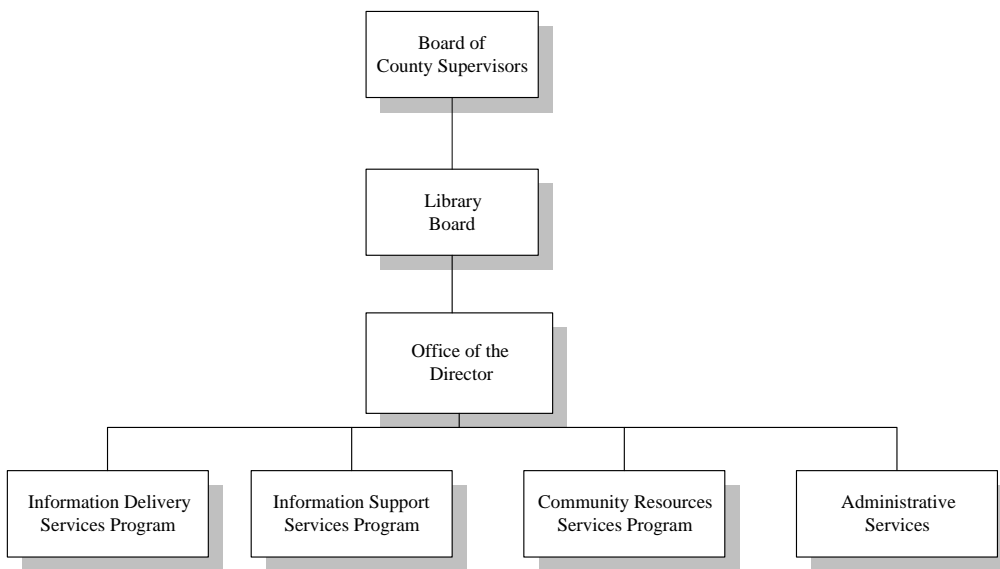


MISSION STATEMENT

*To advance the Library System as a community asset by meeting the need for popular materials, introducing children to the excitement of books and reading, and providing access to a world of information.*



AGENCY LOCATOR

**Parks and Library**

*Library*  
*Park Authority*

## GOAL

*The County will be a community of healthy, responsible, and productive citizens and families who have the opportunity for life-long learning.*

*The County will be a fun place to live, work, and play.*

## Expenditure and Revenue Summary

	FY 02 Approp	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	% Change Adopt 03/ Adopt 04
<b>Expenditure by Program</b>					
Information Delivery Services	\$4,725,462	\$4,688,333	\$5,002,020	\$5,264,289	4.98%
Information Support Services	\$4,844,346	\$4,678,430	\$4,150,879	\$4,257,589	2.51%
Community Resources Services	\$1,073,217	\$1,049,208	\$1,082,605	\$1,183,882	8.55%
Administrative Services	\$996,198	\$972,722	\$1,077,995	\$955,140	-12.86%
Office of the Director	\$423,547	\$398,399	\$439,021	\$464,775	5.54%
<b>Total Expenditures</b>	<b>\$12,062,770</b>	<b>\$11,787,092</b>	<b>\$11,752,520</b>	<b>\$12,125,675</b>	<b>3.18%</b>
<b>Expenditure by Classification</b>					
Personal Services	\$6,961,741	\$6,962,040	\$7,417,014	\$7,771,285	4.78%
Fringe Benefits	\$1,310,434	\$1,234,028	\$1,330,974	\$1,405,362	5.59%
Contractual Services	\$266,198	\$238,993	\$268,183	\$253,168	-5.60%
Internal Services	\$681,850	\$681,850	\$380,166	\$427,941	12.57%
Other Services	\$2,737,880	\$2,575,664	\$2,321,983	\$2,264,919	-2.46%
Capital Outlay	\$101,611	\$91,656	\$30,000	\$0	—
Leases & Rentals	\$3,056	\$2,861	\$4,200	\$3,000	-28.57%
Transfers Out	\$0	\$0	\$0	\$0	—
<b>Total Expenditures</b>	<b>\$12,062,770</b>	<b>\$11,787,092</b>	<b>\$11,752,520</b>	<b>\$12,125,675</b>	<b>3.18%</b>
<b>Funding Sources</b>					
Charges for Services	\$391,239	\$323,738	\$366,239	\$366,239	0.00%
Miscellaneous Revenue	\$65,000	\$65,007	\$0	\$0	—
Rev From Other Localities	\$1,665,732	\$1,665,732	\$1,816,645	\$1,828,257	0.64%
Rev From Commonwealth	\$763,041	\$759,607	\$690,894	\$566,034	-18.07%
<b>Total Designated Funding Sources</b>	<b>\$2,885,012</b>	<b>\$2,814,084</b>	<b>\$2,873,778</b>	<b>\$2,760,530</b>	<b>-3.94%</b>
<b>Net General Tax Support</b>	<b>\$9,177,758</b>	<b>\$8,973,008</b>	<b>\$8,878,742</b>	<b>\$9,365,145</b>	<b>5.48%</b>

## PROGRAM LOCATOR

### Parks and Library

- Library
  - Information Delivery Services
  - Information Support Services
  - Community Resources Services
  - Administrative Services
  - Office of the Director

