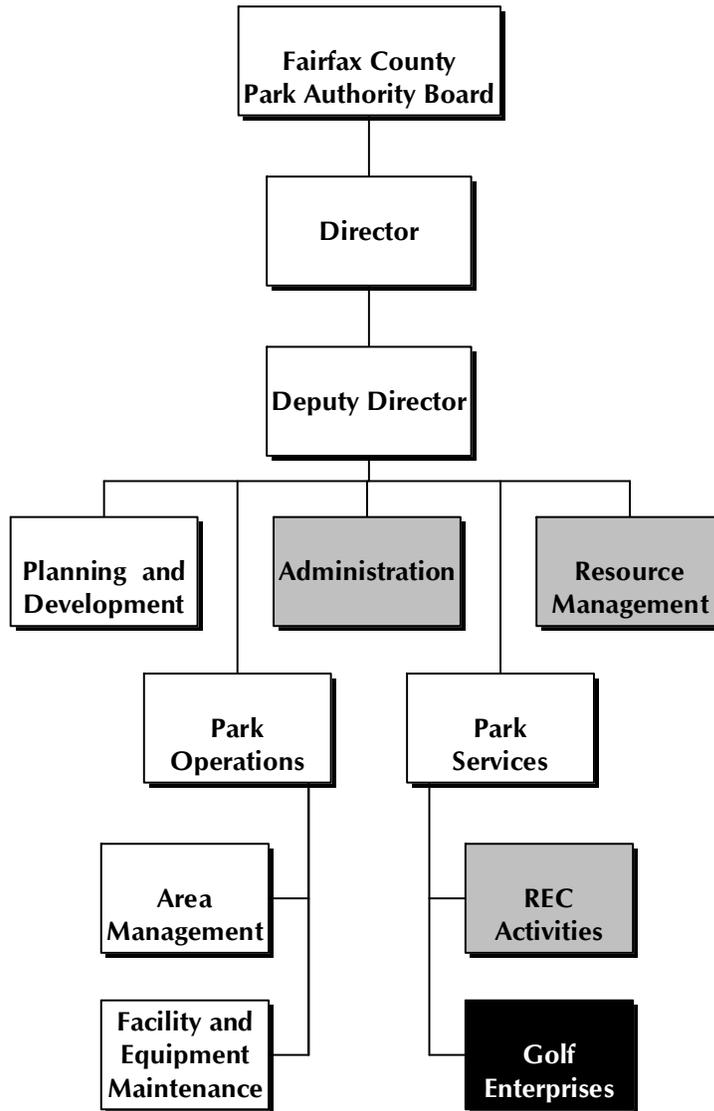


# Fund 170 Park Revenue Fund



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

 Denotes Cost Center that is only in Fund 170, Park Authority Operations Trust 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 Park Authority currently maintains and operates 386 parks on 22,543 acres of land, including recreation centers, historic sites, nature centers and natural areas, golf courses, public gardens, and neighborhood, community, district and countywide parks. Recent surveys have shown that 90 percent of County residents utilize the parks. Under the policy oversight by the 12-member Park Authority Board, in accordance with a Memorandum of Understanding between the Board of Supervisors, the Park Authority manages acquisition, preservation, development, maintenance and operation of these assets and activities through five (5) funds: the General Fund, Park Revenue Fund, General County Construction Fund, Park Authority Bond Construction Fund and the Park Capital Improvement Fund. The Park Authority Board has direct fiduciary responsibility for the Revenue Fund. The Park Authority also aggressively seeks management initiatives and alternate funding sources to sustain the delivery of quality services and facilities. The Park Foundation was established to create a more structured method to seek gifts from foundations, corporations and individuals. 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 which help to supplement limited resources.

The completion of the Park Authority Needs Assessment Study will result in a 10-Year Action Plan including a phased 10-year Capital Improvement Plan. Based on projected citizen demand, population growth, trends and data analysis completed in the Needs Assessment process to date, the Fairfax County Park Authority Board adopted countywide standards that identify Fairfax County's additional recreational facilities and land acquisition needs through the year 2013.

