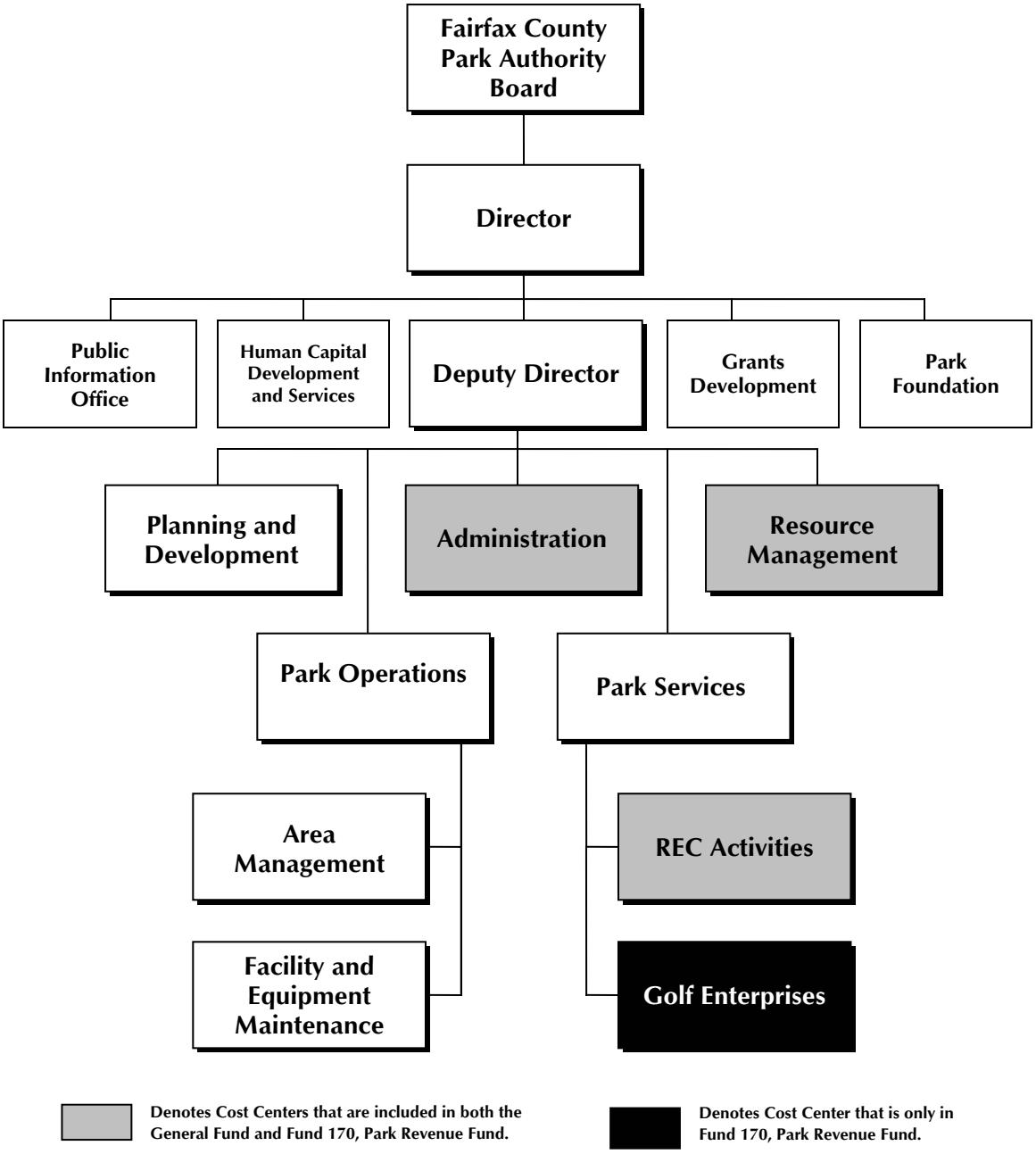
Fund 170
Park Revenue Fund



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 residents opportunities for recreation, improvement of their physical and mental well-being, and enhancement of their quality of life.

