

REVENUE AUTHORITY

MISSION AND SERVICES

Mission - The Revenue Authority serves as a real estate development and development finance agency, an operator of programs and facilities, and a manager of programs and facilities in partnership with other County agencies.

Core Services -

- Real estate development and public-private financing opportunities
- Parking enforcement and parking facilities
- Administration of records and finances related to Public Safety Programs for PGPD

Strategic Focus in FY 2018 -

The Authority's top priorities in FY 2018 are:

- Acquire, develop and invest in real estate projects to enhance the County's overall economic vitality, increase property tax revenue for the County and create adequate return on investment for the Authority to invest in future projects.
- Enhance the efficiency, effectiveness and scope of parking operations.
- Provide vigilant and proficient management of Public Safety programs in partnership with the Prince George's Police Department.

FY 2018 BUDGET SUMMARY

The FY 2018 approved budget for the Revenue Authority is \$41,904,000, an increase of \$7,294,600 or 21.1% over the FY 2017 approved budget.

Budgetary Changes -

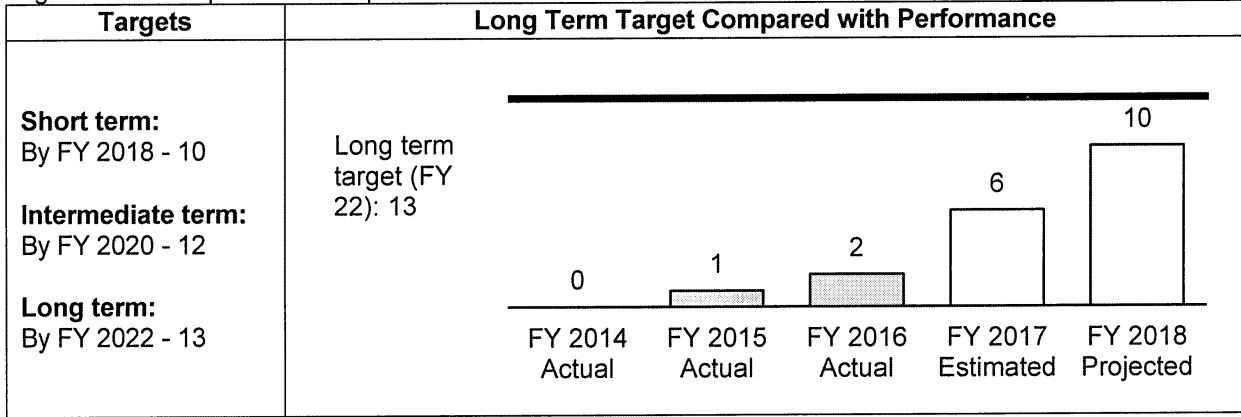
FY 2017 APPROVED BUDGET	\$34,609,400
Increase Cost: Operating - Increase in cost related to various anticipated economic development projects at the following properties: Brentwood, Largo Medical Center and Mount Rainier	\$5,909,900
Increase Cost: Operating - Reflects increase in costs associated with the issuance of citations	\$2,218,000
Increase Cost: Operating - Increase in various operating objects for daily operations and an increase in allowance due to bad debt as a result of unpaid parking citations	\$439,500
Increase Cost: Mandated Salary Requirements	\$142,700
Add: Initiatives - New - Funding for professional planning fees related to various economic development projects	\$115,000
Decrease Cost: Fringe Benefits - Decrease in the fringe benefit rate from 27.7% to 27.6%	(\$33,700)
Decrease Cost: Compensation - Salary Adjustments - Decrease due to filling management vacancies with lower salaried staff and new-hire enforcement officers as on-call	(\$254,500)
Decrease Cost: Operating - Reflects decrease in the collection of speeding citations generated through the Automated Speed Enforcement Program	(\$1,242,300)
FY 2018 APPROVED BUDGET	\$41,904,000

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SERVICE DELIVERY PLAN AND PERFORMANCE

Goal 1 - To provide economic activity through real estate development or development financing.

Objective 1.1 - Increase the quantity of projects by developing land, financing partnerships with other agencies and/or private developers



Trend and Analysis -

The Authority owns land parcels and has invested in several real estate projects in the County. These include properties in Suitland, Glenarden, Brentwood and Largo. The Authority plans to develop additional land in Suitland and Brentwood in FY 2018 along with one to two additional projects. The Authority will continue to engage in development or development financing as a partner or an equity investor.

Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of Projects	1	2	3	7	10
Project Value (millions)	\$7.2	\$10.4	\$15.9	\$25.3	\$34.6
Estimated Market Value (millions)	\$34.7	\$37.9	\$43.5	\$85.5	\$158.5
Workload, Demand and Production (output)					
Number of Land Assets in Development	0	1	2	4	8
Acres in Development	0	19	21	73	77
Number of Land Assets to be acquired	0	0	1	1	1
Number of Land Assets to be transferred	0	0	0	1	1
Efficiency					
Ratio of invest to value	79%	73%	64%	70%	78%
Quality					
Percent funded projects		50%	67%	57%	80%
Impact (outcome)					
Increase in project value (millions)	\$27.5	\$27.5	\$27.7	\$60.3	\$124.0
Number of Co-managed development projects	0	1	2	6	10

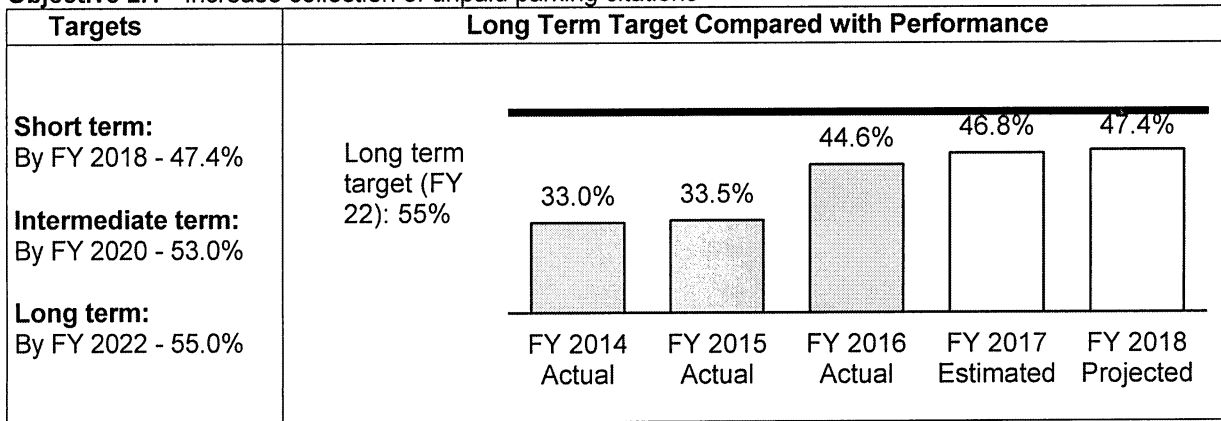
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Strategies to Accomplish the Objective -

- **Strategy 1.1.1** - Partner with County agencies to identify and invest in real estate development projects
- **Strategy 1.1.2** - Engage in public-private real estate and other business partnerships
- **Strategy 1.1.3** - Issue Special Obligation Bonds and/or other debt instruments to support the County's real estate development and job creation priorities.

Goal 2 - To provide efficient parking operations for residents and workers to improve quality of life

Objective 2.1 - Increase collection of unpaid parking citations



Trend and Analysis -

The Authority continues to see an increasing demand for parking meters and parking facilities within the County. The Authority currently oversees over 5,800 parking spaces at multiple locations. The projected total by FY 2022 will exceed 10,000 parking spaces. The Authority will enhance parking enforcement customer service by providing training for our enforcement officers and providing the officers with the latest technology for issuing citations with real time data. The Authority especially expects demands for parking enforcement to increase in the Largo and National Harbor areas.

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Performance Measures -

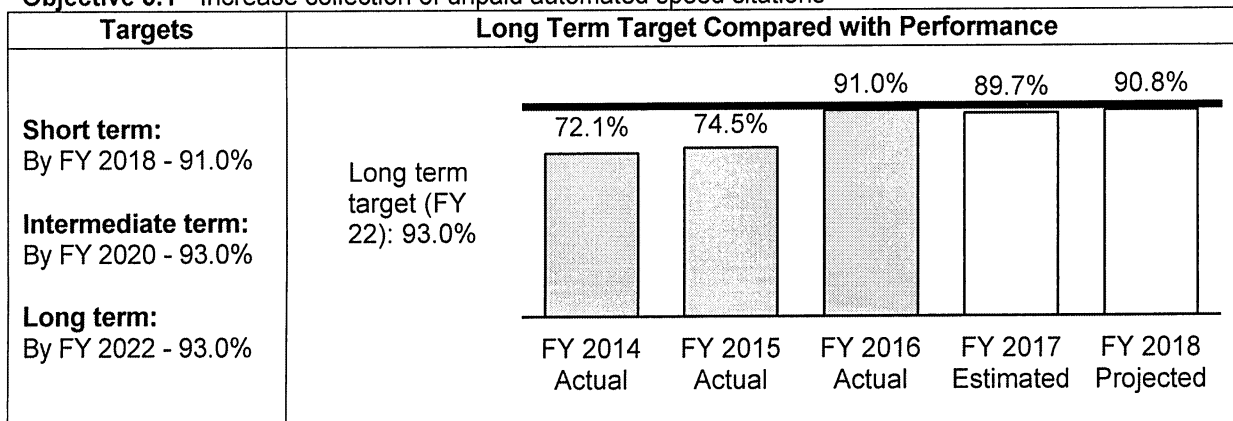
Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Total Parking Enforcement staff	30	30	30	31	33
Workload, Demand and Production (output)					
Number of parking fines issued	98,341	103,372	104,355	109,913	110,000
Efficiency					
Number of paid parking fines	53,807	57,939	57,727	61,250	63,859
Number voided	3,250	3,370	2,904	3,500	3,500
Quality					
Issued fine potential revenue (millions)	\$10.85	\$11.14	\$12.66	\$12.78	\$12.90
Collected fine revenue (millions)	\$3.58	\$3.73	\$5.64	\$5.99	\$6.12
Percentage of citations voided or acquitted in court	3.3%	3.3%	2.8%	3.2%	3.2%
Impact (outcome)					
Percentage of fines collected	33.0%	33.5%	44.6%	46.8%	47.4%
Number of citations outstanding after 90 days	24,772	26,949	26,737	26,000	26,000
Percentage of citations outstanding after 90 days	26.1%	26.9%	24.8%	23.7%	23.7%

