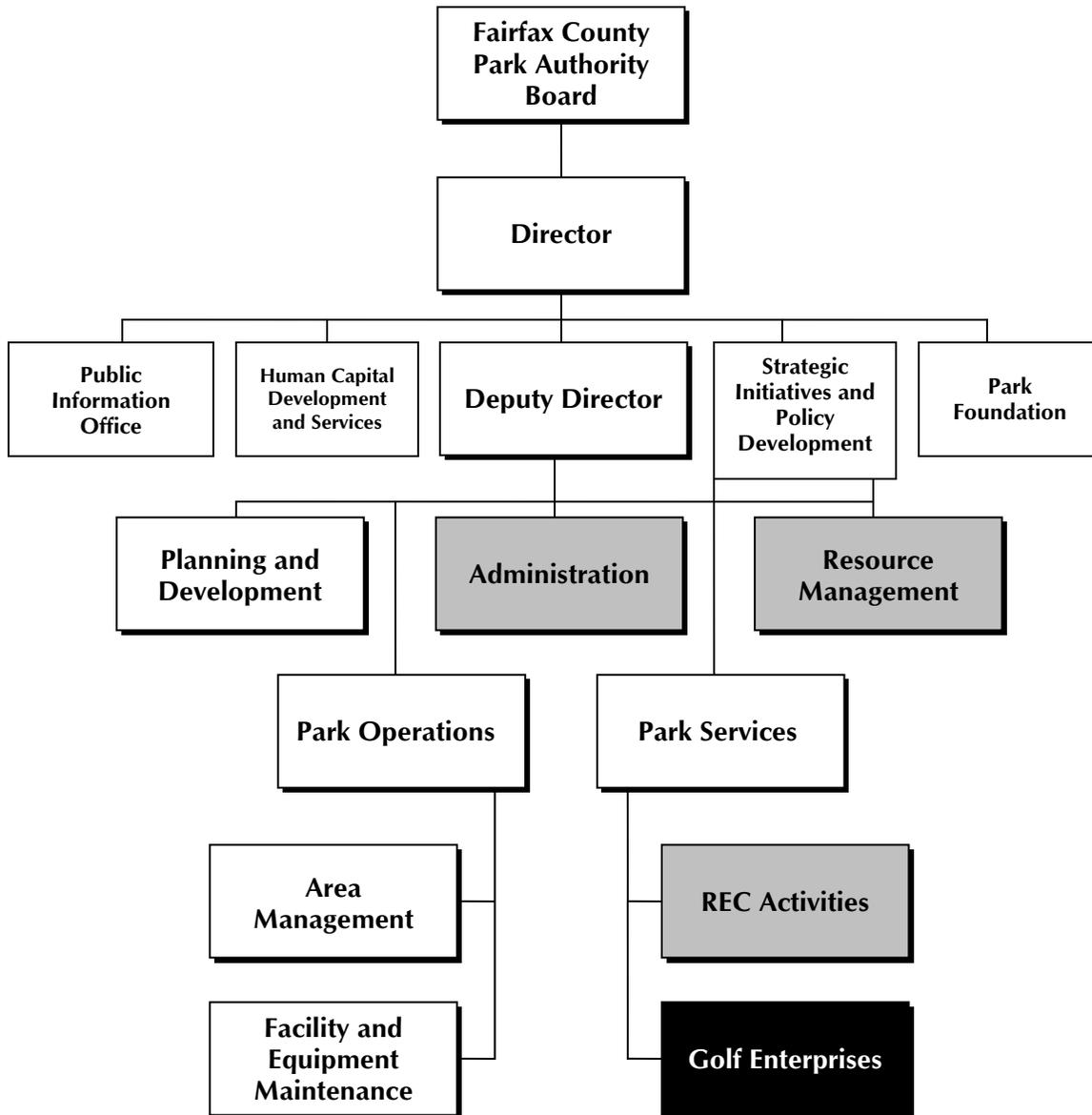


Fund 170 Park Revenue Fund



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 continued to offer 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 citizens. 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 420 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 in parks 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 facilities, playgrounds, picnic areas, tennis courts, multi-use courts, trails and athletic fields, many of which are irrigated and lighted. The Authority strives to improve the quality of life for citizens by keeping pace with County demands, by continually enhancing the park system and also by demonstrating stewardship at over 420 parks on over 24,000 acres of 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

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.



