



COUNTY OF PRINCE WILLIAM

OFFICE OF EXECUTIVE MANAGEMENT

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BOARD OF COUNTY SUPERVISORS

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Melissa S. Peacor
County Executive

December 4, 2012

TO: Board of County Supervisors

FROM: Michelle A. Casciato
Management and Budget Director

THRU: Melissa S. Peacor
County Executive

RE: Response to Budget Proposals Presented on November 20, 2012

I. Background in chronological order is as follows:

- A. Adopted FY 13-17 Five Year Plan – On April 24, 2012, the Board of County Supervisors (Board) adopted the FY 13-17 Five Year Plan and FY 13-18 Capital Improvement Program (CIP). The balanced Five Year Plan forms the basis for the analysis of the Board member proposals that follow.

General Fund Resource and Expenditure Projection					
	FY 13	FY 14	FY 15	FY 16	FY 17
Revenue & Resources					
General Revenue (less recordation for Transportation)	\$786,148,135	\$826,595,135	\$869,836,885	\$915,529,885	\$961,425,135
Agency Revenue	\$98,834,326	\$94,816,745	\$94,477,153	\$94,414,046	\$94,348,477
County Resources	\$24,951,661	\$24,424,760	\$17,909,181	\$13,728,174	\$8,449,730
Total Revenue & Resources Available	\$909,934,125	\$945,836,640	\$982,223,219	\$1,023,672,105	\$1,064,223,342
Expenditures					
County Government (less recordation for Transportation)	\$464,626,446	\$477,581,531	\$489,436,362	\$504,971,495	\$519,493,635
Transfer to Schools	\$445,307,679	\$468,255,109	\$492,786,857	\$518,700,610	\$544,729,707
Total Expenditures	\$909,934,125	\$945,836,640	\$982,223,219	\$1,023,672,105	\$1,064,223,342
Total Revenue & Resources Balance	\$0	\$0	\$0	\$0	\$0

- B. Resolution No. 12-514 Scenarios – At their May 8, 2012 meeting, the Board of County Supervisors adopted Resolution 12-514 (Attachment A), directing staff to develop a series of seven budget scenarios ranging from a flat tax bill to a 5% tax bill increase in each year of the Five Year Plan. In addition to the scenarios, agencies were asked to identify unmet critical needs facing the organization over the next five years.

- C. Organizational Response to Resolution No. 12-514 – On October 2, 2012 the Board received a presentation on the seven budget scenarios. County activities were placed in one of three categories – mandated by state or federal law, strategic priority, and community choice. On October 16, 2012 the Board received a second presentation on unmet critical needs. After each presentation, the Chairman requested that Board members be prepared to discuss proposals at their November 20th meeting.

- D. Scenario Results – The revenue changes resulting from the various scenarios can be found in Attachment B. A flat tax bill, the most restrictive of the scenarios, results in an FY 14 revenue decrease of \$9,147,808 for the County and \$12,003,192 for the Schools. A 5% annual increase, the most generous of the scenarios, results in an FY 14 revenue increase of \$2,141,740 for the County and \$2,810,260 for the Schools.

- E. Board Member Proposals – On November 20, 2012 Chairman Stewart and Supervisors Jenkins, Principi and Candland presented different proposals for consideration by the Board. Supervisors Caddigan, Covington, Nohe and May commented on the Chairman’s proposal, but did not provide any specific proposal for consideration. Supervisor Nohe requested that the full time equivalent employee (FTE) impact be shown for each proposal.

- F. Analysis of Proposals – Staff has done its best to understand the various proposals of the Board members and to analyze the impact on County agencies and the Schools both for FY 14 and the remaining years of the Five Year Plan. We understand there is a possibility that we misunderstood a proposal and look forward to any clarifications. The impacts below show both the surpluses that may be achieved by these proposals and conversely any deficits that must be addressed to make the proposals balance each year of the Five Year Plan.

II. Current Situation is as follows:

A. Chairman Stewart's Proposal:

1. Tax Bill/Revenue Changes – This proposal is for a flat tax bill in FY 14 which results in a \$21 million reduction in general revenues.
2. Expenditure Budget Reductions – The Chairman proposes reductions in the subsidies to state agencies and to county activities identified as local choices, including donations to community partners. The specific impacts are found on Attachment C. By agency, these cuts include:
 - Public Health District - \$3,675,760 (state)
 - Community Partners (\$295,863 - included in state total)
 - Free Clinic - \$72,925
 - Northern Virginia Family Service - \$128,714
 - Pediatric Primary Care Project - \$20,453
 - PW Speech & Hearing Center - \$69,988
 - Washington Ear - \$3,783
 - Transportation - \$1,960,822
 - Non-Departmental (2 holidays) - \$900,000
 - Juvenile Court Service Unit - \$626,372 (state)
 - Community Services - \$582,030
 - Police - \$520,000
 - Library - \$360,362
 - Clerk to the BOCS - \$310,177
 - Aging - \$77,000
 - Economic Development - \$25,000
 - Community Partners
 - ENS Youth Mentoring Partnership - \$33,357
 - Healthy Families - \$170,033
 - Legal Services of Northern Virginia - \$161,729
 - Arts Grants - \$241,000
 - Sport Tournament - \$10,506
3. Expenditure Budget Additions – No additions are proposed.
4. Program Shifts – One program shift is proposed to move Flory Small Business Center funding to the Industrial Development Authority (IDA).

5. School/County Revenue Agreement – The proposal leaves the County/School revenue agreement unchanged. The School Board will need to find savings in the Schools budget to accommodate the \$12 million revenue reduction in their revenue.

6. Five Year Plan Impact – The Chairman makes no specific proposal for tax bill policy or expenditures in FY 15-17. Since there are no specifics, staff assumed continued funding for capital and operating items in the adopted Five Year Plan including the Montclair and Gainesville Libraries, the Central District Police Station and the 2006 Road Bond projects. Any reduction in these projects would provide savings in the remaining years. The proposal results in the following change to the Five Year Plan:

	FY 14	FY 15	FY 16	FY 17
Five Year Plan Revenue	\$826,595,000	\$869,837,000	\$915,530,000	\$961,425,000
Proposed Revenue	\$805,444,000	\$847,589,000	\$892,009,000	\$936,467,000
Revenue Reduction	(\$21,151,000)	(\$22,248,000)	(\$23,521,000)	(\$24,958,000)
County Reductions	(\$9,654,000)	(\$8,154,000)	(\$8,154,000)	(\$8,154,000)
County Additions	\$0	\$0	\$0	\$0
School Reductions	(\$12,667,000)	(\$10,699,000)	(\$10,699,000)	(\$10,699,000)
School Additions	\$0	\$0	\$0	\$0
Proposal Total	(\$22,321,000)	(\$18,853,000)	(\$18,853,000)	(\$18,853,000)
Surplus/(Deficit)	\$1,170,000	(\$3,395,000)	(\$4,668,000)	(\$6,105,000)

7. Impacts of Chairman Stewart’s Proposal:
 - a. Average Tax Bill Impact – This proposal results in an average flat tax bill of \$3,304 in FY 14 which is a \$132 reduction from the planned increase in FY 14. No proposals are identified for the remaining years.

 - b. Revenue Impact – The proposal reduces general revenues by \$21 million in FY 14.

 - c. Principles of Sound Financial Management
 - Balanced Five Year Plan – The Principles call for the adoption of a balanced Five Year Plan. Additional operating or capital reductions need to be identified to balance the remaining years of the plan.

- County/School Revenue Agreement – The agreement remains unchanged.
 - d. Impact on Schools – The Schools will need to identify ongoing savings totaling \$12.7 million in FY 14.
 - e. Program/Service Impacts – The impacts of the proposed cuts to residents and community outcomes are found on Attachment C.
 - f. FTE Impact – The impact is as follows:
 - Reductions in County FTEs – 23.86 FTEs are eliminated.
 - Reduction in State FTEs – This is a decision for the Commonwealth if the decision is made not to fund state agencies to the current levels of service.
 - g. Legal – There appear to be no legal impacts of this proposal on the County budget. In accordance with the Code of Virginia, the Board adopts the Schools budget. The School Board is responsible for the allocation and oversight of the Schools budget in its entirety.
 - h. Affordable Care Impact on Public Health District – As noted by the Board, the Affordable Care Act has the potential to provide health insurance to residents of Prince William who currently use Public Health services. If Virginia decides to expand Medicaid eligibility, the number of county residents that may become eligible for Medicaid increases from approximately 36,000 to 49,000 (based on 2010 information). These residents then could potentially find care through the regular health care system. All eligible residents must meet federal citizenship requirements including valid social security numbers as well as proof of residency in the Commonwealth of Virginia.
- B. Supervisor Jenkins' Proposal:
1. Tax Bill/Revenue Proposal – This proposal reduces TRIP funding while increasing the operating budget to fund unmet critical needs and would result in an average tax bill increase of 12.38% in FY 14 and an increase of \$44 million in general revenues.

2. Expenditure Budget Reductions – One reduction of \$625,000 to the TRIP program is identified for FY 14.
3. Expenditure Budget Additions – \$19.4 million in FY 14 budget additions are identified from the unmet critical needs list. The specific impacts are found on Attachment C. By agency, these additions include:
 - Parks and Recreation - \$6,300,000
 - Police - \$3,060,000
 - Fire and Rescue - \$2,750,000
 - Registrar - \$2,120,000
 - Community Services - \$1,441,000
 - Public Works - \$1,143,844
 - Information Technology - \$610,000
 - Social Services - \$608,139
 - Public Safety Communication - \$523,000
 - Adult Detention Center - \$317,400
 - At Risk Youth and Family Services - \$250,000
 - Development Services - \$125,000
 - Sheriff - \$112,000
 - Planning - \$50,000
4. School/County Revenue Agreement – The proposal leaves the County/School revenue agreement as is and therefore increases the Schools FY 14 revenues by \$25.5 million. The School Board will identify how the increased revenues will be allocated.
5. Five Year Plan Impact – Supervisor Jenkins makes no specific proposal for tax bill policy or expenditures in the remaining years. Since there are no specifics, the analysis assumes that this proposal continues to fund the capital and operating items in the adopted Five Year Plan including the Montclair and Gainesville Libraries, the Central District Police Station and the 2006 Road Bond projects. Any reduction in these projects would provide savings in the remaining years. The proposal results in the following change to the Five Year Plan:

	FY 14	FY 15	FY 16	FY 17
Five Year Plan Revenue	\$826,595,000	\$869,837,000	\$915,530,000	\$961,425,000
Proposed Revenue	\$870,849,000	\$916,694,000	\$965,071,000	\$1,013,994,000
Revenue Increase	\$44,254,000	\$46,857,000	\$49,541,000	\$52,569,000
County Reductions	(\$625,000)	\$0	\$0	\$0
County Additions	\$19,410,000	\$17,619,000	\$22,036,000	\$26,452,000
School Reductions	\$0	\$0	\$0	\$0
School Additions	\$25,469,000	\$23,119,000	\$28,914,000	\$34,709,000
Proposal Total	\$39,254,000	\$40,738,000	\$50,950,000	\$61,161,000
Surplus/(Deficit)	\$0	\$6,119,000	(\$1,409,000)	(\$8,592,000)

6. Impacts of Supervisor Jenkins' Proposal:

- a. Average Tax Bill Impact – This proposal results in an average bill of \$3,712 in FY 14. This is a \$276 increase over the planned average tax bill, for a total increase of \$408 over the current tax bill. No proposals are identified for the remaining years.
- b. Revenue Impact – The proposal increases general revenues by \$44 million in FY 14.
- c. Principles of Sound Financial Management
 - Balanced Five Year Plan – The Principles call for the adoption of a balanced Five Year Plan. Additional operating or capital reductions need to be identified to balance the remaining years of the plan.
 - County/School Revenue Agreement – The agreement remains unchanged.
- d. Impact on Schools – The Schools gain \$25 million in additional revenue in FY 14.
- e. Program/Service Impacts – The impacts of the proposed additions to residents and community outcomes are found on Attachment C.
- f. FTE Impact – 91.5 County FTEs are added.

- g. Legal – There appear to be no legal impacts of this proposal on the County budget. In accordance with the Code of Virginia, the Board adopts the Schools budget. The School Board is responsible for the allocation and oversight of the Schools budget in its entirety.

