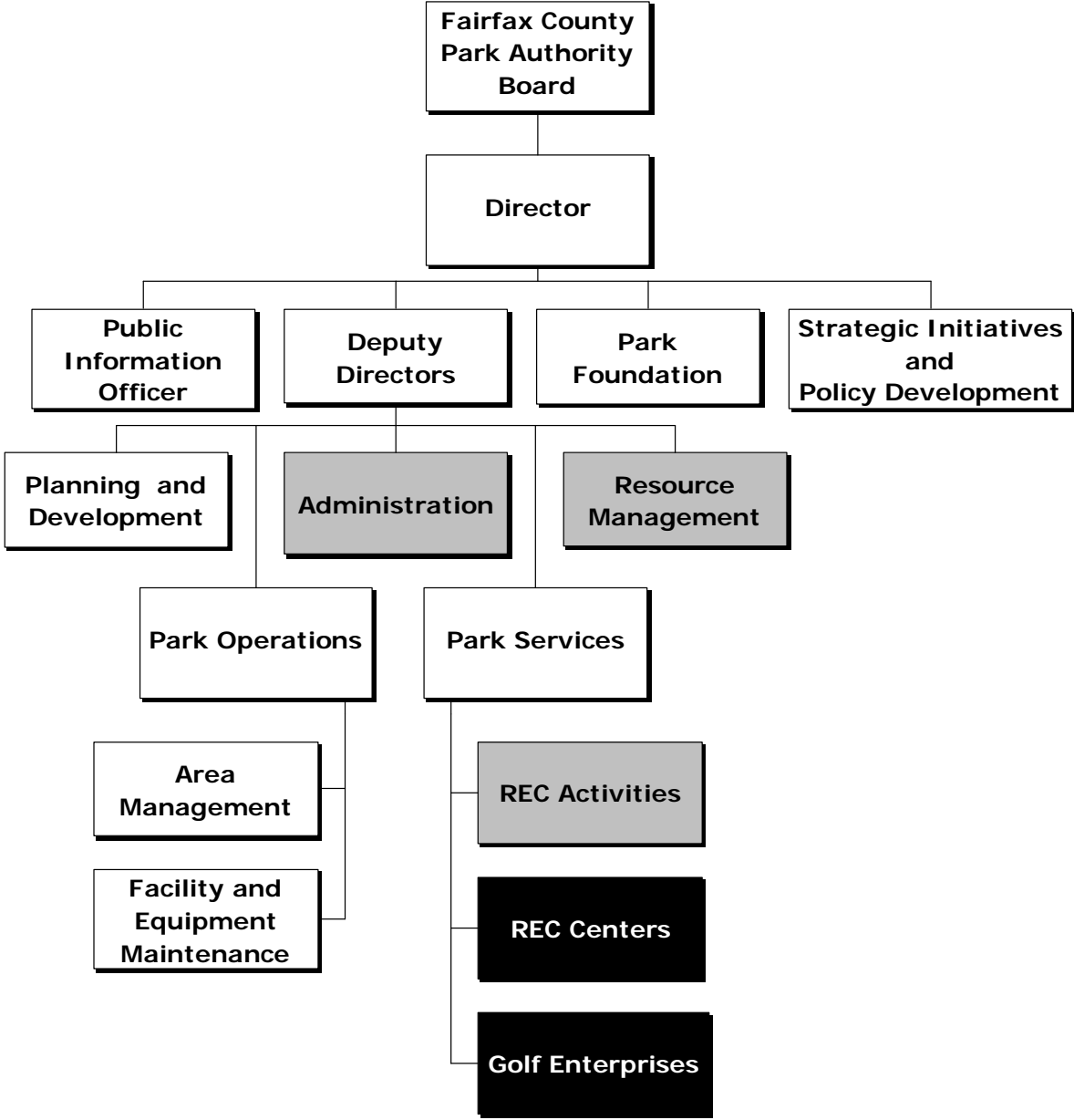


Fund 80000 Park Revenue and Operating Fund



Denotes Cost Centers that are included in both the General Fund and Fund 80000, Park Revenue and Operating Fund.