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Focus

The Park Authority currently maintains and operates 397 parks on 23,517 acres of land, including recreation centers, historic sites, nature centers and natural areas, golf courses, athletic fields, public gardens, and neighborhood, community, district and countywide parks. Recent surveys have shown that 80 percent of County residents utilize the parks. Under the policy oversight of a 12-member Park Authority Board, in accordance with a Memorandum of Understanding with the Board of Supervisors, the Park Authority manages acquisition, preservation, development, maintenance and operation of these 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, while the County has fiduciary responsibility for the four other funds. The Park Authority also aggressively seeks management initiatives and alternate funding sources to sustain the delivery of quality services and facilities. The Park Foundation, established to create a more structured method to seek gifts from foundations, corporations and individuals, collaborates with the Park Authority on potential funding opportunities. Grants, donations, the Adopt-A-Field and Adopt-A-Park programs, as well as many "friends groups" and other partnerships have provided over $1 million in cash and in-kind contributions.

The Park Revenue Fund is primarily supported from user fees and charges generated at the agency's revenue supported facilities which include recreation centers, golf courses, lake parks, nature centers, historic sites and various other major parks. The Park 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.

Overlap between the General Fund and Park Revenue Fund occurs in some park operations. The General Fund pays for the administrative salaries and some operating costs such as utility and general maintenance costs. The General Fund also pays for activities associated with the policy, communication and leadership activities of the Director's Office as well as funding administrative costs for purchasing, accounting, and payroll and risk management procedural compliance. The table on the next page summarizes the revenue-generating facilities administered by the Park Authority:

THINKING STRATEGICALLY

Strategic issues for the Agency include:

- Promoting community involvement through partnerships, focus groups and Internet communication;
- Practicing education, environmental stewardship through preserving open space and protecting park resources;
- Providing leisure opportunities to citizens of all ages and abilities;
- Maintaining sound financial management practices and expanding alternative funding opportunities;
- Maintaining sound infrastructure of facilities;
- Building capacity for growth and change; and
- Capturing emerging issues as identified by the Park Authority Board, citizens or Park Authority staff.

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Recreation Centers	Golf Courses	Lake Parks	Nature Centers, Historic Sites and Other Major Parks[1]
- Providence - Lee District - Audrey Moore - Mount Vernon - Oak Marr - South Run - Spring Hill - George Washington - Cub Run	- Twin Lakes - Burke Lake - Jefferson - Greendale - Pinecrest - Oak Marr - Laurel Hill	- Lake Accotink - Lake Fairfax - Burke Lake	- Hidden Oaks Nature Center - Hidden Pond Nature Center - Huntley Meadows Park - Riverbend Park - Walney Visitor Center - Cabell's Mill - Clark House - Dranesville Tavern - Great Falls Grange Hall - Hunter House - Old Schoolhouse - Stone Mansion - Wakefield Chapel - Colvin Run Mill - Sully Historic Site - Frying Pan Park - Green Spring Gardens Park

[1] Primarily General Fund supported.

Because of the Park Authority Board's fiduciary responsibility for the Park Revenue Fund, management of these facilities must quickly respond to changing expectations in order to maintain customer loyalty. Changing customer expectations have resulted in continued fitness service expansions at recreation centers, improved practice/teaching facilities at golf courses, and greater emphasis on themed entertainment experiences such as the recently completed mini golf course at Burke Lake Park. The Park Authority opened Cub Run Recreation Center in FY 2005 and Laurel Hill Golf Course in FY 2006. The new facilities and service refinements come as a result of customer survey feedback and nationwide recreational trends.

The Revenue Fund continues to be healthy and capable of funding the annual operation of designated park facilities and services. The Park Authority sets aside net revenue from operations to supplement bond funding for major capital repairs and improvements to both physical facilities and information technology systems. Over the years, funding for operational and overhead support of facilities and services has been transferred from the General Fund to the Revenue Fund when appropriate. The opening of the new Laurel Hill Golf Course will bring with it the requirement to pay debt service on the Revenue Bond, that is funding its development. This additional financial responsibility, coupled with a trend of expenses rising faster than new revenue, will place challenges on the long-term stability of the Revenue Fund. While the Park Authority will continue to seek opportunities to enhance revenue streams and strengthen net return to re-invest in infrastructure, it is unlikely that it will have the ability to absorb negative or marginal revenue producing facilities and services into the Revenue Fund.

