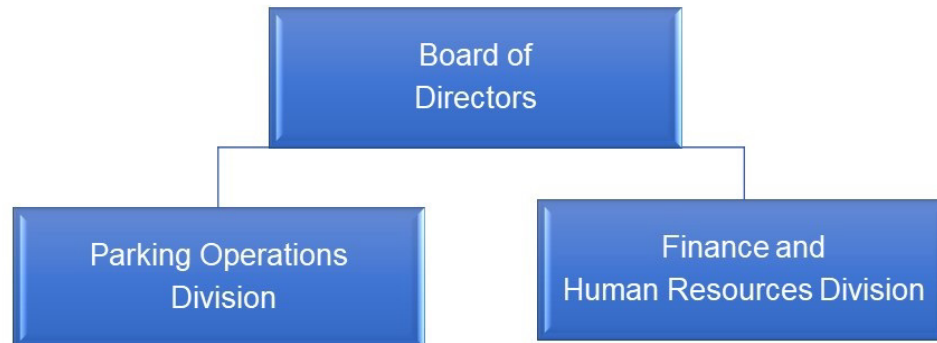


# Revenue Authority



## MISSION AND SERVICES

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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 the Prince George's Police Department

### FY 2020 KEY ACCOMPLISHMENTS

- Reached \$39 million of land acquired in Suitland area for development.
- Contracted the Capital Regional Medical Center 1,160 space garage.
- Completed renovation of the 30+yr old New Carrollton Garage.
- Upgraded Parking Enforcement technologies.
- Converted 15 fleet vehicles to electric.

### STRATEGIC FOCUS AND INITIATIVES FOR FY 2021

The Authority's top priorities in FY 2021 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 Prince George's Police Department.

## FY 2021 BUDGET SUMMARY

The FY 2021 proposed budget for the Revenue Authority is \$42,814,900, a decrease of \$4,067,300 or 8.7% under the FY 2020 approved budget.

### Reconciliation from Prior Year

	<b>Expenditures</b>
<b>FY 2020 Approved Budget</b>	<b>\$46,882,200</b>
<b>Increase Cost: Operating</b> — Increase in debt service cost	\$1,125,100
<b>Increase Cost: Compensation</b> — Reflects the promotion of several employees	441,200
<b>Increase Cost: Compensation - Mandated Salary Requirements</b>	202,900
<b>Increase Cost: Fringe Benefits</b> — Increase in fringe benefits to align with actual costs and two new full time employees	131,600
<b>Add: Compensation</b> — Increase in compensation for two new full time employees, a Financial Compliance Accountant and an Information Processor	103,200
<b>Decrease Cost: Operating</b> — Decrease in cost associated with the False Alarm Program based on the number of customers renewing services	(15,000)
<b>Decrease Cost: Operating</b> — Decrease in County lease expense	(150,000)
<b>Decrease Cost: Operating</b> — Decrease in various daily operating expenditures	(256,900)
<b>Decrease Cost: Operating</b> — Decrease in cost related to the Red Light Camera Program as a result in change in driver's behavior	(300,000)
<b>Decrease Cost: Operating</b> — Decrease in bad debt	(399,400)
<b>Decrease Cost: Operating</b> — Decrease in payment for shared revenue to the County	(850,000)
<b>Decrease Cost: Operating</b> — Decrease in cost related to the ticket issuance for the Speed Enforcement Program	(900,000)
<b>Decrease Cost: Operating</b> — Decrease in cost associated with economic development projects	(3,200,000)
<b>FY 2021 Proposed Budget</b>	<b>\$42,814,900</b>

## FY 2021 OPERATING BUDGET

### Revenues by Category

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change FY20-FY21	
					Amount (\$)	Percent (%)
Facilities	\$21,656,216	\$24,568,000	\$24,829,400	\$24,958,800	\$390,800	1.6%
Enforcement	12,491,394	13,900,000	12,200,000	12,685,000	(1,215,000)	-8.7%
Interest Income	268,107	214,200	199,200	171,100	(43,100)	-20.1%
Use of Fund Balance	1,065,312	8,200,000	8,200,000	5,000,000	(3,200,000)	-39.0%
<b>Total</b>	<b>\$35,481,029</b>	<b>\$46,882,200</b>	<b>\$45,428,600</b>	<b>\$42,814,900</b>	<b>\$(4,067,300)</b>	<b>-8.7%</b>

### Expenditures by Category

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change FY20-FY21	
					Amount (\$)	Percent (%)
Compenstation	\$3,536,233	\$3,639,400	\$3,429,000	\$4,213,400	\$574,000	15.8%
Fringe Benefits	1,005,333	1,007,400	926,400	1,139,000	131,600	13.1%
Managed Program Operating Expenses	8,250,840	8,475,000	9,068,700	8,036,900	(438,100)	-5.2%
Facilities Operating Expenses	10,639,069	19,570,400	20,570,100	19,212,600	(357,800)	-1.8%
Reserve for Maintenance and Economic Development	7,809,000	8,765,000	11,186,700	5,565,000	(3,200,000)	-36.5%
Managed Program Funds to County	4,240,554	5,425,000	4,537,200	4,648,000	(777,000)	-14.3%
<b>Total</b>	<b>\$35,481,029</b>	<b>\$46,882,200</b>	<b>\$49,718,100</b>	<b>\$42,814,900</b>	<b>\$(4,067,300)</b>	<b>-8.7%</b>

