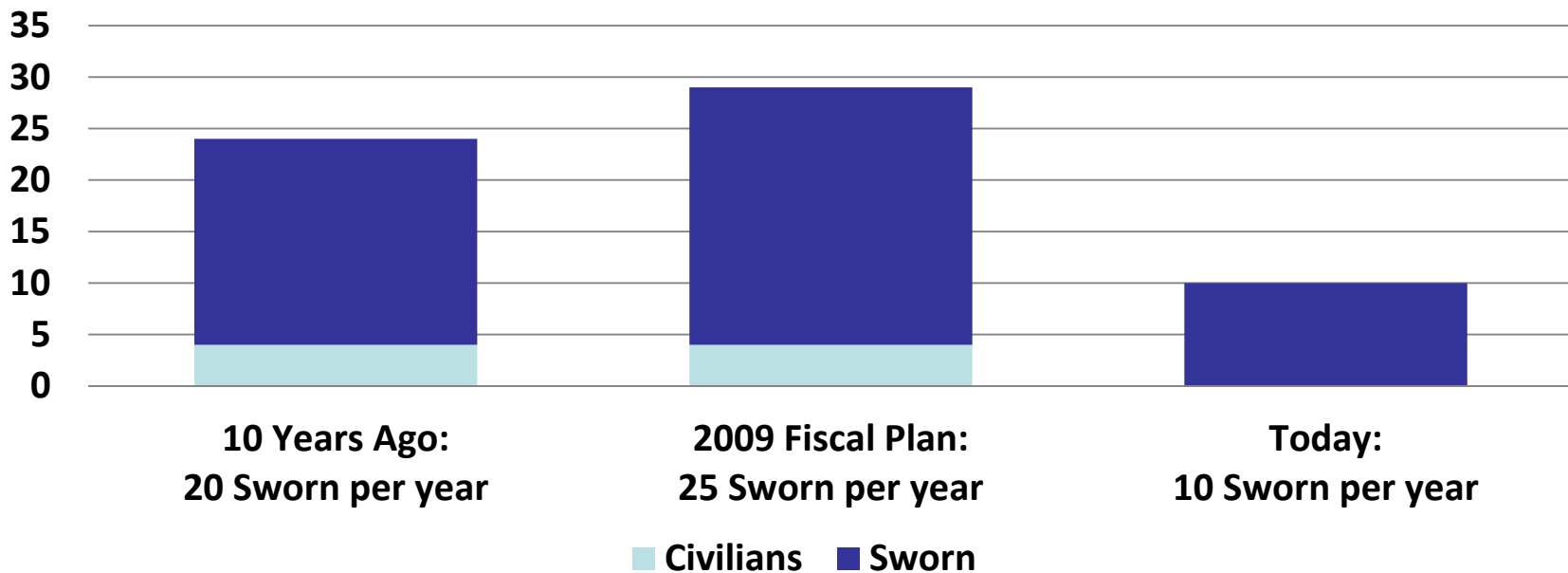


POLICE STAFFING PLAN - BEFORE & AFTER THE RECESSION

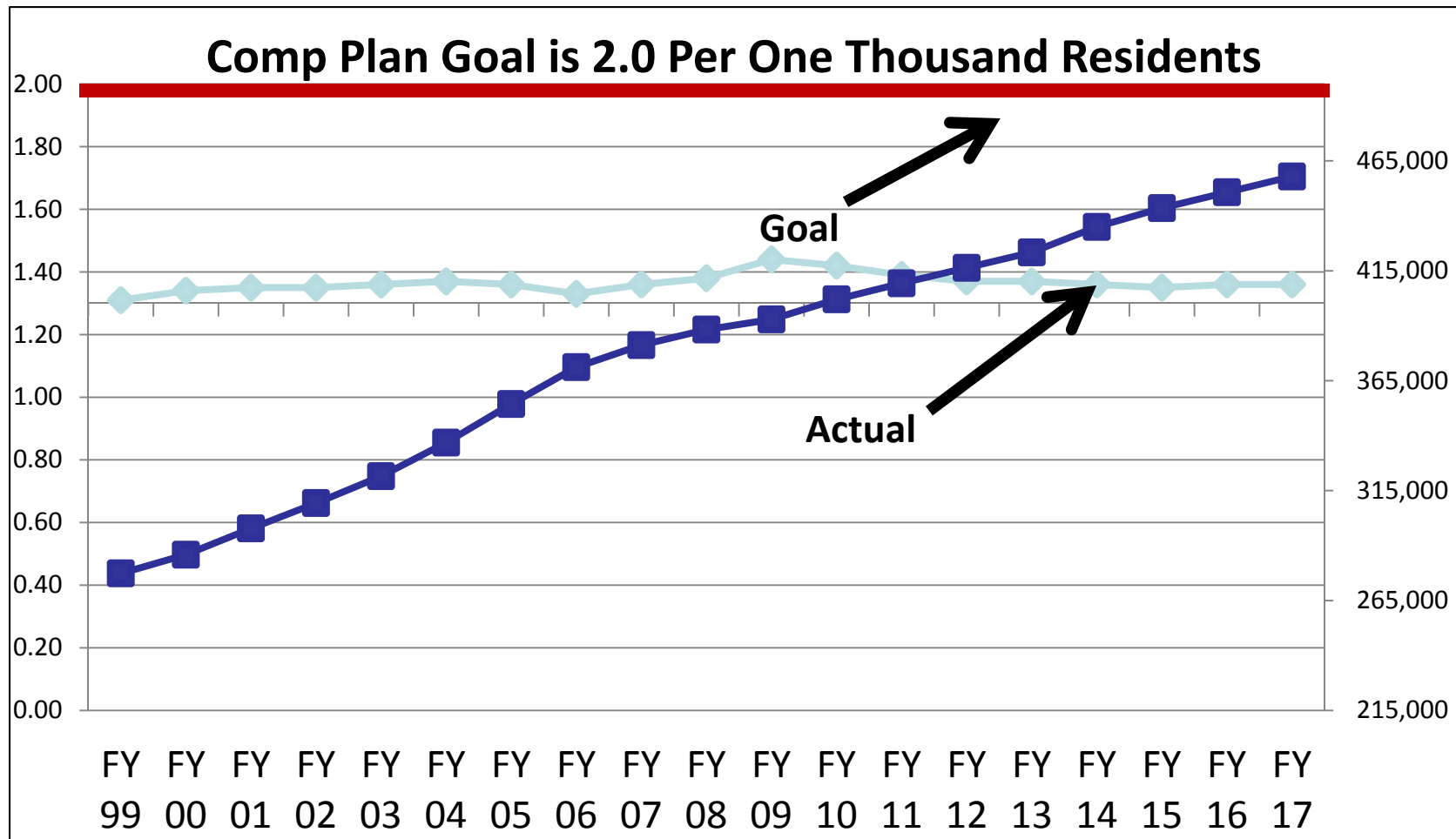


- The Five Year Plan adds 52 officers, no civilian staff
 - ◆ 12 Sworn FTE added in FY 13, ten per year FY 14-17