## I. Major Issues

- A. FY 03 State Budget** - The FY 03 State Aid to Libraries reduction was not fully realized. When the lower than anticipated State Aid to Libraries funding cut from FY 03 is combined with the addition of one-time funding, the net impact is \$124,325.
- B. Activity Shift** - The Records Center activity has been shifted from the Community Resources Services program to the Administrative Services program. This shift occurred for better management practices.
- C. FTE Adjustments** - The Prince William Public Library System had a 1.57 FTE reduction from FY 03 to FY 04.
- **Full-Time Position Conversion** - During FY 03, the Library System converted three part-time positions into 1.00 FTE position. In converting these positions, there was a 0.04 FTE reduction. This FTE Reduction resulted in a net savings of \$642.
  - **FTE Reduction Based on State Aid to Libraries Cut for FY 04** - Based on the statewide reduction in aid to libraries across the Commonwealth, the Library System eliminated 1.53 FTEs in support staff (1.00 reduction in the Community Resources Services program and a 0.53 reduction in the Information Support Services program). This FTE reduction resulted in a net salary adjustment of \$46,093.
  - **Administrative FTE Shifts** - During FY 03, the Library System shifted 1.00 FTE from the Community Resources Services program to the Office of the Director program, and 1.00 FTE was shifted from the Administrative Services program to the Community Resources Services program.
  - **Record Center FTE Shifts** - In transferring the Record Center activity, the Library System shifted 3.00 FTEs from the Community Resources Services program to the Administrative Services program.
- D. State Aid to Libraries Revenue Reduction** - Agency revenue has been reduced a total of \$124,860 for FY 04 based on a statewide reduction in aid to libraries across the Commonwealth. A corresponding \$124,860 in expenditures has also been reduced (\$46,093 in permanent salaries, \$36,207 in temporary salaries, and \$42,560 in supplies and equipment). This reduction has resulted in a 1.53 FTE reduction in support staff as stated above. There are no specific service level impacts associated with this reduction; however, this reduction will impact operating supplies, equipment, and will reduce the number of staff hours available for emergency coverage.
- E. Other Revenue Adjustments** - City billings revenue in the Library System's budget has been increased \$11,612 based on the actual cost of providing services to the City of Manassas and the City of Manassas Park.

**II. Budget Adjustments**

**A. Compensation Additions**

Total Cost - \$427,748  
 Supporting Revenue - \$0  
 Total PWC Cost - \$427,748  
 Additional FTE Positions - 0.00

- Description** - Compensation increases totaling \$427,748 are added to support a 3.0% Pay Plan increase, an average four step merit increase, a 20% Health Insurance rate increase, a Delta Dental rate increase, and funds to support the reclassification of selected positions. Additional detail concerning these increases can be found in the Unclassified Administrative section of Non-Departmental.

**B. Information Delivery Services - Computer Lab Maintenance**

Total Cost - \$47,775  
 Supporting Revenue - \$0  
 Total PWC Cost - \$47,775  
 Additional FTE Positions - 0.00

- Description** - This budget addition provides maintenance for personal computers (PC's) in the computer lab in the Central Library and the additional "Infopowering" PC's in the Bull Run and Chinn Park Libraries, which were not on the County's network. This addition will place 25 computers on the County's Seat Management network.
- Strategic Plan** - This budget addition supports the Education goal and strategy to encourage the creation of local community learning centers for adult education.
- Service Level Impacts** - This budget addition will provide the following service level impacts:

	<b>FY 04 Base</b>	<b>FY 04 Adopted</b>
-Library events and activities	1,800	1,850

**C. Administrative Services - Phase II Record Center Upgrade**

Total Cost - \$47,555  
 Supporting Revenue - \$0  
 Total PWC Cost - \$47,555  
 Additional FTE Positions - 0.00

- Description** - This budget addition supports Phase II of the Record Center software upgrade begun in FY 03. In Phase I, the County was provided with 12 users. Phase II will provide a total of 120 users. This addition will complete the Record Center upgrade, providing upgrades for all County agencies.
- Service Level Impacts** - This budget addition will maintain current service levels.

**II. Budget Adjustments (continued)****D. Administrative Services - Operating Increase**

Total Cost - \$25,000

Supporting Revenue - \$0

Total PWC Cost - \$25,000

Additional FTE Positions - 0.00

**1. Description** - This budget addition provides copier supplies (paper and toner cartridges) for public copier machines in the Prince William Public Library System. In previous years, the Library's copier vendor provided all paper and copier supplies. This contract ended in FY 02, and since then, the Library has had to absorb all administrative copying costs.

