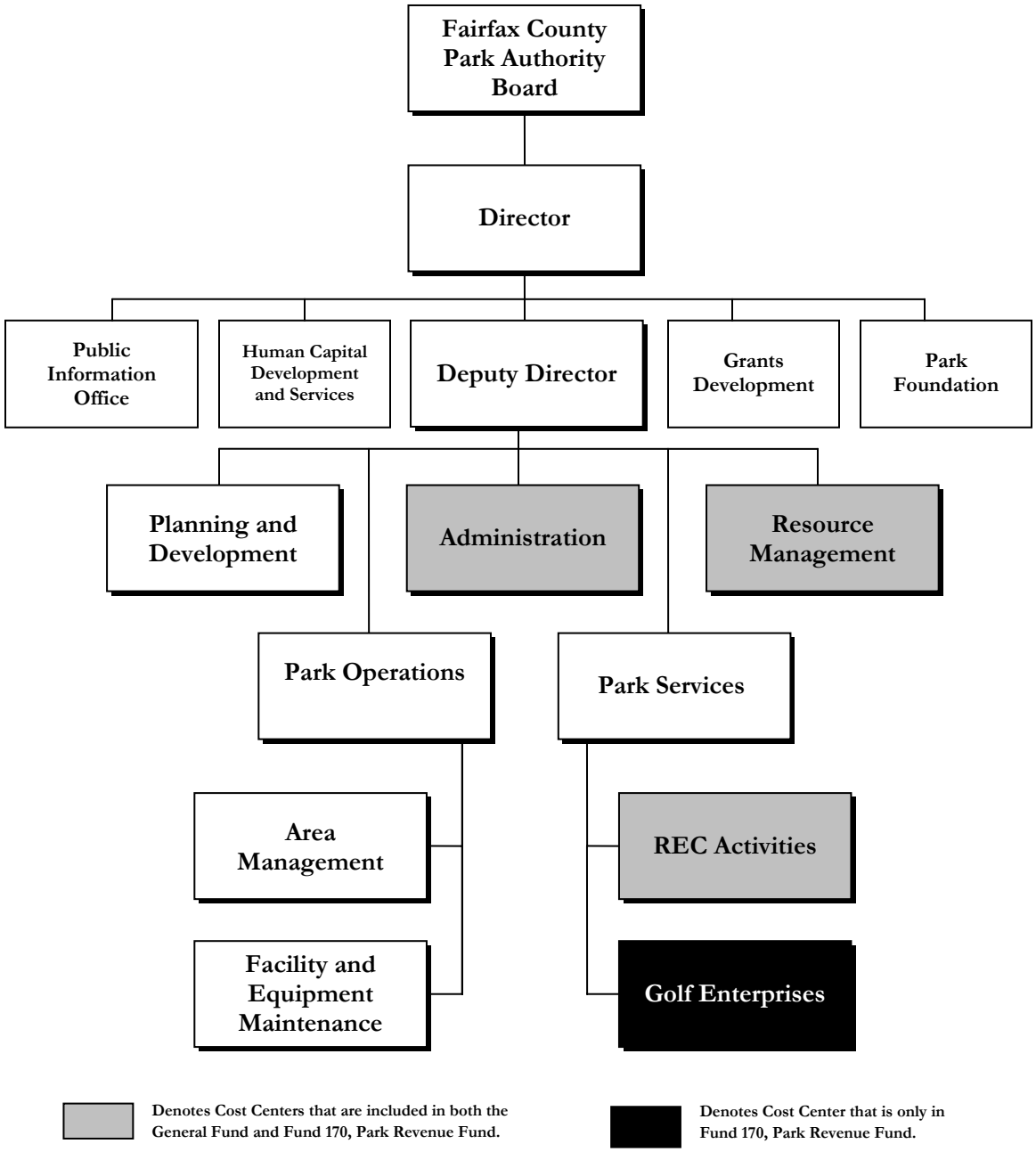
Fund 170
Park Revenue Fund



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.