Police Staffing Plan -Total Staff Per Year-



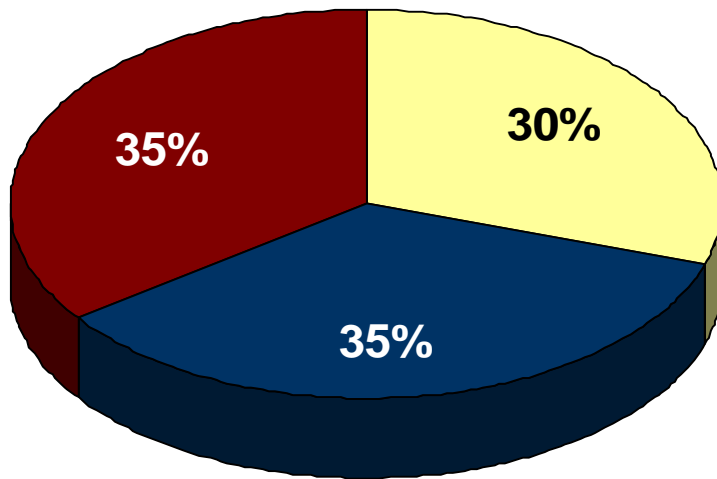
POLICE - UNMET CRITICAL NEEDS



COMMUNITY POLICING MODEL



Community Policing Model



- Self-Initiated
- Administrative
- Operational

- Operational - 35%
 - ◆ Calls for Service
 - ◆ Accident and On-Scene Criminal Investigation
 - ◆ Report Writing
- Administrative - 35%
 - ◆ Training
 - ◆ Court
 - ◆ Miscellaneous
- Self-Initiated - 30%
 - ◆ Officer Back Up
 - ◆ Community Policing
 - ◆ Problem Solving/Hot Spots



POLICE - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Staffing Plan Restoration (15 additional officers and five civilians)	\$3.1M	\$22.3M	20	Provides predictable/ sustained staffing incorporating challenges of recruiting highly qualified applicants, maintains officers per 1,000 at 1.36.
Northern VA Gang Task Force	\$25K	\$75K	20	Multi-disciplinary and multi-jurisdictional partnership that leverages regional resources in a coordinated effort to disrupt regional gang activity. Crime Rate per 1,000 Population <=24



POLICE - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
<p>*UASI Funding for Northern Virginia Regional Identification System (possible off-cycle request)</p>	<p>\$100K</p>	<p>\$300K</p>	<p>20</p>	<p>Regionally supported team of fingerprint examiners identifies latent prints and expands database. Reduces crime through identification of major offenders.</p> <p>Criminal Arrests Made 14,289 Violent Crime Cases Closed 69% Property Cases Closed 24% #Criminal Arrests 14,289 Drug Arrests Processed 1,671 #Juvenile Criminal Arrests 1,467</p>



POLICE - CAPITAL NEEDS



Need	Estimated Cost	Notes
Replace and Expand Animal Shelter Facility at existing site	\$15M	<p>Existing facility is well beyond useful life and deteriorating rapidly. There are safety concerns for staff, customers and animals. The new facility is planned for 37,000 sq. ft.</p> <p>On an annual basis, there are 180,000 walk in requests, 12,000 calls for service, and 7,000 animals taken into the shelter. 47% of all animals are euthanized.</p>



PUBLIC SAFETY COMMUNICATIONS



■ During recession

- ◆ No new 911 telecommunicators were added

■ Critical need

◆ Add telecommunicators to address

- Response time for police emergencies
- Increased call volume increase
- Staff retention and burnout
 - Two years of training needed to become certified



PUBLIC SAFETY COMMUNICATIONS - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Eight Telecommunicators for Central District Platoon Project	\$523K	\$1.57M	17	Dispatch police emergency calls through 911 within 120 seconds – increase percentage from 65% to 70% Dispatch fire emergency calls within 60 seconds – increase percentage from 52% to 55%.



SHERIFF'S OFFICE



■ Critical Needs

- ◆ Inadequate staffing and technology associated with courtroom security and inmate transfers



SHERIFF'S OFFICE - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Add 1.5 Deputies for Security with Courts, Transportation	\$112K	\$235,950	17	Add 1,040 Hours for Courtroom Security to address existing safety concerns and improve security for courtrooms, courthouse and transports.



SHERIFF'S OFFICE - CAPITAL NEEDS



Need	Estimated Cost	Notes
Replace Courthouse Security System	\$2.2M	Ongoing security camera failures create increased risk with inmate transfers created increased risk for citizens throughout courthouse. Insufficient funding to provide ongoing maintenance and replacement of courthouse security system.