**2. Service Level Impacts** - This budget addition will maintain current service levels.

**E. Office of the Director (Prince William Symphony) - 3% Contribution Agency Budget Increase**

Total Cost - \$1,050

Supporting Revenue - \$0

Total PWC Cost - \$1,050

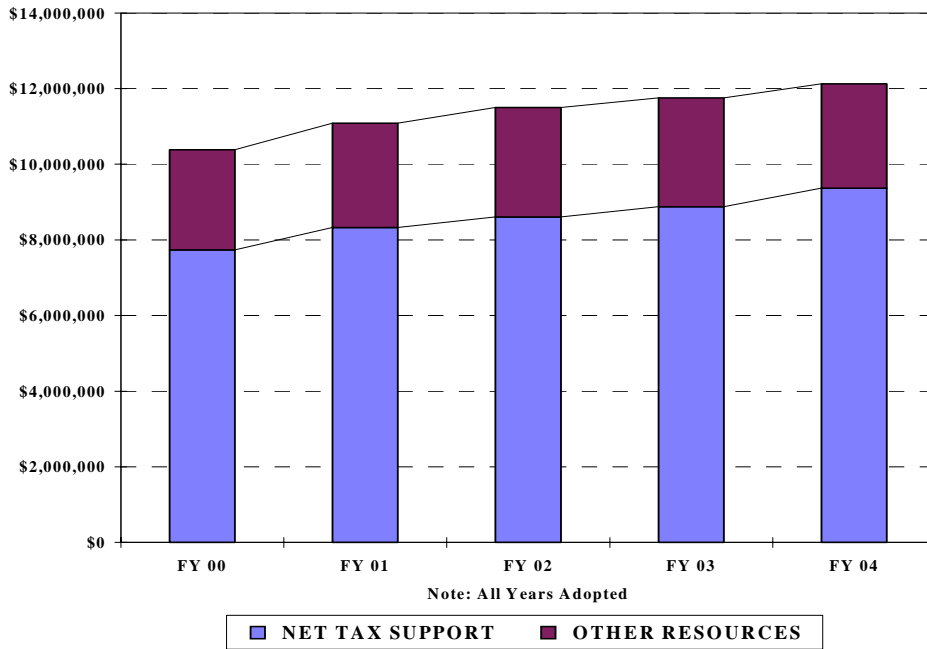
Additional FTE Positions - 0.00

**1. Description** - This budget increase supports an additional 3% funding for the Prince William Symphony as a contributory agency of the Prince William Public Library System. The Prince William Symphony plans and provides a variety of musical productions annually.

**2. Service Level Impacts** - This budget addition supports the FY 04 adopted service levels for the Prince William Symphony as reported in the Prince William Public Library System's budget.

**3. Five-Year Plan Impact** - This budget addition adds 3% annually for the length of the Five-Year Plan. Increases to the Five-Year Plan are as follows: \$1,771 in FY 05, \$2,506 in FY 06, \$3,444 in FY 07, and \$4,405 in FY 08.

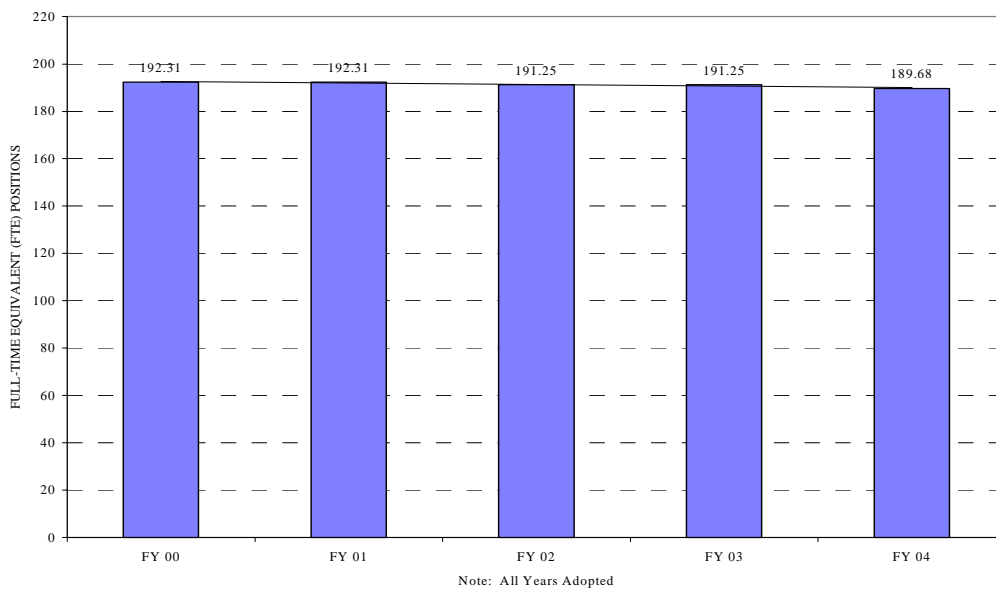
Expenditure Budget History



Agency Staff

	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted
Information Delivery Services Program (FTE)	115.68	115.68	115.64
Information Support Services Program (FTE)	36.30	36.30	35.77
Community Resources Services Program (FTE)	24.60	24.60	21.60
Administrative Services Program (FTE)	8.67	8.67	10.67
Office of the Director Program (FTE)	6.00	6.00	6.00
<b>Total Full-Time Equivalent (FTE) Positions</b>	<b>191.25</b>	<b>191.25</b>	<b>189.68</b>

Staff History



## Budget Summary

<b>Total Annual Budget</b>		<b>Number of FTE Positions</b>	
FY 2003 Adopted	\$5,002,020	FY 2003 FTE Positions	115.68
FY 2004 Adopted	\$5,264,289	FY 2004 FTE Positions	115.64
Dollar Change	\$262,269	FTE Position Change	-0.04
Percent Change	4.98%		

## Outcome Targets/Trends

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
-Citizens satisfied with Library	97%	96%	97%	96%	96%
-Library users satisfied with services received from staff	99%	98%	99%	98%	98%
-Population attending Library sponsored programs at full service libraries	25%	25%	26%	25%	23%
-Citizens with Library cards	39%	56%	46%	45%	42%
-Percent of information requests completed	93%	85%	91%	90%	90%
-Requested materials in use available in 30 days	59%	63%	51%	63%	60%
-Requested materials in use available in seven days	31%	33%	30%	33%	30%

## Activities/Service Level Trends Table

### 1. Circulation

The Circulation activity in the full service libraries provides service directly to the public by issuing library cards, loaning library materials, and processing reserve requests for materials currently in use.

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Total Activity Annual Cost	\$1,880,137	\$1,941,649	\$1,963,653	\$2,054,111	\$2,203,898
-Full service library materials circulated	2,139,885	2,153,000	2,096,448	2,046,000	1,970,000
-Checkouts per item in full service libraries	2.5	2.3	2.4	2.3	2.1

### 2. Information Services

Information Services involves researching information requests from the public on every subject, such as jobs, stocks and bonds, government, consumer information, history, genealogy, home repair, religion, current affairs, school assignments, medical information, car repair, etc. Requests are asked in person, by phone, or through the Internet.