In another effort to address the growing and diverse needs of residents, in February 2004, the Park Authority completed a Needs Assessment Study. The study resulted in a 10-Year Action Plan including a phased-in 10-year Capital Improvement Plan. Based on projected resident demand, population growth, trends, and data analysis, the Fairfax County Park Authority Board adopted countywide facility standards that identify Fairfax County's additional recreational facilities and land acquisition needs through the year 2013 which are projected to cost $376 million. This study was a significant part of the justification for the fall 2004 park bond program that was approved by 73 percent of the voters. In addition to funding for additional facilities and land acquisition, funding will be necessary to operate, support, sustain, and protect years of County investment in existing facilities which includes 505 athletic fields at Elementary and Middle Schools that are maintained by the Park Authority. A Condition Assessment of existing facilities and infrastructure also has been completed as part of the Needs Assessment. This study indicates that requirements may cost up to $100 million (for the General Fund and Park Revenue Fund combined) over the next 10 years for repairs and renovations to existing facilities and infrastructure. The decline 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. Although annual funding is provided to address maintenance issues, the Park Authority will explore additional funding opportunities to address the age of critical park infrastructure and the requirements outlined in the Needs Assessment.

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

Maintaining Safe and Caring Communities	Recent Success	FY 2007 Initiative
Continue to support and potentially expand the Cardiac Rehabilitation program currently being offered at only the Lee District RECenter in cooperation with Inova Mt. Vernon Hospital. Continue to work collaboratively with Inova Mt. Vernon Hospital to more accurately track customers once they leave the existing program.	☑	☑
Continue partnership with Fairfax County homeless shelters to offer free summer camps to their resident children. In FY 2005, the Parks and Community Together (PACT) Camp for Homeless Children program served 37 children from four shelters for a total of 96 weeks of camp. PACT, which is exclusively underwritten by contributions from local corporations, area businesses, major foundations and caring individuals, received $25,000 for this purpose.	☑	☑
Continue to support gang awareness and prevention efforts through summer camp programs; staff training; participation on the Annandale Gang Task Force; and in park master plan efforts such as at Ossian Hall Park.	☑	☑
Improved the safety of RECenter visitors and staff through the deployment of video security systems, an automated drowning detection system, and staff emergency simulation exercises.	☑	
Expand exercise programs by continually researching emerging trends and designing more responsive methods of implementation. Continue to respond to customers needs in the area of personal training, specialized fitness and wellness programs and develop a formal customer retention and loyalty program.	☑	☑
Design and establish ways to explore partnerships for promoting physical fitness for youth and families and examine the possibility of sharing in service trainings opportunities for Park Authority Fitness Directors and Fairfax County Public Schools Physical Education Teachers.		☑
The Ellmore Farm Center has been extensively remodeled to preserve the Herndon area's historic structures, and fulfill unmet community needs for a social gathering place. The Center became available as a rental meeting facility in summer 2005 and will be utilized for classes and programs. In FY 2007, a new position was added to support revenue-generating activities at this facility.	☑	☑

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Maintaining Safe and Caring Communities	Recent Success	FY 2007 Initiative
Riverbend Park has greatly expanded its recreational offerings by focusing on adventure based activities and taking advantage of its primary focal point, the Potomac River. The new offerings will include kayak and boat rentals, instruction and classes and other activities designed to meet the high public demand for these action oriented recreational pursuits. In FY 2007, a new position was added to support revenue-generating activities at this facility.	☑	☑
Building Livable Spaces	**Recent Success**	**FY 2007 Initiative**
Completed a Needs Assessment evaluation to address the recreation, open space and park needs of Fairfax County residents for the next 10 years. This assessment defines the Park Authority's role in future land acquisition, facility renovation and new capital improvements. A unique and valuable aspect of this Needs Assessment process is that the resulting community facility needs form the basis for a 10-year phased Capital Improvement Plan (CIP). The CIP provides the overall long-range framework with recommended allocation of capital resources by facility type to meet the citizen's projected park and recreation needs. The plan is a guide for decision makers to use in creating future bond programs and is tied directly to the demonstrated citizen needs. This plan was a significant part of the justification for the fall 2004 park bond program that was approved by 73 percent of the voters.	☑	☑
Continued development of the Laurel Hill Golf Course to offer recreational opportunities for citizens in the southern part of the County.	☑	☑
Opened a major public recreational facility, Cub Run RECenter, in May 2005.	☑	
Renovated the underutilized South Run Field House to better meet community needs.	☑	
Connecting People and Places	**Recent Success**	**FY 2007 Initiative**
Continue working on a strategic initiative to implement e-commerce functions such as on-line facility pass sales. An on-line reservation function is planned for FY 2007.		☑
Continue to promote employee health and wellness to businesses and organizations by providing opportunities to contract with the RECenters for their employee use. Businesses in the western part of the County will be targeted to utilize the new Cub Run RECenter.	☑	☑
Continue to support the county's many dual income and single parent families by providing access to healthy and wholesome child care services during school breaks. Recently added winter break camps and school holiday day activities to provide child care options for families.	☑	☑