OTHER PUBLIC SAFETY CAPITAL NEEDS



Need	Estimated Cost	Notes
<p>Expand Public Safety Training Center</p>	<p style="text-align: right;">\$60M</p> <p>(For construction and possible land acquisition plus facilities construction)</p>	<p>Expansion of the training center would construct approximately 126,000 square feet to accommodate the growing needs of public safety agencies, including Police and Fire and Rescue. Previous plans for the expansion included the following additions: a practical training facility, a second high bay and building mock-up, a residential burn building , a Public Works operations hub, a pistol range expansion, a rifle range and a K-9 facility.</p> <p>Must remain at 100% compliance with mandatory state training standards. Operating costs to be calculated when project is funded in CIP; 2009 estimate was \$2.4M per year.</p>





Human Services



AT-RISK YOUTH AND FAMILY SERVICES



■ Critical need

- ◆ Funding to keep up with growing youth population
- ◆ Accounting support to meet state reporting requirements



AT-RISK YOUTH AND FAMILY SERVICES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Accounting Services Coordinator (1.0 FTE)	\$40K	\$105K	16	<p>Provide administrative support for Comprehensive Services Act (CSA) reporting and direct reporting related to 726 client case load.</p> <p>Currently program providers are performing reporting functions; outcomes could be enhanced with more direct program involvement.</p> <p>State funding could be accessed to support position.</p>
Accommodate Growth in Youth Population	\$250K	\$750K	16	<p>As youth population grows, need to provide services for additional community-based, residential and foster care clients also grows. Additional state funding can be leveraged with the allocation of more local funds.</p>



COMMUNITY SERVICES



■ During recession

- ◆ Prior to recession, community funded a service slot for every intellectually disabled youth aging out of high school
 - That program was cut
- ◆ Services for the mentally ill were restricted to only those with serious illness, with no private insurance or wherewithal to pay for the services
 - Other cases turned away even if uninsured

■ Critical needs

- ◆ Waiting lists for services for both mental health and intellectually disabled services



COMMUNITY SERVICES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Emergency Services Staff three FTE	\$260K	\$705K	17	Addresses increase (increase of 450 clients from FY 10 to FY 11) in client demand for Intake and Emergency services and Mandatory Outpatient Treatment.
Intellectually Disabled Staff/Dept. of Justice Settlement five FTE	\$133K	\$250K	13	Decreases Intellectually disabled waiting list by 64 and increases supervision of staff (Medicaid revenue supported).
Mental Health Outpatient Services two FTE	\$136K	\$366K	13	Decreases seriously mentally ill wait list by 100 clients; provides capacity to allow clients who are ready to transition to lower intensity of service.



COMMUNITY SERVICES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Clinic Based Substance Abuse & Mental Health (New Horizons) two FTE	\$122K	\$330K	12	Provides case management for increased demand for Family Assessment and Planning Team (FAPT); Increases services for 90 clients.
Supported Living Services Staff four FTE	\$265K	\$720K	10	Provides services for 20 additional community-based case management clients; 9 additional clients will receive support services .
Intellectually Disabled Day Support Placements	\$525K	\$1.6M	8	Serves 15 transitioning students or individuals with urgent placement needs.



SOCIAL SERVICES



- During recession BOCS had to address critical issues requiring additional funding that continue to be issues:
 - ◆ Child Protective Services Staffing levels
 - ◆ Benefits eligibility staffing which is date certain in Five-Year Budget
- Critical needs
 - ◆ Increased caseload for vulnerable adults and children
 - ◆ Inadequate supervision at Molinari Juvenile Shelter



SOCIAL SERVICES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
<p>Add five FTE for Adult Protective Service Child Protective Service</p>	<p>\$392K</p>	<p>\$1.8M</p>	<p>19</p>	<p>CPS: CPS Investigations has increased 25 % from FY 11 to FY 12. FY 11 the Department 2559 allegations of abuse and/ or neglect which increased to 3,198 in FY 12. Program is currently out of compliance with state regulations mandating investigations to be completed within 45 days; currently it takes 60 days to complete the investigation. The additional staffing would support reduce a 20% reduction in caseload for CPS workers and bring down the number of days from 60 to 45. The recidivism rate would be reduced by 10%; the current recidivism rate is 1.9 % for PWC. CPS Program receives an average 69 multiple referrals per month. These are families that the Department has had previous involvement.</p> <p>APS: APS investigation complaints have more than doubled (217%) from FY 10 to FY 12. The total number for APS investigations for FY 2010 was 214. in FY 12 there were 466 APS investigations. The requested staffing would reduce the investigation time by 50 % from 5 weeks to 2.5 weeks. Multiple referrals for APS is 7.8% of monthly APS referrals; this should drop to less than 4% with the additional positions.</p>



SOCIAL SERVICES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Molinari Shelter Team Leaders (Counselors) - 2 FTE	\$116,119	\$350K	18	The Molinari Shelter is a 24/7 operational co-ed facility for up to 15 youths. Weekend and evening staffing is currently provided, but no counselors are available to supervise youth. Additional staffing is needed to reduce and prevent crisis incidents such as assaults, runaways, and disruptive behaviors that have escalated to the point of requiring involvement by law enforcement to maintain order at the shelter. Two FTE will reduce/prevent crisis incidents requiring law enforcement support by 35% or a decrease from 66 to 43 incidents.



SOCIAL SERVICES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Drop-in Center and Cold Night Shelter Service Contract	\$100K	\$300K	15	Consolidate all homeless services such as Hilda Barg Homeless Shelter, the Drop-In Center and Winter Shelter in an effort to streamline resources as a response to homelessness in PWC. The goal is to partner with a well-established provider that specializes in homeless services that would have the influence to leverage the resources through grants as well as utilizing their existing corporate support. With this additional resource, improve our rate of rapid re-housing could be improved by 25% or 80 additional clients. In FY 12, 316 clients were rehoused in conjunction with Housing Relocation & Stabilization Services.



NONPROFIT FUNDING REQUESTS



- Significant increase in FY 14 budget requests
- Current number of partners 25
 - ◆ Human Services - 13
 - ◆ Community Development - 8
 - ◆ Public Safety - 4
 - ◆ Serving 41 programs/activities
- New FY 14 requests 13
 - ◆ Human Services - 5
 - ◆ Community Development - 7
 - ◆ Public Safety - 1





Community Development



DEVELOPMENT SERVICES



■ Critical need

- ◆ Staffing to support desired service levels
- ◆ General fund support to bridge funding gap between fees and service levels

■ Policy issue - should the general fund subsidize services in order for fees to remain competitive and make PW more attractive to commercial development?

- ◆ Other Northern Virginia jurisdictions provide a level of ongoing General Fund support to offset development fee related activities



DEVELOPMENT SERVICES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
General Fund Support for Development Services	\$550K	\$1.7M	16	Development Agency program expenditures continue to outpace development fee revenue. The projected budget deficit for FY 14 is \$1.4 million dollars. The General Fund support will enable staffing to workload ratios to remain at acceptable levels, which will enable the County to meet service level expectations. The General Fund support will enable the County to remain competitive with other jurisdictions in terms of the development fees charged for services.