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Total Activity Annual Cost	\$2,056,702	\$2,065,779	\$2,043,503	\$2,163,058	\$2,240,040
-Number of information requests	1,173,383	—	1,563,497	—	1.3m
Staff assisted	448,901	408,000	447,919	450,000	420,000
Electronic info transactions	830,541	500,000	1,115,578	830,000	880,000
-Cost per information request in full service libraries	\$5.78	\$3.76	\$2.32	\$6.30	\$3.00
-Information requests completed per FTE (full service branches only)	10,627	9,300	10,604	10,650	9,925
-Information requests per capita	1.3	2.6	4.3	1.1	3.5

**Activities/Service Level Trends Table (continued)**

**3. Library Program Services**

The full service libraries offer educational, informational, and recreational events and activities for all ages to provide information and promote reading. Examples of programs offered: SummerQuest and Teen reading; storytimes; crafts; library and Internet instruction; study skills; estate planning; photography; book discussions; writer's series and author book talks; health; investing in stocks and bonds; Prince William Symphony ensemble concerts.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$702,068	\$751,844	\$681,177	\$784,851	\$820,351
-Attendees at Library programs/events	86,620	90,000	92,709	87,000	87,000
-% population attending Library programs	25%	25%	26%	25%	23%
-Library events and activities	1,763	1,800	1,977	1,700	1,850



**Budget Summary**

<b>Total Annual Budget</b>		<b>Number of FTE Positions</b>	
FY 2003 Adopted	\$4,150,879	FY 2003 FTE Positions	36.30
FY 2004 Adopted	\$4,257,589	FY 2004 FTE Positions	35.77
Dollar Change	\$106,710	FTE Position Change	-0.53
Percent Change	2.51%		

**Outcome Targets/Trends**

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
-Citizens satisfied with Library System	97%	96%	97%	96%	96%
-Library users satisfied with services received from staff	99%	98%	99%	98%	98%
-Books per capita	2.9	3	2.8	2.7	2.5
-Title fill rate	79%	65%	79%	73%	73%
-Subject/author fill rate	84%	74%	83%	80%	80%
-Browser fill rate	94%	93%	97%	93%	93%

**Activities/Service Level Trends Table**

**1. Library Materials Support**

Select, order, catalog, and process a variety of books and other materials for the Library collection.

Develop and maintain the catalog of Library holdings and the Library's web page, which provides on-line access for citizens to the Library collections and electronic products, as well as to programs and other Library services. Provides inter-library loan service for citizens.

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Total Activity Annual Cost	\$3,322,659	\$3,327,576	\$3,453,009	\$3,300,340	\$3,336,112
-New materials/replacements added to the Library collection:					
-Books	189,086	95,000	145,905	150,000	95,000
-Audio-visual	15,605	13,000	15,629	13,000	13,000
-Serials (magazines)	76,030	77,500	60,566	70,000	50,000
-Electronic resources	—	—	5,900	5,700	5,100
-Library materials added to collection per FTE	11,536	7,400	9,128	7,800	6,400

**2. Library Network Support**

Supports the Library System's technology by managing the daily operations of the Library specific computer system. Provides assistance with operational problems and troubleshooting by handling Seat Management service requests referred to the Library by the County's Help Desk. Coordinates Library hardware/software installations, including technical assistance with electronic products.

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Total Activity Annual Cost	\$739,137	\$979,912	\$1,225,421	\$850,539	\$921,477
-Seat Management calls assigned to Library staff	7,071	3,500	5,817	4,000	4,000

# Prince William Public Library System

## Community Resources Services Program

### Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2003 Adopted	\$1,082,605	FY 2003 FTE Positions	24.60
FY 2004 Adopted	\$1,183,882	FY 2004 FTE Positions	21.60
Dollar Change	\$101,277	FTE Position Change	-3.00
Percent Change	8.55%		

### Outcome Targets/Trends

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
-Citizens satisfied with Library System	97%	96%	97%	96%	96%
-Library users satisfied with services received from staff	99%	98%	99%	98%	98%
-Requested materials in use available in 30 days	59%	63%	51%	63%	60%
-Requested materials in use available in seven days	31%	33%	30%	33%	30%

### Activities/Service Level Trends Table

#### 1. Neighborhood Libraries

Six neighborhood libraries provide direct public service by issuing Library cards, loaning Library materials, and processing reserve requests for materials currently in use for citizens.

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
Total Activity Annual Cost	\$721,063	\$771,249	\$782,964	\$819,494	\$852,957
-Neighborhood library materials circulated	46,874	427,000	395,189	351,000	351,000
-Checkouts per item in neighborhood libraries	2.9	2.6	3	2.4	2.6

#### 2. Customer Support Services

Provides three support services for the Library System – mail room service for the administrative and technical functions and courier services for transporting bins of materials and in-house mail throughout the Library System; designs and coordinates the printing of Library publications.

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
Total Activity Annual Cost	\$280,378	\$286,717	\$266,244	\$263,111	\$330,925
-Grant funds procured	\$107,564	\$50,000	\$38,746	\$100,000	\$100,000
-# of publicity/publication items produced	279	650	1,293	275	1,300
-Boxes and bins of Library materials delivered	77,127	70,000	86,121	78,000	75,000

**Budget Summary**

<b>Total Annual Budget</b>		<b>Number of FTE Positions</b>	
FY 2003 Adopted	\$1,077,995	FY 2003 FTE Positions	8.67
FY 2004 Adopted	\$955,140	FY 2004 FTE Positions	10.67
Dollar Change	(\$122,855)	FTE Position Change	2.00
Percent Change	-12.86%		

**Outcome Targets/Trends**

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
-Citizens satisfied with Library System	97%	96%	97%	96%	96%
-Library users satisfied with services received from staff	99%	98%	99%	98%	98%

**Activities/Service Level Trends Table**

**1. Human Resources**

Manages the personnel functions for the Library System – hiring, evaluation, disciplinary action; counseling and training; payroll preparation. Develops, adapts, and implements personnel policies and procedures. Develops and maintains training plan for the Library System.