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Focus

The Fairfax County Park Authority (The Authority) provides leisure and recreational opportunities through a rich variety of facilities and services that provide a valued enhancement to the quality of life for County citizens. Optimizing the quality of life in Fairfax County is the ultimate goal and mission of the Authority through preservation of open space and natural areas, and by providing nature centers, recreation centers, historic sites, programs, golf courses, athletic fields, public gardens and neighborhood, community, district and countywide parks. Based on a recent annual survey of 1,025 Fairfax County households, conducted in coordination with George Mason University, 80 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. Citizens continue to reflect strong demand and support of the park system. Survey results consistently show that more than 80 percent of County households use County parks.

THINKING STRATEGICALLY

Strategic issues for the Department include:

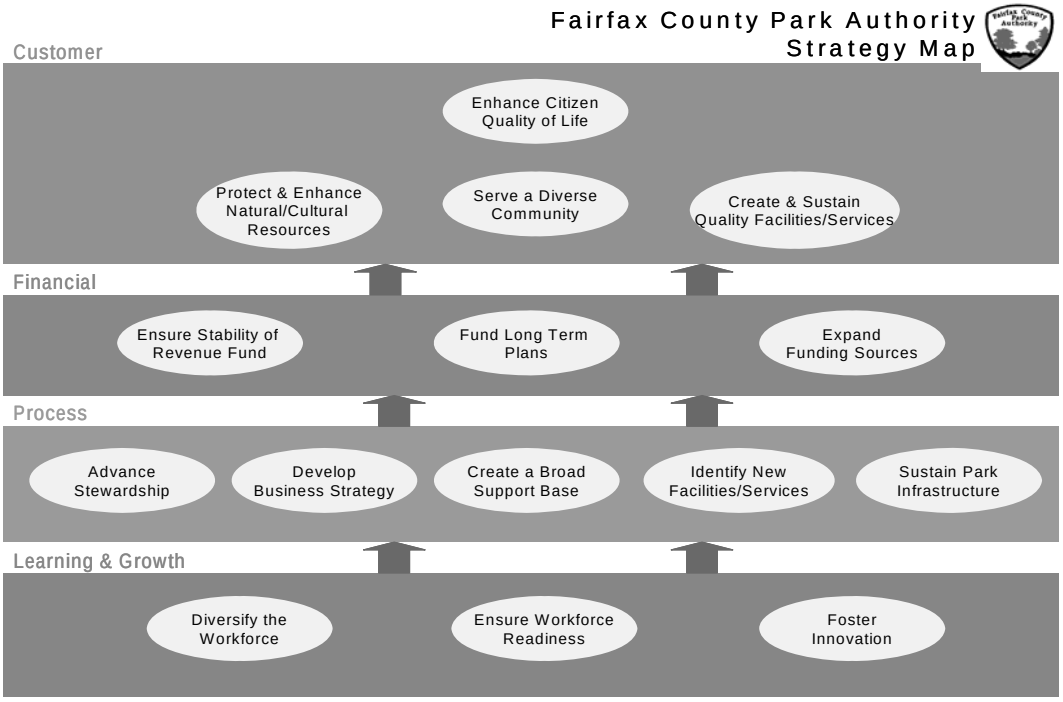
- Enhance citizen quality of life;
- Protect and enhance natural and cultural resources;
- Create and sustain quality facilities and services; and
- Serve a diverse community.

The Authority strives to improve the quality of life of citizens by keeping pace with demand by continually enhancing the park system. The Authority currently owns, maintains and operates 420 parks on approximately 24,000 acres of land. Notable enhancements include increased open space, expanded trails, new inclusive features and upgrading the playability of outdoor facilities. In FY 2006, the Authority acquired 41 acres of open space in McLean, Virginia under a long-term conservation easement agreement which will permanently preserve this open space for current and future generations. Also in FY 2006, with the assistance of the "Friends Group," Turner Farm opened in Great Falls, offering a cross country equestrian course and opportunities for the public to enjoy an astronomy observatory. FY 2006 marked the celebrated opening of the 41 mile long Cross County Trail which provides a continuous trail through every district across the County for all citizens to enjoy. CLEMYJONTRI, the first and only fully American with Disabilities Act (ADA) accessible park, opened, serving able and disabled children side by side. Also, Laurel Hill Golf Club was completed and received extremely positive reviews by industry professionals and users alike. The course has been named by Golf Styles magazine as one of the 100 must play courses in the mid-Atlantic region. This premier public golf facility rivals other high end daily fee courses in the region and across the country. Additionally, a $25 million park bond was authorized in 2006. This bond includes $10 million to acquire new parkland, $10 million to convert up to 12 existing natural turf rectangular fields to synthetic turf and $5 million to further develop a countywide comprehensive trail network. This bond will allow the Park Authority to continue to meet resident expectations identified in the Needs Assessment for the dual requirement to maintain Park Authority facilities and to acquire land to build needed park facilities and preserve significant resources and open space.

