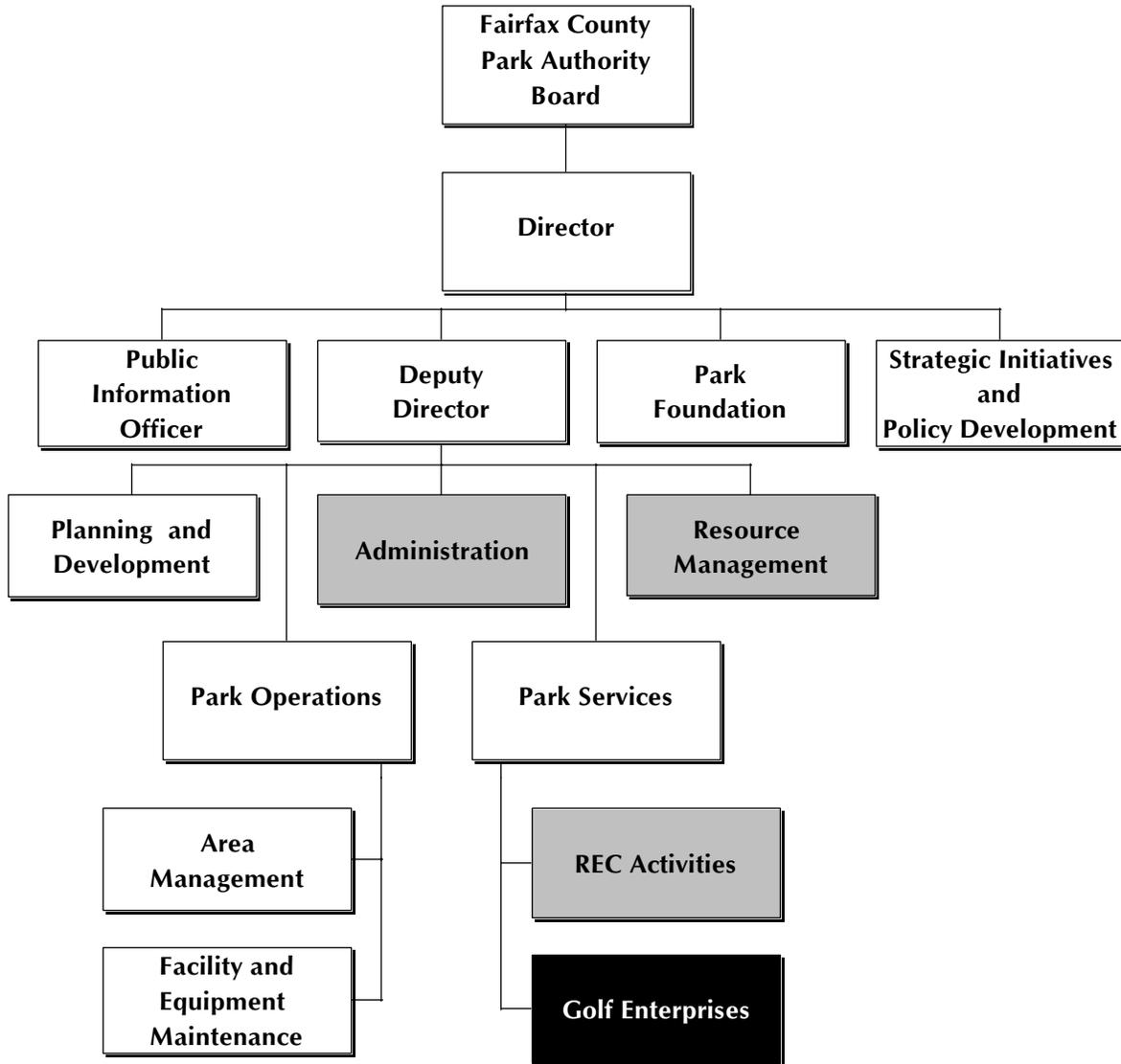


# Fund 170 Park Revenue Fund



 Denotes Cost Centers that are included in both the General Fund and Fund 170, Park Revenue Fund.

 Denotes Cost Center that is only in Fund 170, Park Revenue Fund.

## Mission

To set aside public spaces for, and assist citizens in, the protection and enhancement of environmental values, diversity of natural habitats and cultural heritage; to guarantee that these resources will be available to both present and future generations; to create and sustain quality facilities and services that offer citizens opportunities for recreation, improvement of their physical and mental well-being and enhancement of their quality of life.

# Fund 170

## Park Revenue Fund

### Focus

The Fairfax County Park Authority (Authority) has offered leisure and recreational opportunities for nearly 60 years, since its establishment in 1950, through an impressive array of opportunities which enrich the quality of life for County residents. This is done through the protection and preservation of open space and natural areas, nature centers, recreation centers, historic sites, golf courses, athletic fields, public gardens, horticulture sites, trails, and neighborhood, community, district and countywide parks as well as park programs, classes, camps and tours. The Authority currently owns, maintains, and operates 417 beautiful parks and over 24,000 acres of land. Based on the 2007 annual survey of 1,025 Fairfax County households, conducted in coordination with George Mason University, 79 percent of the County households considered the park system to be 'extremely' or 'very' important to their quality of life. Delivering high quality service is an important focus for the Park Authority as demand and usage continue to grow.

The Authority seeks to provide quality recreational opportunities through construction, development and maintenance of a wide variety of facilities to meet the varied needs and interests of the County's residents. The Authority strives to improve the quality of life for the residents of the County by keeping pace with the County demands, by continually enhancing the park system, and by demonstrating stewardship for park land. Notable enhancements include increased open space through land acquisition, protection of critical natural and cultural resources, expanded trails, new inclusive features, and upgraded playability of outdoor facilities.

### THINKING STRATEGICALLY

Strategic issues for the department include:

- o Enhancing citizen quality of life;
- o Protecting and enhancing natural and cultural resources;
- o Creating and sustaining quality facilities and services; and
- o Serving a diverse community.