Denotes Cost Center that is only in Fund 80000, Park Revenue and Operating Fund.

Fund 80000

Park Revenue and Operating 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; and 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.

Focus

The Fairfax County Park Authority (the Authority), created by legislative action in 1950, serves the most populous jurisdiction in both the Virginia and Washington D.C. metropolitan area with over 1 million people. Under the direction of a Board of Supervisors' appointed 12-member Park Authority Board, the Authority works collaboratively with constituents, partners, stakeholders, and government leaders, and appointees to implement Board policies, champion the preservation and protection of natural and cultural resources, and facilitate the development of park and recreation programs and facilities. The Authority oversees the operation and management of a county park system with 23,372 acres, 427 parks, nine RECenters centers, eight golf courses, an ice skating rink, 210 playgrounds, 668 public garden plots, five nature centers, three equestrian facilities, 420 Fairfax County Public Schools athletic fields, 40 synthetic turf athletic fields, 268 Park Authority-owned athletic fields, 10 historic sites, two waterparks, a horticultural center, and more than 324 miles of trails. The Authority has balanced the dual roles of providing recreational, fitness and wellness opportunities to citizens and serving as stewards and interpreters of Fairfax County's natural and cultural resources.

The Park Revenue Fund supports the following County Vision Elements:

-  **Maintaining Safe and Caring Communities**
-  **Creating a Culture of Engagement**
-  **Connecting People and Places**
-  **Practicing Environmental Stewardship**
-  **Maintaining Healthy Economies**
-  **Building Livable Spaces**
-  **Exercising Corporate Stewardship**

The Authority, a three-time National Gold Medal Award winner and a nationally accredited agency, is one of the largest, most diverse park systems in the nation. The agency offers leisure and recreational opportunities through an array of programmed and un-programmed resources which enrich the quality of life for all County residents. This enrichment is accomplished through the protection and preservation of open space and natural areas, nature centers, RECenters, historic sites, golf courses, athletic fields, public gardens, horticulture sites, trails, and neighborhood, community, district and countywide parks, as well as stewardship education, park programs, classes, camps, and tours. Delivering high-quality inclusive service in parks is an important focus for the Park Authority as demand and usage continue to grow.

Fund 80000

Park Revenue and Operating Fund

Fund 80000, Park Revenue and Operating Fund, is supported by user fees and charges from admissions, pass sales, retail sales, equipment and facility rentals, classes and events generated at the Authority's revenue-supported facilities, and is supplemented by donations and grants. Revenue-generating facilities and programs include RECenters, golf courses, nature centers, historic sites and various other major parks. Fees offer a mechanism to offer programs and services that the General Fund does not provide and are generally applied in areas serving an individual's benefit. As per the Financial Management Principles, revenue received is applied towards fully recovering the annual operating and maintenance costs of programs and services at these facilities. The Authority also strives to achieve an overall positive net cost recovery in order to contribute to capital renewal, maintenance, and repairs for revenue generating facilities to meet County residents' service expectations.

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



Park Board

The Authority operates under the policy oversight of a Board of Supervisors' appointed 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 Parks General Fund Operating Budget, Park Revenue and Operating Fund, General Construction and Contributions Fund, Park Authority Bond Construction Fund and Park Improvement Fund. The Park

Authority Board has direct fiduciary responsibility for the Park Revenue and Operating Fund and the Park Improvement Fund, while the County has fiduciary responsibility for the three other funds. The Authority persistently pursues partnerships and alternate funding sources to sustain the delivery of quality services and facilities.