C. Supervisor Principi's Proposal:

1. Tax Bill/Revenue Proposal – This proposal increases the budget to fund critical unmet needs which results in an average tax bill increase of 13.56% in FY 14 and an increase of \$50 million in general revenues in FY 14.
2. Expenditure Budget Reductions – No budget reductions are included in this proposal.
3. Expenditure Budget Additions – \$21.9 million are identified as FY 14 budget additions from the unmet critical needs list. The specific impacts of the proposal are found on Attachment C. By agency, these additions include:
 - Adult Detention Center - \$6,437,056
 - Fire and Rescue - \$3,287,500
 - Police - \$3,185,000
 - Registrar - \$2,120,000
 - Community Services - \$1,441,000
 - Parks and Recreation - \$1,300,000
 - Public Works - \$1,143,844
 - Development Services - \$675,000
 - Information Technology - \$610,000
 - Social Services - \$608,139
 - Public Safety Communication - \$523,000
 - At Risk Youth and Family Services - \$290,000
 - Human Resources - \$160,896
 - Sheriff - \$112,000
 - Planning - \$50,000
4. School/County Revenue Agreement – The proposal leaves the County/School revenue agreement as is and therefore increases the Schools FY 14 revenues by \$28.6 million. The School Board will identify how the increased revenues will be allocated.
5. Five Year Plan Impact – Supervisor Principi makes no specific proposal for tax bill policy or expenditures in FY 15-17. Since

there are no specifics, staff assumed continued funding for capital and operating items in the adopted Five Year Plan including the Montclair and Gainesville Libraries, the Central District Police Station and the 2006 Road Bond projects. Any reduction in these projects would provide savings in the remaining years. The proposal results in the following change to the Five Year Plan:

	FY 14	FY 15	FY 16	FY 17
Five Year Plan Revenue	\$826,595,000	\$869,837,000	\$915,530,000	\$961,425,000
Proposed Revenue	\$877,330,000	\$922,847,000	\$971,577,000	\$1,020,000
Revenue Increase	\$50,735,000	\$53,010,000	\$56,047,000	\$59,473,000
County Reductions	\$0	\$0	\$0	\$0
County Additions	\$21,943,000	\$17,723,000	\$22,140,000	\$26,556,000
School Reductions	\$0	\$0	\$0	\$0
School Additions	\$28,792,000	\$23,255,000	\$29,051,000	\$34,868,000
Proposal Total	\$50,735,000	\$40,978,000	\$51,191,000	\$61,424,000
Surplus/(Deficit)	\$0	\$12,032,000	\$4,856,000	(\$1,951,000)

6. Impacts of Supervisor Principi's Proposal:

- a. Average Tax Bill Impact – This proposal results in an average bill of \$3,751 in FY 14. This is an \$315 increase over the planned average tax bill, for a total increase of \$447 over the current bill. No proposals are identified for the remaining years.
- b. Revenue Impact – The proposal increases General Revenues by \$50 million in FY 14.
- c. Principles of Sound Financial Management
 - Balanced Five Year Plan – The Principles call for the adoption of a balanced Five Year Plan. Additional operating or capital reductions need to be identified to balance the remaining years of the plan. Any further reduction in the adopted average tax bill in the remaining years would have an impact.
 - County/School Revenue Agreement – The agreement remains unchanged.

- d. Impact on Schools – The Schools gain \$28.6 million in additional revenue in FY14.
- e. Program/Service Impacts – The impacts of the proposed additions to residents and community outcomes are found on Attachment C.
- f. FTE Impact – 93.5 County FTEs are added.
- g. Legal – There appear to be no legal impacts from this proposal on the County budget. In accordance with the Code of Virginia, the Board adopts the Schools budget. The School Board is responsible for the allocation and oversight of the Schools budget in its entirety.

D. Supervisor Candland's Proposal:

- 1. Tax Bill/Revenue Proposal – This proposal calls for an average flat tax bill in all years of the Five Year Plan which results in a real estate revenue reduction of \$21 million in FY 14 and \$207 million in FY 15-17. In addition, a \$5 million reduction in BPOL revenue each year is proposed, which is a total reduction of \$20 million from FY 14-17. The total revenue reduction from FY 14-17 is \$248 million.
- 2. Expenditure Budget Reductions – The proposal assumes that \$39.7 million in expenditure reductions needed to achieve a flat tax bill in FY 14 will be cut only from County. Schools revenue will remain unchanged from the planned FY 14 transfer in the adopted Five Year Plan. The proposed reductions are as follows:
 - a. Concur with Chairman Stewart – Supervisor Candland concurs with the Chairman's proposal on the \$9.6 million cuts to programs.
 - b. Other Program Cuts – Supervisor Candland's proposal calls for additional program cuts totaling \$8.1 million (shown as \$6.6 million on slide 13 of the proposal). The specific impacts are on Attachment C. The program cuts affect the following agencies:

- Development Services - \$1,800,000
- Community Services - \$1,780,000
- Information Technology - \$1,400,000
- Executive Management - \$700,000
- Communications - \$650,000
- Human Rights - \$553,712
- Public Works - \$300,000
- Non-Departmental - \$212,600
- Aging - \$200,000
- Management and Budget - \$27,169
- Library - \$25,970
- Community Partners - \$462,478
 - Project Mend-A-House - \$12,110
 - Sexual Assault Victims Advocacy Service - \$11,117
 - ACTS - \$194,787
 - Good Shepherd Housing Foundation - \$13,352
 - Boys/Girls Club - \$34,670
 - Red Cross - \$5,344
 - Volunteer Prince William - \$54,960
 - The Arc of Greater Prince William - \$13,868
 - Special Olympics - \$5,200
 - Keep Prince William Beautiful - \$29,160
 - Habitat for Humanity - \$5,200
 - Independence Empowerment Center - \$10,274
 - Northern Virginia Family Service - \$56,478
 - StreetLight Community Outreach Ministries - \$4,950
 - Rainbow Riding Center - \$11,008

c. Agency Base Budget Cuts – The proposal cuts all but five agencies by their three-year average agency savings, for a reduction of \$22.3 million. The \$22.3 million has been used in the analysis of this proposal.

- \$3.6 Million in Base Budget Cuts Not Available – Some agency savings on the list supplied by Supervisor Candland are not available. For example, all general funds to Human Rights and Public Health were already proposed for elimination; the BOCS shifted Audit Services funds on November 27, 2012; the Law Library is fully fee supported; the Office on Youth no longer exists; and At-Risk Youth and Juvenile and Domestic Relations Court had negative turnbacks. In addition, general revenue surplus was included as agency

savings. Annual surpluses and deficits in general revenues are subject to the County/School revenue agreement. After accounting for these changes, the three-year average budget cuts are \$18.7 million. The additional \$3.6 million in cuts need to be identified.

- Identify \$22.3 Million in Base Budget Cuts – No specific programs or activities were identified for these agency reductions. In keeping with the Chairman’s directive, Supervisor Candland would need to identify specific program and service reductions for each agency as follows:

- To Be Determined - \$3,575,884
- Non-Departmental - \$5,729,897
- Information Technology - \$2,613,209
- Public Works - \$2,369,565
- Social Services - \$1,987,095
- Community Services - \$1,273,140
- Finance - \$741,710
- General District Court - \$569,648
- Commonwealth Attorney - \$464,882
- Sheriff - \$455,988
- Planning - \$339,355
- Economic Development - \$308,719
- Aging - \$306,114
- Executive Management - \$294,565
- Transportation - \$259,410
- Clerk of the Court - \$225,797
- BOCS - \$214,397
- Criminal Justice Services - \$171,250
- Registrar - \$165,665
- Cooperative Extension - \$116,014
- Juvenile Court Service Unit - \$55,588
- Board of Equalization - \$19,806
- Circuit Court Judges - \$6,874
- Management and Budget - \$4,961
- Human Resources - \$789
- Magistrates - \$653

3. Revenue Reduction – This proposal reduces BPOL tax revenue (which is general revenue) by \$5,000,000. There are various ways in which the Board can implement this reduction if the proposal is adopted.
4. Expenditure Budget Additions – This proposal also includes \$3.81 million in FY 14 for the following investments in the budget:
 - a. Non-Departmental (2% Employee Compensation) - \$0 (already included in the Five Year Plan)
 - b. Parks and Recreation - \$1.2 million
 - c. Registrar - \$350,000
 - d. Police - \$1 million
 - e. Fire and Rescue - \$1.2 million
5. School/County Revenue Agreement – The proposal keeps the Schools’ revenue whole in FY 14 only, requiring no cuts or savings identified from the School’s FY 14 budget.
6. Proposed Schools’ Additions – Supervisor Candland has proposed funding for additions to the Schools which are included below in the Five Year Plan impact. These additions are as follows:
 - Cover New Student Costs – The Schools have planned for student enrollment to increase by 11,956 from FY 13-17 in their Five Year Plan. Each 2,000 students add \$26 million in ongoing expenses to the Schools budget. The costs for these new students were included in the adopted Five Year Plan.
 - Reduce Class Sizes – Reducing class size by one across the entire school system costs \$15 million in ongoing costs each year. This was not included in the adopted Five Year Plan.
 - Teacher Raise – A 2% raise for teachers only (the same rate as the Supervisor proposed for county employees) costs \$10 million in ongoing costs each year. The Schools have included raises for all employees in their Five Year Plan as follows: FY 14 – 1%, FY 15 – 1%, FY 16 – 2%, FY 17 – 0%. We have included 1% for FY 14 and 15; 0% for FY 16 and 2% for FY 17.

The analysis for these new School costs includes only the class size initiative and the partial support for teacher raises in FY 14-17 of the Five Year Plan as indicated above. No funding was included

for new student enrollment since it is already funded in the School's Five Year Plan

7. Five Year Plan Impact – Supervisor Candland proposes a flat tax bill in all years of the Five Year Plan. Lacking specific guidance, this analysis assumes that this proposal continues to fund the capital and operating items in the adopted Five Year Plan including the Montclair and Gainesville Libraries, the Central District Police Station and the 2006 Road Bond projects. Any reduction in these projects would provide savings in the remaining years. This proposal results in the following change to the Five Year Plan:

	FY 14	FY 15	FY 16	FY 17
Five Year Plan Revenue	\$826,595,000	\$869,837,000	\$915,530,000	\$961,425,000
Proposed Revenue	\$805,444,000	\$825,818,000	\$846,971,000	\$866,905,000
Proposed BPOL Reduction	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)
Revenue Reduction	(\$26,151,000)	(\$49,019,000)	(\$73,559,000)	(\$99,520,000)
County Reductions	(\$36,462,000)	(\$34,962,000)	(\$34,962,000)	(\$34,962,000)
County Additions	\$3,809,000	\$5,981,000	\$6,010,000	\$8,569,000
School Reductions	\$0	\$0	\$0	\$0
Proposal Total	(\$32,653,000)	(\$28,981,000)	(\$28,952,000)	(\$26,393,000)
Surplus/(Deficit)	\$6,502,000	(\$20,038,000)	(\$49,607,000)	(\$73,127,000)
Proposed Schools Additions	\$20,000,000	\$40,000,000	\$55,000,000	\$80,000,000
Surplus/(Deficit)	(\$13,498,000)	(\$60,038,000)	(\$104,607,000)	(\$153,127,000)

8. Impacts of Supervisor Candland's Proposal:
- a. Average Tax Bill Impact – This proposal results in an average flat tax bill of \$3,304 in FY 14 which is a reduction of \$132 from the planned increase in FY 14. The proposal also calls for the average tax bill to remain flat in all remaining years. Homeowners with average tax bills or lower than average tax bills would not pay any more in real estate taxes through FY 17.
 - b. Revenue Impact – The proposal (including funding the Schools initiatives recommended by Supervisor Candland) reduces general revenues by \$26 million in FY 14, \$49 million in FY 15, \$73.5 million in FY 16 and \$99.5 million

in FY 17 (including a \$5 million annual reduction in BPOL revenue) for a total revenue reduction of \$248 million.

c. Principles of Sound Financial Management

- Balanced Five Year Plan – The Principles call for the adoption of a balanced Five Year Plan. Additional operating or capital reductions need to be identified to balance the remaining years of the plan.
- County/School Revenue Agreement – The agreement is effectively voided in FY 14 and proposed to be discarded beginning in FY 15.
- Cut Agency Year-End Savings – Supervisor Candland proposes to cut \$22.3 million from the budget by cutting the year-end savings of all but five agencies by their three year average. We have spread this \$22.3 million out to all agencies and the specifics of that are in Attachment C. Supervisor Candland will need to provide staff guidance on the specific cuts to agency program services to achieve this reduction in order to ensure that the savings are achieved. Year-end savings are currently used by the Board and community in three ways that will no longer be available:
 - Turnback/revenue for next budget - \$7.2 million
 - Fund the Technology Improvement Plan with cash - \$5.5 million
 - Cash to capital items/reserves - \$9.6 million
 - **Total savings cut from budget - \$22.3 million**
- Agency Savings Are a Revenue Source in the Next Year's Budget called Turnback – \$7.2 million in agency savings are a revenue source (just like sales tax or real estate tax) to fund the base budgets of agencies in the next year's budget. This BOCS policy reduces the average residential tax bill. Without this revenue source, all agency base budgets (except Police, Fire, County Attorney, Library and Public Safety Communications exempted by Supervisor Candland) would have to be cut.