DEVELOPMENT SERVICES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Building Code Compliance Inspector One FTE	\$125K (includes some one time costs - vehicles)	\$400K	16	The Building Code Enforcement Program manages approximately 700 cases on an annual basis. Average number of days from complaint opened for work without a permit to initial investigation Current - 57 days Proposed - 30 days Average number of cases that fall outside the Statute of Limitations based on the time of County inspections Current - 35 cases Proposed - 15 cases



LIBRARY



■ During recession

- ◆ Library budget was cut significantly as this is not a strategic or high risk service

■ Comprehensive Plan Levels of Service

- ◆ Calls for two more libraries to be added after Montclair and Gainesville to address current population



LIBRARY CAPITAL NEEDS



■ Critical Issue

- ◆ Prince William population is expected to continue to increase over the next ten years
- ◆ Libraries continue to be heavily used as community centers despite increased use of digital media
- ◆ Not included in current six year Capital Improvement Program

Need	Estimated Cost	Notes
Two Libraries - Braemar & Southbridge	\$30M plus cost of land acquisition if not proffered	Operating costs will be calculated when the projects are added to the CIP.



PARKS & RECREATION



■ During recession

- ◆ Parks budget was cut significantly as this was not a strategic or high risk need

■ Critical needs

- ◆ More youth sports fields of all types
- ◆ Olympic standard competitive swimming pools



PARKS & RECREATION - UNMET CRITICAL NEEDS



- Recreation interests diversifying rapidly
 - ◆ More types of facilities desired
 - ◆ More tournament level fields desired for multiple sports
 - Much higher level of maintenance, irrigation required to maintain tournament standards
 - ◆ Year round use desired, both indoor and outdoor
 - Especially high demand for turf fields
- 28 Swim Lanes available
 - ◆ Freedom Center opened in 1998; no new lanes added since
 - ◆ High demand from swim teams for more lanes



PARKS & RECREATION - UNMET CRITICAL NEEDS



- 162 fields at middle and elementary schools
 - ◆ 65 of these fields are not used for youth sport leagues
 - ◆ High demand for league fields of all types
 - ◆ Potentially 13,650 participants could be accommodated
 - 14 teams can be scheduled per field with 15 players per team
 - Maintenance costs would be incurred



PARKS & RECREATION - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Cyclical Maintenance Increase	\$300K	\$900K	15	As Parks usage and demand for service has grown, so has the need for maintenance and repair. DPR needs additional funding for projects including replacement of roofs, fences, filters, HVAC, flooring, doors, security systems, irrigation systems, painting, etc. Parks budget was cut \$3M in 2010 and has not been restored.
Fleet vehicle and equipment maintenance	\$500K	\$1.5M	15	Parks vehicle and equipment replacement has previously been handled through financing agreements while the County purchases outright. Funding is needed to replace vehicles. This includes a dump-truck, aerator, mowers, trackers, golf carts, cars and trucks essential for operations.



PARKS & RECREATION - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
<p>Maintain and utilize all remaining school fields (currently not in use) to schedule youth sport leagues</p>	<p>\$500K</p>	<p>\$1.5M</p>	<p>5</p>	<p>Utilizes existing county/school assets with no need for additional land acquisition. Stated cost to upgrade and maintain 65 fields for youth sports league play. Operating costs will vary based on type of field and level play desired. Higher level play requires more maintenance. Does not include irrigation costs that might be necessary for high level play.</p>



PARKS & RECREATION - 2006 BOND PROJECTS ON HOLD



Need	Estimated Cost	Notes
Ben Lomond Community Center Expansion	\$4.7M	Expansion would provide an additional wing for expanded indoor program space, new parent waiting areas both indoor and outdoor and multi-purpose room. The expansion would double the amount of floor space available for programming events at the center.
Chinn Fitness and Aquatics Center Expansion	\$7.3M	Expansion would add a new pool with additional training lanes/open swim area. The new pool would allow additional practice lanes for swim teams and more ability for other aquatic programs. In addition, there would be increased multi-purpose indoor space for recreation programs.
Locust Shade Park	\$4.9M	The park, one of the County's oldest, would receive utility (water and electric power) upgrades and improvements to some of the revenue generating operations: Mini-golf, batting cage and driving range. Also, additional indoor programming space would be built.



PARKS & RECREATION CAPITAL NEEDS



Need	Estimated Cost	Notes
30 Additional Swim Lanes	\$30M for facilities plus land acquisition	Capital cost estimated at \$5M for every five lanes; operating costs to be calculated when projects are funded in CIP.
4,324 acres of Parkland	Parkland is usually acquired through proffers attached to a rezoning	Needed to meet adopted Comprehensive Plan standards. Cost to add full service parks with 5-6 fields estimated at \$4M per park. Operating costs to be calculated when projects are funded in CIP.



PLANNING



- During recession

- ◆ Funding for staffing and special projects reduced

- Critical need

- ◆ Inadequate staffing to support customers at zoning counter requires higher paid staff to provide coverage and reduces county planning deliverables



PLANNING - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Zoning Counter Development Technician One FTE	\$50K	\$162K	14	Maintain ability to provide zoning counter service without unscheduled, unannounced closures (without current back-up support provided by other divisions, this would happen approximately 10 times per year); Reduce customer wait times by 20% and increase number of calls returned within 24 hours to 99%; Decrease Long-Range and Current Planning Technicians' staff report caseloads by 20%.



PUBLIC WORKS



■ During recession

- ◆ Funding was not budgeted to keep up with infrastructure maintenance and renovation
- ◆ More demands for government to step in and do neighborhood services
- ◆ Vehicle replacement was put off and mileage needed to replace was significantly increased even for public safety vehicles



PUBLIC WORKS



■ Critical needs

- ◆ Fleet Vehicle Replacement
- ◆ Additional Site Inspector positions in Development Fee Area
 - Increased VA Stormwater Management Program (VSMP) requirements in FY 14
- ◆ Facility Maintenance and Replacement
 - Cyclic Maintenance/Replacement
 - Juvenile and Emergency Shelter maintenance
 - Animal Shelter out building maintenance