Strategies to Accomplish the Objective -

- **Strategy 2.2.1** - Engage the services of a managed collections vendor
- **Strategy 2.2.2** - Invest in technology to facilitate collections across programs

Goal 3 - To provide management and program funds distribution for public safety enforcement programs.

Objective 3.1 - Increase collection of unpaid automated speed citations



Trend and Analysis -

The Authority supports the Police Department and the Department of Public Works and Transportation in the administration of the Automated Speed Enforcement (ASE) program. The County designated vendor is currently responsible for collection of ASE fines. The number of ASE cameras increased to its full complement of 72 at the beginning of FY 2013. The number of events at camera locations in the FY 2014 began to level off and is expected to continue to decrease in FY 2018 as drivers change behavior. The ASE program will rotate the mobile and dragoncam cameras to cover the 143 different schools and institution zones.

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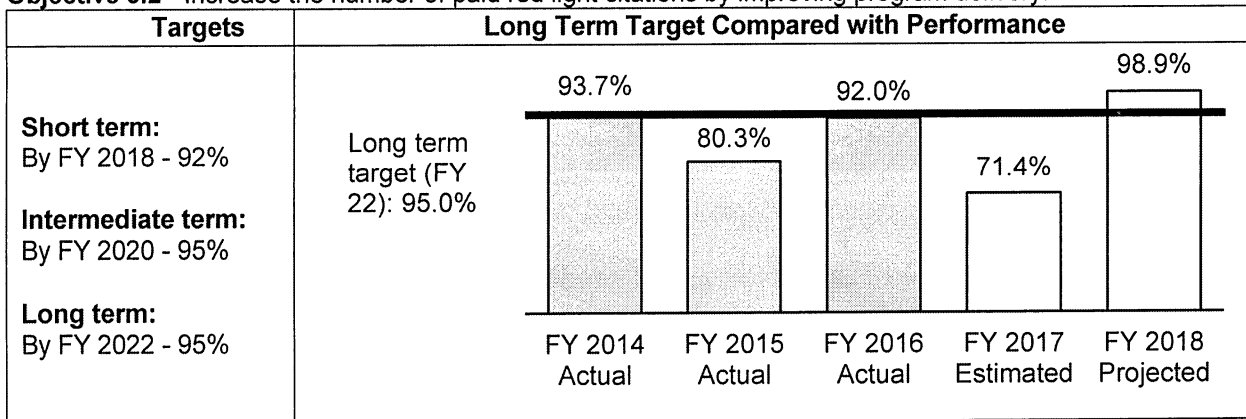
Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of ASE staff (including PT)	12	13	24	24	24
Number of ASE cameras	72	72	72	72	72
Workload, Demand and Production (output)					
Total speed events at camera locations	355,720	285,877	240,892	238,752	237,582
Efficiency					
Outstanding revenues (millions)	\$3.97	\$2.92	\$0.87	\$0.99	\$0.87
Total events per camera	4,941	3,971	3,342	3,316	3,300
Quality					
Percent Transferred to County	.44%	46%	47%	48%	49%
Impact (outcome)					
Collection rate	72.1%	74.5%	91.0%	89.7%	90.8%

Strategies to Accomplish the Objective -

- **Strategy 3.1.1** - Conduct monthly meetings with vendors and program managers
- **Strategy 3.1.2** - Engage the services of a Managed Collections vendor

Objective 3.2 - Increase the number of paid red light citations by improving program delivery.