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Practicing Environmental Stewardship	Recent Success	FY 2007 Initiative
The environmentally friendly biological dredging program, piloted at Twin Lakes Golf Course in 2004, was expanded to Pinecrest and Oak Marr Golf Courses. The program has improved the condition of the water supply, thus helping to prolong the life of critical irrigation systems.	☑	
Continue to provide additional opportunities for learning about the County's natural and cultural heritage by greatly expanding program offerings at nature centers and historic sites. Established a Naturalist position, based at the Cub Run RECenter and Ellanor C. Lawrence Park, which will be supported by revenues generated by natural and cultural resource based programming.	☑	☑
Creating a Culture of Engagement	**Recent Success**	**FY 2007 Initiative**
Added to *Parktakes* magazine general information on the park system and services in multiple languages (Spanish, Korean, Vietnamese and Farsi). Distributed concert flyers and posters in Spanish language through direct mail to targeted neighborhoods with significant Latino populations. Created public service announcements/paid ads produced in Spanish and Korean languages and distributed/placed in local Latino and Korean newspapers. Frequently asked questions and rate sheets translated into Spanish are offered for front desk staff at RECenters. Park Authority rules and regulations translated into five languages.	☑	☑
Completed the fourth year of operation for the Youth Golf Initiative. This program offers golf instruction, equipment, transportation and course access to at-risk youth in the Route 1 corridor and Annandale area. The program is funded in part through a grant from the United States Golf Association Foundation in partnership with the Fairfax County Department of Family Services.	☑	☑
Continue to implement a variety of teen fitness camps at various RECenters by collaborating with Fairfax County Public Schools and the Home School program to increase usage in fitness and aquatic venues.	☑	☑
Initiate formal discussions with local physical therapists and their professional organizations and related disciplines to increase usage of aquatic facilities during the hours of 11 a.m. through 3 p.m.		☑
Initiate the first of two formal America on the Move programs and showcase them in diverse locations to include individuals with Disabilities who live in group homes and small neighborhoods. Work with Fairfax County Public Schools to introduce the program at Parent Teacher Association meetings on an annual basis.		☑

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Exercising Corporate Stewardship	Recent Success	FY 2007 Initiative
Continue to exercise sound management of resources and assets by encouraging Park Authority staff to use their creative talents to increase net revenue by developing new revenue fund programs. Through the Enterprise Fund Initiative program and the Net Revenue Initiative program, employees may receive seed money to start a program that was not included in the regular budget cycle. Once the seed money is recouped and the program becomes revenue-producing, the employee is eligible for a percentage of the net revenue.	☑	☑
As part of an annual campaign, 2,840 citizens donated a total of $25,509 to the Class Scholarship Fund in FY 2005, helping to offset the cost of providing class fee waivers to those in financial need.	☑	
Conducted an annual household survey that measured citizen satisfaction with the park system and its primary facilities and services. REC Activities components included RECenters, classes, camps, lake parks and golf courses. Additional surveys are planned for FY 2007.	☑	☑
Completed second phase of a Strategic Plan strategy to develop retention statistics and retention strategies in key revenue areas. Additional strategies for improving RECenter pass holder retention are under development for FY 2006. A companion golf loyalty program is also under development and will be implemented by FY 2007.	☑	☑
Implemented a fund reserve to account for and a strategy to reduce deferred revenue liability associated with unused visits on fixed visit passes by adding expiration dates to passes. The effect will first be realized with a significant reduction in deferred revenue for FY 2006.	☑	

Budget and Staff Resources

Agency Summary				
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	232/ 231.75	232/ 231.75	232/ 231.75	234/ 233.75
Expenditures:				
Personnel Services	$18,258,764	$21,276,173	$21,276,173	$22,597,965
Operating Expenses	9,204,532	10,762,760	10,762,760	11,269,649
Recovered Costs	(767,008)	(1,094,511)	(1,094,511)	(1,141,684)
Capital Equipment	283,112	504,839	504,839	372,000
Bond Costs	16,103,273	1,076,953	1,076,953	1,069,592
Total Expenditures	**$43,082,673**	**$32,526,214**	**$32,526,214**	**$34,167,522**

FY 2007 Funding Adjustments

The following funding adjustments from the FY 2006 Revised Budget Plan are necessary to support the FY 2007 program:

- **Employee Compensation** **$1,208,585**
  An increase of $1,208,585 in Personnel Services associated with salary adjustments necessary to support the County's compensation program and to provide additional limited term staff for RECenters as a result of expanded programming.

