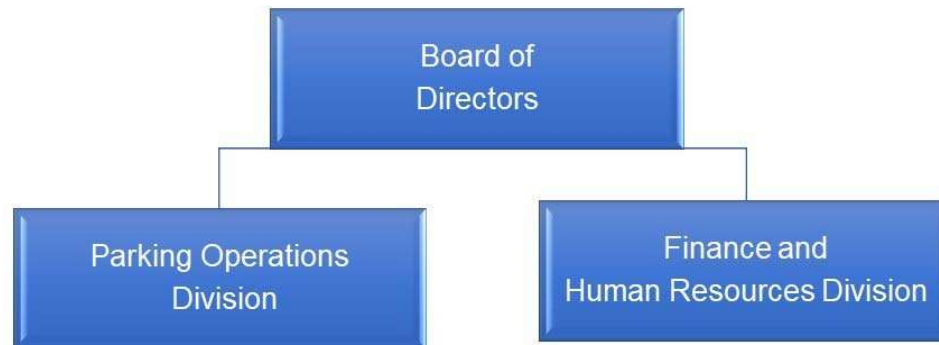


# Revenue Authority



## MISSION AND SERVICES

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 2023 KEY ACCOMPLISHMENTS

- Implemented license plate recognition equipment and software on entire vehicle fleet.
- Started planning for workforce housing in Suitland.
- Started pre-development for the new Creative Suitland Arts and Performance building.

### STRATEGIC FOCUS AND INITIATIVES FOR FY 2024

The authority's top priorities in FY 2024 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 2024 BUDGET SUMMARY

The FY 2024 proposed budget for the Revenue Authority is \$46,335,500, an increase of \$4,941,700 or 11.9% over the FY 2023 approved budget.

### Reconciliation from Prior Year

	<b>Expenditures</b>
<b>FY 2023 Approved Budget</b>	<b>\$41,393,800</b>
<b>Increase Cost: Operating</b> — Increase to support the school bus camera program including management costs and other traffic camera programs	\$3,289,600
<b>Increase Cost: Operating</b> — Increase in debt service costs	1,060,000
<b>Increase Cost: Operating</b> — Increase in bond payable interest expense and legal fees associated with bond issuance	512,600
<b>Increase Cost: Compensation</b> — Increase in compensation for three new positions including a Facilities Manager, Office Administrator and Parking Enforcement Officer	502,700
<b>Increase Cost: Operating</b> — Increase to reserves economic development	325,900
<b>Increase Cost: Operating</b> — Increase in fine processing fees from third party vendor	318,000
<b>Increase Cost: Fringe Benefits</b> — Increase in the fringe benefit rate from 26.5% to 28.0% to align with projected costs	203,900
<b>Increase Cost: Operating</b> — Increase due to office renovations and office maintenance costs	57,100
<b>Increase Cost: Technology Cost Allocation</b> — Increase in OIT charges based on anticipated countywide costs for technology	56,600
<b>Decrease Cost: Operating:</b> — Decrease due to terminated lease	(149,500)
<b>Decrease Cost: Operating:</b> — Decrease in costs related to Red Light Program	(525,400)
<b>Decrease Cost: Operating:</b> — Decrease in costs associated with the Speed Enforcement Program due to anticipated reduction in ticket issuance	(709,800)
<b>FY 2024 Proposed Budget</b>	<b>\$46,335,500</b>

## FY 2024 OPERATING BUDGET

### Revenues by Category

Category	FY 2022 Actual	FY 2023 Budget	FY 2023 Estimate	FY 2024 Proposed	Change FY23-FY24	
					Amount (\$)	Percent (%)
Facilities	\$21,013,600	\$23,762,400	\$23,240,900	\$25,106,500	\$1,344,100	5.7%
Enforcement	19,371,728	17,592,000	19,970,000	21,144,000	3,552,000	20.2%
Interest Income	28,467	39,400	73,000	85,000	45,600	115.7%
<b>Total</b>	<b>\$40,413,795</b>	<b>\$41,393,800</b>	<b>\$43,283,900</b>	<b>\$46,335,500</b>	<b>\$4,941,700</b>	<b>11.9%</b>

### Expenditures by Category

Category	FY 2022 Actual	FY 2023 Budget	FY 2023 Estimate	FY 2024 Proposed	Change FY23-FY24	
					Amount (\$)	Percent (%)
Compensation	\$3,937,900	\$4,324,600	\$4,325,600	\$4,827,300	\$502,700	11.6%
Fringe Benefits	1,078,300	1,147,700	1,254,800	1,351,600	203,900	17.8%
Managed Program Operating Expenses	3,994,100	4,811,300	1,633,700	1,894,000	(2,917,300)	-60.6%
Facilities Operating Expenses	27,454,449	26,467,700	28,563,900	30,484,800	4,017,100	15.2%
Reserve for Maintenance and Economic Development	500,000	1,523,200	2,002,800	2,002,800	479,600	31.5%
Managed Program Funds to County	3,449,046	3,119,300	5,503,100	5,775,000	2,655,700	85.1%
<b>Total</b>	<b>\$40,413,795</b>	<b>\$41,393,800</b>	<b>\$43,283,900</b>	<b>\$46,335,500</b>	<b>\$4,941,700</b>	<b>11.9%</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 (millions).