Maintaining economic vitality and sustainability are longstanding components of the Board of Supervisors' vision for Fairfax County. In order to address the increasing challenges, the Authority created a Financial Sustainability Plan (FSP) in December 2011. This plan focuses on core services and identifies opportunities for improving the overall cost recovery of the organization. It contains clearly defined recommendations that, when collectively implemented, will assist the Authority with becoming more self-sustainable. Most recently completed projects in the FSP include the expansion of the Water Mine Family Swimmin' Hole at Lake Fairfax and replacement of the irrigation system at Greendale Golf Course. The replacement of the Burke Lake Golf Course clubhouse and expansion of the driving range facility is currently under construction. In addition, the Park Board approved the FY 2017 – FY 2019

Fund 80000

Park Revenue and Operating Fund

Financial Management Plan. The Financial Management Plan provides the overall Park Revenue and Operating Fund business strategy, outlines financial projections for three years, and elaborates on the challenges facing the agency that are uncontrollable such as weather, employee compensation, employee benefits, aging equipment, indirect costs, and most recently, Fairfax County Public Schools programmatic changes that will impact the services and revenue potential of this fund.

Current Trends

A comprehensive Park and Recreation Needs Assessment is conducted every 5 to 10 years to address a growing population and evolving recreation needs of County residents. The most recent Needs Assessment was completed in FY 2016. A valuable aspect of this Needs Assessment process is that the resulting community facility needs form the basis for a 10-year phased Capital Improvement Framework (CIF). The CIF provides the overall long-range framework with recommended allocation of capital resources by facility type to meet the projected citizen's park and recreation needs. The plan is a guide for decision-makers for use in creating future bond programs and allocating other capital funding sources. Priority criteria were developed and used in scheduling projects within the CIF timeframe and tied directly to the demonstrated citizen needs. The total projected need for the ten year period reflected in the CIF is \$941,042,100. This total amount is broken out into three strategic areas of improvement: Critical (repairing the existing parks system), Sustainable (upgrading the existing parks system) and Visionary (new, significant upgrades). The Needs Assessment will be a significant part of the justification for future park bond referenda.

The needs assessment is complemented by "Great Parks, Great Communities," a comprehensive long-range park plan adopted in 2011 that examines needs within 14 planning districts. This plan uses data from the Needs Assessment and serves as a decision making guide for future park land use, service delivery and resource protection to better address changing needs and growth forecasts through 2020. The Great Parks, Great Communities Plan will be updated in 2017 to reflect the data, findings and recommendations of the Needs Assessment completed in FY 2016.

Although revenues are projected to increase in FY 2017, the Park Revenue and Operating Fund will continue to face financial challenges. This is primarily due to the general economic downturn that has reduced participation in key revenue-generating activities and created stagnation for participation in other activities. Market pressure and the economic conditions that the community is facing are exerting downward pressure on the pricing of services, which limits the ability to generate additional revenue through fee increases. On the cost side of the equation, projected program offerings and staff to support them have placed additional cost recovery pressure on the fund. In FY 2018, the Revenue and Operating Fund will transfer an \$820,000 indirect cost payment to the General Fund. The Indirect Cost payment is designed to partially offset central support services provided by the County's General Fund. In addition, the Park Revenue and Operating Fund experiences many uncontrollable factors that may impact its business (weather, facility closures, local economy, etc.), and the Park Authority is concerned about potential impacts to users if the Authority should experience some difficult times.

Fund 80000

Park Revenue and Operating Fund

To further safeguard and align with County practices, a Park Revenue and Operating Fund Stabilization Reserve and a Capital Sinking Fund were established with certain criteria for use. Annual Net Revenue is designed to be transferred to these reserves to contribute to ongoing needs; however, there are increasing demands that decrease the realization of any available net revenue. Recent analysis identified an unfunded annual need for lifecycle/capital renewal maintenance at revenue supported facilities. This critical funding element of sustainability cannot be realized through charging of fees. Funding for lifecycle/capital renewal maintenance of the revenue facilities will need to be a combined and collaborative effort between the Authority and Fairfax County to ensure park and recreation services will be available into the future.