- Agency Savings Fund the County's Technology Improvement Program – Agency Savings fund \$5.5 million in technology projects. This allows the County to save up for big technology projects that cannot be debt financed. Past uses of this money include the 800 MHz system, the Land Use System and the Real Estate Assessment System. The technology projects planned which use this funding include the following. These projects would need to be eliminated or the funding added to the budget:
 - Police and Fire Records Mgmt. System - \$4 million
 - Financial Mgmt. System - \$10 million
 - Disaster Recovery - \$1 million
 - Systems Maintenance - \$28 million

- Agency Savings Support Cash to Capital Items and Reserves that Would Otherwise Need to be Funded in the Annual Budget – The remainder of the savings anticipated by Supervisor Candland (\$9.6 million) fund one-time items and reserves. Some items funded in the past include:
 - 2006 Road Bond Contingency Reserve to fund contingencies in the road bond projects to avoid selling additional debt
 - Revenue Stabilization Reserve that has allowed the county to mitigate the impacts of the Great Recession while keeping tax bills low
 - Undesignated Fund Balance – Savings helped build the 7.5% fund balance which contributed greatly to the three AAA bond ratings which have saved the County \$32m (and counting) in debt service
 - Lights at sports fields added (most recently Veterans Park football fields)
 - New trails and byways
 - Intellectually Disabled Citizen Support – Contribution to the non-profit facility (ARC) that serves the intellectually disabled in the community

- Replace Automatic Defibrillator Equipment in all ambulances
- Woodbridge Senior Center – parking lot expansion
- Public Works – fuel increases for county vehicles, primarily Police.
- Public Works – sprinkler system for heavy equipment shop
- Judicial Center – Jury parking lot repairs

Future one-time use of agency savings would be unavailable. Some planned uses include:

- Completing contribution for ARC - Intellectually Disabled
- County Reserves and Fund Balances
- Sports Fields improvements
- One time expenditures not in budget

- d. Impact on Schools – The proposal keeps the planned FY 14 revenue transfer to the Schools at \$468.2 million. Keeping the Schools whole in FY 14 effectively voids the County/School revenue agreement and increases the Schools share of all general revenues from 56.75% to 60.6% and reduces the County’s share from 43.25% to 39.4%. Beginning in FY 15 the revenue agreement would be “discarded” and the School Division would be required to request what they need to fund the Schools. Adding these costs to the Five Year Plan with the proposed average flat tax bill and the BPOL revenue reduction results in five year plan deficits as shown below. If the revenue agreement were to change in order to fund the Schools’ needs (including the items endorsed by Supervisor Candland above) then the result would be the Schools receiving 72.1% of all General Revenues by FY 17 and the County budget being cut by almost \$175 million annually by FY 17.

	FY 14	FY 15	FY 16	FY 17
Schools Share of Adopted 5 Year Plan <u>plus</u> Additional School Funding for 3 Initiatives	\$488,255,000	\$532,786,000	\$573,700,000	\$624,729,000
Schools Funding Required as a Percentage of Total General Revenue (no agreement)	60.6%	64.5%	67.7%	72.1%
County Share of Total General Revenue	39.4%	35.5%	32.3%	27.9%
Resulting County General Revenue under a Flat Tax Bill Scenario	\$317,189,000	\$293,031,000	\$273,270,000	\$242,175,000
County Revenue Decrease Compared to the Adopted 5 Year Plan	(\$41,151,000)	(\$84,019,000)	(\$123,559,000)	(\$174,520,000)

- e. Program/Service Impacts – The impacts of the \$8.1 million in cuts identified in the proposal to residents and community outcomes are found on Attachment C. Some of the potential impacts of the \$22 million in cuts to community outcomes and FTEs are also shown on Attachment C. Other impacts to agencies cannot be analyzed until proposed program and activity reductions are identified by the Supervisor.
- f. FTE Impact – The impact is as follows:
- Reductions in County FTEs – 191.73 FTEs are eliminated in this proposal. The agency savings reduction percentage has been applied to each agency’s total FTE count to provide an estimated FTE reduction. This will be recalculated when the specific program/activity reductions are identified.
 - Reduction in State FTEs – This is a decision for the Commonwealth if the decision is made not to fund state agencies to the current levels of service.
 - Addition of FTEs – This proposal adds 10 FTEs to the Police Department in FY 14 and provides \$1.2 million for an unspecified number of fire fighters.

- g. Affordable Care Impact on Public Health District – As noted by the Board, the Affordable Care Act has the potential to provide health insurance to residents of Prince William who currently use Public Health services. If Virginia decides to expand Medicaid eligibility, the number of county residents that may become eligible for Medicaid increases from approximately 36,000 to 49,000 (based on 2010 information). These residents then could potentially find care through the regular health care system. All eligible residents must meet federal citizenship requirements including valid social security numbers as well as proof of residency in the Commonwealth of Virginia.

- h. Legal – The revenue sharing agreement would need to be rescinded. No assessment can be made of the legal impacts of this proposal on the County budget until the remaining \$22 million in cuts are identified by program/activity. In accordance with the Code of Virginia, the Board adopts the Schools budget. The School Board is responsible for the allocation and oversight of the Schools budget in its entirety.

III. No Recommendation – This report is provided at the Board’s request in preparation for the budget guidance to the County Executive and the School Board.

Staff Contact – Michelle Casciato, x5539

Attachments:

- A. Resolution No. 12-514
- B. Tax Bill Scenarios
- C. Spreadsheet Identifying the Impacts of the Various Proposals
- D. General Fund Carryover Schedules for FY 2008-2012
- E. FY 2014 Budget Proposal Summary

MOTION: MAY

May 8, 2012
Regular Meeting
Res. No. 12-514

SECOND: CADDIGAN

RE: DIRECT STAFF TO PREPARE VARIOUS SCENARIOS FOR CONSIDERATION BY THE BOARD AT THEIR ANNUAL FINANCIAL RETREAT IN PREPARATION FOR FY2014 BUDGET PROCESS

ACTION: APPROVED

WHEREAS, the adoption of the Fiscal Year 2013 Budget, and related fees, was voted at the meeting of the Board of County Supervisors held on April 24, 2011; and

WHEREAS, the Board of County Supervisors recognizes that immediately after the adoption of the annual budget, staff begins their preparations for the adoption of the next fiscal plan scheduled to take place in the month of April of the following year; and

WHEREAS, during Supervisor's Time at the May 8th meeting, Supervisor May requested a Directive to staff to outline numerous scenarios to assist the Board in their determination of what annual budget direction they will give to the County Executive in the preparation of the budget documents for FY2014, at the planned annual Financial Retreat of the Board of County Supervisors; and

WHEREAS, Supervisors Caddigan and Principi in agreement with the request for a Directive, further enhanced the original request with additional suggestions for consideration;

NOW, THEREFORE, BE IT RESOLVED that the Prince William Board of County Supervisors does hereby direct staff to prepare various scenarios for consideration by the Board at their annual financial retreat, in preparation for the FY2014 budget process, which includes the following:

- Schools to receive 56.75% General Revenues
- Follow the Board's adopted Strategic Policy that states Economic Development, Transportation and Public Safety are the Board's top priorities
- Follow the Board's Risk Matrix determining operations priorities
- County maintain AAA Bond rating
- PWC would not back stop cuts coming from Federal Government or Commonwealth of Virginia
- Flat Tax Bill scenario and necessary cuts to achieve that five year plan
- Flat tax Rate scenario and necessary cuts to achieve that five year plan
- Reduce anticipated tax growth within the five year plan by ½% each year and necessary cuts to achieve that five year plan
- Increase tax growth by ½% throughout life of five year plan and various improvements that might be made
- Policy that would leave the 4% that was directed
- Reduce the tax bill growth by 1% per year and necessary cuts to achieve that five year plan

May 8, 2012
Regular Meeting
Res. No. 12-514
Page Two

- Increase tax bill growth by 1% and service delivery improvements that could be made
- School staff be requested to participate
- That the critical unmet needs throughout the County be inclusive and scenario offered as to how we could pay for some of those needs

Votes:


Ayes: Caddigan, Candland, Covington, Jenkins, May, Nohe, Principi, Stewart

Nays: None

Absent from Vote: None

Absent from Meeting: None

ATTEST:



Chief Deputy Clerk to the Board

FY 13-17 Revenue Projections - Total Revenue and County*/School Split

Tax Bill Scenarios	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Plan Impact
ADOPTED \$1.209	\$1.209	\$1.221	\$1.227	\$1.227	\$1.221	
County	\$ 340,840,456	\$ 358,340,026	\$ 377,050,028	\$ 396,829,275	\$ 416,695,428	
Schools	\$ 445,307,679	\$ 468,255,109	\$ 492,786,857	\$ 518,700,610	\$ 544,729,707	
TOTAL	\$ 786,148,135	\$ 826,595,135	\$ 869,836,885	\$ 915,529,885	\$ 961,425,135	
Flat Tax Bill \$1.209						
Tax Rate	\$1.209	\$1.174	\$1.134	\$1.090	\$1.043	
County Impact	\$ -	\$ (9,147,808)	\$ (19,038,218)	\$ (29,651,767)	\$ (40,879,900)	\$ (98,717,693)
Schools Impact	\$ -	\$ (12,003,192)	\$ (24,980,782)	\$ (38,907,233)	\$ (53,640,100)	\$ (129,531,307)
TOTAL IMPACT	\$ -	\$ (21,151,000)	\$ (44,019,000)	\$ (68,559,000)	\$ (94,520,000)	\$ (228,249,000)
3.0% Avg. Tax Bill Increase						
Tax Rate	\$1.209	\$1.209	\$1.203	\$1.191	\$1.174	
County Impact	\$ -	\$ (2,334,635)	\$ (4,913,200)	\$ (7,791,920)	\$ (10,794,335)	\$ (25,834,090)
Schools Impact	\$ -	\$ (3,063,365)	\$ (6,446,800)	\$ (10,224,080)	\$ (14,163,665)	\$ (33,897,910)
TOTAL IMPACT	\$ -	\$ (5,398,000)	\$ (11,360,000)	\$ (18,016,000)	\$ (24,958,000)	\$ (59,732,000)
FY 13 Flat Tax Rate \$1.209						
Tax Rate	\$1.209	\$1.209	\$1.209	\$1.209	\$1.209	
County Impact	\$ (0)	\$ (2,334,635)	\$ (3,685,333)	\$ (3,895,960)	\$ (2,756,322)	\$ (12,672,250)
Schools Impact	\$ 0	\$ (3,063,365)	\$ (4,835,667)	\$ (5,112,040)	\$ (3,616,678)	\$ (16,627,750)
TOTAL IMPACT	\$ -	\$ (5,398,000)	\$ (8,521,000)	\$ (9,008,000)	\$ (6,373,000)	\$ (29,300,000)
3.5% Avg. Tax Bill Increase						
Tax Rate	\$1.209	\$1.215	\$1.215	\$1.203	\$1.186	
County Impact	\$ (0)	\$ (1,167,318)	\$ (2,457,033)	\$ (5,194,757)	\$ (8,038,445)	\$ (16,857,552)
Schools Impact	\$ 0	\$ (1,531,682)	\$ (3,223,967)	\$ (6,816,243)	\$ (10,547,555)	\$ (22,119,448)
TOTAL IMPACT	\$ -	\$ (2,699,000)	\$ (5,681,000)	\$ (12,011,000)	\$ (18,586,000)	\$ (38,977,000)
4.5% Avg. Tax Bill Increase						
Tax Rate	\$1.209	\$1.227	\$1.239	\$1.245	\$1.245	
County Impact	\$ (0)	\$ 1,168,615	\$ 2,456,600	\$ 3,895,528	\$ 5,511,348	\$ 13,032,090
Schools Impact	\$ 0	\$ 1,533,385	\$ 3,223,400	\$ 5,111,472	\$ 7,231,652	\$ 17,099,910
TOTAL IMPACT	\$ -	\$ 2,702,000	\$ 5,680,000	\$ 9,007,000	\$ 12,743,000	\$ 30,132,000
5.0% Avg. Tax Bill Increase						
Tax Rate	\$1.209	\$1.254	\$1.272	\$1.284	\$1.290	
County Impact	\$ (0)	\$ 2,141,740	\$ 4,707,762	\$ 7,575,238	\$ 10,793,470	\$ 25,218,210
Schools Impact	\$ 0	\$ 2,810,260	\$ 6,177,238	\$ 9,939,762	\$ 14,162,530	\$ 33,089,790
TOTAL IMPACT	\$ -	\$ 4,952,000	\$ 10,885,000	\$ 17,515,000	\$ 24,956,000	\$ 58,308,000