In FY 2008, the Authority acquired 170.5 acres of land. These acquisitions included additional acreage for Old Colchester Park and preserves over 140 acres of undeveloped land on the Occoquan River from future development and preserves the remnants of the historic Town of Colchester, the first European settlement in Fairfax County. Acquisitions in FY 2008 also included the dedication of Dulles Corner Park, adding additional acreage to the Authority's system as well as a fully constructed park, and the transfer of multiple properties from the Board of Supervisors to the Park Authority in continued partnership to protect open space in Fairfax County. In FY 2008, five existing natural turf rectangular fields were converted to synthetic turf: two at Lake Fairfax Park, one at Carl Sandburg Middle School, one at Hutchison Elementary School, and one at Braddock Park. Also completed in FY 2008 was Patriot Park West located adjacent to the Mott Center. The keystone of the park is a lighted, multi-sport, multi-use synthetic turf field, the largest field in the County, measuring 420 feet by 230 feet. In a continuing quest to improve the environment, the Authority utilized Low Impact Development (LID) techniques to provide stormwater management for development projects at Patriot Park, Ox Hill Battlefield Park, Lake Fairfax Park and Hutchison Elementary School. With a multi-agency team, the Authority continues to convert the former Lorton Prison into Laurel Hill Park. In FY 2008, Giles Run Meadow was opened. It includes a fishing area, disc golf, sustainable mountain biking trails, a picnic and play area, interpretive features and an expansion of the Laurel Hill Greenway, which extends the Cross County Trail. The Cross County Trail connects all nine magisterial districts along the County's two largest stream valleys.

In FY 2008 the South Run RECenter expansion was completed, including a 7,000 square foot fitness room, a 65-space parking lot and a stormwater detention pond. The Holmes Run Stream Valley trail was also expanded. Parking lot renovations were completed at Providence, Wakefield and Lee District RECenters. Electrical upgrades were installed at Lake Fairfax Park Campground "A" to bring the campground up to current code and to accommodate the electrical needs of modern recreation vehicles.

To address the growing and changing park and recreation desires of County residents, the Authority implemented a comprehensive Needs Assessment process that resulted in a 10-Year Action Plan including a phased-in 10-year Capital Improvement Plan. Indexed for inflation and adjusted land values, this Plan is now valued at \$435 million. This process was a significant part of the justification for the 2004 and 2006 voter approved park bond programs totaling \$90 million and the \$65 million Park Bond Referendum approved by

# Fund 170

## Park Revenue Fund

voters in 2008. "Great Parks Great Communities," a two-year comprehensive park planning effort to develop district-level long range plans, was initiated in 2007 and continues to serve as a guide for future park development and resource protection to better address changing needs and growth forecasts through 2020.



*In FY 2008, the South Run RECenter expansion was completed, including a 7,000 square foot fitness room, a 65 space parking lot and a stormwater detention pond.*

The Park Revenue Fund is primarily supported from user fees and charges generated at the Authority's revenue supported facilities which include recreation centers, golf courses, lake parks, nature centers, historic sites and various other major parks. The Authority's enabling legislation states that revenues must be spent exclusively for park purposes. Revenue received from recreation centers and golf courses are designed to fully recover the annual operating and maintenance costs of these facilities, while the revenue received from the lake parks, nature centers, historic sites and various other major parks only cover a portion of the annual costs.

In addition to annual operating and maintenance costs, the Authority strives to achieve a positive net cost recovery in order to contribute to

capital repairs for revenue funded facilities necessary to maintain and adapt facilities to meet County residents' service expectations.

Some park operations are funded from both the General Fund and the Park Revenue Fund. For example, the General Fund supports some camps, trips and tours, lakefront park operations and resource management sites and programs. The General Fund also pays for the policy, communication and leadership activities of the Director's Office, the requirements of the Public Information Office, and funds administrative costs for purchasing, accounting, budgeting, and payroll and risk management procedural compliance.

The FY 2010 reduction of staff and Operating Expenses within the General Fund, as part of reductions to meet the budget shortfall, may impact a variety of programs and events. The Park Authority is reviewing the array of programs that can be offered in FY 2010 and the level of support that can be given to continue some programs and events from the Park Revenue Fund, where they would be supported by Park Authority Board approved new or increased fees.

### **Park Board**

The Authority operates under the policy oversight of a 12-member Park Authority Board, in accordance with a Memorandum of Understanding with the County's Board of Supervisors. The Authority manages acquisition, preservation, development, maintenance and operation of its assets and activities through five funds: the General Fund, Park Revenue Fund, General County Construction Fund, Park Authority Bond Construction Fund and Park Capital Improvement Fund. The Park Authority Board has direct fiduciary responsibility for the Park Revenue Fund and the Park Capital Improvement Fund, while the County has fiduciary responsibility for the three other funds. The Authority also aggressively seeks management initiatives and alternate funding sources to sustain the delivery of quality services and facilities.

# Fund 170

## Park Revenue Fund

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### **Current Trends**

The Park Revenue Fund is facing financial challenges due to the general economic downturn. Cost side pressures continue to increase with escalating costs for goods, utilities and fuel, and repair and maintenance. Revenue side pressures mount due to the reduction in residents' discretionary dollars due the declining economic situation, challenging the Authority to deliver desired recreational programs and facilities to fill a changing mix and level of need. Other continued challenges include growing and changing demands from the diversity of residents, a continued high level of customer expectations, and, as identified by residents, the shortage of recreation facilities.