- **Positions for Ellmore Farm and Riverbend Park** **$113,207**
  An increase of $113,207 in Personnel Services associated with 2/2.0 SYE additional positions which will support revenue generating activities at the Ellmore Farm Center and Riverbend Park. These positions are funded by a commensurate increase in revenue.

- **Other Adjustments** **$506,889**
  An increase of $506,889 in Operating Expenses is primarily associated with the full-year costs of the Laurel Hill Golf Club and staff development training for employees.

- **Recovered Costs** **($47,173)**
  An increase of $47,173 in Recovered Costs primarily associated with salary adjustments.

- **Capital Equipment** **$372,000**
  Funding in the amount of $372,000 is included for Capital Equipment. Of this total, $65,500 is included for the replacement of a truck and five off-road utility vehicles. In addition, $197,000 is included for the replacement of golf course equipment for maintenance of existing courses, including five mowers, a tractor, a top dresser, and an aerator. An amount of $109,500 is also provided for recreation activities, including the replacement of exercise equipment, a minigolf permanent shade structure, and a digital camera, as well as, the addition of aquatic entertainment equipment, a skate park half pipe, and a picnic shelter.

- **Bond Costs** **($7,361)**
  A decrease of $7,361 in Bond Costs due to a reduction in accrued bond interest payable.

Changes to FY 2006 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2006 Revised Budget Plan since passage of the FY 2006 Adopted Budget Plan. Included are all adjustments made as part of the FY 2005 Carryover Review and all other approved changes through December 31, 2005:

- There have been no revisions to this fund since approval of the FY 2006 Adopted Budget Plan.

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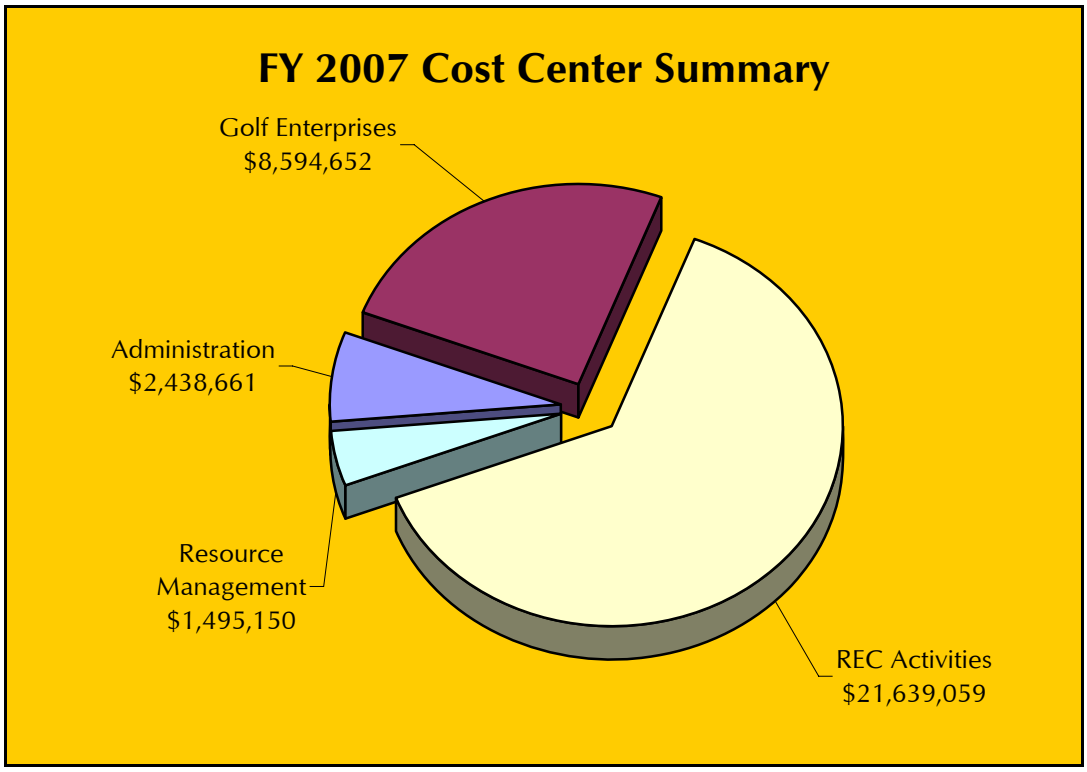
Cost Centers