*Includes County's portion of Recordation Tax

Chairman Stewart Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Juvenile Court Services Unit	Base Budget Reduction	Operating	Intensive Supervision (state agency/responsibility)	(\$448,934)	(\$448,934)	(\$448,934)	(\$448,934)	(5.00)	Provides higher level of supervision and intervention for youth who are serious offenders. 160 intensive supervision cases completed in FY 11. 57 juveniles supervised monthly in FY 11.	16
Juvenile Court Services Unit	Base Budget Reduction	Operating	Restorative Justice (state agency/responsibility)	(\$177,438)	(\$177,438)	(\$177,438)	(\$177,438)	0.00	Contractual services for dispute resolution and mediation referred by intake services for juveniles accused of committing offenses. 2,806 disputes referred to Dispute Resolution Services in FY 11. 1,140 mediated disputes resolved by agreement in FY 11. 79 restorative justice offenders served in FY 11.	16
Public Health	Eliminate	Operating	Prenatal Care (state agency/responsibility)	(\$717,871)	(\$717,871)	(\$717,871)	(\$717,871)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. Approximately 700 uninsured low income women received prenatal services which helps arrange delivery at local hospitals in FY 12. The State may have to lay off employees if County funding is eliminated or reduced.	17
Public Health	Eliminate	Operating	On-site Sewage System Permits and Maintenance (state agency/responsibility)	(\$180,729)	(\$180,729)	(\$180,729)	(\$180,729)	(0.60)	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. County code chapter 23 would have to be revised. In FY 12, 85 on-site sewage applications were completed. The State will be responsible for homeowner oversight. The State may have to lay off employees if County funding is eliminated or reduced.	15
Public Health	Eliminate	Operating	Water Supply Protection (state agency/responsibility)	(\$44,474)	(\$44,474)	(\$44,474)	(\$44,474)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. County code 30.1 would have to be revised. In FY 12, 143 well samples were collected for bacterial contamination. The State will be responsible for oversight. The State may have to lay off employees if County funding is eliminated or reduced.	15
Public Health	Eliminate	Operating	Inspection Services (state agency/responsibility)	(\$334,262)	(\$334,262)	(\$334,262)	(\$334,262)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. The GF support in this activity primarily is for the food establishment inspection function conducted by State FTE. The State charges an annual inspection fee to establishment owners. The fee went from \$40 in FY 09 to \$285 in FY 11. However, the State lowered the fee in FY 12 back to \$40. General Assembly action is required to change the fee. County code 10, 12 and 25.1 which pertain to concessions stands, massage establishments and swimming pool/hot tubs would need to be revised. The State will be responsible for oversight. The State may have to lay off employees if County funding is eliminated or reduced.	15
Public Health	Eliminate	Operating	Other Communicable Disease Services (state agency/responsibility)	(\$782,372)	(\$782,372)	(\$782,372)	(\$782,372)	(2.61)	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. 333 Tuberculosis (TB) patients receiving therapy and suspected TB case follow-ups were treated in FY 12. The State may have to lay off employees if County funding is eliminated or reduced.	15
Public Health	Eliminate	Operating	Sexually Transmitted Disease and AIDS Services (state agency/responsibility)	(\$297,215)	(\$297,215)	(\$297,215)	(\$297,215)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. In FY 12, over 1,400 persons were seen for STD services and 142 were admitted for AIDS drug assistance services. The State may have to lay off employees if County funding is eliminated or reduced.	14
Public Health	Eliminate	Operating	Women's Wellness (state agency/responsibility)	(\$418,464)	(\$418,464)	(\$418,464)	(\$418,464)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. Over 1,650 women were served by women's wellness clinics. The State may have to lay off employees if County funding is eliminated or reduced.	14

Chairman Stewart Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Public Health	Eliminate	Operating	Chronic Disease Services (state agency/responsibility)	(\$121,090)	(\$121,090)	(\$121,090)	(\$121,090)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. In FY 12, approximately 400 persons were screened for nursing home pre-admission and personal care services. The State may have to lay off employees if County funding is eliminated or reduced.	14
Public Health	Eliminate	Operating	Leadership and Management Oversight / Emergency Preparedness (state agency/responsibility)	(\$177,765)	(\$177,765)	(\$177,765)	(\$177,765)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. This activity assists PWC and the Cities in emergency preparedness efforts. In FY 12 there were 5 events that required activation of public health emergency response plans. The State may have to lay off employees if County funding is eliminated or reduced.	13
Public Health	Eliminate	Operating	Women, Infants and Children (WIC) (state agency/responsibility)	(\$50,918)	(\$50,918)	(\$50,918)	(\$50,918)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. This is a Federal program that provides nutritional food supplements to women and their children up to age 5. Clients must meet a financial eligibility test. 7,323 clients were served in FY 12. The State may have to lay off employees if County funding is eliminated or reduced.	13
Public Health	Eliminate	Operating	Dental Care (state agency/responsibility)	(\$155,468)	(\$155,468)	(\$155,468)	(\$155,468)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. Approximately 2,000 children and some senior citizens would not receive dental care services valued at \$700,000. The State may have to lay off employees if County funding is eliminated or reduced.	13
Public Health	Eliminate	Operating	Environmental Complaint Investigations (state agency/responsibility)	(\$99,268)	(\$99,268)	(\$99,268)	(\$99,268)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. In FY 12, there were 15 West Nile virus complaints investigated. The State may have to lay off employees if County funding is eliminated or reduced.	12
Public Health	Eliminate	Operating	Washington Ear (Community Partner) (state agency/responsibility)	(\$3,783)	(\$3,783)	(\$3,783)	(\$3,783)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. In FY 12, 77 clients were served by Washington Ear.	4
Public Health	Eliminate	Operating	Prince William Speech & Hearing Center (Community Partner) (state agency/responsibility)	(\$69,988)	(\$69,988)	(\$69,988)	(\$69,988)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. In FY 12, 626 clients were served by PW Speech and Hearing Center. This partner provides comprehensive services that are not available from other providers in the County.	6
Public Health	Eliminate	Operating	NVFS - Pharmacy Central (Community Partner) (state agency/responsibility)	(\$91,764)	(\$91,764)	(\$91,764)	(\$91,764)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. Pharmacy Central links low-income residents with the Patient Assistance Programs offered by pharmaceutical companies. In FY 12, 1,343 clients were served by Pharmacy Central.	7
Public Health	Eliminate	Operating	NVFS - HealthLink (Community Partner) (state agency/responsibility)	(\$36,951)	(\$36,951)	(\$36,951)	(\$36,951)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. HealthLink facilitates access to dental care and enrolls clients into the Kaiser Bridge program, which provides 2 years of low cost health care for low-income, uninsured county and city residents. Health link served 972 clients	11
Public Health	Eliminate	Operating	Free Clinic (Community Partner) (state agency/responsibility)	(\$72,925)	(\$72,925)	(\$72,925)	(\$72,925)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. In FY 12, 10,368 patients were served by the Free Clinic.	9
Public Health	Eliminate	Operating	Well Child Care/Pediatric Primary Care (Community Partner) (state agency/responsibility)	(\$20,453)	(\$20,453)	(\$20,453)	(\$20,453)	0.00	Health Department performance measures are based on the joint funding reflected in the FY 12 contract. Provide preventative and primary care for children from birth to age 18. 4,396 children served in FY 12. The children served do not qualify for CHIP.	11
Agjng	Eliminate	Operating	Legal Services of Northern Virginia (Community Partner)	(\$161,729)	(\$161,729)	(\$161,729)	(\$161,729)	0.00	County donation under community partner program supporting legal services for the elderly - 1,110 legal service cases annually	12

Chairman Stewart Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Community Services	Eliminate	Operating	Substance abuse services for Jail inmates	(\$582,030)	(\$582,030)	(\$582,030)	(\$582,030)	(11.06)	Provides assessments, intensive treatment, family, group and aftercare services to substance dependent inmates in the male and female drug and alcohol treatment dormitories located in the ADC. FY 11 actual: 210	9
Social Services	Eliminate	Operating	Healthy Families (Community Partner)	(\$170,033)	(\$170,033)	(\$170,033)	(\$170,033)	0.00	Served 154 children in FY 12 and 97% of parents indicate their parenting skills have improved as a result of participation in Healthy Families programs	9
At Risk Youth & Family Services	Eliminate	Operating	ENS Youth Mentoring (Community Partner)	(\$33,357)	(\$33,357)	(\$33,357)	(\$33,357)	0.00	Provision of primary prevention services to underserved youth and their families in PWC. Services include mentoring and an after school program providing academic support. ENS Foundation of America Mentoring Project: Mentor/mentee matches lasting longer than six months - FY 12 actual clients served are 16.	4
Aging	Base Budget Reduction	Operating	Take Long Term Care Ombudsman in-house	(\$47,000)	(\$47,000)	(\$47,000)	(\$47,000)	0.00	Eliminating the shared Ombudsman will increase PWC federal funds to somewhat but not fully offset the service loss.	10
Library	Base Budget Reduction	Operating	Close all neighborhood Libraries 2 days per week	(\$360,362)	(\$360,362)	(\$360,362)	(\$360,362)	(1.59)	Average annual savings \$360,362. The Library Board would need to determine which days are best to close.	10
Parks & Recreation	Eliminate	Operating	Community Arts Grants	(\$241,000)	(\$241,000)	(\$241,000)	(\$241,000)	0.00	Direct arts grants would be eliminated along with the cost of administering the grant program.	9
Parks & Recreation	Eliminate	Operating	Sports Tourism Grant	(\$10,506)	(\$10,506)	(\$10,506)	(\$10,506)	0.00	Organization is not 501c3, so not eligible in FY 14 as community partner	6
Aging	Eliminate	Operating	Bluebird Bus Tours/Trips for Seniors (make activity self-sufficient)	(\$30,000)	(\$30,000)	(\$30,000)	(\$30,000)	0.00	Bluebird tours (such as New England, New York City, Luray Caverns, Washington Nationals Park) will continue but participant fees would be increased to cover all expenses. In FY 11 there were 614 participants.	4
Police	Base Budget Reduction	Operating	Police - School Resource Officer (shift 4 officers from middle schools back to patrol, saves partial cost of next phase of staffing plan)	(\$520,000)	(\$520,000)	(\$520,000)	(\$520,000)	0.00	Four middle school resource officers will be transferred to Patrol Services and will defray the cost of the FY14 staffing plan.	14
Transportation	Eliminate	Operating	Eliminate TRIP funds (operating costs)	(\$460,822)	(\$460,822)	(\$460,822)	(\$460,822)	(3.00)	Designs and manages construction of small scale improvements to County Roadways. In FY 2011, total active improvement projects = 10 ; improvement project designs completed = 6.	8
Transportation	Eliminate	Capital	TRIP Capital Fund Contribution	(\$1,500,000)	\$0	\$0	\$0	0.00	Capital funding for the construction of small-scale capital improvements to County local roadways and other transportation facilities. The funds are split evenly among the magisterial districts. The funds provide the opportunity to complete projects that are not identified as VDOT projects or County road bond projects. FY 14 cut only	8
Clerk to BOCS	Eliminate	Operating	VACO membership	(\$88,440)	(\$88,440)	(\$88,440)	(\$88,440)	0.00	Loss of support and group resources to support PWC officials and support/protect Prince William interests.	
Clerk to BOCS	Eliminate	Operating	NVRC membership	(\$210,432)	(\$210,432)	(\$210,432)	(\$210,432)	0.00	Loss of membership to Commission, loss of mechanism for regional coordination, sharing and providing information	
Clerk to BOCS	Eliminate	Operating	NACO membership	(\$5,205)	(\$5,205)	(\$5,205)	(\$5,205)	0.00	Loss of support in addressing/advancing issues in a unified voice to the Federal Government; loss of assistance in finding and sharing innovative solutions through education and research	
Clerk to BOCS	Eliminate	Operating	High Growth Coalition Membership	(\$6,100)	(\$6,100)	(\$6,100)	(\$6,100)	0.00	No impact.	
Economic Development	Eliminate	Operating	Greater Washington Initiative Membership	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	0.00	Lose a resource for information which supports company relocations to PWC.	4
Economic Development	Shift	Operating	Shift donation for Flory Small Business Center to IDA	\$0	\$0	\$0	\$0	0.00	At the request of the Flory Small Business Center shift the funding for this partner from ED to the IDA.	
Non-Dept	Base Budget Reduction	Operating	Reduction from 12 paid holidays annually to 10 - Columbus Day and Presidents Day	(\$900,000)	(\$900,000)	(\$900,000)	(\$900,000)	0.00	Reduction in employee benefit package	
Ongoing Total				(\$9,654,148)	(\$8,154,148)	(\$8,154,148)	(\$8,154,148)	(23.86)		