## 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.

FY 2025 Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected	Trend
7	9	8	7	7	↔

### Trend and Analysis

The Authority owns land parcels and has invested in several real estate projects within the County. These include properties in Suitland, Glenarden, Brentwood and Largo. The Authority plans to develop additional land in Suitland in 2021 along with the construction of the Regional Medical Center Garage in Largo as it concentrates on a smaller number of large projects. The Authority will continue to engage in development or development financing as a partner or an equity investor.

### Performance Measures

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Resources (Input)</b>					
Book value of projects (millions)	\$35.1	\$60.3	\$110.0	\$111.0	\$111.0
Estimated value of projects (millions)	\$183.6	\$325.0	\$568.0	\$589.0	\$600.0
Acres of land owned	101	105	105	111	111
Projects	7	10	12	11	11
<b>Workload, Demand and Production (Output)</b>					
Land assets to be acquired	3	4	2	2	2
Land assets transferred	1	0	1	0	0
Total number land acres in development	73	77	82	86	86
Total number land assets in development	5	9	9	9	9
<b>Efficiency</b>					
Ratio of invest to value	81%	81%	81%	81%	82%
<b>Quality</b>					
Funded projects	71%	90%	75%	82%	82%
<b>Impact (Outcome)</b>					
Increase in project value (millions)	\$148.5	\$264.7	\$458.0	\$478.0	\$489.0
Co-managed development projects	5	9	8	7	7

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

**Objective 2.1** — Decrease the number of unpaid parking citations.

FY 2025 Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected	Trend
30,000	34,500	32,845	32,152	31,992	↓

### Trend and Analysis

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

### Performance Measures

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Resources (Input)</b>					
Parking enforcement staff	30	34	35	37	37
<b>Workload, Demand and Production (Output)</b>					
Parking fines issued	131,565	127,911	136,859	138,958	140,000
<b>Efficiency</b>					
Paid parking fines	62,986	63,654	72,928	75,182	77,000
Citations voided	6,588	6,235	6,381	6,285	6,180
<b>Quality</b>					
Potential revenue from fines (millions)	\$13.6	\$13.2	\$13.8	\$14.3	\$14.9
Collected fine revenue (millions)	\$4.1	\$4.8	\$5.2	\$6.9	\$7.1
Citations voided or acquitted in court	5%	5%	5%	5%	4%
<b>Impact (Outcome)</b>					
Citations outstanding after 90 days	34,402	34,500	32,845	32,152	31,992
Citations outstanding after 90 days	27%	27%	24%	23%	23%

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

**Objective 3.1** — Increase collection of unpaid automated speed citations.

FY 2025 Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected	Trend
78%	76%	77%	78%	78%	↔

**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 cameras at the beginning of 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 2021 as drivers change behavior. The ASE program will rotate the mobile and dragoncam cameras to cover the 143 different schools and institution zones.

**Performance Measures**

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Resources (Input)</b>					
Automated Speed Enforcement (ASE) staff (including part time)	24	24	19	17	17
ASE cameras	72	72	62	61	64
<b>Workload, Demand and Production (Output)</b>					
Speed events at camera locations	182,621	142,628	137,248	134,282	134,520
<b>Efficiency</b>					
Events per camera	2,533	1,981	2,214	2,201	2,102
Outstanding revenues (millions)	\$1.7	\$1.7	\$1.6	\$1.6	\$1.6
<b>Quality</b>					
Percent transferred to County	42%	39%	37%	36%	37%
<b>Impact (Outcome)</b>					
Collection rate	76%	76%	77%	78%	78%

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

FY 2025 Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected	Trend
90%	91%	92%	91%	90%	↑

### 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 (RL) program. The number of paid red light citations are leveling off as the number of approved camera locations have reached a steady 49 with 48 being operational on average. The Red Light Camera program also includes the violations captured by installed school bus cameras. The County's designated vendor is currently responsible for collecting camera violation fines.

### Performance Measures

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Resources (Input)</b>					
Red Light Program staff (including PT)	12	12	8	9	8
Red light cameras operational	46	49	48	48	48
Operational school bus cameras	20	20	20	20	20
<b>Workload, Demand and Production (Output)</b>					
Violations validated	78,396	68,165	69,284	71,082	73,000
<b>Efficiency</b>					
Violations per staff member	6,533	5,680	8,661	7,898	9,125
Violations per camera	1,704	1,391	1,443	1,481	1,521
Outstanding revenues (millions)	\$2.0	\$2.1	\$2.4	\$2.1	\$2.0
<b>Quality</b>					
Paid red light camera citations	60,519	62,315	63,842	64,851	66,000
<b>Impact (Outcome)</b>					
Percent citations collected	77%	91%	92%	91%	90%