The Authority operates under the policy oversight of a 12-member Park Authority Board, in accordance with a Memorandum of Understanding with the Board of Supervisors. The 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 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. 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 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". We accomplish this through our two-dimensioned 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/.

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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.

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 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.

Management of Revenue Fund 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 and 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 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.

A Facility Condition Assessment of existing facilities and infrastructure also has been completed as part of the overall Needs Assessment. This facilities 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.

Budget and Staff Resources

Agency Summary

Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	234/ 233.75	234/ 233.75
Expenditures:		
Personnel Services	$22,418,134	$23,225,600
Operating Expenses	11,846,774	13,263,743
Recovered Costs	(1,132,440)	(1,192,373)
Capital Equipment	187,895	187,500
Bond Debt Payment	1,068,825	1,066,048
Laurel Hill Note Payable	762,363	765,863
Total Expenditures	**$35,151,551**	**$37,316,381**

Fund 170
Park Revenue Fund

SUMMARY OF ALL AGENCY LOBS
(FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
170-01	Park Authority Revenue Fund Operations	($431,761)	234	233.75
TOTAL*		**($431,761)**	**234**	**233.75**

* FY 2008 revenues are expected to be $431,761 higher than expenditures for Fund 170, resulting in no net cost to the County.

LOBS SUMMARY

170-01: Park Authority Revenue Fund Operations

Fund/Agency: 170	Park Revenue Fund
LOB #: 170-01	**Park Authority Revenue Fund Operations**
Personnel Services	$23,225,600
Operating Expenses	$13,263,743
Recovered Costs	($1,192,373)
Capital Equipment	$187,500
Bond Debt Cost	$1,066,048
Laurel Hill Note Payment	$765,863
Total LOB Cost:	$37,316,381
Federal Revenue	$0
State Revenue	$0
User Fee Revenue	$37,345,992
Other Revenue	$402,150
Total Revenue:	$37,748,142
Net LOB Cost:	($431,761)
Positions/SYE involved in the delivery of this LOB	234 / 233.75

▶ LOB Summary

Fund 170, the Park Authority Park Revenue Fund is one of two trust funds operated and approved by the Park Authority Board, as authorized under the Commonwealth's Park Authorities Act. Fund 170 exists to serve the leisure needs of county residents, guests and visitors on a financially self-sustaining basis by managing and operating top quality recreational facilities, services, programs, special events and parks while minimizing general fund support requirements.

Fund 170
Park Revenue Fund

The primary functions of the Park Revenue Fund are as follows:

- Operation and management of nine RECenters, eight golf courses, three lakefront parks and various rental facilities. There were over 2.2 million paid visits to these facilities in FY 2007.

- Development, scheduling and management of a wide variety of recreational programs. In FY 2007, there were 106,696 class registrations in programs supported by this fund.

- Operation of eight historic property rentals and Resource Management Division visitor services, store sales, interpretive programs and classes at nature centers, historic sites, a horticultural park and a farm/equestrian park.

The fund also supports a number of agency-wide functions, including:

- Revenue-facility administrative support (facility and operational planning, budget/financial analysis, market research, publications) of the above.

- Management of ParkNet, the Park Authority's automated information system.

- Centralized program registration and picnic/shelter rentals.

- Production of ParkTakes magazine, a quarterly guide to parks and recreation offerings.

- Print, graphic, photographic, advertising and video support of all agency functions; production of agency newsletter.

- Market research and planning; customer satisfaction surveys.

- Technical assistance in the areas of integrated pest management, irrigation and turf grass management programs.

Issues/Trends/Challenges impacting the Park Revenue Fund are:

- The Revenue Fund continues to finance the annual operation of designated park facilities and services. Strategic business planning measures are being developed to manage the fund's rising expenditures and utility costs. This issue is a strategic priority for the agency.