Supervisor Jenkins Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Adult Detention Center	Addition	Operating	Main Jail Repair & Maintenance	\$100,000	\$0	\$0	\$0	0.00	This funding is for one time design work to refurbish the 2nd and 3rd 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.	20
Adult Detention Center	Addition	Operating	Add Correctional Nurse III	\$92,400	\$92,400	\$92,400	\$92,400	1.00	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.	18
Adult Detention Center	Addition	Operating	Prison Rape Elimination Act Compliance	\$50,000	\$50,000	\$50,000	\$50,000	0.00	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.	18
Adult Detention Center	Addition	Operating	Replace 2 Vehicles per Year for Inmate Transportation (25 vehicles need replacement)	\$75,000	\$75,000	\$75,000	\$75,000	0.00	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.	16
Fire & Rescue	Addition	Operating	F&R - Restore Staffing Plan (30 Uniform & 4 Non-uniform per year)	\$2,750,000	\$4,975,000	\$7,200,000	\$9,425,000	34.00	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. 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.	18
Police	Addition	Operating	Police - Restore Staffing Plan (15 Additional Officers & 5 Civilians in FY 14; 25 Officers and 5 Civilians per year thereafter)	\$3,060,000	\$5,251,745	\$7,443,475	\$9,635,205	20.00	Provides predictable/ sustained staffing incorporating challenges of recruiting highly qualified applicants, maintains officers per 1,000 at 1.36.	20
Public Safety Communications	Addition	Operating	8 Telecommunicators for Central District Platoon Project	\$523,000	\$523,000	\$523,000	\$523,000	8.00	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%.	17
Sheriff	Addition	Operating	1.5 Deputies for Security with Courts, Transportation	\$112,000	\$78,650	\$78,650	\$78,650	1.50		-7

Supervisor Jenkins Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
At Risk Youth & Family Services	Addition	Operating	Accommodate Growth in Youth Population	\$250,000	\$250,000	\$250,000	\$250,000	0.00	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.	16
Community Services	Addition	Operating	Emergency Services Staff (3 FTE)	\$260,000	\$235,000	\$235,000	\$235,000	3.00	Addresses increase (increase of 450 clients from FY 10 to FY 11) in client demand for Intake and Emergency services and Mandatory Outpatient Treatment.	17
Community Services	Addition	Operating	Intellectually Disabled Staff / DOJ Settlement (5 FTE)	\$133,000	\$83,000	\$83,000	\$83,000	5.00	Decreases Intellectually disabled waiting list by 64 and increases supervision of staff (Medicaid revenue supported).	13
Community Services	Addition	Operating	Mental Health Outpatient Services (2 FTE)	\$136,000	\$122,000	\$122,000	\$122,000	2.00	Decreases seriously mentally ill wait list by 100 clients; provides capacity to allow clients who are ready to transition to lower intensity of service.	13
Community Services	Addition	Operating	Clinic Based Substance Abuse & Mental Health (New Horizons) (2 FTE)	\$122,000	\$110,000	\$110,000	\$110,000	2.00	Provides case management for increased demand for Family Assessment and Planning Team (FAPT); Increases services for 90 clients.	12
Community Services	Addition	Operating	Supported Living Services Staff (4 FTE)	\$265,000	\$240,000	\$240,000	\$240,000	4.00	Provides services for 20 additional community based case management clients; 9 additional clients will receive support services .	10
Community Services	Addition	Operating	Intellectually Disabled Day Support Placements	\$525,000	\$525,000	\$525,000	\$525,000	0.00	Serves 15 transitioning students or individuals with urgent placement needs.	8
Social Services	Addition	Operating	Adult Protective Service Child Protective Service (5 FTE)	\$392,020	\$392,020	\$392,020	\$392,020	5.00	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. 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.	19
Social Services	Addition	Operating	Molinari Shelter Team Leaders (Counselors) (2 FTE)	\$116,119	\$116,119	\$116,119	\$116,119	2.00	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.	18

Supervisor Jenkins Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Social Services	Addition	Operating	New Drop-in Center and Cold Night Shelter Service Contract	\$100,000	\$100,000	\$100,000	\$100,000	0.00	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.	15
Development Services	Addition	Operating	Building Code Compliance Inspector (1 FTE)	\$125,000	\$133,000	\$133,000	\$133,000	1.00	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	16
Parks & Recreation	Addition	Operating	Increase Cyclical Maintenance Funding	\$300,000	\$300,000	\$300,000	\$300,000	0.00	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.	15
Parks & Recreation	Addition	Operating	Repair/Replacement Funding for Vehicle and Equipment Maintenance	\$500,000	\$500,000	\$500,000	\$500,000	0.00	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.	15
Parks & Recreation	Addition	Operating	Maintain and Utilize All Remaining School Fields (currently not in use) to schedule youth sport leagues	\$500,000	\$500,000	\$500,000	\$500,000	0.00	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.	5
Parks & Recreation	Addition	Capital	Build 5 Swim Lanes at Chinn Center	\$5,000,000	\$0	\$0	\$0	0.00	This is the capital cost to build out 5 additional swim lanes in the County by the Department of Parks and Recreation. The details of this funding needs to be identified.	
Parks & Recreation	Addition	Operating	Maintain 5 Swim Lanes at Chinn Center (Debt & Operating)	\$0	\$400,000	\$400,000	\$400,000	0.00	This is the annual operating cost for maintaining 5 additional swim lanes in the County by the Department of Parks and Recreation. The details of this funding needs to be identified.	
Planning	Addition	Operating	Zoning Counter Development Technician (1 FTE)	\$50,000	\$54,000	\$54,000	\$54,000	1.00	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%.	14
Public Works	Addition	Operating	Increase Fleet Vehicle Replacement Funding	\$493,250	\$493,250	\$493,250	\$493,250	0.00	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. FY 11 Actual Performance Measures: Number of vehicles maintained = 1,062 Number of heavy equipment maintained = 177	17

Supervisor Jenkins Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Public Works	Addition	Operating	Increase Funding for Cyclic Maintenance & Replacement for County Facilities	\$500,000	\$500,000	\$500,000	\$500,000	0.00	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.	13
Public Works	Addition	Operating	Provide Juvenile Emergency Shelter & Winter Shelter Maintenance Funds	\$150,594	\$73,845	\$73,845	\$73,845	0.00	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.	13
Registrar	Addition	Operating	Senior Assistant Registrars (2 FTE)	\$92,000	\$92,000	\$92,000	\$92,000	2.00	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.	10
Registrar	Addition	Capital	Replace Voting Machines	\$2,000,000	\$0	\$0	\$0	0.00	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.	10
Registrar	Addition	Operating	Voting Machines Ongoing Maintenance	\$0	\$100,000	\$100,000	\$100,000	0.00	Annual maintenance contract for new voting machines.	10
Registrar	Addition	Operating	Annual Maintenance Cost for Inventory Software	\$28,000	\$28,000	\$28,000	\$28,000	0.00	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.	10
DoIT	Addition	Operating	Central Ring Microwave Equipment Replacement	\$500,000	\$333,000	\$333,000	\$333,000	0.00	The equipment that backs up the Public Safety radio system is reaching the end of its useful life. Replacement is necessary to ensure uninterrupted communications.	18
DoIT	Addition	Operating	Legislative Management System	\$110,000	\$18,000	\$18,000	\$18,000	0.00	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.	18
Transportation	Reduce	Capital	TRIP Capital Fund Contribution	(\$625,000)	\$0	\$0	\$0	0.00	Capital funding for the construction of small-scale capital improvements to County local roadways and other transportation facilities. The funds are split evenly among the magisterial districts. The funds provide the opportunity to complete projects that are not identified as VDOT projects or County road bond projects. FY 14 cut only	8
Transportation	Addition	Capital	TRIP Capital Fund Contribution	\$0	\$875,000	\$875,000	\$875,000	0.00	Capital funding for the construction of small-scale capital improvements to County local roadways and other transportation facilities. The funds are split evenly among the magisterial districts. The funds provide the opportunity to complete projects that are not identified as VDOT projects or County road bond projects. FY 14 cut only	8
Ongoing Total				\$18,785,383	\$17,619,029	\$22,035,759	\$26,452,489	91.50		

Supervisor Principi Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Adult Detention Center	Addition	Operating	Modular Jail Repairs	\$6,119,656	\$0	\$0	\$0	0.00	Current contract only addresses health and safety concerns. The \$6.1 million is for Phase II repairs.	20
Fire & Rescue	Addition	Operating	Replace Lost Federal UASI Funding	\$537,500	\$537,500	\$537,500	\$537,500	0.00	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 Management positions (Regional Planner, NIMS Compliance, Exercise & Training Officer) - \$187,500; Structural PPE - \$250K; Volunteer PW - \$100K.	17
Police	Addition	Operating	Replace Lost Federal Funding for Northern Virginia Gang Task Force	\$25,000	\$25,000	\$25,000	\$25,000	0.00	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	20
Police	Addition	Operating	Replace Lost Federal UASI Funding	\$100,000	\$100,000	\$100,000	\$100,000	0.00	Regionally supported team of fingerprint examiners identifies latent prints and expands database. Reduces crime through identification of major offenders. 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	20
Adult Detention Center	Addition	Operating	Main Jail Repair & Maintenance	\$100,000	\$0	\$0	\$0	0.00	This funding is for one time design work to refurbish the 2nd and 3rd 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.	20
Adult Detention Center	Addition	Operating	Add Correctional Nurse III	\$92,400	\$92,400	\$92,400	\$92,400	1.00	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.	18
Adult Detention Center	Addition	Operating	Prison Rape Elimination Act Compliance	\$50,000	\$50,000	\$50,000	\$50,000	0.00	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.	18
Adult Detention Center	Addition	Operating	Replace 2 Vehicles per Year for Inmate Transportation (25 vehicles need replacement)	\$75,000	\$75,000	\$75,000	\$75,000	0.00	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.	16

Supervisor Principi Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Fire & Rescue	Addition	Operating	F&R - Restore Staffing Plan (30 Uniform & 4 Non-uniform per year)	\$2,750,000	\$4,975,000	\$7,200,000	\$9,425,000	34.00	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. 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.	18
Police	Addition	Operating	Police - Restore Staffing Plan (15 Additional Officers & 5 Civilians in FY 14; 25 Officers and 5 Civilians per year thereafter)	\$3,060,000	\$5,251,745	\$7,443,475	\$9,635,205	20.00	Provides predictable/ sustained staffing incorporating challenges of recruiting highly qualified applicants, maintains officers per 1,000 at 1.36.	20
Public Safety Communications	Addition	Operating	8 Telecommunicators for Central District Platoon Project	\$523,000	\$523,000	\$523,000	\$523,000	8.00	Dispatch police emergency calls through 911 within 120 seconds – increase percentage from 65% to 70%	17
Sheriff	Addition	Operating	1.5 Deputies for Security with Courts, Transportation	\$112,000	\$78,650	\$78,650	\$78,650	1.50	Dispatch fire emergency calls within 60 seconds – increase percentage from 52% to 55%.	-7
At Risk Youth & Family Services	Addition	Operating	Accounting Services Coordinator	\$40,000	\$35,000	\$35,000	\$35,000	1.00	Provide administrative support for Comprehensive Services Act (CSA) reporting and direct reporting related to 726 client case load. Currently program providers are performing reporting functions; outcomes could be enhanced with more direct program involvement. State funding could be accessed to support position.	16
At Risk Youth & Family Services	Addition	Operating	Accommodate Growth in Youth Population	\$250,000	\$250,000	\$250,000	\$250,000	0.00	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.	16
Community Services	Addition	Operating	Emergency Services Staff (3 FTE)	\$260,000	\$235,000	\$235,000	\$235,000	3.00	Addresses increase (increase of 450 clients from FY 10 to FY 11) in client demand for Intake and Emergency services and Mandatory Outpatient Treatment.	17
Community Services	Addition	Operating	Intellectually Disabled Staff / DOJ Settlement (5 FTE)	\$133,000	\$83,000	\$83,000	\$83,000	5.00	Decreases Intellectually disabled waiting list by 64 and increases supervision of staff (Medicaid revenue supported).	13
Community Services	Addition	Operating	Mental Health Outpatient Services (2 FTE)	\$136,000	\$122,000	\$122,000	\$122,000	2.00	Decreases seriously mentally ill wait list by 100 clients; provides capacity to allow clients who are ready to transition to lower intensity of service.	13
Community Services	Addition	Operating	Clinic Based Substance Abuse & Mental Health (New Horizons) (2 FTE)	\$122,000	\$110,000	\$110,000	\$110,000	2.00	Provides case management for increased demand for Family Assessment and Planning Team (FAPT); Increases services for 90 clients.	12
Community Services	Addition	Operating	Supported Living Services Staff (4 FTE)	\$265,000	\$240,000	\$240,000	\$240,000	4.00	Provides services for 20 additional community based case management clients; 9 additional clients will receive support services .	10
Community Services	Addition	Operating	Intellectually Disabled Day Support Placements	\$525,000	\$525,000	\$525,000	\$525,000	0.00	Serves 15 transitioning students or individuals with urgent placement needs.	8