Laurel Hill Golf Course has quickly become one of the favorite courses for Northern Virginia golfers.

facilities. In FY 2007, the Authority acquired 140 acres of undeveloped land on the Occoquan River, protecting this land from future development and preserving the remnants of the historic Town of Colchester, the first European settlement in Fairfax County. FY 2007 also marked the opening of the Laurel Hill Golf Clubhouse, an elegant 9,400 square foot structure featuring materials and architectural details that celebrate the heritage of the former DC Department of Corrections Facility. In 2007, four existing natural turf rectangular fields were converted to synthetic turf fields, as approved in the 2006 Bond Program, which included two fields at Poplar Tree Park and two fields at South Run District Park. Construction also started on core improvements at Lake Fairfax Park which, when completed in 2009, will include a new 4,600 square foot one-story administration building, a free standing core-area restroom facility with vending area and a 122 space asphalt parking lot with low impact storm water management features. Also, in its continuing quest to exercise sound stewardship practices, the Authority designed and constructed its first Low Impact Development (LID) parking lot at Hidden Oaks Nature Center.

Fund 170

Park Revenue Fund

To address the growing and changing park and recreation desires of citizens, the Authority uses a comprehensive Needs Assessment process that resulted in a 10-Year Action Plan, including a phased-in, 10-year \$376 million Capital Improvement Plan. This process was a significant part of the justification for the 2004 and 2006 voter approved park bond programs totaling \$90 million. A significant planning effort to develop District-level Long Range plans will be undertaken to serve as a guide for future park development in anticipation of a new park bond referendum in fall 2008.

Board, Foundation and Partnerships

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. The Park Foundation, established in 2001, serves to coordinate and seek the generous gifts of individuals, foundations and corporations who wish to contribute to delighting current and future generations of park visitors. In FY 2007, the Park Foundation was integral in increasing the Rec-Pac scholarships for income-eligible children by 29 percent, resulting in service to 1,380 participants delivered in an aggregate 7,347 one-week camp sessions. Grants, donations, the Adopt-A-Field and Adopt-A-Park programs, as well as many "friends groups" and other partnerships, have provided over \$2 million in cash and in-kind contributions in FY 2007. The Authority also continues to create other opportunities for youth through partnerships with County agencies and private funding partners.

Current Trends

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 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 Park 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 citizen service expectations.

Some park operations are funded from both the General Fund and Park Revenue Fund. The General Fund pays for the administrative salaries and some operating 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.