- Energy costs are significant, representing 28.4 percent of the Revenue Funds operating budget. It is critical to secure capital funding to begin implementing systems adaptations for improving utility efficiency of heating/cooling/lighting and watering systems through support of the Energy Management Program.

- The opening of the new Laurel Hill Golf Course has also added substantial additional debt service requirements to the Revenue Fund, nearly $800k more annually. This additional financial responsibility, coupled with the unanticipated dramatic increase in cost of utilities (electricity, natural gas, fuel), and a trend of expenses rising faster than new revenue, will place challenges on the long-term stability of the Revenue Fund.

- Meet changing and growing diverse population needs, including seniors.

- As mentioned in the Focus/Current trends section above, the need to fund identified maintenance needs of an aging inventory of facilities is a critical issue affecting the long-term sustainability and stability of the Revenue Fund.

► Method of Service Provision

The Revenue Fund provides the majority of its services with 234 County merit and over 2,500 Exempt Limited Term staff augmented by a roster of hundreds of volunteers (donating approximately 124,000 hours annually).

Services are delivered at parks, recreation centers and golf courses throughout the County operating all days of the week year round, including most holidays, weekends and evenings.

The Revenue Fund works with the Board of Supervisors, Park Authority Board, County residents, other county agencies and task forces in providing information and expertise, often leading or participating in evening and weekend meetings and events.

► Mandate Information

This LOB is state mandated. There are three state mandated items supported within this LOB. Dam Safety Act, Licensed Camp Staff Training (22 VAC-15-3-310-C) and Boiler and Pressure Vessel Rules & Regulations. In FY 2008, funding of $15,000, $11,200 and $1,140 respectively are required for above mentioned mandates. See the January 2007 Mandate Study, reference pages 36 and 66 for the specific federal or state codes and brief descriptions.

AGENCY PERFORMANCE MEASURES

Objectives

- To increase the number of golf rounds played to nearly 325,000, an increase of 1.6 percent, while maintaining the overall satisfaction rating for golfers at 64 percent.

- 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.

- 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.

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Indicator	Prior Year Actuals FY 2006 Actual	Prior Year Actuals FY 2007 Estimate/Actual	Current Estimate FY 2008	Future Estimate FY 2009	LOB Reference Number
Output:					
Annual budget expenditures administered	$25,439,419	$28,473,669 / $30,178,066	$32,529,373	$30,333,006	170-01
Agency employees served	3,082	2,800 / 3,326	3,500	3,602	170-01
PC's, servers, and printers	681	681 / 695	708	716	170-01
Golf rounds played	319,595	332,677 / 318,117	320,000	325,000	170-01
Fund gross revenue	$33,543,600	$35,929,653 / $36,634,841	$37,748,142	$39,922,135	170-01
REC Activities service contacts	2,224,733	2,206,142 / 2,213,913	2,228,464	2,266,432	170-01
Resource Management Division visitor contacts (1)	219,902	227,909 / 203,861	210,996	218,381	170-01
Efficiency:					
Golf expense/rounds played	$25.88	$25.83 / $28.07	$29.34	$31.28	170-01
Golf revenue per round	$31.10	$31.79 / $33.94	$35.89	$36.79	170-01
REC Activities service contacts per household	5.79	5.64 / 5.66	5.60	5.60	170-01
Resource Management Division visitors contacts per household	0.57	0.58 / 0.52	0.53	0.54	170-01
Service Quality:					
Golf enterprises - percent "very" satisfied	64%	64% / 59%	64%	64%	170-01
REC Activities - percent "very" satisfied	72%	75% / 76%	75%	75%	170-01
Resource management - percent of visitors “very” satisfied with programs and services	75%	75% / 78%	75%	75%	170-01
Outcome:					
Golf percent change in rounds played	7.9%	3.1% / (0.5%)	0.6%	1.6%	170-01
Golf cost recovery percentage	120.16%	123.04% / 120.90%	122.30%	117.60%	170-01
Percent of households indicating parks/recreation services are "very" important or "extremely" important to their quality of life	80%	78% / 77%	78%	78%	170-01
Percent of households indicating that natural, cultural and horticultural resources, facilities and services are “extremely” or “very” important to quality of life	72%	72% / 70%	72%	72%	170-01

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