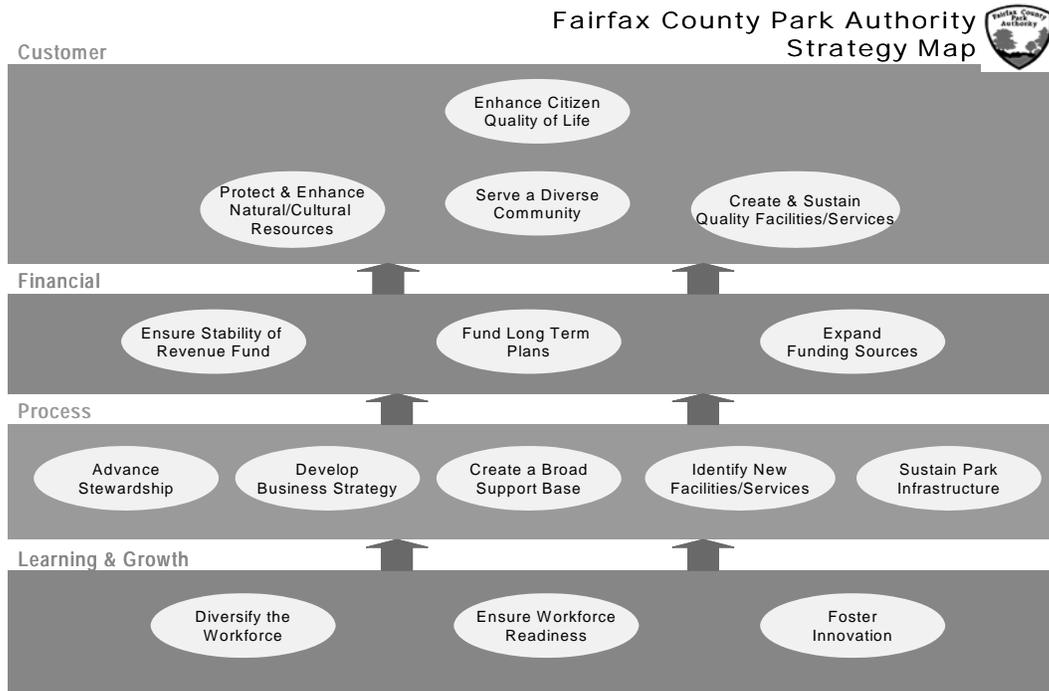
Management of Authority facilities must quickly respond to changing expectations in order to maintain customer loyalty and stability in the revenue base. Examples of the application of Park Revenue Fund revenue to benefit citizens and customers include: development of Pilates studios at two RECenters; implementation of indoor cycling programs; conversion of an old ball field concession facility to a supplemental class and camp building; creation of a fall prevention program for seniors; installation of ultraviolet light systems in swimming pools to improve water quality; upgraded irrigation pump stations at golf courses; on-course restroom facilities on golf courses; development of mini-golf course at Burke Lake Park; all-weather covers for the driving range at Twin Lakes Golf Course; and a refreshment station for park users at Jefferson District Park. In addition, revenue supports other operational needs such as information technology, improving both service delivery and management. Recent or near-term initiatives include enabling customer-oriented services such as online pass sales/renewals; e-mail classes, camp and Rec-PAC surveys; electronic distribution of camp registration packets; updated concert series Web pages that include new search capability for citizens to find programs; online gift card purchasing; plans to develop special Web "portals" targeted to seniors and youth; e-newsletters, and development of an enhanced Parktakes online.

A Facility Condition Assessment of existing facilities and infrastructure, completed as part of the Needs Assessment, indicates that capital requirements for repairs and renovations may cost up to \$120 million over the next 10 years. The decline in condition of these facilities and infrastructure is largely attributable to age, usage, and limited resources to perform required life-cycle maintenance. The desire of the community to preserve and maintain existing parks was evident in the qualitative and quantitative data gleaned from the Needs Assessment process. The Authority is developing a long-term plan to manage both the growing costs for maintenance needs at the park facilities, as well as new debt service requirements associated with the addition of Laurel Hill.

# Fund 170 Park Revenue Fund

## Strategic Plan

The following Strategy Map serves as a model of how the Park Authority creates value for County citizens. It contains the agency's 2006-2010 strategic objectives, identified within the learning and growth, process, financial and customer perspectives. Collectively, these objectives help to meet the Park Authority's overarching goal of improving citizen quality of life.



The customer perspective contains the overarching objectives of the Park Authority's 2006-2010 Strategic Plan, which is to "Enhance Citizen Quality of Life." The agency accomplishes this through its two-dimensional mission statement ("Protect and Enhance Natural and Cultural Resources" and "Create and Sustain Quality Facilities and Services"). In addition, the Park Authority aims to provide programs, facilities and services that engage and meet the needs to "Serve a Diverse Community."

The strategic objectives contained in the other three perspectives of the Map (Learning and Growth, Process, and Financial) position the Park Authority to successfully meet the overarching objectives contained in the Customer Perspective.

The Park Authority 2006-2010 Balanced Scorecard Strategic Plan can be accessed at the Fairfax County Park Authority Web site at <http://www.fairfaxcounty.gov/parks/>.

## Fund 170 Park Revenue Fund

### New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

 <b>Maintaining Safe and Caring Communities</b>	<b>Recent Success</b>	<b>FY 2010 Initiative</b>
Continue to partner with Fairfax County homeless shelters to offer free summer camps to their resident children. In FY 2008, the Parks and Community Together (PACT) Camp for Homeless Children program served 35 children from area shelters for a total of 191 weeks of camp. PACT, which is exclusively underwritten by contributions from local corporations, area businesses, major foundations and caring individuals, expended \$54,020 for this purpose.	✓	✓
Continue to support gang awareness and prevention efforts through RavenQuest, an environmental stewardship summer camp for teens at-risk for gang involvement, and Urban Adventure Camp, an adventure program for underserved ethnic teens.	✓	✓
Continue to promote healthy lifestyles and personal health and fitness by adapting exercise programs in response to emerging trends; designing more responsive methods of implementation responding to customers needs for personal training as well as specialized fitness and wellness programs; and partnering with physical therapists. Continue to explore small group training classes, using Fitness Center space to accommodate small groups during non-peak times, small group and team training for teens, and expand senior "programs with purpose," by expanding the balance program to feeder classes.	✓	✓
Invest in health and fitness of the County's youth by expanding physical activity hours for youth through teen fitness camps at various RECenters. In FY 2009 and beyond, expand cooperative efforts with the Countywide Prevention System, schools, state agencies and health organizations to provide a coordinated outreach targeting youth obesity by offering specialty fitness programming at RECenters.	✓	✓
Expand variety of youth fitness options - Interactive Zones pilot in RECenters (Phase I). Evaluate use of interactive equipment at South Run for success and programming growth. Develop an implementation plan to expand to other RECenters.		✓
Evaluate and develop a recommendation for expanding adapted programming to assure adequate service opportunities for disabled citizens. Implement recommended strategy.		✓