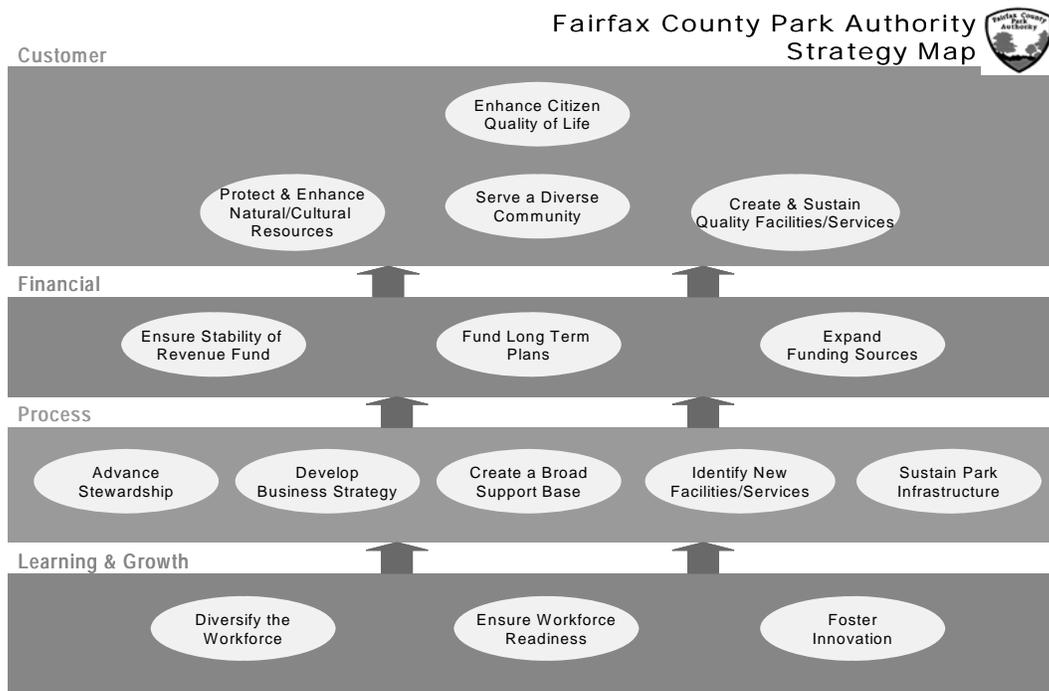
Management of Revenue Fund facilities must quickly respond to changing expectations in order to maintain customer loyalty, and to respond to changing customer expectations. Examples of application of net revenue funds to benefit citizens and customers include: development of Pilates studios at two RECenters; implementation of indoor cycling programs; conversion of an old ball field concession facility to a supplemental class and camp building; initiative of a fall prevention program for seniors; installation of Ultra-violet 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 a 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 on-line 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; on-line gift card purchasing; plans to develop special web "portals" targeted to seniors and youth; e-newsletters, and developing an enhanced Parktakes on-line.

Fund 170 Park Revenue Fund

A Facility Condition Assessment of existing facilities and infrastructure, completed as part of the Needs Assessment, indicates that capital 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. The Park Authority will be developing a long-term plan to manage both the growing costs for maintenance needs for the park facilities, as well as new debt service requirements associated with the addition of Laurel Hill.

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

 Maintaining Safe and Caring Communities	Recent Success	FY 2009 Initiative
Continue to partner with Fairfax County homeless shelters to offer free summer camps to their resident children. In FY 2007, the Parks and Community Together (PACT) Camp for Homeless Children program served 54 children from area shelters for a total of 202 weeks of camp. PACT, which is exclusively underwritten by contributions from local corporations, area businesses, major foundations and caring individuals, expended \$52,387 for this purpose.	✓	✓
Continue to support gang awareness and prevention efforts through summer camp programs, staff training and participation on the Annandale Gang Task Force. In FY 2007, expanded RavenQuest, an environmental stewardship summer camp for teens at-risk for gang involvement to serve more than 40 youth. Trained 12 staff through Virginia State Department of Education to identify gang issues.	✓	✓
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, specialized fitness and wellness programs; and partnering with physical therapists.	✓	✓
Invest in health and fitness of the County's youth by expanding physical activity hours for youth through teen fitness camps at various RECenters, home school programs and collaborating with Fairfax County Public Schools (FCPS) to provide alternative physical education for more than 500 teens in FY 2007 and FY 2008. In FY 2009, expand cooperative efforts with the Countywide Prevention System, schools, state agencies and health organizations to provide a coordinated outreach targeting youth obesity.	✓	✓
Initiate Senior Services Program to develop and implement programs targeted to seniors to address Strategic Plan priorities, including development of a senior web portal to target communication about services and opportunities for seniors, implementation of a fall prevention program, providing respite, relief and support to caregivers and those for whom they are caring and development of a comprehensive senior wellness program.		✓
 Building Livable Spaces	Recent Success	FY 2009 Initiative
The clubhouse at the Laurel Hill Golf Club opened to the public in June of 2007, expanding services and providing an attractive setting for social functions.	✓	