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.



Administration

Funding Summary				
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	11/ 11	11/ 11	14/ 14	14/ 14
Total Expenditures[1]	**$17,113,402**	**$2,364,614**	**$2,364,614**	**$2,438,661**

[1] The FY 2005 Actual reflects an allocation of bond proceeds related to the refunding of the Park Facilities Revenue Bonds, Series 1995.

Position Summary			
1	Network Telecom Analyst II	4	Engineers III
2	Network Telecom Analysts I	3	Engineers II
1	Planner III	1	Senior Right-of-Way Agent
2	Park/Rec Specialists I		
TOTAL POSITIONS			
14 Positions / 14.0 Staff Years			

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 75 percent customer satisfaction, while achieving at least 80 percent of the approved administration division's work plan objectives.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
Output:					
Annual budget expenditures administered	$19,933,554	$21,315,310	$24,261,303 / $22,772,089	$24,573,907	$25,342,957
Employees served	2,109	2,623	2,724 / 2,967	2,749	2,800
PC's, servers, and printers	538	553	568 / 644	670	680
Efficiency:					
Expenditure per Purchasing/Finance SYE	$830,565	$926,753	$1,078,280 / $1,012,093	$1,092,174	$1,126,354
Agency employees served per HR SYE	234	309	320 / 371	344	350
IT Components per IT SYE	89.67	92.17	94.67 / 107.33	111.67	111.33
Service Quality:					
Customer satisfaction	94%	96%	75% / 91%	75%	75%
Outcome:					
Percent of annual work plan objectives achieved	90%	85%	80% / 77%	80%	80%

Performance Measurement Results

Workloads will continue to increase as a result of the opening of Cub Run RECenter in May 2005 and the opening of Laurel Hill Golf Course in September 2005. Customer satisfaction for FY 2005 was 91 percent and is expected to level off for FY 2006 and FY 2007 as workload increases without increases to administrative support staff. The division accomplished 77 percent of its work plan objectives for FY 2005, and the division will make every effort to achieve its objective target of 80 percent for FY 2006 and FY 2007.

Golf Enterprises

Funding Summary				
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	77/ 77	77/ 77	77/ 77	77/ 77
Total Expenditures	**$6,418,307**	**$7,915,465**	**$7,915,465**	**$8,594,652**

Position Summary					
3	Park/Rec Specialists IV	5	Facility Attendants II	3	Golf Course Supts. III
3	Park/Rec Specialists III	1	Park Management Spec. II	1	Golf Course Supt. II
3	Park/Rec Specialists II	1	Maintenance Crew Chief	3	Golf Course Supts. I
7	Park/Rec Specialists I	10	Senior Maintenance Workers	4	Motor Equip. Operators
8	Park/Rec Assistants	22	Maintenance Workers	2	Automotive Mechs. II
1	Administrative Assistant III				

TOTAL POSITIONS
77 Positions / 77.0 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 nearly 335,000, while increasing the overall satisfaction rating for golfers from 59 percent to 64 percent.
- To maintain cost recovery at a minimum of 123 percent.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
Output:					
Rounds played	298,963	322,526	347,652 / 296,307	322,233	332,677
Gross revenue	$7,480,898	$8,145,188	$9,925,433 / $7,871,665	$9,904,875	$10,574,708
Efficiency:					
Expense/rounds played	$20.37	$18.90	$21.32 / $21.66	$24.56	$25.83
Revenue per round	$25.02	$25.25	$28.55 / $26.57	$30.74	$31.79
Service Quality:					
Percent "Very" Satisfied	59%	62%	65% / 59%	64%	64%
Outcome:					
Percent change in rounds played	(20.4%)	7.9%	7.8% / (8.1%)	8.7%	3.2%
Cost recovery percentage	122.81%	133.59%	133.89% / 122.60%	125.13%	123.04%

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Performance Measurement Results

In FY 2005, rounds played decreased by 8.1 percent due primarily to an unusually wet summer. Staff for the new Laurel Hill Golf Club, began coming on board to prepare for the opening without any associated revenue. As a result, the cost recovery estimate of 133.9 percent was not met and is being adjusted in FY 2006 and FY 2007 to account for the startup of the Laurel Hill Golf Club. Management adjustments to staff levels and expenses were initiated to offset the loss of revenue, but could not compensate for the entire amount.