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Total Activity Annual Cost	\$234,785	\$240,571	\$286,540	\$246,565	\$206,159
-% of positions filled	95%	90%	95%	92%	90%
-Average days to complete interviews and forward recommendations	14	15	15	15	17

**2. Financial Services**

Manages the financial services for the Library System as directed by the Library Board. Develops, manages, and implements the Library System budget, including performance measurement. Coordinates data collection; responds to various surveys and requests for statistical information for the Library System. Develops, adapts, and implements financial policies and procedures.

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Total Activity Annual Cost	\$359,452	\$465,430	\$470,593	\$528,183	\$516,180
-Financial transactions completed per Business Office FTE	3,810	3,800	6,054	3,800	5,000
-Financial transactions	15,255	15,000	24,219	15,000	20,000

**3. Record Center Services**

Manages the County’s public records in compliance with the Virginia Records Act, providing control over the maintenance, storage, and disposition of the records. Assists County agencies with the management of records and information.

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Total Activity Annual Cost	\$144,246	\$180,395	\$215,589	\$303,247	\$232,801
-Records checked in/checked out	8,401	8,000	8,659	8,000	8,000

**Budget Summary**

<b>Total Annual Budget</b>		<b>Number of FTE Positions</b>	
FY 2003 Adopted	\$439,021	FY 2003 FTE Positions	6.00
FY 2004 Adopted	\$464,775	FY 2004 FTE Positions	6.00
Dollar Change	\$25,754	FTE Position Change	0.00
Percent Change	5.54%		

**Outcome Targets/Trends**

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
-Citizens satisfied with Library System	97%	96%	97%	96%	96%
-Library users satisfied with services received from staff	99%	98%	99%	98%	98%
-Total Library materials circulated	3,244,334	3.2m	3,224,652	3,049,334	3.1m
-Total Library visits (door + web)	2,162,711	—	2,602,056	2,150,000	2.3m
-Items circulated per capita	9.5	9.5	9	8.4	8.8
-Cost per Library item circulated	\$1.98	\$2.53	\$2.10	\$2.43	\$2.27
-Cost per capita of Library service	\$31.46	\$35.13	\$32.36	\$31.61	\$31.98
-Total Library visits per capita	6.3	—	7.3	6.3	7
-Cost per Library visit	\$5.06	\$8.19	\$4.43	\$5.31	\$5.15

**Activities/Service Level Trends Table**

**1. Planning and Project Management**

Provide system-wide management and direction by coordinating administrative functions with County departments, providing consultation to the Library Board, developing policy recommendations, and implementing policies approved by the Board. Also, provides clerical support to the Board and manages the monthly meeting process.

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Total Activity Annual Cost	\$235,326	\$235,130	\$138,093	\$159,828	\$188,088
-Cost of administrative support services per Library use	\$1.20	\$1.48	\$1.24	\$1.49	\$1.28

**2. Marketing and Development**

Markets Library services to the community. Initiates fundraising projects to support Library special events/activities. Researches, prepares, and secures grant funding for the Library System. Acts as a liaison to the Library Foundation and manages the Volunteer program. Recruits and places volunteers; formulates policies, procedures, and training for volunteers and supervisors. Plans awards and on-going recognition of volunteers, including the annual reception.

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Total Activity Annual Cost	\$230,064	\$215,890	\$225,306	\$244,193	\$240,637
-In-kind donations	\$756,225	—	\$682,378	\$750,000	\$500,000
-Work hours provided by volunteer staff	26,916	28,000	28,871	28,000	26,500
-Staff salaries saved by utilizing volunteers	\$441,960	\$460,000	\$474,062	\$460,000	\$500,000

**Activities/Service Level Trends Table (continued)**

**3. Prince William Symphony**

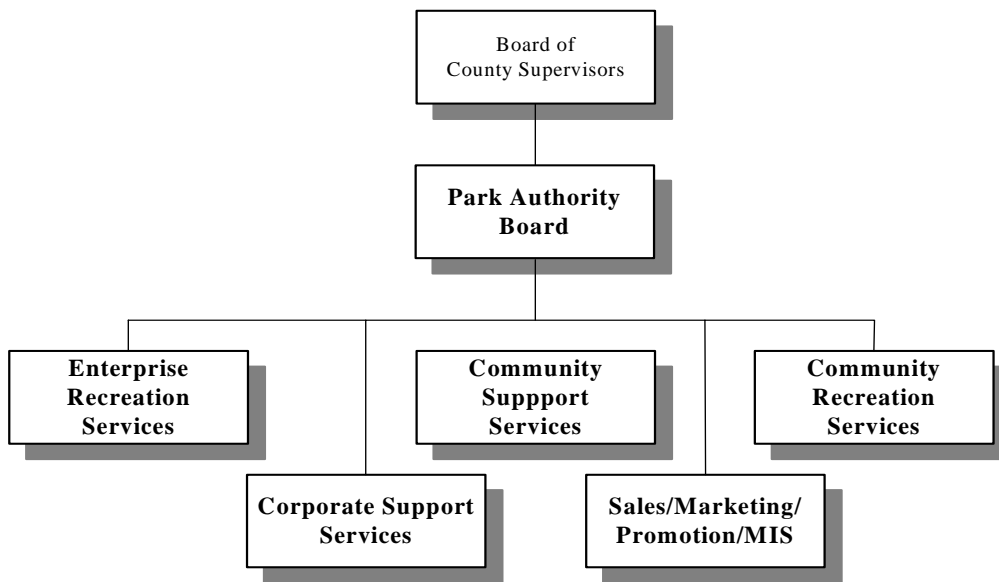
Plans and provides a variety of musical productions annually - full symphony productions, small ensemble performances, and combined productions with the Manassas Dance Company.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$35,000	\$35,000	\$35,000	\$35,000	\$36,050
-Full symphony productions annually	5	5	5	5	5
-Annual symphony performances in conjunction with Manassas Dance Company	3	4	4	2	2
-Annual small ensemble performances	6	6	6	6	6