## Fund 170 Park Revenue Fund

 <b>Building Livable Spaces</b>	<b>Recent Success</b>	<b>FY 2010 Initiative</b>
Evaluate methodologies and capital requirements for providing child care options at RECenters; develop long-term implementation plan to facilitate fitness opportunities for busy parents.		☑
Opened expansion to South Run RECenter, housing a new fitness center to meet community interests and visitation demand.	☑	
 <b>Connecting People and Places</b>	<b>Recent Success</b>	<b>FY 2010 Initiative</b>
Implemented new electronic services, sending e-mail reminders to customers to register online and conducting mass class evaluation surveys online. In FY 2009, developed paperless, online processes for program and service requests including camp forms, refund requests, private lessons, personal training, rentals, etc. Identify, prioritize and implement the next phase of e-commerce priorities.	☑	☑
 <b>Practicing Environmental Stewardship</b>	<b>Recent Success</b>	<b>FY 2010 Initiative</b>
Support environmental stewardship on golf courses by the continuation of the biological dredging program, adding more bluebird houses in partnership with the Virginia Bluebird Society and achieving designation as a Certified Audubon Sanctuary at Laurel Hill Golf Club. Five of six steps for certification have been completed including Environmental Planning, Chemical Use Reduction and Safety, Wildlife Conservation, Water Conservation and Water Quality Management. The remaining six golf courses will initiate steps toward achieving certification.	☑	☑
Provide additional opportunities for learning about the County's natural and cultural heritage by greatly expanding program offerings at nature centers and historic sites.	☑	☑
Continue a meaningful "Watershed Experiences in Parks" program for the Fairfax County Public Schools seventh graders by initiating the program at several Resource Management Division sites.	☑	☑
Initiate an Energy Management Program that will begin with initial retrofits at select Park Authority facilities where energy usage is highest and provide initial implementation of the Energy Star program.		☑

## Fund 170 Park Revenue Fund

 <b>Creating a Culture of Engagement</b>	<b>Recent Success</b>	<b>FY 2010 Initiative</b>
Continue outreach to ethnic populations in the County to understand needs, promote active involvement in park planning, communicate existing service offerings, and develop appropriate new services in order to increase engagement within the community.	☑	☑
Completed an in-depth survey of park use by families in the five largest ethnic minority groups at Annandale High School. Results provided Community Connections staff with insights into barriers to park use, favorite leisure interests, and best ways to communicate park services to ethnic communities.	☑	
Published Parktakes magazine, which provides general information on the park system and services, in multiple languages (Spanish, Korean and Farsi). Profiles and features highlighted instructors and volunteers from diverse backgrounds and programs targeted to diverse audiences. Selected program listings printed in Spanish; 40-some photos in each issue chosen to roughly represent the County's demographic split.	☑	
Increase program offerings in aquatics, fitness, environmental camps and general programs for a diverse community through hiring staff with bilingual skills, creating bilingual print information and encouraging participation by existing specialty groups.		☑
Implemented Customer Service Training Program at all sites. Expand program to include secret shopper and recognition components.	☑	☑
Conducted multiple customer satisfaction surveys in FY 2008 (Rec-PAC, summer camp, golf, and RECenter surveys) and implemented or planned to implement service improvements based on the results. Additional surveys to gauge customer interests and satisfaction with services will be implemented each year.	☑	☑
In partnership with Nadar por Vida and FCPS, expand outreach to Hispanic youth through learn-to-swim and competitive swimming programs.	☑	☑
 <b>Exercising Corporate Stewardship</b>	<b>Recent Success</b>	<b>FY 2010 Initiative</b>
Completed compilation of a data warehouse of historical revenue and expense information. Begin drafting business plan to achieve strategic objective of ensuring stability of the Park Revenue Fund.	☑	☑
Implemented initial measures to reduce cost of Parktakes magazine and achieved cost reductions over prior years. Evaluate and implement further reductions. Next phase includes developing an online version of Parktakes to reduce print distribution costs.	☑	☑
As part of an annual, on-going campaign, 3,229 citizens donated a total of \$31,121 to the Class Scholarship Fund in FY 2008, helping to offset the cost of providing class fee waivers to those in financial need.	☑	☑

## Fund 170 Park Revenue Fund

 Exercising Corporate Stewardship	Recent Success	FY 2010 Initiative
Achieved National Parks and Recreation accreditation status. In FY 2010 will comply with the required annual report and develop strategies to address suggestions to strengthen or improve continuous quality improvement processes.	☑	☑
Review scholarship/fee waiver process and policies for classes, camps, Rec-PAC, admissions, etc. Work with partner agencies to develop proposal for facility and program access to Park Authority facilities that does not negatively impact the Park Revenue Fund.		☑
Develop/implement methodology for determining and allocating agencywide overhead costs of Revenue Fund services to recover costs appropriately from each service area to assure adequate and defensible pricing strategies for cost recovery targets.	☑	☑
Continue implementation of the 2006-2010 Balanced Scorecard Strategic Plan.	☑	☑