The Park Revenue Fund is primarily supported from fees and charges generated at Park Authority facilities. The Park Authority's enabling legislation states that revenues must be spent exclusively for park purposes. The Park Revenue Fund is responsible for the operation of the agency's revenue-supported facilities, which include golf courses, recreation centers, lake parks, nature centers and historic sites. Revenue received from user fees is designed to fully recover the annual operating and management costs of the recreation centers and golf courses, and portions of the lakefront and historic property rental services. The General Fund supports Revenue Fund operations by funding utility costs and general maintenance facilities within the parks with incidental or no revenue generating services. Additionally, the overlap between the General Fund and Park Revenue Fund occurs in operating Lake Parks. The General Fund pays for the administrative salaries and some operating costs associated with the policy, communication and leadership activities of the Directors Office as well as funding administrative costs for purchasing, accounting, payroll and risk management procedural compliance.

### THINKING STRATEGICALLY

Strategic challenges for the Department include:

- Promoting community involvement through partnerships, focus groups and Internet communication;
- Practicing 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.

## Fund 170 Park Revenue Fund

The operations of two major new facilities coming on line in the next year, Cub Run Recreation Center and Laurel Hill Golf Course, will be funded entirely from user fees.

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. These types of service refinements come as a result of customer survey feedback and nationwide recreational trends. The need (and desire of the County) for these types of facilities to be funded through user fees requires that they be administered through the Revenue Fund.

There are 34 revenue-generating facilities under the management of the Park Authority:

<b>Recreational Parks</b>	<b>Recreation Centers</b>	<b>Golf Courses</b>	<b>Resource Management Sites<sup>1</sup></b>
Lake Accotink	Providence	Twin Lakes	Sully Plantation
Lake Fairfax	Lee District	Burke	Colvin Run Mill
Burke Lake	Audrey Moore	Jefferson	Cabell's Mill
	Mount Vernon	Greendale	Dranesville Tavern
	Oak Marr	Pincrest	Stoneybrooke
	South Run	Oak Marr	Wakefield Chapel
	Spring Hill	Laurel Hill	Great Falls Grange
	George Washington		Clark House
	Cub Run		Riverbend
			Green Spring Gardens Park
			Frying Pan Park
			Huntley Meadows
			Hidden Pond
			Ellanor C. Lawrence
			Hidden Oaks

<sup>1</sup> Primarily General Fund supported facilities. Revenues are generated through the sale of merchandise and through paid activities.

## 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 2005 Initiative</b>	<b>Cost Center</b>
Continue to respond to the changing needs of the community through the implementation of changes in the delivery of fitness programs and services. At the RECenters, Fitness Directors were added, FITLINXX and fitness program access was extended to pass holders, and personal training programs were expanded. Future plans include partnering with health care professionals to expand public access to rehabilitation and health-maintenance services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Rec Activities
In continued partnership with Bass Masters and the Fairfax County Public Schools, develop and deliver a water safety program to high school students titled "Pleasures and Perils of the Potomac." Additional cooperative program development is underway with the FCPS to target intermediate school students.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Rec Activities
 <b>Building Livable Spaces</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
In continued efforts to provide recreational opportunities for citizens in the western part of the County, supported construction of the Cub Run RECenter with an anticipated completion date of FY 2005.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Rec Activities
Continue to respond to citizens' varied recreational interests through the construction of the first skate park, located at Wakefield Park.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Rec Activities
In response to the growing demand for services, developed previously unfinished space at the Spring Hill RECenter into a multi-purpose space for recreation and fitness programs. Other initiatives include the conversion of space at Providence RECenter into a Pilates fitness studio and the conversion of a concession building at Wakefield Park into a summer camp facility.	<input checked="" type="checkbox"/>		Rec Activities
In continued efforts to offer recreational opportunities for citizens in the southern part of the County, designed the Laurel Hill Golf Course. Preparations are underway for the operation and opening of the facility in May 2005.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Golf Enterprises Planning & Development
Enhanced recreational opportunities for citizens of all ages through the construction of the new mini-golf course at Burke Lake Park, which opened in August 2003.	<input checked="" type="checkbox"/>		Rec Activities Planning & Development

## Fund 170 Park Revenue Fund

 <b>Building Livable Spaces</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
Continue to identify and renovate historic structures for adaptive use by the public for meetings and other gatherings. Availability and use of these historic buildings helps to preserve important aspects of the county's past and its historic architecture. Significant renovations include ADA improvements at Dranesville Tavern in order to improve accessibility, overall building upgrades at Stonybrooke Mansion and renovations at the Great Falls Grange.	☑		Resource Management
 <b>Connecting People and Places</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
Continue to partner with other local jurisdictions to expand the Northern Virginia Public Golf League. Also partnered with the United States Golf Association to implement the Youth Golf Initiative and host a women's amateur public links qualifier.	☑	☑	Golf Enterprises
 <b>Maintaining Healthy Economies</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
Continue to maximize and expand opportunities for citizens through public/private partnerships, including the Cub Run RECenter and the adjacent privately funded and operated field house on public land.	☑	☑	Rec Activities Planning & Development