Supervisor Principi Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Social Services	Addition	Operating	Adult Protective Service Child Protective Service (5 FTE)	\$392,020	\$392,020	\$392,020	\$392,020	5.00	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. 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.	19
Social Services	Addition	Operating	Molinari Shelter Team Leaders (Counselors) (2 FTE)	\$116,119	\$116,119	\$116,119	\$116,119	2.00	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.	18
Social Services	Addition	Operating	New Drop-in Center and Cold Night Shelter Service Contract	\$100,000	\$100,000	\$100,000	\$100,000	0.00	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.	15
Development Services	Addition	Operating	Building Code Compliance Inspector (1 FTE)	\$125,000	\$133,000	\$133,000	\$133,000	1.00	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	16
Development Services	Addition	Operating	GF Support for Development Services	\$550,000	\$550,000	\$550,000	\$550,000	0.00	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.	16

Supervisor Principi Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Parks & Recreation	Addition	Operating	Increase Cyclical Maintenance Funding	\$300,000	\$300,000	\$300,000	\$300,000	0.00	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.	15
Parks & Recreation	Addition	Operating	Repair/Replacement Funding for Vehicle and Equipment Maintenance	\$500,000	\$500,000	\$500,000	\$500,000	0.00	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.	15
Parks & Recreation	Addition	Operating	Maintain and Utilize All Remaining School Fields (currently not in use) to schedule youth sport leagues	\$500,000	\$500,000	\$500,000	\$500,000	0.00	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.	5
Planning	Addition	Operating	Zoning Counter Development Technician (1 FTE)	\$50,000	\$54,000	\$54,000	\$54,000	1.00	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%.	14
Public Works	Addition	Operating	Increase Fleet Vehicle Replacement Funding	\$493,250	\$493,250	\$493,250	\$493,250	0.00	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. FY 11 Actual Performance Measures: Number of vehicles maintained = 1,062 Number of heavy equipment maintained = 177	17
Public Works	Addition	Operating	Increase Funding for Cyclic Maintenance & Replacement for County Facilities	\$500,000	\$500,000	\$500,000	\$500,000	0.00	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.	13
Public Works	Addition	Operating	Provide Juvenile Emergency Shelter & Winter Shelter Maintenance Funds	\$150,594	\$73,845	\$73,845	\$73,845	0.00	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.	13
Registrar	Addition	Operating	Senior Assistant Registrars (2 FTE)	\$92,000	\$92,000	\$92,000	\$92,000	2.00	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.	10

Supervisor Principi Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Registrar	Addition	Capital	Replace Voting Machines	\$2,000,000	\$0	\$0	\$0	0.00	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.	10
Registrar	Addition	Operating	Voting Machines Ongoing Maintenance	\$0	\$100,000	\$100,000	\$100,000	0.00	Annual maintenance contract for new voting machines.	10
Registrar	Addition	Operating	Annual Maintenance Cost for Inventory Software	\$28,000	\$28,000	\$28,000	\$28,000	0.00	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.	10
DoIT	Addition	Operating	Central Ring Microwave Equipment Replacement	\$500,000	\$333,000	\$333,000	\$333,000	0.00	The equipment that backs up the Public Safety radio system is reaching the end of its useful life. Replacement is necessary to ensure uninterrupted communications.	18
DoIT	Addition	Operating	Legislative Management System	\$110,000	\$18,000	\$18,000	\$18,000	0.00	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.	18
Human Resources	Addition	Operating	System to Digitize Employee Records	\$32,050	\$0	\$0	\$0	0.00	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. Costs include \$7,050 for equipment and software; plus \$25,000 for one temporary Personnel Technician (180 day employee).	19
Human Resources	Addition	Operating	Human Resources Analyst II	\$68,846	\$68,846	\$68,846	\$68,846	1.00	One additional FTE shared between Benefits activity and Classification and Compensation activity. 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. 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.	18
Human Resources	Addition	Operating	Additional Funding for Recruitment	\$50,000	\$52,530	\$52,530	\$52,530	0.00	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.	16
Human Resources	Addition	Operating	Increase Computer Instructor-Led Training Program	\$10,000	\$10,000	\$10,000	\$10,000	0.00	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.	16
Ongoing Total				\$21,943,435	\$17,722,905	\$22,139,635	\$26,556,365	93.50		

Supervisor Candland Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Chairman Stewart's Proposal				(\$9,654,148)	(\$8,154,148)	(\$8,154,148)	(\$8,154,148)	(23.86)	See Chairman Stewart's proposal for details.	
BOCS	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$214,397)	(\$214,397)	(\$214,397)	(\$214,397)	(2.00)	\$214,397 is 6.0% of the BOCS FY 13 Budget with an approximate 2.0 FTE reduction. The source of the reduction and needs to be identified by Supervisor Candland.	
Board of Equalization	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$19,806)	(\$19,806)	(\$19,806)	(\$19,806)	0.00	\$19,806 is 37% of the BOE budget. Total FTE = 0 There are no choice activities. The source of the reduction needs to be identified by Supervisor Candland.	
Circuit Court Judges	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$6,874)	(\$6,874)	(\$6,874)	(\$6,874)	0.00	\$6,874 is 1% of the Circuit Court Judges budget. The source of the reduction needs to be identified by Supervisor Candland.	
Clerk of the Court	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$225,797)	(\$225,797)	(\$225,797)	(\$225,797)	0.00	\$225,797 is from excess revenues. The expenditure budget is only \$3.7M. There are 46 county FTEs. The source of the reduction needs to be identified by Supervisor Candland.	
Commonwealth Attorney	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$464,882)	(\$464,882)	(\$464,882)	(\$464,882)	(6.00)	\$464,882 is 15% of the Commonwealth Attorney GF Budget, with an approximate 6.0 FTE reduction. The source of the reduction needs to be identified by Supervisor Candland.	
Community Services	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$1,273,140)	(\$1,273,140)	(\$1,273,140)	(\$1,273,140)	(21.00)	\$1,273,140 is 7.4% of the Community Services GF Budget with an approximate 21.0 FTE impact. Supervisor Candland has already identified \$1,780,624 in reductions (Sheltered Employment: \$752,812; 0.05 FTE and Supported Employment: \$1,027,812; 0.05 FTE). The further reduction needs to be identified by Supervisor Candland.	
Cooperative Extension	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$116,014)	(\$116,014)	(\$116,014)	(\$116,014)	(3.00)	\$116,014 is 42% of the VCE budget. 42% of Total FTE = 3. The source of the reduction needs to be identified by Supervisor Candland.	
Criminal Justice Services	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$171,250)	(\$171,250)	(\$171,250)	(\$171,250)	(4.00)	\$171,250 is 8.9% of the Criminal Justice Services GF Budget for FY 13 with an approximate 4.0 FTE reduction. The source of the reduction needs to be identified by Supervisor Candland.	
DoIT	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$2,613,209)	(\$2,613,209)	(\$2,613,209)	(\$2,613,209)	(11.00)	\$2,613,209 is 14% of the DoIT budget. 14% of total FTE = 11. The source of the reduction needs to be identified by Supervisor Candland.	
Economic Development	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$308,719)	(\$308,719)	(\$308,719)	(\$308,719)	(2.00)	\$308,719 is 15% of the Economic Development (ED) net general fund tax support budget. 15% of Total FTE = 2 The source of the reduction needs to be identified by Supervisor Candland.	
Finance	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$741,710)	(\$741,710)	(\$741,710)	(\$741,710)	(8.00)	\$741,710 is 5% of the Finance net GF tax support budget. 5% of Total FTE = 8. The source of the reduction and needs to be identified by Supervisor Candland.	
General District Court	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$569,648)	(\$569,648)	(\$569,648)	(\$569,648)	0.00	\$569,648 is from excess revenues. The expenditure budget is only \$258K. There is one county FTE. The source of the reduction needs to be identified by Supervisor Candland.	
Human Resources	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$789)	(\$789)	(\$789)	(\$789)	0.00	\$789 is 0.03% of the Human Resources budget. 0.03% of Total FTE = 0.01. The source of the reduction needs to be identified by Supervisor Candland.	
Juvenile Court Services Unit	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$55,588)	(\$55,588)	(\$55,588)	(\$55,588)	0.43	\$55,588 is 5.4% of the JCSU budget. 5.4% of Total FTE = 0.43. The source of the reduction needs to be identified by Supervisor Candland.	
Law Library	Base Budget Reduction	Operating	Cut Year End Agency Savings	\$0	\$0	\$0	\$0	0.00	\$7,505 is 4.9% of the law library budget. There is one FTE. Since there is no general fund tax support for the law library, the \$7,505 has not been eliminated.	
Magistrates	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$653)	(\$653)	(\$653)	(\$653)	0.00	\$653 is 0.03% of the Magistrates budget. There are 8 magistrates that receive a county supplement. The source of the reduction needs to be identified by Supervisor Candland.	
Non-Departmental	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$5,729,897)	(\$5,729,897)	(\$5,729,897)	(\$5,729,897)	0.00	The bulk of this turnback is debt service savings. In FY 12, staff analyzed the debt process and realized debt service savings for CIP projects. These savings will not be available in the future because we now more accurately budget for debt service payments. For example, in FY 10 we recognized \$4.7M in debt savings, in FY 11, \$3.8M and in FY 12 we recognized \$300K.	
OEM	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$294,565)	(\$294,565)	(\$294,565)	(\$294,565)	(1.00)	\$294,565 is 4% of the Executive Management budget. 4% of Total FTE = 1. The source of the reduction needs to be identified by Supervisor Candland.	