Resident demand for services continues to grow due to an increasing population, changing needs, and diversity of the community. Visiting parks and park programs has been a popular community recreational outlet during the economic downturn. The Authority must quickly respond to changing expectations in order to maintain customer loyalty and stability in the revenue base. Recent or near-term initiatives include enabling customer-oriented services such as online pass sales/renewals, e-mail classes and camp surveys, electronic distribution of camp registration packets, updated concert series web pages that include new search capability for citizens to find programs, and development of an enhanced Parktakes online web portal.

Strategic Plan

On June 26, 2013, the Park Authority Board approved the FY 2014 – FY 2018 Strategic Plan and Balanced Scorecard. The Strategic Plan is a tool that is designed to help the agency focus on the mission critical, most pressing concerns and opportunities over the next five years. In light of increasing demands and limited and shrinking resources, it is more important than ever that priorities be strategically determined and focused. Key focus areas include:

- Emphasizing and communicating the park system's value and benefits
- Encouraging park users to utilize the park system from generation to generation
- Inspiring tomorrow's stewards
- Investing in aging infrastructure and natural capital
- Strengthening community partnerships
- Stabilizing funding resources and prioritizing core services
- Building leadership capacity to champion innovative solutions

Using the Balanced Scorecard approach and incorporating input from park leadership, staff, stakeholders, and the general public, the strategic plan is structured around four important perspectives: Customer, Financial, Business Process and Learning and Growth.

Fund 80000

Park Revenue and Operating Fund

Budget and Staff Resources

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$29,071,794	\$30,541,392	\$30,541,392	\$30,286,442	\$30,286,442
Operating Expenses	14,957,511	15,460,324	15,460,324	16,578,600	16,578,600
Capital Equipment	160,916	455,000	455,000	315,000	315,000
Bond Expenses	804,088	805,117	805,117	802,508	802,508
Subtotal	\$44,994,309	\$47,261,833	\$47,261,833	\$47,982,550	\$47,982,550
Less:					
Recovered Costs	(\$896,821)	(\$1,053,315)	(\$1,053,315)	(\$1,053,315)	(\$1,053,315)
Total Expenditures	\$44,097,488	\$46,208,518	\$46,208,518	\$46,929,235	\$46,929,235
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	245 / 245	245 / 245	245 / 245	245 / 245	245 / 245

FY 2018 Funding Adjustments

The following funding adjustments from the FY 2017 Adopted Budget Plan are necessary to support the FY 2018 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on May 2, 2017.

- ◆ **Employee Compensation** **\$255,721**
 An increase of \$255,721 in Personnel Services includes performance-based and longevity increases for non-uniformed merit employees effective July 2017.
- ◆ **Other Post-Employment Benefits** **\$12,767**
 An increase of \$12,767 in Personnel Services reflects required adjustments associated with providing Other Post-Employment Benefits (OPEB) to retirees, including the Retiree Health Benefits Subsidy. For more information on Other Post-Employment Benefits, please refer to Fund 73030, OPEB Trust Fund, in Volume 2 of the FY 2018 Adopted Budget Plan.
- ◆ **Operational Requirements** **\$594,838**
 An increase of \$594,838 includes an adjustment to Personnel Services and Operating Expenses primarily associated with projected growth in program attendance and participation as a result of facility expansions at the Oak Marr and Spring Hill RECenters, and the Lake Fairfax Water Mine. This adjustment also includes additional costs associated with the expansion of the Burke Lake Golf driving range and clubhouse, and annual software licensing costs associated with the new recreation management software system. Revenue is expected to be sufficient to fund these increases.
- ◆ **Capital Equipment** **\$315,000**
 Funding in the amount of \$315,000 is included for Capital Equipment. An amount of \$35,000 is for the replacement of mission critical mowers, and a utility vehicle that support the operations of the Golf Enterprises cost center. In addition, \$280,000 is for the replacement of exercise equipment that is necessary for the successful business operations of the self-supporting RECenters in order to meet

Fund 80000

Park Revenue and Operating Fund

customer expectations and minimize waiting time. These replacement items have all exceeded their useful life and are required to be replaced based on age, usage, frequency of costly repairs, and overall condition.