Fund 170 Park Revenue Fund

 Connecting People and Places	Recent Success	FY 2009 Initiative
Implemented new on-line, e-commerce initiative by launching on-line facility pass sales and renewals. Implement next phase of e-commerce priorities, on-line sales of gift cards, and identify and prioritize future phases of e-commerce enhancements.	✓	✓
Continue to partner with the Fairfax County Park Foundation and Friends of Frying Pan Farm Park for an Annual Corporate Farm Olympics event to connect businesses to parks by providing team building opportunities at Frying Pan Farm Park.	✓	✓
Completed Phase II of initial plan for significant upgrades to the golf Web site pages, allowing visitors to receive consistently updated information in a more attractive manner. The sites were expanded to include visuals of the golf courses, event calendars and program descriptions that add to the overall enjoyment of the site.	✓	
 Practicing Environmental Stewardship	Recent Success	FY 2009 Initiative
Support environmental stewardship on golf courses by expansion 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. Four of six steps for certification have been completed including Environmental Planning, Chemical Use Reduction and Safety, Water Conservation and Water Quality Management.	✓	✓
Incorporated the Park Authority's first geo-thermal heating and air conditioning system into the Laurel Hill clubhouse. This environmentally friendly system is designed to use less energy than traditional systems.	✓	
Continue a meaningful "Watershed Experiences in Parks" program for the FCPS seventh graders by initiating the program at several Resource Management Division sites.	✓	✓
Researched and implemented new technologies to improve the natatorium (aquatic center) environment, enhance bather health and comfort and reduce damage to building structures and equipment. Ultra-violet light disinfection systems installed in four facilities, with two planned for FY 2008, and several in FY 2009.	✓	✓
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

 Creating a Culture of Engagement	Recent Success	FY 2009 Initiative
Published the <i>Parktakes</i> magazine, which provides general information on the park system and services in multiple languages (Spanish, Korean, Vietnamese and Farsi). Some <i>Parktakes</i> program listings appeared in Spanish for the first time. Produced flyers and posters in Spanish to promote summer concerts and distributed flyers through direct mail and community organizations in neighborhoods with significant Latino populations. Promoted concerts on ELZol, the number one Spanish language radio station in the Washington metro area. Park Authority rules and regulations translated into five languages. Creating multi-lingual promotional materials to support planned international film festival.	☑	☑
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.		☑
Develop and implement Customer Service Training program.		☑
In partnership with the Fairfax County Public Schools (FCPS) and the Northern Virginia Urban League, developed a Youth Golf partnership for more than 35 at-risk youth at Poe Middle School and Pinecrest Golf Course. In FY 2009, expand program to two sessions with advanced beginner instruction.	☑	☑
 Exercising Corporate Stewardship	Recent Success	FY 2009 Initiative
Completed research on business planning and developed business plan model. Begin implementation of model by creating data collection and compilation component and begin drafting business plan to achieve strategic objective of ensuring stability of the Park Revenue Fund.	☑	☑
Implemented initial measures to reduce cost of <i>Parktakes</i> magazine by a targeted \$45,000 per year. Evaluate and implement further reductions.	☑	☑
As part of an annual, on-going campaign, 2,948 citizens donated a total of \$31,596 to the Class Scholarship Fund in FY 2007, helping to offset the cost of providing class fee waivers to those in financial need.	☑	☑
Completed third year of monitor customer retention in key revenue areas to establish baseline data. Implementation of strategies for improving RECenter pass holder retention and implementation of a golfer loyalty program will be developed and initiated in FY 2008 and expanded in FY 2009.	☑	☑