### Budget and Staff Resources

<b>Agency Summary</b>					
<b>Category</b>	<b>FY 2003 Actual</b>	<b>FY 2004 Adopted Budget Plan</b>	<b>FY 2004 Revised Budget Plan</b>	<b>FY 2005 Advertised Budget Plan</b>	<b>FY 2005 Adopted Budget Plan</b>
Authorized Positions/Staff Years					
Regular	200/ 199.75	216/ 215.75	223/ 222.75	224/ 223.75	232/ 231.75
Expenditures:					
Personnel Services	\$15,680,241	\$17,804,755	\$17,036,987	\$19,412,778	\$19,510,306
Operating Expenses	8,450,268	9,455,626	9,233,023	10,763,386	10,763,386
Recovered Costs	(381,320)	(423,049)	(423,049)	(439,377)	(439,377)
Capital Equipment	393,700	689,400	368,115	534,000	534,000
Bond Costs	1,072,779	1,067,446	15,803,374	1,067,446	1,067,446
<b>Total Expenditures</b>	<b>\$25,215,668</b>	<b>\$28,594,178</b>	<b>\$42,018,450</b>	<b>\$31,338,233</b>	<b>\$31,435,761</b>

# Fund 170

## Park Revenue Fund

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### FY 2005 Funding Adjustments

The following funding adjustments from the FY 2004 Revised Budget Plan are necessary to support the FY 2005 program:

- ◆ **Employee Compensation** **\$626,829**  
An increase of \$626,829 associated with salary adjustments necessary to support the County compensation program
  
- ◆ **Cub Run RECenter** **\$1,429,159**  
An increase of \$977,981 in Personnel Services and \$451,178 in Operating Expenses, associated with full-year salary requirements for 14/14.0 SYE positions established in FY 2004 and 1/1.0 SYE additional Fitness Director (Recreation Specialist II) position to support the opening of the Cub Run RECenter. These increases are offset by anticipated revenues of \$1,940,500. Cub Run RECenter, scheduled to open in November 2004, will be over 65,000 square feet and will include a 25-meter by 25-yard competitive swimming pool, a leisure pool, whirlpool/spa, weight training and fitness areas, multi-purpose rooms, and administrative and support service areas. Positions have been phased in over FY 2004 and FY 2005 to ensure that the RECenter is fully operational once construction is complete. The new facility will house a 10,000-square-foot fitness center that will include a full array of Fitlinxx exercise equipment. Fitlinxx is a line of products that records participants' fitness information and tracks individual progress. Based on the popularity of the Fitlinxx equipment at existing RECenters, it is anticipated that Fitlinxx users at Cub Run alone will exceed 1,500. As a result, the Cub Run fitness center will require a minimum of two fitness staff (1/1.0 SYE approved in FY 2004 and 1/1.0 SYE included in FY 2005) to serve customers effectively and safely.
  
- ◆ **Laurel Hill Golf Course** **\$452,621**  
An increase of \$228,121 in Personnel Services and \$224,500 in Operating Expenses associated with salary requirements for 7/7.0 SYE additional positions to support the opening of the Laurel Hill Golf Course. These increases are partially offset by anticipated revenues of \$287,583. The Laurel Hill Golf Course, scheduled to open in May 2005, will provide golf opportunities in the southern portion of the County. Positions will be phased in over FY 2004 and FY 2005 to ensure that the course is fully operational once construction is complete. In FY 2005, the additional positions, including 1/1.0 SYE Park Specialist II, 2/2.0 SYE Assistant Park Specialists, 2/2.0 SYE Laborers II, 1/1.0 SYE Laborer I and 1/1.0 SYE Motor Equipment Operator, will prepare the course and clubhouse for opening, develop plans for operations and develop and implement a marketing/promotions plan. In addition, these positions will hire and train seasonal staff, as well as procure necessary operating equipment and supplies. It should be noted that 7/7.0 SYE positions are anticipated to be established during FY 2004 to oversee the grow-in of the golf course turf, as well as day-to-day operations required until the facility is open to the public.
  