- ◆ **Bond Expenses** (\$2,609)
 A decrease of \$2,609 in Bond Expenses is consistent with principal and interest requirements for FY 2018.

Changes to FY 2017 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2017 Revised Budget Plan since passage of the FY 2017 Adopted Budget Plan. Included are all adjustments made as part of the FY 2016 Carryover Review, FY 2017 Third Quarter Review, and all other approved changes through April 30, 2017.

- ◆ **Carryover Adjustments** \$0
 There were no adjustments to expenditures as part of the FY 2016 Carryover Review. The Transfers Out to Fund 80300, Park Improvement Fund, was increased by \$580,000 to support both unplanned and emergency repairs at park facilities and the purchase of critical capital equipment. The adjustment will fund planned, long-term, life-cycle maintenance of revenue facilities.

Cost Centers

The five cost centers of the Park Revenue and Operating Fund are Administration, Golf Enterprises, REC Activities, RECenters 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

The Administration Division implements Park Authority Board policies and provides high quality administrative business support to all levels of the Park Authority in order to assist the other Divisions in achieving Park Authority mission related objectives.

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$2,024,671	\$2,156,399	\$2,156,399	\$2,026,253	\$2,026,253
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	15 / 15	15 / 15	15 / 15	15 / 15	15 / 15
<hr/>					
1 Human Resources Generalist II		4	Engineers III		
1 Network/Telecom Analyst II		3	Construction/Maintenance Project Managers II		
1 Network/Telecom Analyst I		1	Material Management Specialist III		
1 Internet/Intranet Architect I		1	Senior Right-of-Way Agent		
2 Engineers IV					
<hr/>					
TOTAL POSITIONS					
15 Positions / 15.0 FTE					

Fund 80000

Park Revenue and Operating Fund

Golf Enterprises

The Golf Enterprises Division operates and maintains eight golf courses in Fairfax County. This division's primary functions and responsibilities include facility operations, maintenance, programming, agencywide support and customer service.

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$9,504,659	\$9,757,272	\$9,757,272	\$9,794,679	\$9,794,679
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	80 / 80	80 / 80	80 / 80	80 / 80	80 / 80
3 Park/Rec Specialists IV	1	Maintenance Crew Chief	4	Motor Equip. Operators	
4 Park/Rec Specialists III	5	Facility Attendants II	2	Vehicle and Equipment Technicians II	
3 Park/Rec Specialists II	1	Park Management Specialist II	3	Golf Course Superintendents III	
7 Park/Rec Specialists I	10	Senior Maintenance Workers	1	Golf Course Superintendent II	
9 Park/Rec Assistants	22	Maintenance Workers	4	Golf Course Superintendents I	
1 Administrative Assistant III					
TOTAL POSITIONS					
80 Positions / 80.0 FTE					

REC Activities

The REC Activities Division seeks to enrich the community by promoting active, fun, and healthy lifestyles for all.

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$4,593,147	\$5,123,694	\$5,123,694	\$5,464,023	\$5,464,023
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	26 / 26	26 / 26	26 / 26	26 / 26	26 / 26
1 Producer/Director	2	Park Management Specialists I	1	Communications Specialist II	
1 Park/Rec Assistant	1	Custodian II	3	Communications Specialists I	
3 Park/Rec Specialists III	1	Management Analyst III	1	Contract Analyst II	
1 Park/Rec Specialist II	3	Management Analysts II	1	Administrative Assistant V	
2 Park/Rec Specialists I	1	Business Analyst III	3	Administrative Assistants III	
	1	Publications Assistant			
TOTAL POSITIONS					
26 Positions / 26.0 FTE					

Fund 80000

Park Revenue and Operating Fund

REC Centers

The Rec Centers Division operates and manages nine RECenters in Fairfax County that provide a wide variety of recreational, aquatic and fitness programs and classes to both citizens and visitors.