Fund 170 Park Revenue Fund

Budget and Staff Resources

Agency Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	234/ 233.75	234/ 233.75	234/ 233.75	236/ 235.75
Expenditures:				
Personnel Services	\$22,418,134	\$23,225,600	\$23,225,600	\$24,287,127
Operating Expenses	11,846,774	13,263,743	13,263,743	13,697,223
Recovered Costs	(1,132,440)	(1,192,373)	(1,192,373)	(1,246,268)
Capital Equipment	187,895	187,500	187,500	651,833
Bond Costs	1,068,825	1,066,048	1,066,048	1,066,412
Total Expenditures	\$34,389,188	\$36,550,518	\$36,550,518	\$38,456,327

FY 2009 Funding Adjustments

The following funding adjustments from the FY 2008 Revised Budget Plan are necessary to support the FY 2009 program:

- ◆ **Employee Compensation** **\$891,063**
 An increase of \$891,063 in Personnel Services associated with salary adjustments necessary to support the County's compensation program. As a result of budget constraints, compensation adjustments for County employees have been reduced. For FY 2009, employee increases as part of the pay for performance system have been discounted by 50 percent and the impact of the lower pay for performance funding is reflected above.
- ◆ **New Positions** **\$170,464**
 An increase of \$170,464 in Personnel Services for 2/2.0 SYE positions, a Park Recreation Specialist IV and a Park Recreation Specialist III. These positions will allow for enhanced coordination with other public and private programs and partners, and will support the development of a regional communication network for the exchange of information on regional issues and trends.
- ◆ **Operating Expenses** **\$433,480**
 An increase of \$433,480 in Operating Expenses associated with increases in repairs, maintenance and rising utility costs, as well as renovations to existing Park Authority facilities.
- ◆ **Recovered Costs** **(\$53,895)**
 An increase of \$53,895 in Recovered Costs primarily associated with salary adjustments.
- ◆ **Capital Equipment** **\$651,833**
 Funding in the amount of \$651,833 is included for Capital Equipment for the replacement of aquatic entertainment equipment, exercise equipment and golf course maintenance equipment, as well as a gym floor cover and campground utility cart.
- ◆ **Bond Costs** **\$364**
 An increase of \$364 in Bond Costs, consistent with principal and interest requirements for FY 2009.

Fund 170 Park Revenue Fund

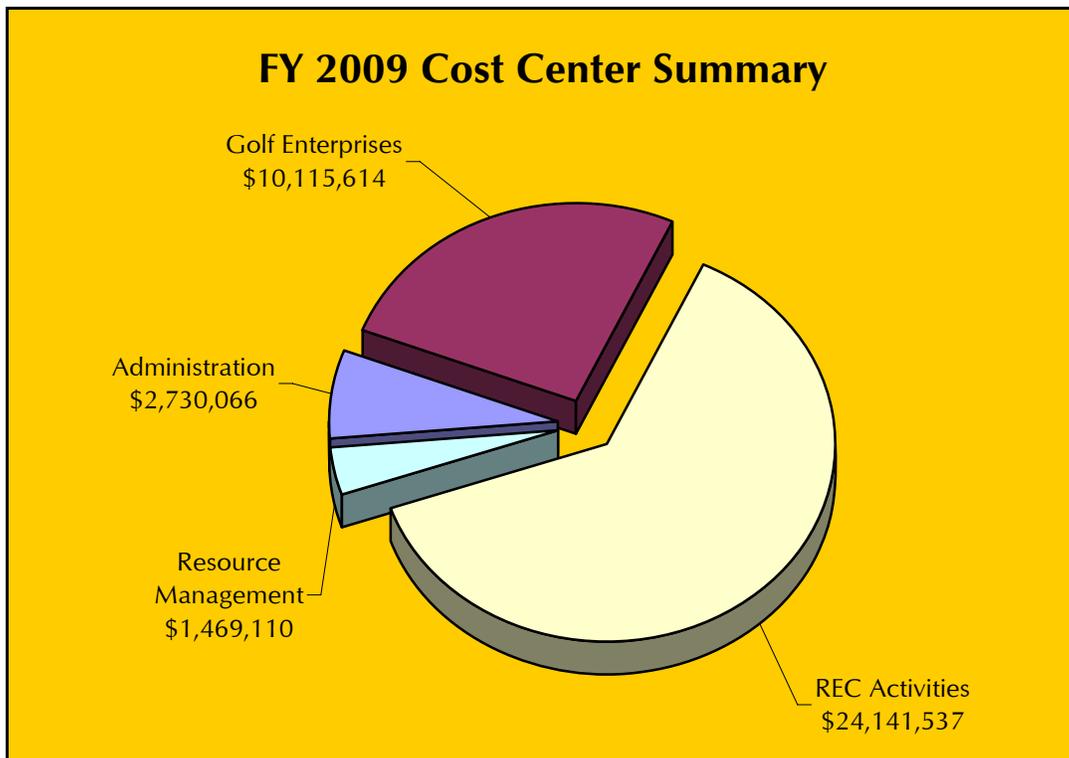
Changes to FY 2008 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2008 Revised Budget Plan since passage of the FY 2008 Adopted Budget Plan. Included are all adjustments made as part of the FY 2007 Carryover Review and all other approved changes through December 31, 2007:

- ◆ **Carryover Adjustments** **\$0**
As part of the FY 2007 Carryover Review expenditures in this fund remained unchanged; however, an amount of \$800,000 was transferred out to Fund 371, Park Capital Improvement Fund, for general park improvements, including critical building repairs.

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 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	16/ 16	16/ 16	13/ 13	13/ 13
Total Expenditures	\$2,509,816	\$2,408,200	\$2,408,200	\$2,730,066

Fund 170 Park Revenue Fund

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

¹ During FY 2008, 3/3.0 SYE positions were moved from the Administration Cost Center to the REC Activities cost center to more properly align workload within the Fund.

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 95 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 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Output:					
Annual budget expenditures administered	\$22,772,089	\$25,439,419	\$28,473,669 / \$30,178,066	\$32,529,373	\$30,333,006
Employees served	2,967	3,082	2,800 / 3,326	3,500	3,600
PC's, servers, and printers	644	681	681 / 695	708	716
Efficiency:					
Expenditure per Purchasing/Finance SYE	\$1,012,093	\$1,130,641	\$1,265,496 / \$1,341,247	\$1,445,750	\$1,348,134
Agency employees served per HR SYE	371	342	350 / 391	412	424
IT Components per IT SYE	107.33	100.00	113.50 / 115.83	118.00	119.33
Service Quality:					
Customer satisfaction	91%	97%	95% / 97%	95%	95%
Outcome:					
Percent of annual work plan objectives achieved	77%	73%	80% / 75%	75%	75%

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 2007 was 97 percent and is projected to remain high at 95 percent in FY 2008 and FY 2009, despite increased workload demands without increases to administrative support staff. The division accomplished 75 percent of its work plan objectives for FY 2007, and will continue to make every effort to achieve its objective target of 75 percent for both FY 2008 and FY 2009.

Fund 170 Park Revenue Fund

Golf Enterprises

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	78 / 78	78 / 78	78 / 78	78 / 78
Total Expenditures	\$8,929,261	\$9,390,136	\$9,390,136	\$10,115,614

Position Summary				
3 Park/Rec Specialists IV	5 Facility Attendants II	3 Golf Course Supts. III		
3 Park/Rec Specialists III	1 Park Management Specialist 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		
9 Park/Rec Assistants	22 Maintenance Workers	2 Automotive Mechs. II		
1 Administrative Assistant III				
TOTAL POSITIONS				
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 325,000, an increase of 1.6 percent, while maintaining the overall satisfaction rating for golfers at 64 percent.
- ◆ To recover approximately 118 percent of costs.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Output:					
Rounds played	296,307	319,595	332,677 / 318,117	320,000	325,000
Gross revenue	\$7,871,665	\$9,938,928	\$10,574,708 / \$10,797,501	\$11,484,361	\$11,956,481
Efficiency:					
Expense/rounds played	\$21.66	\$25.88	\$25.83 / \$28.07	\$29.34	\$31.28
Revenue per round	\$26.57	\$31.10	\$31.79 / \$33.94	\$35.89	\$36.79
Service Quality:					
Percent "Very" Satisfied	59%	64%	64% / 59%	64%	64%
Outcome:					
Percent change in rounds played	(8.1%)	7.9%	3.1% / (0.5%)	0.6%	1.6%
Cost recovery percentage	122.60%	120.16%	123.04% / 120.90%	122.30%	117.60%