- ◆ **Capital Equipment** **\$534,000**  
Funding in the amount of \$534,000 is included for Capital Equipment. Of this total, \$142,000 is included for seven vehicles (one new and six replacement vehicles). In addition, \$229,000 is included for the replacement of golf course equipment for maintenance of existing courses, including five mowers, two tractors, a top dresser and a trap rake. An amount of \$163,000 is also provided for recreation activities, including the replacement of exercise equipment, additional aquatic entertainment equipment, and an additional minnow tank.
  
- ◆ **Other Adjustments** **\$239,889**  
A decrease of \$224,908 in Personnel Services primarily associated with position turnover and overtime requirements, offset by an increase of \$464,797 in Operating Expenses associated with contracted ground maintenance and facility supplies, as well as printing, advertising and utility costs.

# Fund 170

## Park Revenue Fund

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- ◆ **Recovered Costs** **(\$16,328)**  
An increase of \$16,328 in Recovered Costs associated with FY 2005 projected salaries for positions associated with bond-funded initiatives.
  
- ◆ **Carryover Adjustments** **(\$14,735,928)**  
A decrease of \$14,735,928 in Bond Costs due to the carryover of one-time expenses as part of the *FY 2003 Carryover Review*. These one-time expenses were associated with the Revenue Anticipation Note authorized to acquire the Hunter Tract property.
  
- ◆ **Revenues** **\$3,214,246**  
An increase of \$3,214,246 in Revenues primarily associated with anticipated increases in golf course utilization, classes, season passes and historic property rentals. Specifically, it is anticipated that the Cub Run RECenter, scheduled to open in November 2004, will generate revenues of \$1,940,500, and the Laurel Hill Golf Course, scheduled to open in May 2005, will generate \$287,583 during its first two months of operation. Overall, golf course utilization, classes, the sale of season passes and historic property rentals are anticipated to increase at nearly all Park Authority facilities, reflecting an increase of \$986,163.

### Board of Supervisors' Adjustments

*The following funding adjustments reflect all changes to the FY 2005 Advertised Budget Plan, as approved by the Board of Supervisors on April 26, 2004:*

- ◆ **Transfer of Park Management Specialist II Position** **\$97,528**  
An increase of \$97,528 in Personnel Services associated with the transfer of 1/1.0 SYE Park Management Specialist II from the Park Authority's General Fund to Fund 170, Park Revenue Fund. This position serves as the Leisure and Wellness Branch Manager to oversee RECenter operations and associated programs and services, as well as ADA compliance and community-based recreation and leisure services. As a result of this transfer, no interruption in service will result; however, Fund 170 will absorb the full cost of the position, along with fringe benefits.

### **Changes to FY 2004 Adopted Budget Plan**

*The following funding adjustments reflect all approved changes in the FY 2004 Revised Budget Plan since passage of the FY 2004 Adopted Budget Plan. Included are all adjustments made as part of the FY 2003 Carryover Review and all other approved changes through December 31, 2003:*

- ◆ **Carryover Adjustments** **\$14,735,928**  
As part of the *FY 2003 Carryover Review*, the Board of Supervisors approved an increase of \$14,735,928 in expenditures due to a debt service payment associated with a Revenue Anticipation Note (RAN) approved by the Board of Supervisors on July 7, 2003 and due on July 31, 2003. A new note in the amount of \$10,000,000 was issued by the Park Authority, with debt service of \$4,735,928.
  
- ◆ **Other Adjustments** **(\$837,358)**  
A net decrease of \$837,358 to the FY 2004 beginning balance due to lower than anticipated revenues of \$2,159,822, offset by lower than anticipated expenditures of \$1,322,464.