### Budget and Staff Resources

<b>Agency Summary</b>					
Category	FY 2008 Actual	FY 2009 Adopted Budget Plan	FY 2009 Revised Budget Plan	FY 2010 Advertised Budget Plan	FY 2010 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	234/ 234	236/ 236	236/ 236	236/ 236	236/ 236
Expenditures:					
Personnel Services	\$24,006,569	\$24,444,065	\$24,444,065	\$25,362,311	\$25,362,311
Operating Expenses	12,744,460	13,697,223	13,697,223	14,360,740	14,360,740
Recovered Costs	(1,233,439)	(1,246,268)	(1,246,268)	(1,302,599)	(1,302,599)
Capital Equipment	119,954	651,833	651,833	542,500	542,500
Bond Costs	1,069,180	1,066,412	1,066,412	1,069,158	1,069,158
<b>Total Expenditures</b>	<b>\$36,706,724</b>	<b>\$38,613,265</b>	<b>\$38,613,265</b>	<b>\$40,032,110</b>	<b>\$40,032,110</b>

### FY 2010 Funding Adjustments

The following funding adjustments from the *FY 2009 Adopted Budget Plan* are necessary to support the FY 2010 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on April 27, 2009.

- ◆ **Employee Compensation** **\$918,246**  
A net increase of \$918,246 reflects the full-year impact of salary increases awarded during FY 2009. It should be noted that no funding is included for pay for performance or merit awards in FY 2010.
- ◆ **Operating Expenses** **\$663,517**  
An increase of \$663,517 in Operating Expenses associated with increases in repairs, maintenance and rising utility costs, as well as renovations to existing Park Authority facilities.

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## Park Revenue Fund

- ◆ **Recovered Costs** **(\$56,331)**  
An increase of \$56,331 in Recovered Costs reflects the anticipated level of recovered costs for services provided to other agencies.
- ◆ **Capital Equipment** **\$542,500**  
Funding in the amount of \$542,500 is included for Capital Equipment for the replacement of aquatic entertainment equipment, exercise equipment and golf course maintenance equipment.
- ◆ **Bond Costs** **\$2,746**  
An increase of \$2,746 in Bond Costs, consistent with principal and interest requirements for FY 2010.

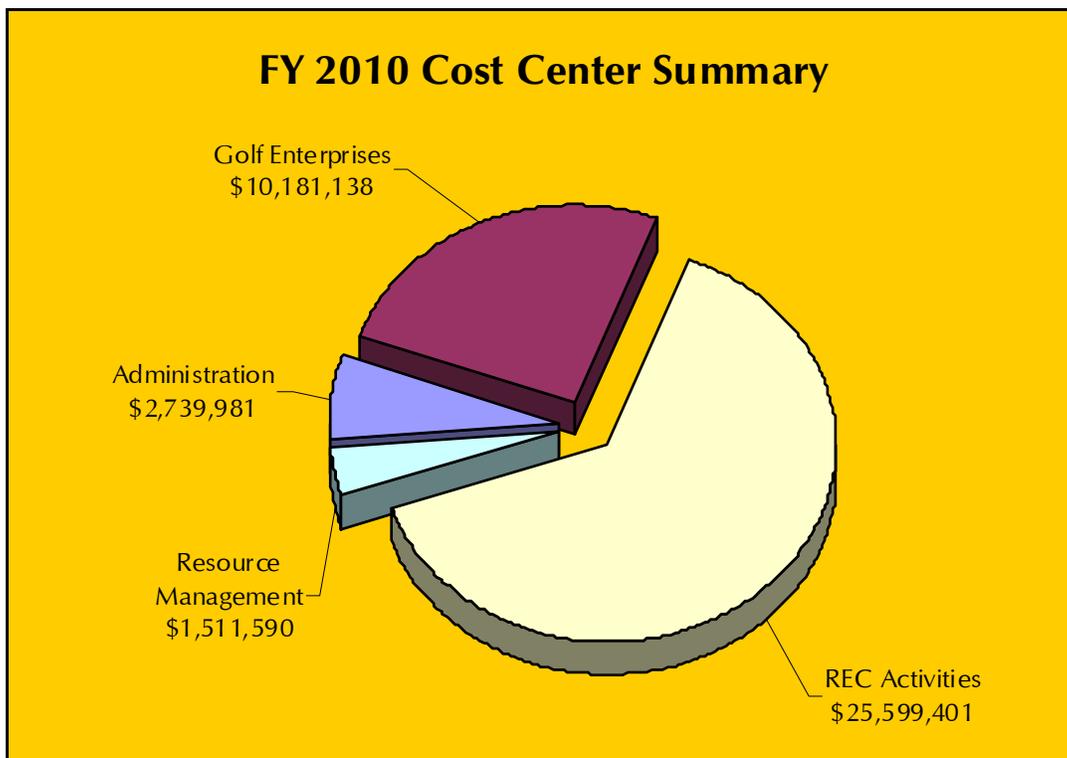
### **Changes to FY 2009 Adopted Budget Plan**

The following funding adjustments reflect all approved changes in the FY 2009 Revised Budget Plan since passage of the FY 2009 Adopted Budget Plan. Included are all adjustments made as part of the FY 2008 Carryover Review, FY 2009 Third Quarter Review, and all other approved changes through April 20, 2009.

- ◆ There have been no revisions to this fund since the approval of the FY 2009 Adopted Budget Plan.

### **Cost Centers**

The four Cost Centers of the Park Revenue Fund are Administration, Golf Enterprises, REC Activities and Resource Management. The Cost Centers work together to fulfill the mission of the Fund and carry out the key initiatives for the Fiscal Year.