Fund 170

Park Revenue Fund

Performance Measurement Results

In FY 2007, rounds played decreased by 0.5 percent from FY 2006. 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 2009 to be 325,000, an increase over the FY 2007 actual of 318,117.

The Service Quality outcome reflects the percent of survey 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 59 percent, 5 percentage points below the FY 2006 result. The Park Authority will strive to achieve the 64 percent target in FY 2008 and FY 2009 by being more responsive to customer input and needs as identified in the survey results. Information derived from a recent golfer satisfaction survey will also provide the foundation on which to build plans for improvement.

The cost recovery estimate of 123.04 percent for FY 2007 was not met, since a delay in the opening of the Laurel Hill Golf Club clubhouse limited the revenue potential of the site. Based on budgeted revenues and expenditures, FY 2008 reflects a cost recovery projection of 122.30 and FY 2009 reflects 117.6 percent.

REC Activities

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	130/ 130	130/ 130	132/ 132	134/ 134
Total Expenditures	\$21,681,330	\$23,193,092	\$23,193,092	\$24,141,537

Position Summary				
1 Recreation Division Supervisor I	1 Publications Assistant	8 Prevent. Maintenance Specs.		
2 Park Management Specialists II	1 Photographic Specialist	7 Custodians II		
2 Park Management Specialists I	1 Management Analyst III	3 Custodians I		
7 Park/Rec Specialists IV (1)	2 Management Analysts II	1 Electronic Equipment Tech. II		
5 Park/Rec Specialists III (1)	2 Facility Attendants II	1 Painter II		
30 Park/Rec Specialists II	2 Facility Attendants I	1 Producer/Director		
3 Park/Rec Specialists I	12 Administrative Assistants III	1 Business Analyst II		
37 Park/Rec Assistants	1 Naturalist/Historian Senior Interpreter	1 Graphic Artist III		
1 Information Officer II	1 Engineer II			
TOTAL POSITIONS				
134 Positions / 134.0 Staff Years				

() Denotes new position

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, 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.

Fund 170 Park Revenue Fund

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Output:					
Service contacts	2,129,905	2,224,733	2,206,142 / 2,213,913	2,228,464	2,266,432
Efficiency:					
Service contacts per household	5.64	5.79	5.64 / 5.66	5.60	5.60
Service Quality:					
Percent "Very" Satisfied	70%	72%	75% / 76%	75%	75%
Outcome:					
Percent of households indicating parks/recreation services are "very" important or "extremely" important to their quality of life	78%	80%	78% / 77%	78%	78%

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 is 76 percent, 4 percentage points above the FY 2006 results. The Park Authority will strive to continue to achieve the 75 percent target in FY 2008 and FY 2009 by developing specific strategies using information from a recent customer satisfaction survey. In FY 2007, The Park Authority achieved a rate of 5.66 service contacts per household, higher than the goal of 5.64. A goal of 5.60 service contacts per household is set for FY 2008 and FY 2009. The percent of households indicating parks/recreation service are "very" important or "extremely" important remains high at 77 percent in FY 2007. The agency will strive for results of 78 percent in FY 2008 and FY 2009.