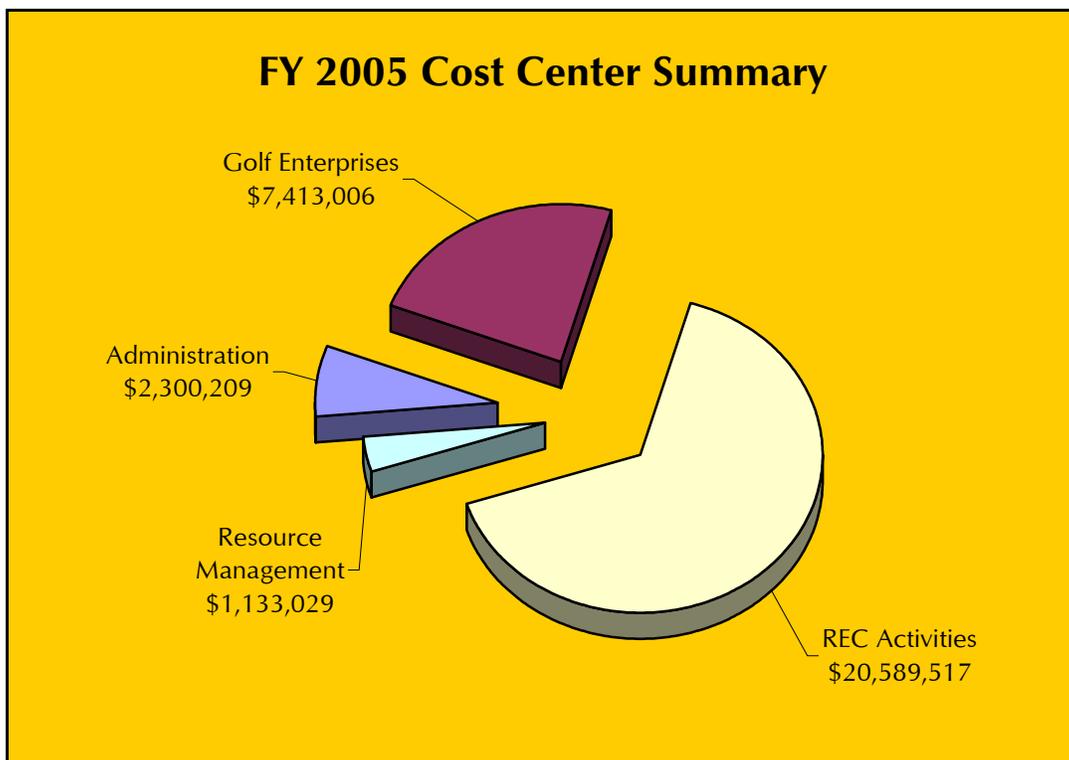
# Fund 170 Park Revenue Fund

The following funding adjustments reflect all approved changes to the FY 2004 Revised Budget Plan from January 1, 2004 through April 19, 2004. Included are all adjustments made as part of the FY 2004 Third Quarter Review:

- ◆ **Laurel Hill Golf Course Positions** **\$0**  
 An increase of 7/7.0 SYE positions in Golf Enterprises associated with the construction of the Laurel Hill Golf Course. These positions include 1/1.0 SYE Park Specialist IV, 1/1.0 SYE Golf Course Supervisor III, 1/1.0 SYE Park Specialist I, 1/1.0 SYE Auto Mechanic I, 1/1.0 SYE Motor Equipment Operator, 1/1.0 SYE Laborer III, and 1/1.0 SYE Laborer II and will manage the grow-in phase of the golf course until the facility is open to the public. It should be noted that salary costs associated with these positions will be funded through revenue bond proceeds within Fund 371, Park Capital Improvement Fund. Once construction of the golf course is complete, salaries will be funded out of Fund 170 revenues.
  
- ◆ **Fund Adjustments** **(\$1,311,656)**  
 A net decrease of \$1,311,656 in expenditures associated with a reduction of \$767,768 due to closely managed position vacancies, as well as reductions in seasonal salaries at RECenters and overtime reductions. A reduction of \$389,888 in Operating Expenses is due to savings primarily associated with postage, printing and advertising, and deferred recreational equipment purchases. In addition, Capital Equipment costs decreased by \$154,000 due to the deferred purchase of aquatic entertainment equipment at RECenter pools and cost savings associated with maintenance equipment purchases.

## 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 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan	FY 2005 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	8/ 8	8/ 8	8/ 8	8/ 8	8/ 8
<b>Total Expenditures<sup>1</sup></b>	<b>\$1,995,419</b>	<b>\$2,272,523</b>	<b>\$17,008,451</b>	<b>\$2,300,209</b>	<b>\$2,300,209</b>

<sup>1</sup> The FY 2004 Revised Budget Plan reflects an allocation of bond proceeds related to the refunding of the Park Facilities Revenue Bonds, Series 1995. On September 15, 2001, the Park Authority issued \$13,015,000 in Revenue Refunding Bonds in order to refinance Park Revenue Bonds at a lower interest rate.