Trend and Analysis -

The Authority supports the Police Department and the Department of Public Works and Transportation in the administration of the red light camera program. The number of paid red light citations are increasing as the number of intersections with installed cameras have increased. The red light camera program also includes the violations captured by installed school bus cameras. The County designated vendor is currently responsible for collecting red light camera violation fines. The Authority advised that it wishes to increase the number of operational red light cameras from 41 to 72 in FY 2018.

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Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of staff	14	14	14	16	16
Number of red light cameras	22	23	29	41	56
Number of school bus cameras			20	20	20
Workload, Demand and Production (output)					
Number of violations validated	41,593	64,609	69,573	76,832	94,328
Efficiency					
Number of violations per staff member	2,971	4,615	4,970	4,802	5,896
Number of violations per camera	1,891	2,809	2,399	1,874	1,684
Outstanding revenues (millions)	\$0.20	\$0.96	\$0.42	\$0.48	\$0.59
Quality					
Number of paid red light citations	38,955	51,850	64,006	54,870	93,279
Impact (outcome)					
Percent citations collected	93.7%	80.3%	92.0%	71.4%	98.9%

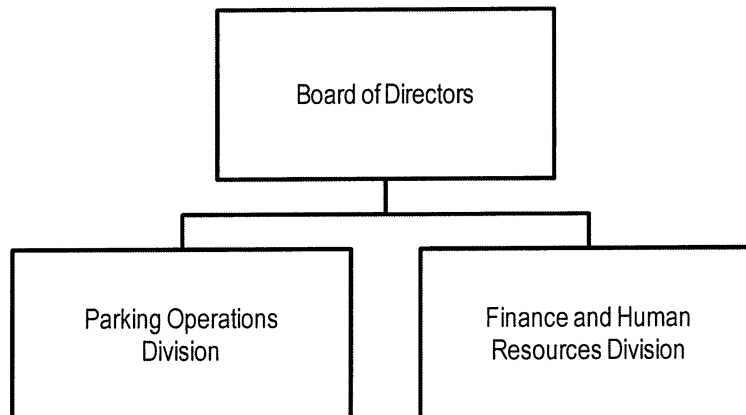
Strategies to Accomplish the Objective -

- **Strategy 3.2.1** - Conduct monthly meetings with vendors and program managers
- **Strategy 3.2.2** - Conduct unscheduled site visits to vendor customer service centers

FY 2017 KEY ACCOMPLISHMENTS

- Advanced training for Parking Enforcement Officers
- Implemented new technologies in parking meters and in issuing parking citations
- Awarded Managed Collections contract

ORGANIZATION CHART



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FY 2018 APPROVED BUDGET

	FY 2016 ACTUAL	FY 2017 APPROVED	FY 2017 ESTIMATED	FY 2018 APPROVED	CHANGE FY17 - FY18
Revenue					
Facilities	\$ 16,890,952	\$ 17,068,700	\$ 18,016,800	\$ 18,749,100	9.8%
Enforcement	13,998,062	13,100,000	13,907,100	14,001,300	6.9%
Interest Income	132,038	140,700	171,000	158,200	12.4%
Use of Capital Asset Proceeds	-	-	-	5,700,000	100.0%
Use of Fund Balance	2,913,156	4,300,000	3,708,600	3,295,400	-23.4%
Total Revenues	\$ 33,934,208	\$ 34,609,400	\$ 35,803,500	\$ 41,904,000	21.1%
Administrative Expenses					
Compensation	\$ 2,966,066	\$ 3,282,000	\$ 3,097,800	\$ 3,170,200	-3.4%
Fringe Benefits	927,812	909,200	965,000	875,500	-3.7%
Managed Program Operating Expenses	7,885,817	7,216,300	8,948,800	9,213,300	27.7%
Total - Administrative Expenses	\$ 11,779,695	\$ 11,407,500	\$ 13,011,600	\$ 13,259,000	16.2%
Expenses					
Operating Expenses					
Facilities Operating Expenses	\$ 13,033,495	\$ 10,512,800	\$ 10,420,600	\$ 10,738,500	2.1%
Reserve for Maintenance and Econ Dev.	3,008,773	6,980,000	7,413,000	13,118,500	87.9%
Managed Program Funds to County	6,112,245	5,709,100	4,958,300	4,788,000	-16.1%
Total - Operating Expenses	\$ 22,154,513	\$ 23,201,900	\$ 22,791,900	\$ 28,645,000	23.5%
Total Expenses	\$ 33,934,208	\$ 34,609,400	\$ 35,803,500	\$ 41,904,000	21.1%