Supervisor Candland Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Aging	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$306,114)	(\$306,114)	(\$306,114)	(\$306,114)	(3.00)	\$306,114 is 9% of the Aging budget. 9% of Total FTE = 3. The source of the reduction needs to be identified by Supervisor Candland.	
Planning	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$339,355)	(\$339,355)	(\$339,355)	(\$339,355)	(2.74)	\$339,355 is 14.1% of the Planning general fund budget. 14.1% of Total FTE = 2.74. The source of the reduction needs to be identified by Supervisor Candland.	
Public Works	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$2,369,565)	(\$2,369,565)	(\$2,369,565)	(\$2,369,565)	(13.47)	\$2,369,565 is 9% of the Public Works general fund budget (excluding cost recovery). 9% of Total FTE = 13.47. The source of the reduction needs to be identified by Supervisor Candland.	
Registrar	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$165,665)	(\$165,665)	(\$165,665)	(\$165,665)	(1.40)	\$165,665 is 12.7% of the registrar's budget. There are 11 FTE. 12.7% of 11 FTE = about 1.4 FTE. The source of the reduction needs to be identified by Supervisor Candland.	
Sheriff	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$455,988)	(\$455,988)	(\$455,988)	(\$455,988)	(7.00)	\$455,988 is 7.8% of the Sheriff's GF Budget for FY 14 with an approximate 7.0 FTE reduction. The source of the reduction needs to be identified by Supervisor Candland.	
Social Services	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$1,987,095)	(\$1,987,095)	(\$1,987,095)	(\$1,987,095)	(43.00)	\$1,987,095 is 14% of the Social Services (DSS) net general fund tax support budget. 14% of total FTE = 43. The source of the reduction needs to be identified by Supervisor Candland.	
Transportation	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$259,410)	(\$259,410)	(\$259,410)	(\$259,410)	(0.73)	\$259,410 is 13% of the Transportation budget (after other identified cuts plus excluding cost recovery). 13% of total FTEs = 0.73. The source of the reduction needs to be identified by Supervisor Candland.	
OMB	Base Budget Reduction	Operating	Cut Year End Agency Savings	(\$4,961)	(\$4,961)	(\$4,961)	(\$4,961)	0.00	The source of the reduction needs to be identified by Supervisor Candland.	
			Year End Agency Savings Total	(\$18,695,091)	(\$18,695,091)	(\$18,695,091)	(\$18,695,091)	(128.91)		

OMB	Eliminate	Operating	Biennial Community Survey	(\$27,169)	(\$27,169)	(\$27,169)	(\$27,169)	0.00	Coordinates the biannual survey that measures the community's satisfaction with services.	
Human Rights Office	Eliminate	Operating	Human Rights Office	(\$553,712)	(\$553,712)	(\$553,712)	(\$553,712)	(5.00)	Residents would contact the state and federal agency or have their complaints handled through the courts. The Human Rights Commission office is a law enforcement agency that enforces civil rights laws in the area of employment, fair housing, public accommodation, credit and education. The agency receives about 500 inquiries annually. Of these inquiries, about 75 become formal charges of discrimination. The office investigates about 140 charges each year (some investigations are lengthy and may extend beyond 1 year; the county ordinance allows 2 years for an investigation). Staff closes around 75 cases annually.	10
DoIT	Base Budget Reduction	Operating	Unspecified Additional Cuts	(\$1,400,000)	(\$1,400,000)	(\$1,400,000)	(\$1,400,000)	(6.00)	\$1,400,000 is 7% of the DoIT budget. 7% of Total FTE = 6. The source of the reduction needs to be identified by Supervisor Candland.	

Supervisor Candland Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Aging	Base Budget Reduction	Operating	Reduce Area Agency on Aging Information	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(2.00)	\$200,000 is 47% of Aging's Information and Referral budget. 47% of these FTEs = . Public presentations will fall from 55 to 26 and processed information requests from elderly or their families and referrals to services will drop from 700 to 329.	8
Development Services	Eliminate	Operating	Existing GF Support for Land Development activities (not attributable to specific permitted sites)	(\$1,800,000)	(\$1,800,000)	(\$1,800,000)	(\$1,800,000)	(16.49)	<p>The \$1.8 million general fund support to Land Development agencies is in 5 activities:</p> <ul style="list-style-type: none"> • Comprehensive Plan Maintenance and Update: A countywide service that is not related to any specific development proposal . State law does not allow localities to charge fees for comprehensive plan activities. Elimination of this funding would eliminate the activity. The County is required to have a Comprehensive Plan and to review the document every 5 years. • Building Code Enforcement: A countywide service that is not related to any specific development proposal – no fees are charged for this service. To maintain this activity fully funded by fees, the Building Development fees would have to increase by 7.5% • Current Planning: Fees charged do not fully cover the cost of providing this site specific activity. • Zoning Administration: A portion of this activity is countywide (Zoning ordinance amendments, inquires) and a fee based portion that is not fully covered by fees charged. • Zoning Permits: Fees charged do not fully cover the cost of providing this site specific activity. <p>To maintain the Current Planning, Zoning Administration and Zoning Permits activities fully funded by fees, the Land Development fees would have to increase by 18%.</p>	18
Public Works	Base Budget Reduction	Operating	Reduce Print Shop & Graphic Arts	(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)	(3.40)	Without a print shop, all work such as board items, budget books, CAFR, training manuals, letterhead, etc will have to be outsourced at an unknown cost savings.	5
Community Services	Eliminate	Operating	Sheltered Employment	(\$752,812)	(\$752,812)	(\$752,812)	(\$752,812)	(0.05)	This program serves Intellectually Disabled citizens. This eliminates Sheltered Employment activity for FY 14: 35 clients will not be served; activity provides support and training services in sheltered work sites to intellectually disabled clients who are engaged in employment tasks	8
Community Services	Eliminate	Operating	Supported Employment	(\$1,027,812)	(\$1,027,812)	(\$1,027,812)	(\$1,027,812)	(0.05)	This program serves Intellectually Disabled citizens. This eliminates Supported Employment activity: Activity provides situational assessments, job development and job placement for intellectually disabled persons or whom competitive employment is unlikely and need ongoing support, including specialized supervision, training and transportation, in order to perform in a work setting. 103 clients will not be served for FY 14	8
OEM - Communications	Eliminate	Operating	Eliminate Supervisor Videos/Promotional Budgets	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	(1.25)	\$150,000 is 37% of the Communications-Media Production activity. 37% of Total FTE = 1.25. This would eliminate all video including broadcasting on Channel 23.	7
OEM - Communications	Eliminate	Operating	Eliminate BOCS Quarterly Newsletters/Community Relations	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)	(3.72)	\$500,000 is 66% of the Communications-Community Relations activity. 66% of Total FTE = 3.72. This eliminates three of the four newsletter issues and reduces staff functions such as Web content management, event planning and coordination, social media engagement, photo print design and layout services and internal communications.	12
Library	Eliminate	Operating	Literacy Volunteers of America (Community Partner)	(\$25,970)	(\$25,970)	(\$25,970)	(\$25,970)	0.00	This is the entire community partner contribution. There are no County FTE's. In FY 11, 225 volunteers served 607 illiterate adults.	6
OEM	Base Budget Reduction	Capital	Hylton Center for Performing Arts (33% cut)	(\$700,000)	(\$700,000)	(\$700,000)	(\$700,000)	0.00	Debt has been issued, therefore any change to the current agreement would require the consent of the individual bond holders and the three parties (PWC, George Mason & Manassas) who signed the tripartite agreement. Renegging on the contract to pay debt would most likely have serious implications on the County's bond rating. Preliminary discussions with GMU indicate that they can not absorb the cut and would need to look at closing the HCPA. Staff awaiting letter from GMU.	6

Supervisor Candland Budget Proposal Summary

Agency	Eliminate/Base Budget Reduction/Addition/Shift	Operating/Capital	Description	FY 14	FY 15	FY 16	FY 17	FY 14 FTE Impact	Impact	Risk Score
Non-Dept	Eliminate	Operating	New Deputy County Executive position	(\$212,600)	(\$212,600)	(\$212,600)	(\$212,600)	(1.00)	Position, not filled yet, would provide greater management oversight for human service agencies and initiatives- which is the third, after schools and public safety, in use of taxpayer resources. Funding currently in contingency reserve.	4
Community Partners - All Department	Base Budget Reduction	Operating	Cut Community Partner Funding by 33% or \$770,584	(\$462,478)	(\$462,478)	(\$462,478)	(\$462,478)	0.00	Some of the community partners are included in Chairman Stewarts proposal and Supervisor Candland specifically included Literacy Volunteers of America in his proposal. A 33% cut to the remaining CP's will have the following impact: Project Mend-a-House - (\$12,110); SAVAS - (\$11,117); ACTS - (\$194,787); Good Shepherd - (\$13,352); Boys/Girls Club - (\$34,670); Red Cross - (\$5,344); Volunteer PW - (\$54,960); Arc of Greater PW - (\$13,868); Special Olympics - (\$5,200); Independence Empowerment Center - (\$10,274); NVFS - (\$56,478); StreetLight Community Outreach - (\$4,950); Rainbow Riding Center - (\$11,008)	
			Other Identified Cuts	(\$8,112,553)	(\$8,112,553)	(\$8,112,553)	(\$8,112,553)	(38.96)		
Audit Services	Shift	Operating	Decommission Audit Services Department and create Office of Taxpayer Advocate	\$0	\$0	\$0	\$0	0.00	BOCS voted on 11/22 to use this funding to continue independent audit function.	
Non-Departmental	Addition	Operating	Employee Annual 2% Compensation for Pay-Plan-Adjustment	\$0	\$1,522,258	\$901,195	\$2,810,677	0.00	2% pay plan increase for each year FY 14-17 costs more than the current COLA/Merit plan. Compensation must be externally competitive and internally equitable. The internal equity is addressed through Merit Pay. Positions must be compensated fairly compared to each other to avoid "compression".	
Parks & Recreation	Addition	Capital	Fund Fuller Heights Park, Occoquan Riverfront Park, Catharpin Park, Potomac Heritage National Scenic Trail	\$1,252,209	\$1,252,209	\$1,252,209	\$1,252,209	0.00	The \$1.2M added will allow all projects to begin construction in FY 14.	
Registrar	Addition	Operating	Registrar Elections Request	\$350,000	\$350,000	\$350,000	\$350,000	0.00		
General Revenue	Addition	Operating	Replace Reduction in BPOL Revenue with Other General Revenue	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	0.00		
Police	Addition	Operating	Fund 10 additional police officers	\$1,000,000	\$1,650,000	\$2,300,000	\$2,950,000	10.00	Provides for a predictable and sustained staffing plan incorporating the challenges of recruiting highly qualified applicants, maintaining high training standards and training academy facility limitations.	
Fire & Rescue	Addition	Operating	Fire and Rescue Personnel to support station apparatus	\$1,206,391	\$1,206,391	\$1,206,391	\$1,206,391	0.00	To address staffing gaps	
			Investment Total	\$8,808,600	\$10,980,858	\$11,009,795	\$13,569,277	10.00		
			Ongoing Total	(\$27,653,192)	(\$23,980,934)	(\$23,951,997)	(\$21,392,515)	(181.73)		
Schools	Addition	Operating	Additional Investments in Schools	\$20,000,000	\$40,000,000	\$55,000,000	\$80,000,000	0.00	Based on PWC School Board Presentation. Additional school funding to reduce class size by one student, 2% annual salary increase for teachers, new student funding (operating and debt service)	
			Ongoing Total With School Investment	(\$7,653,192)	\$16,019,066	\$31,048,003	\$58,607,485	(181.73)		

GENERAL FUND - ATTACHMENT D
FY 2012 CARRYOVER RECOMMENDATION TO FY 2013

I. General Fund:

A. <u>Board Committed:</u>	<u>Amount</u>
*1 Maintain Unassigned Fund Balance at 7.5% of General Fund Revenue	\$2,208,000
*2 Turnback to support the FY 13 budget	\$7,615,572
*3 Turnback to support FY 13 Technology Improvement Plan (TIP)	\$5,500,000
4 Aging - Birmingham Green Reserve	\$50,000
5 BOCS - Brentsville - Transfer to Capital Projects	\$267,665
Rollins Ford Park - \$140,000	
Brentsville Jail - \$89,000	
Bristoe Station Battlefield - \$38,665	
Floor at Old Manassas Courthouse - \$13,002 transferred to PW	
8 BOCS - Coles - Transfer to Capital Projects	\$170,000
Dove's Landing - \$100,000	
Helwig Park Bathrooms for the Disabled - \$70,000	
10 BOCS - Gainesville - Transfer to Capital Projects	\$46,606
Catharpin Park - \$40,000	
Silver Lake Park - \$6,606	
13 BOCS - Neabsco - Transfer to Capital Projects	\$22,843
Neabsco TRIP (Streetlights) - \$22,843	
15 BOCS - Occoquan - Transfer to Capital Projects	\$0
Lake Ridge Dog Park - \$7,887 transferred to Dept. Parks & Rec.	
Lake Ridge Dog Park Landscape Buffer - \$20,000 to Parks & Rec.	
16 BOCS - Potomac - Transfer to Capital Projects	\$60,000
Montclair Library - \$60,000	
19 BOCS - Woodbridge - Transfer to Capital Projects	\$13,754
Veterans Park Improvements - \$13,754	
20 Department of Parks and Recreation - Lake Ridge Dog Park (Occoquan Magisterial District Capital Designation)	\$27,887
22 DFR - Annual maintenance of AED equipment	\$483,070
23 DFR - Fire Marshal's Office space reconfiguration	\$40,000
24 DSS - Redesign of DSS lobbies and work space	\$10,000
25 Economic Development - Innovation Town Center Development	\$25,530
26 Economic Development - INET for relocated office	\$50,000
27 Finance - Commercial Appraisals	\$86,075
28 Planning - Consultant Services for Rural Area Evaluation and Potomac Communities Design Guidelines	\$150,000
30 Public Works - Floor Repair at the Old Manassas Courthouse (Brentsville Magisterial District Capital Designation)	\$13,002
	\$16,840,004
 C. <u>Other Items:</u>	
1 Department of Parks and Recreation - Oak Valley Fields	\$65,000
2 Department of Parks and Recreation - Silver Lake Therapeutic Riding Facility Site Improvements (Paving and HVAC)	\$178,398
3 Department of Parks and Recreation - Veterans Park Improvements	\$500,000
4 DSS - Molinari Juvenile Shelter Security and Equipment Upgrades	\$80,000
5 Economic Development - Targeted Industry Analysis	\$75,000
6 OMB - Temporary Employee	\$27,000
7 Public Works - Historic Preservation: 150th Commemoration Events for the American Civil War and Emancipation Conference	\$68,700
8 Public Works-Property Management: WAV Hydraulic Lift	\$15,000
9 Registrar - Asset Management Software	\$63,501
	\$1,072,599
 Grand Total	\$17,912,603