**MISSION STATEMENT**

*The Prince William County Park Authority will create quality, innovative recreation and leisure opportunities consistent with the citizens' interests while effectively managing available resources. We will enhance the quality of life by creating community focus, improving individual and family well being while instilling community pride.*



**AGENCY LOCATOR**

**Parks and Library**

Library  
Park Authority <

## GOAL

*The County will protect its environment and promote and enhance its natural and man-made beauty.*

*The County will be a fun place to live, work and play.*

## Expenditure and Revenue Summary

General Recreation Services	FY 02	FY 02	FY 03	FY 04	% Change
	Adopted	Actual	Adopted	Adopted	Adopted 03/ Adopted 04
Expenditure By Program					
Grounds Maintenance	\$2,578,800	\$2,663,617	\$2,806,500	\$2,938,600	4.71%
Risk & Safety	\$807,700	\$827,211	\$964,600	\$996,200	3.28%
Fleet & Equipment Repair	\$481,700	\$438,309	\$476,300	\$520,800	9.34%
Property Management	\$946,000	\$906,736	\$1,009,500	\$1,093,900	8.36%
Facility Maintenance	\$762,900	\$857,503	\$841,100	\$923,400	9.78%
<b>Total Community Support Services</b>	<b>\$5,577,100</b>	<b>\$5,693,376</b>	<b>\$6,098,000</b>	<b>\$6,472,900</b>	<b>6.15%</b>
District Parks	\$895,600	\$863,141	\$917,100	\$995,100	8.51%
Indoor Centers	\$4,242,300	\$4,410,168	\$4,606,000	\$4,844,900	5.19%
Recreation Programs	\$761,500	\$699,768	\$764,000	\$869,300	13.78%
<b>Total Community Recreation Ser.</b>	<b>\$5,899,400</b>	<b>\$5,973,077</b>	<b>\$6,287,100</b>	<b>\$6,709,300</b>	<b>6.72%</b>
Human Resources	\$517,300	\$490,104	\$523,900	\$553,900	5.73%
Financial Accounting & Reporting	\$342,100	\$429,535	\$422,600	\$603,800	42.88%
Planning & Project Management	\$422,200	\$483,251	\$419,300	\$528,400	26.02%
Management Information Systems	\$329,800	\$261,959	\$356,800	\$374,000	4.82%
Executive Management	\$264,900	\$254,364	\$263,500	\$274,900	4.33%
<b>Total Corporate Support Services</b>	<b>\$1,876,300</b>	<b>\$1,919,213</b>	<b>\$1,986,100</b>	<b>\$2,335,000</b>	<b>17.57%</b>
Public Relations	\$240,900	\$301,439	\$295,500	\$248,500	-15.91%
Sales & Marketing	\$184,500	\$87,468	\$246,700	\$199,600	-19.09%
Advertising	\$282,900	\$264,502	\$284,100	\$293,500	3.31%
<b>Total Sales/Market./Promotion/MIS</b>	<b>\$708,300</b>	<b>\$653,409</b>	<b>\$826,300</b>	<b>\$741,600</b>	<b>-10.25%</b>
Capital & Debt Service	\$1,370,879	\$6,032,836	\$1,835,200	\$3,135,000	70.83%
<b>Total Capital &amp; Debt Service</b>	<b>\$1,370,879</b>	<b>\$6,032,836</b>	<b>\$1,835,200</b>	<b>\$3,135,000</b>	<b>70.83%</b>
Tourism	\$0	\$56,999	\$0	\$0	--
<b>Total Tourism</b>	<b>\$0</b>	<b>\$56,999</b>	<b>\$0</b>	<b>\$0</b>	<b>--</b>
<b>Total Expenditures</b>	<b>\$15,431,979</b>	<b>\$20,328,910</b>	<b>\$17,032,700</b>	<b>\$19,393,800</b>	<b>13.86%</b>

Funding Sources					
Park Authority Revenue	\$5,445,100	\$6,116,300	\$5,465,300	\$5,552,900	1.60%
Other (Debt Proceeds)	\$0	\$1,740,734	\$0	\$0	--
Gen. Fund Transfer/Park Authority	\$9,936,879	\$13,394,237	\$11,567,397	\$13,994,459	20.98%
<b>Total Funding Sources</b>	<b>\$15,381,979</b>	<b>\$21,251,271</b>	<b>\$17,032,697</b>	<b>\$19,547,359</b>	<b>14.76%</b>

Contribution (To/From) Reserves & Retained Earnings	(\$50,000)	\$922,361	(\$3)	\$153,559	--
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## PROGRAM LOCATOR

**Parks and Library**  
*Park Authority  
 Community Support  
 Services  
 Community Recreation  
 Services  
 Corporate Support Services  
 Sales/Marketing/  
 Promotions/MIS  
 Enterprise Recreation  
 Services*