Position Summary	
1 Network Telecom Analyst II	2 Engineers III
2 Network Telecom Analysts I	2 Engineers II
	1 Sr. Right-of-Way Agent
<b>TOTAL POSITIONS</b>	
<b>8 Positions / 8.0 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 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 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Output:</b>					
Annual budget expenditures administered	\$16,484,861	\$18,783,282	\$21,081,663 / \$19,933,554	\$22,398,071	\$22,854,188
Employees served	1,754	2,178	2,205 / 2,109	2,267	2,350
PC's, servers, and printers	518	538	538 / 538	545	568
<b>Efficiency:</b>					
Expenditure per Purchasing/Finance SYE	\$686,869	\$782,637	\$878,403 / \$830,565	\$973,829	\$993,660
Agency employees served per HR SYE	219	272	245 / 234	267	276
IT Components per IT SYE	74.00	76.86	89.67 / 89.67	90.83	94.67

# Fund 170 Park Revenue Fund

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Service Quality:</b>					
Customer satisfaction	NA	NA	80% / 94%	75%	75%
<b>Outcome:</b>					
Percent of annual work plan objectives achieved	NA	NA	85% / 90%	80%	80%

## Performance Measurement Results

In an effort to provide broader linkage to the budget and to the agency's strategic plan, the Park Authority updated performance measurement (PM) objective statements, with revised performance indicators beginning in FY 2003. In FY 2003, a customer satisfaction survey was developed and circulated to internal Park Authority customers of the Administration Division. The internal survey tool was designed to measure how satisfied customers are with administrative functions and staff behaviors. The Service Quality outcome of this survey reflects the percent of respondents who rated their satisfaction as Very Satisfied or Somewhat Satisfied on a five-point scale. Workloads continue to increase as a result of the opening of two new facilities, Cub Run RECenter and Laurel Hill Golf Course. Customer satisfaction may decrease in all administrative functions in terms of timeliness and accuracy, as staff experience increasing workloads generated by these additional facilities.

## Golf Enterprises

Funding Summary					
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan	FY 2005 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	63 / 63	63 / 63	70 / 70	70 / 70	77 / 77
<b>Total Expenditures</b>	<b>\$6,091,247</b>	<b>\$6,793,014</b>	<b>\$6,477,514</b>	<b>\$7,413,006</b>	<b>\$7,413,006</b>

Position Summary					
3 Park Specialists IV	4 Laborers III	3 Golf Course Supts. III			
3 Park Specialists III	10 Laborers II (2)	1 Golf Course Supt. II			
2 Park Specialist II (1)	6 Laborers I (1)	3 Golf Course Supts. I			
8 Park Specialists I	6 Sr. Utility Workers	4 Motor Equip. Operators (1)			
8 Asst. Park Specialists (2)	6 Utility Workers	2 Automotive Mechs. I			
6 Facility Attendants II	1 Labor Crew Chief				
1 Park Management Spec. II					
<b>TOTAL POSITIONS</b>		( ) Denotes New Positions			
77 Positions (7) / 77.0 Staff Years (7.0)					

## 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.

# Fund 170

## Park Revenue Fund

### Objectives

- ◆ To maintain the number of golf rounds played at 390,000, while increasing the overall satisfaction rating for golfers from 59 percent to 80 percent.
- ◆ To maintain cost recovery at a minimum of 138 percent while maintaining the course condition rating of 7.2.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Output:</b>					
Rounds played	350,290	377,367	390,000 / 298,963	390,000	390,000
Gross revenue	\$8,310,971	\$9,009,693	\$9,596,000 / \$7,480,898	\$9,510,000	\$9,637,850
<b>Efficiency:</b>					
Expense/rounds played	\$9.82	\$8.88	\$9.21 / \$20.37	\$17.42	\$17.85
Revenue per round	\$23.45	\$23.98	\$24.60 / \$25.02	\$24.60	\$24.38
<b>Service Quality:</b>					
Percent "Very" Satisfied	NA	NA	80% / 59%	80%	80%
Course condition rating	NA	NA	7.20 / NA	7.20	7.20
<b>Outcome:</b>					
Percent change in rounds played	(5.1%)	6.0%	3.8% / (20.4%)	30.5%	0.0%
Cost recovery percentage	134.17%	144.30%	150.00% / 122.81%	140.00%	138.00%

### Performance Measurement Results

The course condition rating is derived from a golf user survey, conducted every two years. The rating is based on an average score in three areas of course maintenance: tees, fairways, and greens. Golfers rate quality on a scale of 1 to 9, with 1 being lower than desired service level and 9 being higher than desired service level. It is anticipated that the course condition rating will remain at 7.2 in FY 2005.

In FY 2003, the decrease in rounds played was due to inclement weather conditions. As a result, the cost recovery target of 150 percent was not achieved.