PUBLIC WORKS - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Fleet Vehicle Replacement	\$493,250	\$1,479,750	17	<p>Future vehicle replacement projections forecast the need for additional funds to replacement county vehicles. These funds will be used to maintain current vehicle replacement schedules. 80% of County vehicles are assigned to public safety agencies.</p> <p>FY 11 Actual Performance Measure: Number of vehicles maintained = 1,062 Number of heavy equipment maintained = 177</p>
Additional Staffing to Support VSMP Requirement	\$87,500	(\$158,100)	16	<p>Funding for positions to support the Virginia Stormwater Management Program increased requirements begin in FY 15. Requirements are anticipated to result in more time per inspection, and fewer inspections able to be done with the current number of inspectors. Two Site Inspectors and one Engineer II position. Positions will be funded with development fee revenue beginning in FY 15.</p>



PUBLIC WORKS - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Additional Funds for Cyclic Maintenance & Replacement	\$500K	\$1.5M	13	County infrastructure has grown to meet the requirements to serve the growing and increasingly sophisticated population. There are facilities with major components reaching the end of their engineered lifetimes. The cyclic replacement initiative was created in 1995. The program needs additional funding to address the expanded requirements and increased cost of replacement items. Failure to address this need could cause deferred maintenance, band aiding critical assets, and service interruption in key support equipment and subsequently critical items such as communication systems, life safety response operations and other customer service functions.
Juvenile Emergency Shelter and Winter Shelter Maintenance	\$150,594	\$221,532	13	The Juvenile Emergency Shelter (JES) and Winter Shelter are required to meet emergency human services objectives. The JES was constructed to residential standards. The Winter Shelter was designed for low impact use. Over the years the use of both has changed. Current wear and tear on the structures exceeds the maintenance programmed to meet the original objectives.



TRANSPORTATION



■ During recession

- ◆ Road bond projects were deferred but are now funded in Five Year Plan
- ◆ Most recent road bond project contract - Rollins Ford Road was unanimously approved by the BOCS
- ◆ Transit funded only with gas tax revenue
 - No general funds are allocated

■ Comprehensive Plan Standards

- ◆ Minimum acceptable level of service (LOS) for roadways and intersections is LOS "D"
 - All residential and non-residential developments are expected to maintain that level



TRANSPORTATION - UNMET CAPITAL NEEDS



Need	Estimated Cost	Notes
<p>Potential Future Road Bond</p>	<p>\$482.2M</p>	<p>Potential transportation projects that could go onto a future bond referendum for roadway improvements in the County. The approximate number of lane miles improved/added = 69.</p> <p>Potential projects include:</p> <ul style="list-style-type: none"> • Route 1 (Bradys Hill to Cardinal) • Route 1 (Featherstone to Occoquan) • Route 15 (Route 29 to Route 55) • Route 234 (Godwin Extended/Tri-County Parkway to Lomond) • Route 234 (I-66 to Sudley) • Telegraph (Parkway to Minnieville) • University (Sudley Manor to Wellington) • Van Buren (Dumfries to Cardinal)



TRANSPORTATION - UNMET CAPITAL NEEDS



Need	Estimated Cost	Notes
Sidewalks and Trails	\$1.6M per mile	Pedestrian connectivity would be improved with a strategic approach to improvements rather than relying on proffers and current construction projects as they occur. Average cost to construct pedestrian concrete sidewalk or asphalt trail is \$1.6M per mile
644 lane miles of Comprehensive Plan roads (to attain minimum LOS "D" standard)	\$2.58B	Lane miles remaining after potential future road bond. The current design and construction cost is \$4.0M per lane mile.



TRANSIT



■ Services provided

- ◆ PRTC Commuter Bus (OmniRide) and Rail Service (VRE) to Washington D.C.

 - 2.3M passenger trips (OmniRide)

 - 4.5M passenger trips (VRE)

- ◆ PRTC Local Bus Service (OmniLink) in Prince William County

 - 1M passenger trips (OmniLink)

■ Outcomes

- ◆ 8.75M passenger trips by bus, rail and ridesharing (carpools, vanpools, slugging) by PWC residents

- ◆ 12.3M passenger trips (All Riders)



TRANSIT - UNMET CRITICAL NEEDS



■ Critical need - Infrastructure and Operating Support

◆ VRE Extension to Gainesville

- Local match for Phase II environmental work and preliminary design (30% plans) for extending VRE commuter rail service 11 miles from Manassas to Haymarket
- Prince William cost - \$1.2M

◆ Total conceptual capital costs for extension

- One station - \$168M to \$183M
- Three stations - \$245M to \$260M





General Government



EXECUTIVE MANAGEMENT



■ During recession

- ◆ Administrative and communications support reduced

■ Critical need

- ◆ Existing span of control to oversee 35 departments/ agencies and 4000+ employees inadequate with current structure
 - PW services becoming more complex
 - Increased regulation, multiple funding streams, regional implications
 - Need for oversight to ensure transparency and accountability
 - Need for oversight to look for efficiencies, ability to find public private partnerships