Enterprise Recreation Services					
Enterprise Revenue By Program:					
Golf	\$2,248,000	\$2,293,002	\$3,361,400	\$4,064,100	20.90%
Waterparks	\$1,865,300	\$2,040,866	\$2,131,200	\$2,321,200	8.92%
Concessions & Catering	\$1,300,000	\$1,512,036	\$1,300,000	\$1,966,000	51.23%
<b>Enterprise Revenues</b>	<b>\$5,413,300</b>	<b>\$5,845,904</b>	<b>\$6,792,600</b>	<b>\$8,351,300</b>	<b>22.95%</b>
Enterprise Expenses By Program:					
Golf	\$2,961,100	\$3,080,856	\$3,570,100	\$4,307,400	20.65%
Waterparks	\$1,528,300	\$1,780,663	\$1,765,300	\$1,930,300	9.35%
Concessions & Catering	\$1,300,000	\$1,512,036	\$1,300,000	\$1,966,000	51.23%
<b>Total Enterprise Expen. &amp; Debt Serv.</b>	<b>\$5,789,400</b>	<b>\$6,373,555</b>	<b>\$6,635,400</b>	<b>\$8,203,700</b>	<b>23.64%</b>
Enterprise (Income/Loss)	(\$376,100)	(\$527,651)	\$157,200	\$147,600	-6.11%
General Fund Transfer	\$376,100	\$250,000	\$0	\$0	--
Contribution (To/From) Reserves & Retained Earnings	\$0	(\$277,651)	\$157,200	\$147,600	-6.11%

Park Authority Expenditure & Revenue Summary:					
Total Park Authority Expenditures	\$21,221,379	\$26,702,465	\$23,668,100	\$27,597,500	16.60%
Total Park Authority Revenue	\$10,858,400	\$11,962,204	\$12,257,900	\$13,904,200	13.43%
Total General Fund Operating Transfer to Park Authority	\$10,312,979	\$13,644,237	\$11,567,397	\$13,994,459	20.98%
Total Contribution (To/From) Reserves & Retained Earnings	(\$50,000)	\$644,710	\$157,197	\$301,159	91.58%



## I. Major Issues

- A. Major Initiatives** - The Park Authority will engage in two major initiatives in FY 04 which will require increased resources.
- **County/Park Authority Agreement** - The first is revision of the County/Park Authority Agreement which will allocate responsibilities and establish policies and procedures governing the operating relationship between the County and the Park Authority in matters of financial and operational management, and encourage and facilitate cooperation between the two entities.
  - **Future Park Bond** - The second is development of a project planning methodology for the design and cost analysis phases of the project proposals included in the Park Bond Referendum in order to open new facilities on schedule and within budget.
- B. One-time Cost Reductions** - Several items included in the FY 03 Adopted Budget totaling \$183,000 represent one-time expenditures that have been removed from the FY 04 Adopted Budget. Of this amount, \$53,000 was required for fencing at multiple sites, \$80,000 supported additional insurance premiums, and \$50,000 funded a County-wide needs assessment study. The study was conducted to determine the programs and services that residents expect from the Park Authority. Results from the study were presented at a joint meeting of the Park Authority Board and Board of County Supervisors on November 26, 2002.

## II. Budget Adjustments

### A. Park Authority Transfer Increase

Total Cost - \$2,610,062

Supporting Revenue - \$0

Total PWC Cost - \$2,610,062

Additional FTE Positions - 2.00

1. **Description** - Each year the County transfers funds from the General Fund to the Park Authority, an independent political sub-division of Prince William County, to cover the costs associated with non-enterprise parks and recreation activities. This year's transfer supports an increase in the Park Authority's general funding for ongoing operations, one-time operating funding, and capital improvement funding.
2. **Operating Increases - (\$743,133)** - The following is a discussion of the operating funding included in the FY04 transfer to the Prince William County Park Authority:
  - a. **Employee Compensation and Health Benefits Increase - (\$567,047)** - This budget will support a 3 percent Pay Plan increase, an average 2.6 merit increase, and a 20 percent increase in health benefits for FY04. The increased cost of competitive salaries and benefits to support the Park Authority's continuing effort to attract, train and retain qualified employees is the primary contributing factor for funding increases.
  - b. **Freedom Aquatics and Fitness Center Contribution - (\$82,600)** - This budget will support an increase in indoor fitness opportunities provided by the Freedom Aquatics and Fitness Center through the Tri-partite agreement. The Freedom Aquatics and Fitness Center provides indoor recreation opportunities for residents in the Western part of the County, students and faculty at the George Mason University - Prince William Campus, and residents of the City of Manassas.

**II. Budget Adjustments(continued)**

- c. **New Trails Operation - (\$8,800)** - This budget will support the maintenance costs associated with the new Braemar, Heritage Farms, Broad Run, Little Bull Run, and Pembroke Park trails to serve the recreation needs of pedestrians, bicyclists, and equestrians in the County. These projects are the result of development proffers.
- d. **New Program Operation - (\$70,000)** - This budget will support the FY 04 operating costs of Veterans Park.
- e. **Custodial Fee Increase - (\$14,500)** This budget proposal will support the increased cost that the Prince William Public School System assesses the Park Authority for use of school gymnasiums primarily for youth athletic event programming. This additional funding reflects the increased used of school facilities rather than an actual rate increase.
- f. **Art Council/Arts Grants Contribution - (\$186)** - This budget will support an increase of \$186 in funding administered by the Park Authority and passed through to the Arts Council to fund a 3.0 percent increase which is comparable to the funding level included by the County for other community-based agencies in FY 04. The Arts Council works with the Park Authority to allocate County funded grants to community arts organizations.