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 2005 is 59 percent, 6 percent below the target and 3 percent below the FY 2004 results. The Park Authority will strive to achieve the 64 percent target by being more responsive to customer input and needs as identified in the survey results. Information derived from recent focus groups will provide the foundation on which to build plans for improvement.

REC Activities

Funding Summary

Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	135/ 135	135/ 135	132/ 132	132/ 132
Total Expenditures	**$18,473,279**	**$20,907,628**	**$20,907,628**	**$21,639,059**

Position Summary

1	Recreation Division Supervisor I	1	Management Analyst III	8	Custodians II
1	Park Management Specialist II	2	Management Analysts II	3	Custodians I
2	Park Management Specialists I	1	Information Officer II	1	Electronic Equipment Tech. II
7	Park/Rec Specialists IV	3	Facility Attendants II	1	Painter II
4	Park/Rec Specialists III	2	Facility Attendants I	1	Producer/Director
15	Park/Rec Specialists II	12	Administrative Assistants III	1	Business Analyst II
16	Park/Rec Specialists I	1	Naturalist/Historian Senior Interpreter	1	Graphic Artist III
38	Park/Rec Assistants	8	Preventative Maintenance Specialists	1	Publications Assistant
1	Photographic Specialist				

TOTAL POSITIONS
132 Positions / 132.0 Staff Years

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 at least 5.3 service contacts per household, and a customer satisfaction rating of 75 percent 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.

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Indicator	Prior Year Actuals FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	Current Estimate FY 2006	Future Estimate FY 2007
Output:					
Service contacts	1,822,901	2,022,795	2,004,990 / 2,129,905	2,167,903	2,206,142
Efficiency:					
Service contacts per household	4.93	5.38	5.30 / 5.64	5.64	5.64
Service Quality:					
Percent "Very" Satisfied	69%	71%	75% / 70%	75%	75%
Outcome:					
Percent of households indicating parks/recreation services are "very" important or "extremely" important to their quality of life	77%	72%	75% / 78%	75%	75%

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 2005 is 70 percent, 5 percent below the target of 75 percent and 1 percent below the FY 2004 results. The Park Authority will strive to achieve the 75 percent target for FY 2006 and FY 2007 by being more responsive to customer input and needs as identified in the survey results. Specific strategies will be developed using information from a recent customer satisfaction survey. In FY 2005, The Park Authority achieved a rate of 5.64 service contracts per household, higher than the goal of 5.30, and will continue to try to maintain this level in future years.

Resource Management

Funding Summary				
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	9/ 8.75	9/ 8.75	9/ 8.75	11/ 10.75
Total Expenditures	**$1,077,685**	**$1,338,507**	**$1,338,507**	**$1,495,150**

Position Summary					
1	Historian II	1	Assistant Historian	1	Administrative Assistant V
1	Historian I	1	Park/Rec Specialist III	1	Administrative Assistant III (1)
2	Facility Attendants II, 1 PT	2	Park/Rec Specialists I (1)	1	Custodian II

TOTAL POSITIONS
11 Positions (2) / 10.75 Staff Years (2.0)

( ) Denotes New Positions
PT Denotes Part-Time Position

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 2.6 percent, while maintaining a customer satisfaction rating of 75 percent in response to residents' requests for information and education regarding Fairfax County's natural, cultural, and horticultural resources and heritage.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
Output:					
Visitor contacts	162,199	197,489	214,217 / 202,523	207,465	212,909
Efficiency:					
Visitors contacts per household	0.44	0.55	0.56 / 0.54	54.00	54.00
Service Quality:					
Percent of visitors "very" satisfied with programs and services	76%	74%	75% / 72%	75%	75%
Outcome:					
Percent of households indicating that natural, cultural and horticultural resources, facilities and services are "extremely" or "very" important to quality of life	68%	63%	65% / 69%	70%	70%
Percent change in number of visitor contacts	1.7%	21.8%	8.5% / 2.5%	2.4%	2.6%

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 and does not include other visitors who use RMD parks and facilities in unstructured activities.