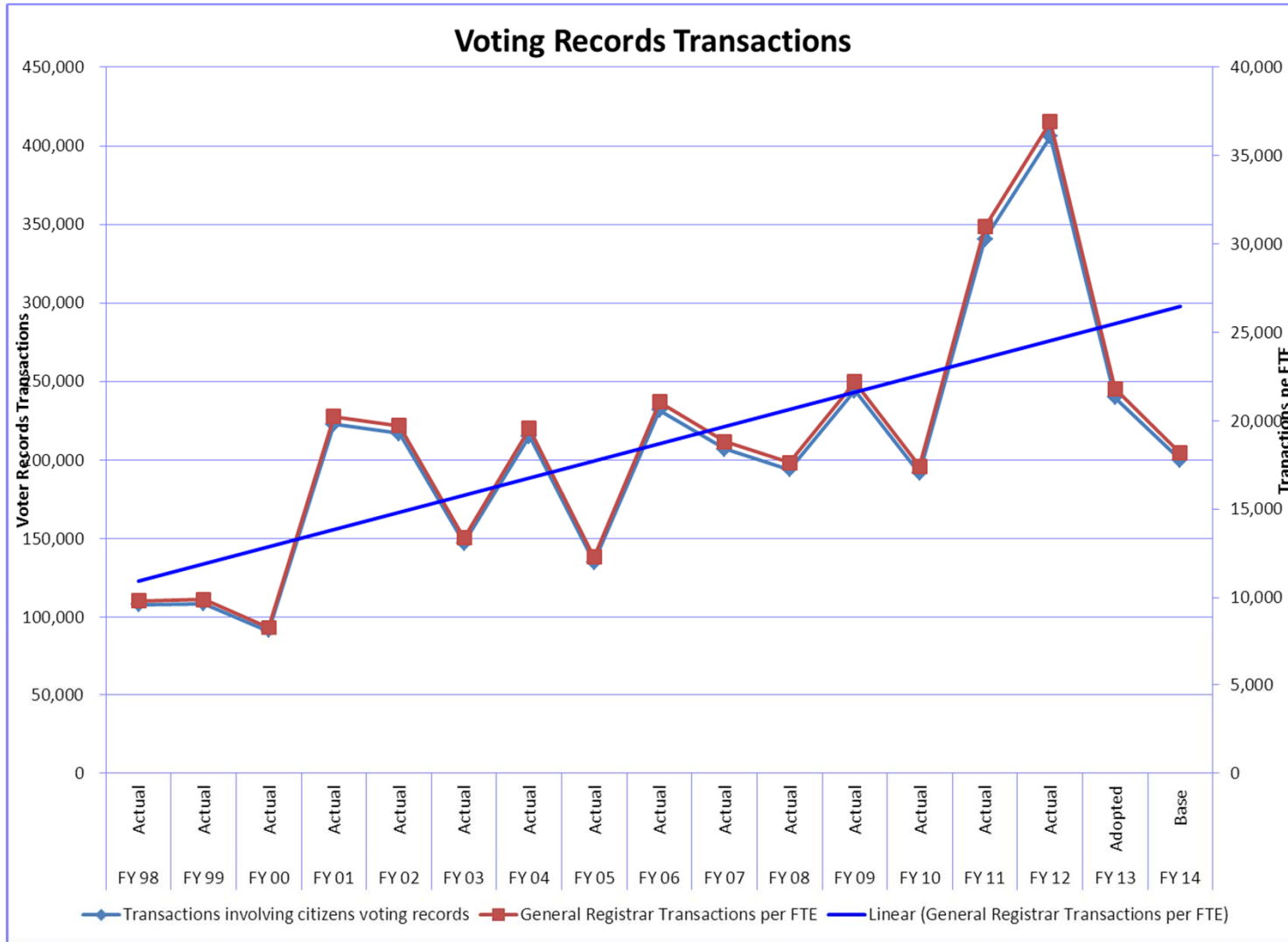
GENERAL REGISTRAR



- During recession
 - ◆ Took state aid reduction of \$50K
- Critical need - Staffing
 - ◆ No staff added since 1998 despite 100,000 additional voters and 19 more precincts



GROWTH IN POPULATION AND ABSENTEE VOTING CREATING SIGNIFICANT NEW WORKLOAD



GENERAL REGISTRAR - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Two FTE Senior Assistant Registrars	\$92K	\$276K	10	Staff has not increased since 1998 when there were 58 precincts and 133,500 registered voters. In 2012 there are now 240,000 registered voters, 77 precincts and three/four sites for absentee voting. Funding is needed because staff is working at capacity. In FY 11 340,770 citizen voting transactions were conducted. 2011 was not a presidential or Virginia gubernatorial election year.



GENERAL REGISTRAR - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Replace Existing Voting Equipment	\$1.5M	\$300K	10	Existing voting equipment is currently 12 years old. At this time Direct Recording Equipment (DRE) is no longer available for purchase in Virginia. Equipment needs to be replaced and tested before 2016 Presidential election. Without this equipment the registrar will fall below accepted professional standards for conducting elections. 91,466 voters were served at polling places in FY 11.



GENERAL REGISTRAR - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Annual Maintenance Cost for Inventory Software	\$28K	\$84K	10	Annual maintenance software fee is required by the vendor for Registrar's Inventory Management System. Use of the inventory management system significantly reduces the Registrar's risk in accounting for voting equipment.



HUMAN RESOURCES



■ During recession

- ◆ Agency took significant reductions
- ◆ No staffing has been restored to meet growing organization and more complex needs

■ Critical needs

- ◆ Agency currently operating at service levels inadequate to support organization with 4000+ FTEs
- ◆ Additional workload increase associated with Parks merger



HUMAN RESOURCES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
System to Digitize Employee Records	\$32,050	\$0	19	<p>HR staff is regularly required to refer back to paper files to provide accurate employment histories. All files can be "digitized" and cross referenced to paper records and EDMS to ensure personnel records are electronic, accurate and easily accessible by all appropriate parties. Expected outcome: Increased efficiency with access to a paperless system of records.</p> <p>Costs include \$7,050 for equipment and software; plus \$25,000 for one temporary Personnel Technician (180 day employee).</p>



HUMAN RESOURCES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Human Resources Analyst II	\$68,846	\$206,538	18	<p>One additional FTE shared between Benefits activity and Classification and Compensation activity.</p> <p>Benefits: Additional staff are needed to effectively communicate, educate and counsel employees to ensure they understand their benefit options. Recent adoption of the Line of Duty Program (LODA), major changes to the Virginia Retirement System and the introduction of important aspects of the Affordable Care Act make additional staffing more critical.</p> <p>Classification and Compensation: Additional staff are needed to provided increased requirements for job analyses and departmental studies, due to the turnover of ten new Department Directors (within two years), recent reductions-in-force and resulting shifts in duties and responsibilities. Classification services need to be provided in a timely manner to support agency missions and reorganizations (to respond to changes) and to maintain fair and equitable compensation.</p>



HUMAN RESOURCES - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Additional Funding for Recruitment	\$50K	\$157,590	16	Additional funds for Human Resources community and diversity outreach efforts to attract talent. Funding would support efforts to recruit talent in the metro region and to reach out to community organizations, attend job fairs in targeted organizations which include Diversity, University, Professional, Technical, Business Partners, State workforce and Veterans.
Increase Computer Instructor-Led Training Program	\$10K	\$30K	16	As technology (equipment and software) is updated on a recurring basis, training needs continue to change and grow for our employees using the updated technology. Current funding levels are not fully supporting the employee needs for instructor-led training in FY 12.