# Fund 170 Park Revenue Fund

## Administration



Funding Summary					
Category	FY 2008 Actual	FY 2009 Adopted Budget Plan	FY 2009 Revised Budget Plan	FY 2010 Advertised Budget Plan	FY 2010 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	13/ 13	13/ 13	13/ 13	13/ 13	13/ 13
<b>Total Expenditures</b>	<b>\$2,458,101</b>	<b>\$2,744,305</b>	<b>\$2,744,305</b>	<b>\$2,739,981</b>	<b>\$2,739,981</b>

Position Summary	
2 Network Telecom Analysts I	2 Engineers IV
1 Network Telecom Analyst II	7 Engineers III
1 Senior Right-of-Way Agent	
<b>TOTAL POSITIONS</b>	
<b>13 Positions / 13.0 Staff Years</b>	

## Key Performance Measures

### Goal

To implement Park Authority Board policies and provide high quality administrative and business support to all levels of the Park Authority in order to assist division management in achieving Park Authority mission-related objectives.

### Objectives

- ◆ To manage expenditures, revenues, and personnel and to provide safety and information technology services for the Park Authority, with at least 90 percent customer satisfaction, while achieving at least 75 percent of the approved administration division's work plan objectives.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimate/Actual	FY 2009	FY 2010
<b>Output:</b>					
Annual budget expenditures administered	\$25,439,419	\$30,178,066	\$29,105,001 / \$30,497,647	\$32,826,739	\$29,005,038
Employees served	3,082	3,326	3,500 / 3,237	3,300	3,252
PC's, servers, and printers	681	695	708 / 708	716	716
<b>Efficiency:</b>					
Expenditure per Purchasing/Finance SYE	\$1,130,641	\$1,341,247	\$1,293,556 / \$1,355,451	\$1,458,966	\$1,289,113
Agency employees served per HR SYE	342	391	412 / 341	388	383
IT Components per IT SYE	100.00	115.83	118.00 / 118.00	119.33	119.00
<b>Service Quality:</b>					
Customer satisfaction	97%	97%	95% / 92%	90%	90%
<b>Outcome:</b>					
Percent of annual work plan objectives achieved	73%	75%	75% / 80%	75%	75%

# Fund 170

## Park Revenue Fund

### Performance Measurement Results

Workloads continued to increase as a result of the opening of several facilities over the last several years including Cub Run Recreation Center, Laurel Hill Golf Course and the recent Laurel Hill Clubhouse, as well as increased audit requirements. Customer satisfaction for FY 2008 was 92 percent. The decrease from prior year satisfaction ratings is the result of increased workload demands without increases to administrative support staff. The division accomplished 80 percent of its work plan objectives for FY 2008, and will continue to make every effort to achieve its objective target of 75 percent for both FY 2009 and FY 2010.

### Golf Enterprises

Funding Summary					
Category	FY 2008 Actual	FY 2009 Adopted Budget Plan	FY 2009 Revised Budget Plan	FY 2010 Advertised Budget Plan	FY 2010 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	78/ 78	78/ 78	78/ 78	78/ 78	78/ 78
<b>Total Expenditures</b>	<b>\$9,341,316</b>	<b>\$10,165,640</b>	<b>\$10,165,640</b>	<b>\$10,181,138</b>	<b>\$10,181,138</b>

Position Summary					
3	Park/Rec Specialists IV	5	Facility Attendants II	3	Golf Course Superintendents III
3	Park/Rec Specialists III	1	Park Management Specialist II	1	Golf Course Superintendent II
3	Park/Rec Specialists II	10	Senior Maintenance Workers	4	Golf Course Superintendents I
7	Park/Rec Specialists I	22	Maintenance Workers		
9	Park/Rec Assistants	4	Motor Equip. Operators		
1	Administrative Assistant III	2	Automotive Mechanics II		
<b>TOTAL POSITIONS</b>					
78 Positions / 78.0 Staff Years					

### Key Performance Measures

#### Goal

To operate and maintain quality golf facilities, programs and services for the use and enjoyment of Fairfax County citizens and visitors; plan for future golf needs countywide; and provide opportunities and programs that enhance the growth of the sport as a life-long leisure activity.

#### Objectives

- ◆ To increase the number of golf rounds played to 326,625.
- ◆ To maintain cost recovery at 120.20 percent, with a future goal of 123 percent.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimate/Actual	FY 2009	FY 2010
<b>Output:</b>					
Rounds played	319,595	318,117	320,000 / 322,184	325,000	326,625
Gross revenue	\$9,938,928	\$10,797,501	\$11,484,361 / \$11,403,317	\$11,956,481	\$12,388,376
<b>Efficiency:</b>					
Expense/rounds played	\$25.88	\$28.07	\$29.34 / \$28.93	\$31.28	\$31.57
Revenue per round	\$31.10	\$33.94	\$35.89 / \$35.39	\$36.79	\$37.93

# Fund 170 Park Revenue Fund

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimate/Actual	FY 2009	FY 2010
<b>Service Quality:</b>					
Percent "Very" Satisfied	64%	59%	64% / NA	NA	NA
<b>Outcome:</b>					
Percent change in rounds played	7.9%	(0.5%)	0.6% / 1.3%	0.9%	0.5%
Cost recovery percentage	120.16%	120.90%	122.30% / 122.30%	117.60%	120.20%

## Performance Measurement Results

In FY 2008, rounds played increased by 1.3 percent from FY 2007. Small variations in weather, even during one day, can have a large impact on the number of rounds played. Based on recent local and national golf play statistics, the agency expects the number of rounds played for FY 2010 to be 326,625, an increase over the FY 2008 actual of 322,184.

Service Quality data is collected via household surveys. The Service Quality outcome reflects the percent of respondents who rated their satisfaction as 8, 9 or 10 on a scale of 1 to 10, with 1 as "worst" and 10 as "best" quality. Due to budget constraints, no contracted survey was conducted in FY 2008, nor is one budgeted for FY 2009 or FY 2010. As a result, there is no "actual" figure available in FY 2008 to measure the satisfaction ratings.

The actual cost recovery of 122.3 percent for FY 2008 met the FY 2008 target. A higher recovery rate was prevented by drought conditions requiring extraordinary purchases of water to maintain the courses.