### REC Activities

Funding Summary					
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan	FY 2005 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	120/ 120	136/ 136	136/ 136	137/ 137	138/ 138
<b>Total Expenditures</b>	<b>\$16,206,687</b>	<b>\$18,456,606</b>	<b>\$17,460,450</b>	<b>\$20,491,989</b>	<b>\$20,589,517</b>

# Fund 170 Park Revenue Fund

Position Summary					
2	Park Management Specialists I	1	Park Management Specialist II (1) T	8	Custodians II
6	Park Specialists IV	1	Management Analyst III	3	Custodians I
4	Park Specialists III	2	Management Analysts II	1	Electronic Equipment Tech. II
4	Park Specialists II	1	Information Officer II	1	Painter II
9	Park Specialists I	8	Facility Attendants II	1	Producer/Director
26	Asst. Park Specialists	2	Facility Attendants I	1	Business Analyst II
1	Recreation Division Supervisor I	11	Administrative Assistants III	1	Graphic Artist III
1	Recreation Specialist IV	1	Sr. Interpreter, Nat. & Hist. Prog.	1	Publication Assistant
13	Recreation Specialists II (1)	8	Preventative Maintenance Specialists	1	Photographic Specialist
7	Recreation Specialists I			12	Recreation Assistants
<b>TOTAL POSITIONS</b>			<b>( ) Denotes New Positions</b>		
138 Positions (2) / 138.0 Staff Years (2.0)			<b>T Denotes Position Transfer</b>		

## 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 5.30 service contacts per household, and a customer satisfaction rating of 80 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.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Output:</b>					
Service contacts	1,761,922	1,966,460	1,887,371 / 1,822,901	1,991,740	2,023,540
<b>Efficiency:</b>					
Service contacts per household	4.92	5.41	5.11 / 4.93	5.30	5.30
<b>Service Quality:</b>					
Percent "Very" Satisfied	NA	NA	80% / 69%	80%	80%
<b>Outcome:</b>					
Percent of households indicating parks/recreation services are "very" important or "extremely" important to their quality of life	NA	NA	75% / 77%	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 - 10, with 1 as "worst" and 10 as "best" quality. FCPA will strive to achieve the 80 percent target by being more responsive to customer input and needs as identified in the survey results.

# Fund 170 Park Revenue Fund

## Resource Management

Funding Summary					
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan	FY 2005 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	9/ 8.75	9/ 8.75	9/ 8.75	9/ 8.75	9/ 8.75
<b>Total Expenditures</b>	<b>\$922,315</b>	<b>\$1,072,035</b>	<b>\$1,072,035</b>	<b>\$1,133,029</b>	<b>\$1,133,029</b>

Position Summary					
1	Historian II	1	Assistant Historian	1	Administrative Assistant V
1	Historian I	1	Park Specialist III	1	Custodian II
2	Facility Attendants II, (1 PT)	1	Park Specialist I		
<b>TOTAL POSITIONS</b>			<b>PT Denotes Part-Time Position</b>		
<b>9 Positions / 8.75 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 8.1 percent, from 185,000 to 200,000, while maintaining a customer satisfaction rating of 77 percent in order to increase citizen awareness and appreciation of Fairfax County's natural, cultural, horticultural resources, and heritage as well as their importance in maintaining a positive quality of life.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Output:</b>					
Visitor contacts	161,883	159,485	179,595 / 162,199	185,000	200,000
<b>Efficiency:</b>					
Visitors contacts per household	0.45	0.43	0.48 / 0.44	0.49	0.52
<b>Service Quality:</b>					
Percent of visitors "very" satisfied with program and services	NA	NA	85% / 76%	77%	77%
<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	NA	NA	75% / 68%	70%	70%
Percent change in number of visitor contacts	17.2%	(1.5%)	NA / 1.7%	14.1%	8.1%

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

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 – 10, with 1 as “worst” and 10 as “best” quality. 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.