FY 2028 Target	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected	Trend
\$975.0	\$605.0	\$680.0	\$725.0	\$975.0	↑

### Trend and Analysis

The Authority owns land parcels and has invested in several real estate projects within the County. These include properties in Suitland, Brentwood and Largo. The Authority successfully opened the Regional Medical Center Garage in Largo and will continue development in Suitland in FY 2024. The Authority will continue to engage in development or development financing as a partner or an equity investor.

### Performance Measures

Measure Name	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
<b>Resources (Input)</b>					
Book value of projects (millions)	\$111.0	\$115.0	\$132.0	\$188.0	\$288.0
Acres of land owned	105	92	92	92	92
Projects	11	11	9	8	10
<b>Workload, Demand and Production (Output)</b>					
Number of land assets to be acquired	1	0	0	1	0
Co-managed development projects	7	7	6	5	8
Land assets transferred	0	0	0	0	0
Total number land acres in development	86	86	73	73	73
Total number land assets in development	9	9	7	6	6
<b>Efficiency</b>					
Ratio of invest to value	81%	81%	81%	74%	74%
<b>Quality</b>					
Funded projects	82%	82%	78%	75%	80%
<b>Impact (Outcome)</b>					
Estimated value of projects (millions)	\$575.0	\$605.0	\$680.0	\$725.0	\$975.0
Increase in project value (millions)	\$464.0	\$490.0	\$548.0	\$537.0	\$687.0

**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.

FY 2028 Target	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected	Trend
30%	57%	30%	32%	30%	↔

**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 totals by FY 2025 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 expects demand for parking enforcement to increase in the Largo and National Harbor areas.

**Performance Measures**

Measure Name	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
<b>Resources (Input)</b>					
Parking enforcement staff	34	34	34	32	38
<b>Workload, Demand and Production (Output)</b>					
Parking fines issued	98,671	93,205	107,118	110,000	118,000
<b>Efficiency</b>					
Paid parking fines	21,528	28,192	22,239	48,950	65,000
Citations voided	8,967	6,928	10,350	9,000	8,000
<b>Quality</b>					
Potential revenue from fines (millions)	\$6.2	\$6.0	\$7.0	\$14.0	\$15.0
Collected fine revenue (millions)	\$1.2	\$2.0	\$1.0	\$5.0	\$5.0
Citations voided or acquitted in court	9%	7%	10%	7%	7%
<b>Impact (Outcome)</b>					
Citations outstanding after 90 days (#)	35,284	53,127	37,316	42,183	45,000
Citations outstanding after 90 days (%)	36%	57%	30%	32%	30%

**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 2028 Target	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected	Trend
79%	73%	74%	78%	79%	↑

**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's designated vendor is currently responsible for the collection of ASE fines. The number of ASE cameras increased to its full complement of 72 cameras at the beginning of calendar year 2013. The number of events at camera locations is expected to decrease in FY 2024 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 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
<b>Resources (Input)</b>					
Automated Speed Enforcement (ASE) staff (including part time)	12	9	6	9	8
ASE cameras	67	66	64	66	66
<b>Workload, Demand and Production (Output)</b>					
Speed events at camera locations	95,494	106,865	66,494	95,700	99,000
<b>Efficiency</b>					
Events per camera	1,425	1,619	1,023	1,250	1,285
Outstanding revenues (millions)	\$1.9	\$1.6	\$2.0	\$1.0	\$1.0
<b>Quality</b>					
Percent transferred to County	34%	24%	36%	37%	39%
<b>Impact (Outcome)</b>					
Collection rate	72%	73%	74%	78%	79%

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

FY 2028 Target	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected	Trend
95%	96%	92%	93%	95%	↑

### 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 46. 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 RL camera violation fines.

### Performance Measures

Measure Name	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
<b>Resources (Input)</b>					
Red Light Program staff (including PT)	7	7	4	4	4
Red light cameras operational	47	44	46	46	46
Operational school bus cameras	20	n/a	n/a	n/a	n/a
<b>Workload, Demand and Production (Output)</b>					
Violations validated	61,891	49,432	44,390	52,800	54,000
<b>Efficiency</b>					
Violations per staff member	8,842	7,062	11,098	13,200	13,500
Violations per camera	1,317	1,123	974	1,180	1,300
Outstanding revenues (millions)	\$2.6	\$2.5	\$2.0	\$2.0	\$2.0
<b>Quality</b>					
Paid red light citations	64,021	47,770	57,927	55,000	56,500
<b>Impact (Outcome)</b>					
Percent citations collected	97%	96%	92%	93%	95%