## REC Activities

Funding Summary					
Category	FY 2008 Actual	FY 2009 Adopted Budget Plan	FY 2009 Revised Budget Plan	FY 2010 Advertised Budget Plan	FY 2010 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	132/ 132	134/ 134	134/ 134	134/ 134	134/ 134
<b>Total Expenditures</b>	<b>\$23,425,248</b>	<b>\$24,229,077</b>	<b>\$24,229,077</b>	<b>\$25,597,975</b>	<b>\$25,599,401</b>

Position Summary					
1	Recreation Division Supervisor I	1	Publications Assistant	8	Prevent. Maintenance Specs.
2	Park Management Specialists II	2	Communications Specialists I	1	Maintenance Crew Chief
2	Park Management Specialists I	1	Communication Specialist II	6	Custodians II
10	Park/Rec Specialists IV	1	Management Analyst III	4	Custodians I
2	Park/Rec Specialists III	3	Management Analysts II	1	Electronic Equipment Tech. II
30	Park/Rec Specialists II	1	Facility Attendants II	1	Painter II
3	Park/Rec Specialists I	2	Facility Attendants I	1	Producer/Director
37	Park/Rec Assistants	12	Administrative Assistants III		
1	Business Analyst II	1	Naturalist/Historian Senior Interpreter		
<b>TOTAL POSITIONS</b>					
<b>134 Positions / 134.0 Staff Years</b>					

# Fund 170

## Park Revenue Fund

### Key Performance Measures

#### Goal

To provide financially self-sufficient recreational facilities and services that meet the expectations of the citizens of Fairfax County in order to enhance their quality of life by providing opportunities to develop lifetime leisure pursuits.

#### Objectives

- ◆ To achieve and maintain a rate of 5.60 service contacts per household in order to provide opportunities for Fairfax County citizens to enhance their recreational, fitness, health, and leisure activities while learning about linkages between these resources and a healthy community and personal life.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimate/Actual	FY 2009	FY 2010
<b>Output:</b>					
Service contacts	2,224,733	2,213,913	2,228,464 / 2,194,563	2,160,732	2,174,413
<b>Efficiency:</b>					
Service contacts per household	5.79	5.66	5.60 / 5.72	5.60	5.60
<b>Service Quality:</b>					
Percent "Very" Satisfied	72%	76%	75% / NA	NA	NA
<b>Outcome:</b>					
Percent of households indicating parks/recreation services are "very" important or "extremely" important to their quality of life	80%	77%	78% / NA	NA	NA

### Performance Measurement Results

Service Quality data is collected via household surveys. The external survey tool is designed to measure how important various park resources or services are in the lives of Fairfax County households. The Service Quality outcome of this survey reflects the percent of respondents who rated their satisfaction as 8, 9 or 10 on a scale of 1 to 10, with 1 as "worst" and 10 as "best" quality. The satisfaction rating at the end of FY 2007 was 76 percent. Due to budget constraints, no contracted survey was conducted in FY 2008, nor is one budgeted for FY 2009 or FY 2010. As a result, there is no "actual" figure available in FY 2008 to measure the satisfaction ratings or the importance of these services to the quality of life of citizens.

In FY 2008, The Park Authority achieved a rate of 5.72 service contacts per household, higher than the goal of 5.60, and will continue to try to maintain the 5.60 goal for FY 2009 and FY 2010.

# Fund 170 Park Revenue Fund

## Resource Management

Funding Summary					
Category	FY 2008 Actual	FY 2009 Adopted Budget Plan	FY 2009 Revised Budget Plan	FY 2010 Advertised Budget Plan	FY 2010 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	11/ 11	11/ 11	11/ 11	11/ 11	11/ 11
<b>Total Expenditures</b>	<b>\$1,482,059</b>	<b>\$1,474,243</b>	<b>\$1,474,243</b>	<b>\$1,513,016</b>	<b>\$1,511,590</b>

Position Summary					
1	Historian II	1	Park/Rec Specialist III	1	Administrative Assistant V
1	Historian I	1	Park/Rec Specialist II	1	Administrative Assistant III
1	Assistant Historian	2	Park/Rec Specialists I	1	Custodian II
1	Facility Attendant II				
<b>TOTAL POSITIONS</b>					
<b>11 Positions / 11.0 Staff Years</b>					

## Key Performance Measures

### Goal

To maintain and expand the availability of division services, programs, publications and facilities for citizens of Fairfax County and visitors of our parks in order to provide opportunities for education and appreciation of their natural and cultural heritage.

### Objectives

- ◆ To increase visitor contacts by 3.5 percent.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimate/Actual	FY 2009	FY 2010
<b>Output:</b>					
Visitor contacts	219,902	203,861	210,996 / 226,960	234,904	243,125
<b>Efficiency:</b>					
Visitors contacts per household	0.57	0.52	0.53 / 0.57	0.58	0.59
<b>Service Quality:</b>					
Percent of visitors "very" satisfied with programs and services	75%	78%	75% / NA	NA	NA
<b>Outcome:</b>					
Percent of households indicating that natural, cultural and horticultural resources, facilities and services are "extremely" or "very" important to quality of life	72%	70%	72% / NA	NA	NA
Percent change in number of visitor contacts	7.9%	(7.3%)	3.5% / 11.3%	3.5%	3.5%

## **Fund 170**

### **Park Revenue Fund**

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#### **Performance Measurement Results**

The number of Visitor Contacts represents actual counts of those visitors participating in Resource Management Division (RMD) programs, events or other services. Visitor contacts per household were .57 for FY 2008 and are expected to increase slightly in FY 2009 and FY 2010.

Service Quality data and the Quality of Life outcome are collected via household surveys. Due to budget constraints, no contracted household survey was conducted in FY 2008, nor is one budgeted for FY 2009 or FY 2010. Therefore, no rating is available for percent of visitors "very" satisfied with programs and services or the importance of these services to the quality of life of citizens.