INFORMATION TECHNOLOGY



■ During recession

- ◆ Annual funding for information technology systems was relegated to carryover savings and not in the base budget

■ Critical need - new and replacement systems

- ◆ New technology improvements have been funded through annual savings
- ◆ No technology reserve exists for replacement of existing systems supporting all departments and service delivery



TECHNOLOGY INFRASTRUCTURE NEEDS



■ Capital

- ◆ No general funding for new projects after FY 15
- ◆ \$5.5M TIP funding from annual carryover savings will be shifted to cover maintenance costs for new systems already funded in TIP
- ◆ Staff currently developing technology reserve schedule for consideration in FY 14 budget development

■ Operating

- ◆ Any new systems will have an annual maintenance contract cost equal to 15-20% of the purchase price
- ◆ Also seeing increased use of subscription services as industry adapts to cloud environment



INFORMATION TECHNOLOGY - UNMET CRITICAL NEEDS



UNMET CRITICAL NEEDS	FY 14 Cost	FY 15-17 Costs	Risk Score	Notes
Central Ring Microwave Equipment Replacement	\$500K	\$1M	18	The equipment that backs up the Public Safety radio system is reaching the end of its useful life and is necessary to ensure uninterrupted communications.
Legislative Management System	\$110K	\$54K	18	Technology solution to the cost of producing the BOCS agenda package. Estimated cost savings of \$115,950 in first year and \$145,950 in subsequent years.



INFORMATION TECHNOLOGY CAPITAL NEEDS



Need	Estimated Cost	Notes
Nine Telecommunication Towers	\$18M (if PWC builds them)	Needed to meet adopted Comprehensive Plan standards; Tower space has been provided via proffers in the past.



SUMMARY OF CRITICAL UNMET NEEDS



- 42 identified operational needs totaling over \$13.7M
 - ◆ Public Safety -12 items, over \$7.5M
 - ◆ Human Services - 11 items, \$519K net
 - \$1.8M state revenues available if local match is made
 - ◆ Community Development - 10 items, \$3.3M
 - ◆ General Government - 9 items, \$2.4M
- 17 identified capital needs totaling over \$3.5B
 - ◆ Annual debt service on \$3.5B is \$350M
- Highest scenario is 5% annual increase in average tax bill - provides \$2.1M in new revenues for County programs



FY 2014 TAX BILL SUMMARY



- Average tax bill would be \$140 more per year or \$12 more per month than FY 13
 - ◆ Keeps current programs and activities intact
 - ◆ Adds 10 police officers
 - ◆ Funds 2% increase in employee compensation
 - ◆ Adds funding for capital improvements
 - 5 road bond projects
 - 2 libraries
 - 3 new parks
 - 1 police station
 - 1 new fire station
 - 8 new schools
 - Projecting 2,500 more students per year



FY 2014 TAX BILL CHOICES



Tax Bill Scenarios	Tax Bill FY 2013 (w/Fire Levy)	Projected FY 2014 Tax Bill (w/Fire Levy)	Total Increase p/Year over FY 13	Increase p/Month over FY 13	Local Tax Burden
ADOPTED Avg. Residential Tax Bill	\$1.283 \$3,507	\$1.2961 \$3,647	\$140	\$12	3.8%
Flat Tax Bill Tax Rate Avg. Residential Tax Bill		\$1.2462 \$3,507	\$0	-	3.7%
2.0% Avg. Tax Bill Increase Tax Rate Avg. Residential Tax Bill		\$1.2707 \$3,575	\$68	\$6	3.8%
3.0% Avg. Tax Bill Increase Tax Rate Avg. Residential Tax Bill		\$1.2834 \$3,611	\$104	\$9	3.8%
FY 13 Flat Tax Rate \$1.209 Tax Rate Avg. Residential Tax Bill		\$1.2834 \$3,611	\$104	\$9	3.8%
3.5% Avg. Tax Bill Increase Tax Rate Avg. Residential Tax Bill		\$1.2898 \$3,629	\$122	\$10	3.8%
4.5% Avg. Tax Bill Increase Tax Rate Avg. Residential Tax Bill		\$1.3025 \$3,665	\$158	\$13	3.9%
5.0% Avg. Tax Bill Increase Tax Rate Avg. Residential Tax Bill		\$1.3078 \$3,680	\$173	\$14	3.9%