Resource Management

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	10/ 9.75	10/ 9.75	11/ 10.75	11/ 10.75
Total Expenditures	\$1,268,781	\$1,559,090	\$1,559,090	\$1,469,110

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			
TOTAL POSITIONS			
11 Positions / 10.75 Staff Years			

Fund 170

Park Revenue Fund

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, while maintaining a customer satisfaction rating of 75 percent in response to citizens' 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 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Output:					
Visitor contacts (1)	202,523	219,902	227,909 / 203,861	210,996	218,381
Efficiency:					
Visitors contacts per household	0.54	0.57	0.58 / 0.52	0.53	0.54
Service Quality:					
Percent of visitors "very" satisfied with programs and services	72%	75%	75% / 78%	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	69%	72%	72% / 70%	72%	72%
Percent change in number of visitor contacts	2.5%	7.9%	3.5% / (7.3%)	3.5%	3.5%

(1) In FY 2006 the Visitors Center at Frying Pan Farm Park opened and drew in more visitors.

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 will strive for an increase of 3.5 percent in number of contacts in FY 2008 and FY 2009.

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 2007 was 78 percent, and the agency is expected to achieve a target of 75 percent in FY 2008 and FY 2009. 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 70 percent in FY 2007 and is expected to increase slightly to 72 percent in FY 2008 and FY 2009.

Fund 170 Park Revenue Fund

FUND STATEMENT

Fund Type P17, Non-Appropriated Funds

Fund 170, Park Revenue Fund

	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Beginning Balance	\$5,399,860	\$5,607,101	\$6,883,150	\$6,514,911
Revenue:				
Interest on Bond Proceeds	\$62,289	\$45,150	\$45,150	\$56,526
Park Fees	36,058,152	37,345,992	37,345,992	39,418,893
Interest	219,172	107,400	107,400	161,228
Donations	295,228	249,600	249,600	285,488
Total Revenue¹	\$36,634,841	\$37,748,142	\$37,748,142	\$39,922,135
Total Available	\$42,034,701	\$43,355,243	\$44,631,292	\$46,437,046
Expenditures:				
Personnel Services	\$22,418,134	\$23,225,600	\$23,225,600	\$24,287,127
Operating Expenses	11,846,774	13,263,743	13,263,743	13,697,223
Recovered Costs	(1,132,440)	(1,192,373)	(1,192,373)	(1,246,268)
Capital Equipment	187,895	187,500	187,500	651,833
Subtotal	\$33,320,363	\$35,484,470	\$35,484,470	\$37,389,915
Debt Service: ²				
Fiscal Agent Fee	\$2,000	\$2,000	\$2,000	\$2,000
Accrued Bond Interest Payable	1,066,825	1,064,048	1,064,048	1,064,412
Total Expenditures	\$34,389,188	\$36,550,518	\$36,550,518	\$38,456,327
Transfers Out:				
County Debt Service (200) ³	\$762,363	\$765,863	\$765,863	\$784,063
Park Capital Improvement Fund (371)	0	0	800,000	0
Total Transfers Out	\$762,363	\$765,863	\$1,565,863	\$784,063
Total Disbursements	\$35,151,551	\$37,316,381	\$38,116,381	\$39,240,390
Ending Balance⁴	\$6,883,150	\$6,038,862	\$6,514,911	\$7,196,656
Debt Service Reserve	\$1,831,953	\$1,831,953	\$1,831,953	\$1,850,475
Managed Reserve ⁵	4,251,197	4,206,909	4,682,958	5,272,139
Set Aside Reserve ⁶	800,000	0	0	74,042
Unreserved Ending Balance	\$0	\$0	\$0	\$0

Fund 170

Park Revenue Fund

¹ 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 2007 Actual Column shown above is \$143,031 higher than reflected in the County's accounting system using accrual basis. This impact is included in the Managed Reserve.

² Debt service represents principle and interest on Park Revenue Bonds which supported the construction of the Twin Lakes Golf Course.

³ 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.

⁴ 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.

⁵ 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 2010.

⁶ The Set Aside Reserve is used to fund renovations and repairs at various park facilities as approved by the Park Authority Board.