The number of visitors increased by 11.3 percent rather than the projected 3.5 percent in FY 2008. This is due to sites offering more revenue producing programs and activities. The number of visitors projected for FY 2009 and FY 2010 are anticipated to increase by 3.5 percent, keeping in line with the objective.

# Fund 170 Park Revenue Fund

## FUND STATEMENT

Fund Type P17, Non-Appropriated Funds

Fund 170, Park Revenue Fund

	FY 2008 Actual	FY 2009 Adopted Budget Plan	FY 2009 Revised Budget Plan	FY 2010 Advertised Budget Plan	FY 2010 Adopted Budget Plan
<b>Beginning Balance</b>	<b>\$6,851,506</b>	<b>\$6,433,267</b>	<b>\$7,181,841</b>	<b>\$7,775,529</b>	<b>\$7,706,648</b>
Revenue:					
Interest on Bond Proceeds	\$44,657	\$56,526	\$56,526	\$52,488	\$52,488
Park Fees <sup>1</sup>	37,862,813	39,418,893	39,418,893	41,338,471	41,338,471
Interest	245,709	161,228	161,228	248,240	248,240
Donations	449,743	285,488	285,488	355,500	355,500
<b>Total Revenue<sup>2</sup></b>	<b>\$38,602,922</b>	<b>\$39,922,135</b>	<b>\$39,922,135</b>	<b>\$41,994,699</b>	<b>\$41,994,699</b>
<b>Total Available</b>	<b>\$45,454,428</b>	<b>\$46,355,402</b>	<b>\$47,103,976</b>	<b>\$49,770,228</b>	<b>\$49,701,347</b>
Expenditures:					
Personnel Services	\$24,006,569	\$24,444,065	\$24,444,065	\$25,362,311	\$25,362,311
Operating Expenses <sup>1</sup>	12,744,460	13,697,223	13,697,223	14,360,740	14,360,740
Recovered Costs	(1,233,439)	(1,246,268)	(1,246,268)	(1,302,599)	(1,302,599)
Capital Equipment	119,954	651,833	651,833	542,500	542,500
Subtotal	\$35,637,544	\$37,546,853	\$37,546,853	\$38,962,952	\$38,962,952
Debt Service: <sup>3</sup>					
Fiscal Agent Fee	\$2,000	\$2,000	\$2,000	\$3,233	\$3,233
Accrued Bond Interest Payable	1,067,180	1,064,412	1,064,412	1,065,925	1,065,925
<b>Total Expenditures<sup>2</sup></b>	<b>\$36,706,724</b>	<b>\$38,613,265</b>	<b>\$38,613,265</b>	<b>\$40,032,110</b>	<b>\$40,032,110</b>
Transfers Out:					
County Debt Service (200) <sup>4</sup>	\$765,863	\$784,063	\$784,063	\$806,563	\$806,563
Park Capital Improvement Fund (371)	800,000	0	0	0	0
<b>Total Transfers Out</b>	<b>\$1,565,863</b>	<b>\$784,063</b>	<b>\$784,063</b>	<b>\$806,563</b>	<b>\$806,563</b>
<b>Total Disbursements</b>	<b>\$38,272,587</b>	<b>\$39,397,328</b>	<b>\$39,397,328</b>	<b>\$40,838,673</b>	<b>\$40,838,673</b>
<b>Ending Balance<sup>5</sup></b>	<b>\$7,181,841</b>	<b>\$6,958,074</b>	<b>\$7,706,648</b>	<b>\$8,931,555</b>	<b>\$8,862,674</b>
Debt Service Reserve	\$1,850,475	\$1,850,475	\$1,850,475	\$1,850,475	\$1,850,475
Managed Reserve <sup>6</sup>	5,331,366	5,033,557	5,856,173	7,081,080	7,012,199
Set Aside Reserve <sup>7</sup>	0	74,042	0	0	0
<b>Unreserved Ending Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Fund 170

## Park Revenue Fund

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<sup>1</sup> In order to account for revenues and expenditures in the proper fiscal year, an audit adjustment in the amount of (\$10,800) has been reflected as a decrease to FY 2008 revenue to reflect actual rental receipts, and an audit adjustment of \$58,081 has been reflected as an increase to FY 2008 expenditures to accurately reflect expenditure accruals for Operating Expenses. This impacts the amount carried forward resulting in a net decrease of \$68,881 to fund balance. The audit adjustment has been included in the FY 2008 Comprehensive Annual Financial Report (CAFR). Details of the FY 2008 audit adjustment were included in the FY 2009 Third Quarter Package.

<sup>2</sup> This fund statement reflects cash basis accounting. This method differs from the Park Authority's Comprehensive Annual Financial report (CAFR-FAMIS) which records revenue for unused Park passes in order to be in compliance with Generally Accepted Accounting Principles. The difference in the amount of revenue recognized under the cash basis accounting method used above and not recognized in the Park Authority's CAFR is \$3,946,904. The net effect of deferred revenue is that the FY 2008 Actual Column shown above is \$78,849 higher than reflected in the County's accounting system using accrual basis. This impact is included in the Managed Reserve.

<sup>3</sup> Debt service represents principle and interest on Park Revenue Bonds which supported the construction of the Twin Lakes Golf Course.

<sup>4</sup> Debt service payments for the Note Payable which supported the development of the Laurel Hill Golf Club will be made from Fund 200, County Debt Service.

<sup>5</sup> The Park Revenue Fund maintains fund balances at adequate levels relative to projected operation and maintenance expenses, as well as debt service requirements. These costs change annually; therefore, funding is carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds.

<sup>6</sup> The Managed Reserve includes set aside cash flow and emergency reserves for operations as a contingency for unanticipated operating expenses or a disruption in the revenue stream, as well as revenue set aside as part of the deferred liability plan scheduled to eventually convert to a full accrual fund statement.

<sup>7</sup> The Set Aside Reserve is used to fund renovations and repairs at various park facilities as approved by the Park Authority Board.