REVENUE CHOICES



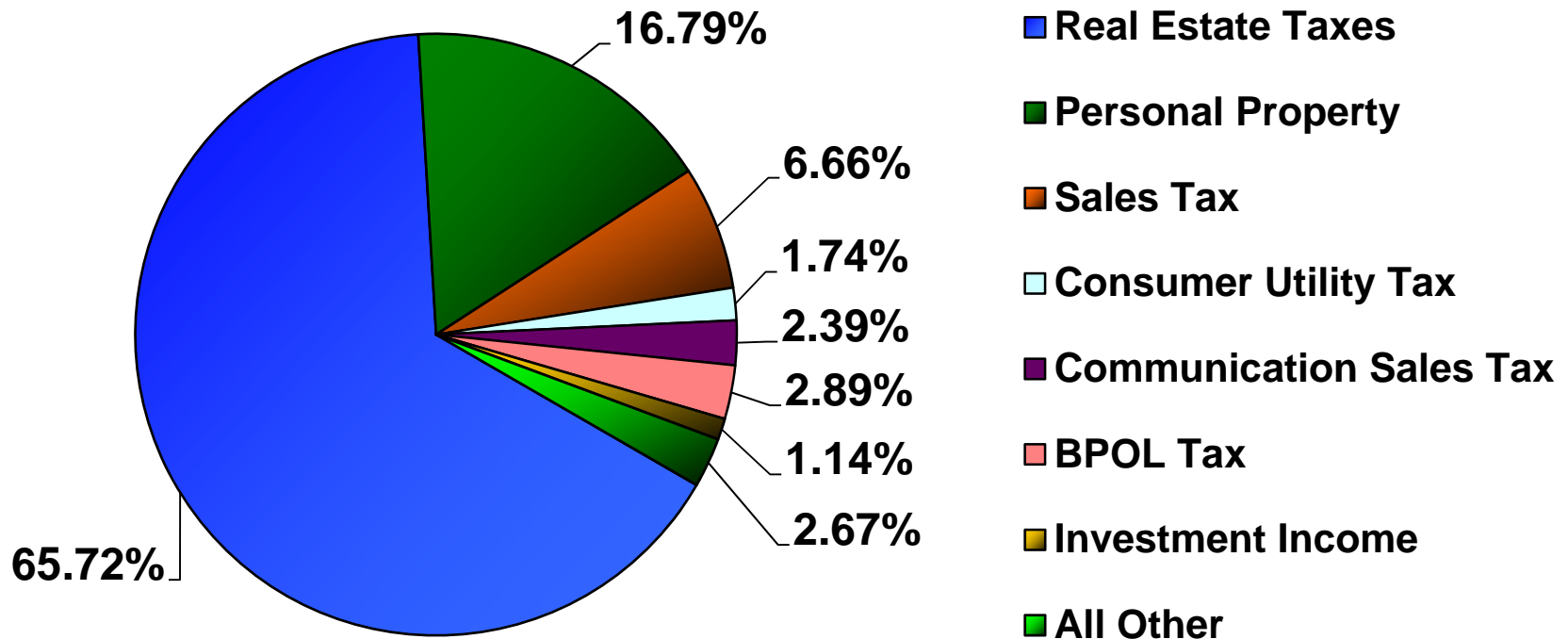
REAL ESTATE NOT THE ONLY REVENUE SOURCE



Revenue Source	Can BOCS Change Rate?	Use of Revenue
Real Estate	Yes	General Fund
Personal Property	Yes	General Fund
Sales Tax	No	General Fund
BPOL	Yes/To State limit	General Fund
Recordation (County only)	No	GF (24%)/Roads (76%)
Motor Vehicle License	Yes/To State limit	General Fund
Fire Levy	Yes	Fire & Rescue Levy
Communications	No	General Fund
Consumer Utility	No	General Fund
Investment Income	No	General Fund



PWC MAJOR REVENUE SOURCES – FY 2013



Real Estate, Personal Property and Sales Taxes Comprise Over 89% of Prince William County General Revenue



REVENUE CHOICES



- Goal is to diversify our revenue sources – less reliance on residential real estate
- Reduction in revenue sources result in
 - ◆ Reduced funding to County/Schools requiring service/program cuts or...
 - ◆ Transfer burden to other groups of taxpayers
- Tax exoneration choices total \$16M or 3.7 cents on the real estate tax rate
 - ◆ Elderly/Disabled (based on need) totals \$7.9M
 - ◆ Land Use/Agricultural/Forestral District totals \$6.9M
 - ◆ Disabled Veteran (not need based) totals \$1M to date



BOCS CHOICE ON PERSONAL PROPERTY TAX



- Prince William County has lowest effective personal property tax rate in Northern Virginia

	Personal Property Tax Rate	Effective Rate	Motor Vehicle License Tax (Automobiles)	Method of Assessment
Prince William (current)	\$3.70	\$3.70	\$24.00	Average Trade-in Value
Arlington	\$5.00	\$4.50	\$33.00	Average Loan Value
Alexandria	\$4.75	\$4.75	\$33.00	Average Trade-in Value
Fairfax	\$4.57	\$4.57	\$33.00	Average Trade-in Value
Loudoun	\$4.20	\$3.78	\$25.00	Average Loan Value
Average (excluding PWC)		\$4.40	\$31.00	

- There is no state limit on the personal property tax rate
- Each \$0.10 increase in the personal property tax rate generates \$3M



OTHER REVENUE CHOICES



- Motor vehicle license tax can be increased from \$24 to a maximum of \$38
 - ◆ Additional \$4.8M per year
 - ◆ Each \$1 increase generates approximately \$350K
 - ◆ Not earmarked for transportation in State code

- Commercial real estate tax
 - ◆ Revenue must be used for transportation
 - ◆ \$0.125 can be levied on commercial properties only - no exclusions
 - Fairfax County Rate: \$0.110
 - Arlington County Rate: \$0.125
 - ◆ Maximum rate of \$0.125 generates \$7.7M
 - ◆ Each cent generates approximately \$618K
 - ◆ Maximum rate increases commercial tax bills by 10.3%



REVENUE CHOICES REQUIRING REFERENDUM OR LEGISLATION



- Meals Tax - requires referendum
 - ◆ Approximately \$17.5M at 4.0% tax rate
- Admissions Tax - requires enabling legislation
 - ◆ Localities can tax different classifications at the same or different tax rates as well as exempt qualified charitable events
 - ◆ Approximately \$5M at 10.0% tax rate
- Cigarette Tax - requires enabling legislation
 - ◆ Authorized counties (Arlington and Fairfax) cannot exceed the amount levied by the State (currently \$0.30 per pack)
 - ◆ Approximately \$3.5M at \$0.30 tax rate



REVENUE CHOICE SUMMARY



Revenue Choices That Can Be Made Now:

	Potential Tax Rate	Additional Revenue	County Share	Schools Share
Personal Property Tax	\$4.40	\$21,000,000	\$9,082,500	\$11,917,500
Motor Vehicle License Tax	\$31.00	2,450,000	1,059,625	1,390,375
Total Potential Revenue		\$23,450,000	\$10,142,125	\$13,307,875

Note: Personal property and motor vehicle license tax rates selected are the average effective rates of Arlington, Alexandria, Fairfax, and Loudoun

Revenue Choice Designated for Transportation:

	Potential Tax Rate	Additional Revenue	County Share	Schools Share
Commercial Real Estate Tax Designated for Transportation	\$0.125	\$7,725,000	\$7,725,000	\$0



REVENUE CHOICE SUMMARY



Revenue Choices Requiring Referendum or Enabling State Legislation

	Potential Tax Rate	Additional Revenue	County Share	Schools Share
Meals Tax	4.00%	\$17,500,000	\$7,568,750	\$9,931,250
Admissions Tax	10.00%	5,000,000	2,162,500	2,837,500
Cigarette Tax	\$0.30	3,500,000	1,513,750	1,986,250
Total Potential Revenue		\$26,000,000	\$11,245,000	\$14,755,000



UPCOMING PROPOSED BUDGET SCHEDULE



- PWC Budget Info Community Meeting Oct 20
- School Board/BOCS Meeting Nov 8
- Community Survey Report Nov 20
- BOCS Budget Guidance Nov 20/27
- Strategic Plan Group Report Dec 11
- Capital Improvement Program Dec 11
- FY 12 Efficiency Report Jan 15
- Strategic Plan Public Hearing Jan 22
- CXO FY 2014 Proposed Budget Feb 12
- Authorize Tax Rate Advertisement Feb 26