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$25,991,515	\$26,873,681	\$26,873,681	\$27,414,874	\$27,414,874
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	108 / 108	108 / 108	108 / 108	108 / 108	108 / 108
2 Park Management Specialists II	8	8 Park/Rec Specialists I		8 Prevent. Maintenance Specs.	
2 Park Management Specialists I	23	23 Park/Rec Assistants		1 Electronic Equipment Tech. II	
9 Park/Rec Specialists IV	1	1 Facility Attendant I		7 Custodians II	
2 Park/Rec Specialists III	8	8 Administrative Assistants III		4 Custodians I	
30 Park/Rec Specialists II	1	1 Naturalist/Historian Senior Interpreter		1 Painter II	
1 Administrative Assistant V					
TOTAL POSITIONS					
108 Positions / 108.0 FTE					

Resource Management

The Resource Management Division interprets and preserves Fairfax County's natural and cultural resources for the enjoyment, health and inspiration of current and future generations.

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
EXPENDITURES					
Total Expenditures	\$1,983,496	\$2,297,472	\$2,297,472	\$2,229,406	\$2,229,406
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	16 / 16	16 / 16	16 / 16	16 / 16	16 / 16
1 Historian II	2	2 Park/Rec Specialists I		1 Administrative Assistant III	
2 Historians I	2	2 Naturalists I		2 Facility Attendants II	
1 Park/Rec Specialist IV	4	4 Park/Rec Assistants			
1 Park/Rec Specialist II					
TOTAL POSITIONS					
16 Positions / 16.0 FTE					

Fund 80000

Park Revenue and Operating Fund

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate/Actual	FY 2017	FY 2018
Administration					
Percent of annual work plan objectives achieved	71%	71%	75%/71%	75%	75%
Golf Enterprises					
Percent change in rounds played	(3.1%)	(3.3%)	6.1%/3.7%	2.3%	0.0%
Cost recovery percentage	108.25%	105.71%	112.35%/105.74%	108.79%	111.97%
Resource Management					
Percent change in number of visitor contacts	(7.2%)	7.7%	3.5%/2.2%	3.5%	3.5%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2018/adopted/pm/80000.pdf

Performance Measurement Results

The Park Authority Administrative workload has continued to increase as a result of the opening of a number of facilities over the last several years as well as increased audit requirements. The Administrative Division accomplished 71 percent of its work plan objectives in FY 2016 and will work to achieve an objective target of 75 percent in both FY 2017 and FY 2018. In FY 2016, golf rounds increased by 3.7 percent from FY 2015, reversing a recent downward trend. The target number of total rounds played has been held constant in recognition that the goal is still higher than any figure achieved since FY 2013. The actual cost recovery in golf for FY 2016 was virtually unchanged, though it is expected to improve both in FY 2017 and FY 2018 as a new golf information system was implemented in the second half of FY 2016 and a new golf marketing specialist was hired. In addition, improvements to the Burke Golf driving range and clubhouse are expected to significantly improve net revenue in FY 2018. Lastly, in the Resource Management Division, there was a 2.2 percent increase in the number of visitor contacts over FY 2015. This is a slight decrease over the anticipated visitation growth, largely due to the transfer of the Historic Property Rental program to the Park Services Division. The Park Authority will strive to maintain the goal of increasing visitor contacts by at least 3.5 percent in FY 2017 and FY 2018.