# Fund 170

## Park Revenue Fund

### FUND STATEMENT

Fund Type P17, Non-Appropriated Funds

Fund 170, Park Revenue Fund

	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan	FY 2005 Adopted Budget Plan
<b>Beginning Balance</b>	<b>\$3,823,606</b>	<b>\$3,185,311</b>	<b>\$2,914,246</b>	<b>\$3,327,802</b>	<b>\$3,327,802</b>
Revenue:					
Sale of Note <sup>1</sup>	\$0	\$0	\$14,735,928	\$0	\$0
Interest on Bond Proceeds	8,669	21,000	21,000	21,000	21,000
Park Fees <sup>2</sup>	24,857,058	28,736,734	27,425,078	31,950,980	31,950,980
Interest	15,388	90,000	90,000	90,000	90,000
Donations	347,913	160,000	160,000	160,000	160,000
<b>Total Revenue</b>	<b>\$25,229,028</b>	<b>\$29,007,734</b>	<b>\$42,432,006</b>	<b>\$32,221,980</b>	<b>\$32,221,980</b>
<b>Total Available</b>	<b>\$29,052,634</b>	<b>\$32,193,045</b>	<b>\$45,346,252</b>	<b>\$35,549,782</b>	<b>\$35,549,782</b>
Expenditures:					
Personnel Services	\$15,680,241	\$17,804,755	\$17,036,987	\$19,412,778	\$19,510,306
Operating Expenses	8,450,268	9,455,626	9,233,023	10,763,386	10,763,386
Recovered Costs	(381,320)	(423,049)	(423,049)	(439,377)	(439,377)
Capital Equipment	393,700	689,400	368,115	534,000	534,000
Debt Service:					
Fiscal Agent Fee	4,308	2,000	2,000	2,000	2,000
Accrued Bond Interest Payable	1,068,471	1,065,446	1,065,446	1,065,446	1,065,446
Debt Service for RAN	0	0	14,735,928	0	0
<b>Total Expenditures</b>	<b>\$25,215,668</b>	<b>\$28,594,178</b>	<b>\$42,018,450</b>	<b>\$31,338,233</b>	<b>\$31,435,761</b>
Transfers Out:					
Park Capital Improvement Fund (371) <sup>3</sup>	\$922,720	\$0	\$0	\$0	\$0
<b>Total Transfers Out</b>	<b>\$922,720</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Disbursements</b>	<b>\$26,138,388</b>	<b>\$28,594,178</b>	<b>\$42,018,450</b>	<b>\$31,338,233</b>	<b>\$31,435,761</b>
<b>Ending Balance<sup>4</sup></b>	<b>\$2,914,246</b>	<b>\$3,598,867</b>	<b>\$3,327,802</b>	<b>\$4,211,549</b>	<b>\$4,114,021</b>
Debt Service Reserve	\$1,166,019	\$1,078,000	\$1,078,000	\$1,078,000	\$1,078,000
Managed Reserve <sup>5</sup>	1,376,337	1,376,000	1,376,000	1,512,426	1,512,426
Supplemental Debt Reserve <sup>6</sup>	250,000	0	0	0	0
Set Aside Reserve <sup>7</sup>	121,890	1,144,867	873,802	1,621,123	1,523,595
<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> Represents revenue to issue a new Revenue Anticipation Note (RAN) for the purpose of providing funding to retire the previously issued RAN authorized for the purpose of acquiring park land (Hunter Tract).

<sup>2</sup> In order to account for revenues and expenditures in the proper fiscal year, an audit adjustment in the amount of \$566,293 has been reflected as an increase to FY 2003 revenues to reflect cash basis accounting for deferred revenues associated with the sale of season passes for Park-sponsored programs and activities. The audit adjustment is necessary to correctly reflect cash basis accounting whereby revenues are recorded when funds are collected regardless of when services are realized. However, the adjustment will not be reflected in the Comprehensive Annual Financial Report (CAFR), as the CAFR recognizes deferred revenues in its financial statements.

<sup>3</sup> In FY 2003, \$922,720 was transferred to Fund 371, Park Capital Improvement Fund, including \$147,537 for park rental building maintenance, \$205,455 to General Improvements Project, and \$569,728 for the Facilities and Services Reserve.

<sup>4</sup> The fund statement above reflects cash basis accounting. This method differs from the Park Authority's Comprehensive Annual Financial Report (CAFR) 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 \$2,504,643. Further reconciliation efforts will be undertaken to resolve this discrepancy. 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>5</sup> The Managed Reserve represents set aside cash flow and emergency reserves for operations as a contingency for unanticipated operating expenses or a disruption in the revenue stream.

<sup>6</sup> The Master Indenture for the 1995 Revenue Facilities Bonds required Park Authority to reserve \$250,000 in Supplemental Debt Reserve. This requirement has been fulfilled and the 1995 Revenue Facility Bonds was paid in full; thus, this Reserve is no longer required.

<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.