GENERAL FUND - ATTACHMENT D
FY 2011 CARRYOVER RECOMMENDATION TO FY 2012

I. General Fund:

A. Board Committed:

	<u>Amount</u>
*1 Turnback to support the FY 12 budget.	\$8,628,352
*6 Revenue Stabilization Reserve	\$836,023
*3 Transportation Reserve	\$7,873,928
*2 FY 12 Information Technology (IT) Improvement Plan	\$5,500,000
4 DoIT- Information Technology Disaster Recovery	\$2,000,000
5 Park Authority- Trail Development	\$2,000,000
7 Non-Departmental- 2.5% one-time payment for VRS Plan 2 employees hired before July 1, 2011	\$314,000
8 Transportation - Commuter Parking Lease (State Revenue)	\$90,187
9 OEM-County Executive: Design competition of World Trade Center Steel "I" Beams Monument	\$25,000
10 Police - Animal Shelter Building Alterations (funded thru trust)	\$23,977
11 Aging - COG Grant match	\$5,000
12 Community Services- COG Grant match	\$5,000
	\$27,301,467

C. Other Items:

1 Aging - Woodbridge Senior Center parking lot plans and construction	\$633,000
2 Community Services - Staff Development and Training	\$40,000
3 DFR - EMS Protocol Update to Patient Care Manual	\$95,000
4 DFR - Temporary position in DFR for FRA IT reporting	\$50,000
5 DoIT - WiFi at McCoart, DSB and Owens first, then the fire stations, the Judicial complex and the Supervisors' offices; then Sudley North and Ferlazzo, as funds permit	\$100,000
6 Finance - Capital Asset Inventory & Valuation Services	\$100,000
7 Finance - Collection of Delinquent Taxes	\$66,000
8 General District Court - Lektriever Filing System move from Clerk	\$3,000
9 Human Resources- Supervisory, Notary and IPSLEI Training	\$32,000
10 OCJS - Furniture for new office space	\$25,000
11 OEM-Communications: Branding/County Logo	\$30,000
12 OEM-Communications: Support for Video Production Services	\$12,000
13 OMB: Temporary Employee	\$50,000
14 Park Authority: 2.5% one-time payment for VRS Plan 2 employees	\$12,989
15 Park Authority: Addition to Fully Fund 2% COLA	\$25,500
16 Police - Animal Shelter Private Donations	\$11,101
17 Police - Black History Month	\$5,801
18 Public Works-Buildings and Grounds: ADA Parking Lot Alteration	\$320,000
19 Public Works-Buildings and Grounds: Lead Based Tile Removal at Bldg 102 (Courthouse Annex)	\$10,000
20 Public Works-Buildings and Grounds: Security Guard Contract Increases	\$107,107
21 Public Works-Fleet: Fuel (Gasoline/Diesel)	\$612,945
22 Public Works-Fleet: New Police Vehicle Pricing	\$87,400
23 Public Works-Fleet: Sprinkler System for Fleet Heavy Equipment Shop	\$62,500
24 VCE - Salary adjustments based on promotions, raises and changes to VRS	\$1,059
	\$2,492,402

Grand Total

\$29,793,869

GENERAL FUND - ATTACHMENT D
FY 2010 CARRYOVER RECOMMENDATION TO FY 2011

I. General Fund:

A. Board Committed:

	<u>Amount</u>
*1 Surplus Fund Balance over 7.5% allocated to Revenue Stabilization	\$2,066,052
*2 County's Share of General Revenue allocated to Revenue Stabilization	\$626,505
*3 Gen. Revenue Designation of Investments Market Value Adjustmen	\$3,698,713
*4 Turnback to support the FY 11 budget	\$7,211,558
*5 Turnback to support Technology in the FY 11 budget	\$5,500,000
*6 FY 10 Debt Service Savings	\$363,468
7 County Right of Way Landscaping Maintenance	\$291,873
8 Transportation of World Trade Center Artifact	\$10,000
9 Civil War Sesquicentennial Commemoration Event	\$500,000
*10 Allocate Remaining Carryover Balance To Revenue Stabilization	\$6,921,090
	<u>\$27,189,259</u>

D. Other Items:

1 Community Services: Physician Recruiter for Medical Director Positio	\$25,000
2 DFR - DFR Employee Physicals - This carryover will cover DFR's allocation of the County contract.	\$282,870
3 Economic Development - Advertising funds. These funds were carried over from FY09 to FY10; however, these funds were not used because business expansion and relocation was occurring at a slower rate. Prospect activity is now increasing and these funds will have a greater impact in FY11	\$89,824
4 OEM-Budget and Analysis: 2011 Citizen Survey Funding	\$42,000
5 OEM-Communications: Community Newslette	\$120,000
6 OEM-County Executive: Document and Records Imaging/Digitization Project	\$35,000
7 OEM-Training and Development: GMU Master of Public Administration Fellows Program	\$38,268
8 BOCS- Community Development and Staff Retentio	\$712,000
9 Park Authority: Reimbursement of Stream Bank Mitigation Credit	\$191,800
10 Police: Employee Health from INOV	\$124,130
11 Public Works-Fleet: Fuel (Gasoline/Diesel)	\$400,000
12 Public Works-Buildings and Grounds: County Facility Grounds Maintenance	\$80,654
13 Public Works-Historic Preservation: Rental Support for Non-Profits and agency partners	\$8,000
14 Public Works-Buildings and Grounds: Animal Shelter Boiler Replacement	\$13,040
15 Public Works-Property Management: Record Center Operating Cost	\$25,000
1 Audit Services: Audit Management System softwar	\$30,000
2 NonDepartmental: Enterprise Encryption service:	\$70,000
3 OEM-Communications: ICMA-TV Video Projec	\$19,500
4 OEM-Human Resources: NEO-GOV Annual Maintenance/Contrac	\$12,758
5 OEM-Human Resources: Hay Expert Classification/Compensation Annual Maintenance/Contract	\$14,500
	<u>\$2,334,344</u>
Grand Total	<u>\$29,523,603</u>

GENERAL FUND - ATTACHMENT D
FY 2009 CARRYOVER RECOMMENDATION TO FY 2010

I. General Fund:

A. Board Committed:

	<u>Amount</u>
*1 Fund Balance Maintenance at 7.5% of GF Revenues	\$4,300,000
*2 Turnback to support the FY 10 budget	\$7,553,445
*3 Turnback to support Technology in the FY 10 budget	\$5,500,000
*4 Turnback to support Revenue Stabilization Reserve Contribution	\$10,128,209
*5 Addition to Revenue Stabilization Reserve- Gen. Revenue Co. Share	\$155,329
6 Medical Evaluations for Volunteer Fire and Rescue Personnel - Compliance with BOCS Emergency Ordinance	\$350,000
7 EMS Insurance Billing Project - BOCS approved Contingency Reserve transfer for this project	\$40,000
	\$28,026,983

D. Other Items:

1 Commonwealth Attorney- Compensation carryover	\$27,500
2 Office of Executive Management - Audit Services: Compensation carryover for Audit's salary projected shortfall.	\$41,000
3 Office of Executive Management - Funding will provide additional funding for the FY10/FY11 Citizen Survey. The point of contact for the FY10 Citizen Survey and beyond will be Office of Executive Management Budget and Analysis Office.	\$40,000
4 Office of Executive Management - Funds for the development of followup to the SEA publication. The point of contract for future SEA development will be Office of Executive Management Budget and Analysis Office.	\$6,155
5 Planning- Compensation Carryover	\$72,735
6 Public Works - Courthouse Jury Parking Lot Repairs. Funds needed to correct a stormwater drain component that is sinking and damaging the pavement. Need for repair is both a safety and appearance requirement.	\$10,000
7 Public Works - Historic Preservation: Mowing of the Bristoe Battlefield. Staff had implemented a mowing plan to ensure the park is maintained for visitor use which required improvements to the mowing schedule. Two improvements include: 1) Increase the width of trail path mowing; 2) Increase the number of times the battlefield is mowed.	\$12,120
1 Clerk of Court - This is a one time cost to place wiring where it is needed to support emergency power at the Courthouse.	\$150,000
2 Office of Executive Management - Human Resources: Maintenance and consulting costs for Hay Job Evaluation Management (JEM) classification/compensation system.	\$14,500
3 Office of Executive Management - Human Resources: NEO-GOV. Funding needed for annual recurring subscription cost and maintenance of new recruitment software system (replaced Resumix).	\$28,000
4 Public Works - Operation and Maintenance of the Ferlazzo Generator. Generator is a critical part of the operations of the emergency and safety functions of telecommunications and fire safety in the facility.	\$5,000
8 VCE - Operating expenses	\$2,500
	\$409,510

Grand Total

\$28,436,493

GENERAL FUND - ATTACHMENT D
FY 2008 CARRYOVER RECOMMENDATION TO FY 2009

I. General Fund:

A. Board Committed:

	<u>Amount</u>
*1. Fund Balance Maintenance at 7.5% of GF Revenues	\$1,961,233
*2. Turnback to support the FY 09 budget	\$7,885,471
*3. Turnback to support Technology in the FY 09 budget	\$5,500,000
	\$15,346,704

Other Items

1. Public Works: Fleet Gasoline- This carryover begins to address a budget challenge we will face during FY2009. At current prices it is anticipated that the cost of fuel will exceed the FY 09 budget by approximately \$1.0 million. If fuel prices should increase by 25% during FY 09 the cost of fuel will exceed the FY 09 budget by approximately \$1.8 million.	\$87,509
	\$87,509

C. Ongoing Technology Items:

1. Commonwealth Attorney- Call Assistant Phone System	\$15,600
2. Office of the Sheriff; Mobile Data Computer (MDC) Replacement	\$58,698
3. OIT; 800 Mhz rebanding	\$228,869
4. Public Works- Building Dev (Fee Supported); Build System Initiative carried over to continue project development in FY 09. A total of \$4,883,360 is budgeted between this \$3,205,761 and the \$1,677,599 requested for carryover in Watershed Inspections	\$3,205,761
5. Public Works- Building Development (Fee Supported): Construction Inspection Hardware Refreshment	\$142,261
	\$3,651,189

Grand Total

\$19,085,402

FY 2014 Budget Proposals

Presented November 20, 2012

	Stewart	Jenkins	Principi	Candland
Total FY 14 Revenue Change	(\$21,151,000)	\$44,254,000	\$50,735,000	(\$26,151,000)
Effect on Tax Bill % FY 14	flat/0%	12.38%	13.56%	flat/0%
Change in Tax Bill \$	(\$132)	\$276	\$315	(\$132)
County Budget Reductions	(\$9,654,148)	(\$625,000)	\$0	(\$31,463,463)
County Budget Additions	\$0	\$19,410,000	\$21,943,435	\$3,808,600
Schools Revenue Change	(\$12,667,000)	\$25,469,000	\$28,792,000	\$0
County Schools Revenue Agreement %	56.75%	56.75%	56.75%	64.60%
All Necessary Information on Cuts/Additions for Analysis	yes	yes	yes	no
Cost of Additions/Cuts to be Identified	n/a	n/a	no	\$22.3M
FY 14 Balanced?	yes/surplus	yes/surplus	yes/surplus	yes/surplus
Five Year Plan Balanced?	15/16/17 no/no/no	15/16/17 yes/no/no	15/16/17 yes/yes/no	15/16/17 no/no/no
FTE Net Change	(23.86)	91.5	93.5	(181.73)
Provide Next Year Budget Support from Carryover of Agency Savings?	yes	yes	yes	no (\$12.7 M)
Existing CIP Projects Maintained?	yes	yes	yes	yes