Fund 80000

Park Revenue and Operating Fund

FUND STATEMENT

Fund 80000, Park Revenue and Operating Fund

	FY 2016 Actual	FY 2017 Adopted Budget Plan	FY 2017 Revised Budget Plan	FY 2018 Advertised Budget Plan	FY 2018 Adopted Budget Plan
Beginning Balance	\$4,617,647	\$3,697,671	\$4,044,851	\$3,984,911	\$3,984,911
Revenue:					
Park Fees	\$45,433,147	\$47,382,443	\$47,382,443	\$48,176,593	\$48,176,593
Interest	18,297	46,137	46,137	46,137	46,137
Sale of Vehicles and Salvage Equipment	46,960	32,459	32,459	32,459	32,459
Donations and Miscellaneous Revenue	817,631	916,838	916,838	945,611	945,611
Total Revenue	\$46,316,035	\$48,377,877	\$48,377,877	\$49,200,800	\$49,200,800
Total Available	\$50,933,682	\$52,075,548	\$52,422,728	\$53,185,711	\$53,185,711
Expenditures:					
Personnel Services	\$29,071,794	\$30,541,392	\$30,541,392	\$30,286,442	\$30,286,442
Operating Expenses ¹	14,957,511	15,460,324	15,460,324	16,578,600	16,578,600
Recovered Costs	(896,821)	(1,053,315)	(1,053,315)	(1,053,315)	(1,053,315)
Capital Equipment	160,916	455,000	455,000	315,000	315,000
Subtotal Expenditures	\$43,293,400	\$45,403,401	\$45,403,401	\$46,126,727	\$46,126,727
Debt Service:					
Fiscal Agent Fee	\$3,000	\$3,233	\$3,233	\$3,233	\$3,233
Bond Payments ²	801,088	801,884	801,884	799,275	799,275
Total Expenditures	\$44,097,488	\$46,208,518	\$46,208,518	\$46,929,235	\$46,929,235
Transfers Out:					
General Fund (10001) ³	\$820,000	\$820,000	\$820,000	\$820,000	\$820,000
County Debt Service (20000) ⁴	800,994	829,299	829,299	860,369	860,369
Park Improvement Fund (80300) ⁵	1,170,349	0	580,000	0	0
Total Transfers Out	\$2,791,343	\$1,649,299	\$2,229,299	\$1,680,369	\$1,680,369
Total Disbursements	\$46,888,831	\$47,857,817	\$48,437,817	\$48,609,604	\$48,609,604
Ending Balance⁶	\$4,044,851	\$4,217,731	\$3,984,911	\$4,576,107	\$4,576,107
Reserve ⁷	\$2,212,966	\$2,255,594	\$2,311,170	\$2,333,912	\$2,333,912
Donation/Deferred Revenue ⁸	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000
Set Aside Reserve ⁹	481,885	612,137	323,741	892,195	892,195
Unreserved Ending Balance	\$0	\$0	\$0	\$0	\$0

Fund 80000

Park Revenue and Operating Fund

¹ In order to account for expenditures in the proper fiscal year, an audit adjustment in the amount of \$13,636.82 has been reflected as an increase to Operating Expenses in FY 2016. This audit adjustment has been included in the FY 2016 Comprehensive Annual Financial Report (CAFR). Details of the audit adjustment were included in the FY 2017 Third Quarter Package.

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

³ Funding in the amount of \$820,000 is transferred to the General Fund to partially offset central support services supported by the General Fund, which benefit Fund 80000. These indirect costs include support services such as Human Resources, Purchasing, Budget and other administrative services.

⁴ Debt service payments which support the development of the Laurel Hill Golf Club are made from Fund 20000, County Debt Service.

⁵ Periodically, funding is transferred from Fund 80000, Park Revenue and Operating Fund, to Fund 80300, Park Improvement Fund, to support unplanned and emergency repairs, the purchase of critical capital equipment and planned, long-term, life-cycle maintenance of revenue facilities.

⁶ The Park Revenue and Operating Fund maintains fund balances at adequate levels relative to projected operation and maintenance expenses. These costs change annually; therefore, funding is carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds.

⁷ The Revenue and Operating Fund Stabilization 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.

⁸ The Donation/Deferred Revenue Reserve includes donations that the Park Authority is obligated to return to donors in the event the donation cannot be used for its intended purpose. It also includes a set aside to cover any unexpected delay in revenue from sold but unused Park passes.

⁹ The Set Aside Reserve is used to fund renovations and repairs at various park facilities as approved by the Park Authority Board.