The Park Authority's Performance Measurement Satisfaction survey is designed to measure the importance of various park resources or services 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 percentage of visitors who were "very" satisfied with programs and services in FY 2005 was 72 percent and is expected to increase to 75 percent in FY 2006 and FY 2007. The Quality of Life outcome reflects the percent of respondents who indicated that park resources or services were "extremely" or "very" important, when given the choices of "extremely, very, somewhat or not at all" important. The percent of households indicating that natural, cultural and horticultural resources, facilities and services are "extremely" or "very" important to quality of life is 69 percent for FY 2005 and is expected to increase slightly for FY 2006 and FY 2007.

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FUND STATEMENT

Fund Type P17, Non-Appropriated Funds **Fund 170, Park Revenue Fund**

	FY 2005 Actual [1]	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan
Beginning Balance	**$4,614,280**	**$3,903,033**	**$4,578,797**	**$5,032,025**
Revenue:				
Interest on Bond Proceeds	$21,760	$13,199	$13,199	$21,000
Park Fees	28,590,088	32,921,391	32,909,391	34,804,126
Interest	65,371	30,569	42,569	72,000
Donations	240,740	224,283	224,283	240,000
Total Revenue[2]	$28,917,959	$33,189,442	$33,189,442	$35,137,126
Transfers In:				
County Construction (303)[3]	$15,029,231	$0	$0	$0
Total Transfers In	$15,029,231	$0	$0	$0
Total Available	**$48,561,470**	**$37,092,475**	**$37,768,239**	**$40,169,151**
Expenditures:				
Personnel Services	$18,258,764	$21,276,173	$21,276,173	$22,597,965
Operating Expenses	9,204,532	10,762,760	10,762,760	11,269,649
Recovered Costs	(767,008)	(1,094,511)	(1,094,511)	(1,141,684)
Capital Equipment	283,112	504,839	504,839	372,000
Debt Service:				
Fiscal Agent Fee	3,233	2,000	2,000	2,000
Accrued Bond Interest Payable	1,070,809	1,074,953	1,074,953	1,067,592
Debt Service for RAN	15,029,231	0	0	0
Total Expenditures	**$43,082,673**	**$32,526,214**	**$32,526,214**	**$34,167,522**
Transfers Out:				
County Debt Service (200)[4]	$0	$0	$0	$762,363
Park Capital Improvement Fund (371)	900,000	0	210,000	0
Total Transfers Out	$900,000	$0	$210,000	$762,363
Total Disbursements	**$43,982,673**	**$32,526,214**	**$32,736,214**	**$34,929,885**
Ending Balance[5]	**$4,578,797**	**$4,566,261**	**$5,032,025**	**$5,239,266**
Debt Service Reserve	$1,068,788	$1,671,296	$1,830,955	$1,831,953
Managed Reserve[6]	3,264,314	2,636,276	2,745,572	3,178,478
Set Aside Reserve[7]	60,552	258,689	455,498	228,835
Unreserved Ending Balance	**$185,143**	**$0**	**$0**	**$0**

Fund 170
Park Revenue Fund

[1] In order to account for revenues and expenditures in the proper fiscal year, an audit adjustment in the amount of $24,857.91 has been reflected as an increase to FY 2005 expenditures. The audit adjustment has been included in the FY 2005 Comprehensive Annual Financial Report (CAFR). Details of the FY 2005 audit adjustments will be included in the FY 2006 Third Quarter Package.

[2] The fund statement above 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 $3,370,892. The net effect of deferred revenue is that the FY 2005 Actual column shown above is $470,205 higher than reflected in the County's accounting system.

[3] Represents revenue from the sale of County land received in Fund 303, County Construction in FY 2005. This revenue is transferred to Fund 170, Park Revenue Fund to pay the debt service associated with a Revenue Anticipation Note (RAN) utilized to acquire the Hunter Tract property.

[4] Debt service payments of $762,363 for the Laurel Hill Golf Club will be made from Fund 200, County Debt Service.

[5] 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.

[6] 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 convert to a full accrual Fund Statement in FY 2009.

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