- 3. **Strategic Plan** - The Park Authority supports the Public Safety Strategic Goal to identify the need for youth programs as a means to prevent juvenile crime.
- 4. **Service Level Impacts** - This budget will support the agency’s ability to achieve base service levels and the specific service levels identified below:

	<b>FY 04 Base</b>	<b>FY 04 Adopted</b>
-Facilities and sites maintained	69	79
-Citizen utilization of Park Authority services	70%	75%
-Increase in Park Authority program participants	3%	5%
-Increase in gross revenue	14%	16%

- 5. **Operating Agreement Implementation - (\$386,929)** - The following is a discussion of the operating funding included in the FY04 transfer to the Prince William County Park Authority:
  - a. **Relocation of Brentsville Staff - (\$156,088)** - This funding will enable Park Authority staff currently housed in the Brentsville Jail to be relocated due to the historic preservation restoration occurring there.
  - b. **Additional Staff - (\$118,460)** - This funding will provide for two positions, an Accountant and a Budget Analyst, required to implement the financial reporting and accountability requirements of the Park Authority Operating Agreement. These positions will allow the Park Authority to improve its guidance and oversight of fiscal management processes, achieve the highest level of accountability, and to provide accurate and timely financial performance information to the County, citizens and external customers.
  - c. **New Staff Space Design/Configuration - (\$63,000)** - Funding will provide on-going expenses associated with the addition of new staff including lease space, phones and other office technology and operating materials and supply.
  - d. **Non-recurring New Staff Requirements - (\$49,381)** - This funding will support one-time expenses associated with the addition of new staff including workspace lay out design, moving furniture and, the installation and configuration of systems furniture, electrical wiring and PC cable.

**II. Budget Adjustments (continued)**

- 6. **Additional Maintenance/Renovation - (\$1,480,000)** - The following is a discussion of the CIP operating funding proposals included in the FY 04 transfer to the Prince William County Park Authority:
  - a. **Design Phase and Cost Analysis of GOB Projects - (\$400,000)** - This funding will provide critical resources to the Park Authority for the design phase and cost analysis of the project proposals which will be included in the Park Bond Referendum. Funding will allow the agency to improve project planning, including sequencing and scheduling of project elements and associated costs.
  - b. **Hammill Mill Pool - (\$500,000)** - This funding will support renovation of the pool and bathhouse at Hammill Mill Park. This funding replaces money used for cost overruns of other projects.
  - c. **Risk Mitigation - (\$330,000)** - This funding will support security and risk mitigation requirements at all sites by reducing insurance premium rates and claims and providing for the general safety and welfare of County citizens who use Park Authority facilities.
  - d. **Pfitzer Stadium Renovations (existing facility) - (\$200,000)** - This funding will support two years of funding, in FY04 and FY05, to enable the Park Authority to make renovations at the existing stadium which will continue to be a high use facility targeted toward community user groups. The Park Authority is also exploring the use of the facility for concerts and professional soccer.
  - e. **Coles Little League - (\$50,000)** - This non-recurring will support the remediation and upgrading of the ball fields at Benton Middle School to an acceptable level for little league baseball until a permanent alternative solution can be achieved at fields located at the Independent Hills Sports Complex. Remediation work includes fencing; limited irrigation, dugout covers, and the addition of infield dirt to improve playing conditions. The goal is to achieve acceptable safety standards and increase user satisfaction at the facility.
- 7. **Strategic Plan** - The Park Authority supports the Public Safety Strategic Goal to identify the need for youth programs as a means to prevent juvenile crime.
- 8. **Service Level Impacts** - FY 04 Funding will support the agency's ability to achieve base service levels and the specific service levels identified below:

	<b>FY 04 Base</b>	<b>FY 04 Adopted</b>
- Projects completed on time and within budget	85%	95%
- Citizen utilization of Park Authority services	70%	75%
- Increase in Park Authority program participants	3%	5%

- 9. **Contingency Reverse for Sudley Park** - In addition to the FY04 Transfer to the Park Authority, is funding which will be held in the General Fund Contingency Reserve to support recurring and non-recurring operating requirements for Sudley Park when the facility comes on-line for use by citizens:

Non-Recurring Operating Cost	\$446,750
Recurring Operating Cost	\$323,275
<b>Total Sudley Park Contingency Reverse</b>	<b>\$770,025</b>

**II. Budget Adjustments (continued)**

**10. FY 2004 - 2008 Capital Improvements Program** - The County's CIP contains the following Park Authority projects. These projects are funded through a combination of revenue bonds, general debt, and cash to capital. A number of the projects have considerable operating costs. The projects reflect total project costs which includes some prior-year expenditures.

- **Revenue Bond Projects:**

Forrest Greens Golf Club Expansion	\$ 2,850,000
Prince William Golf Course Renovation	\$ 2,200,000
  
- **Debt Financed Projects:**

Pfizer Stadium Improvements	\$10,751,500
Sports Field Improvements	\$3,063,316
Park Referendum	\$20,000,000
  
- **Cash Financed Projects:**

Park Authority Proffers Projects	\$950,000
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**11. Strategic Plan** - The Park Authority supports the Public Safety Strategic Goal to identify the need for youth programs as a means to prevent juvenile crime.

**12. Service Level Impacts** - FY 04 Funding will support the agency's ability to achieve base service levels and the specific service levels identified below:

	<b>FY 04 Base</b>	<b>FY 04 Adopted</b>
-Projects completed on time and within budget	85%	95%
-Citizen utilization of Park Authority services	70%	75%
-Increase in Park Authority program participants	3%	5%

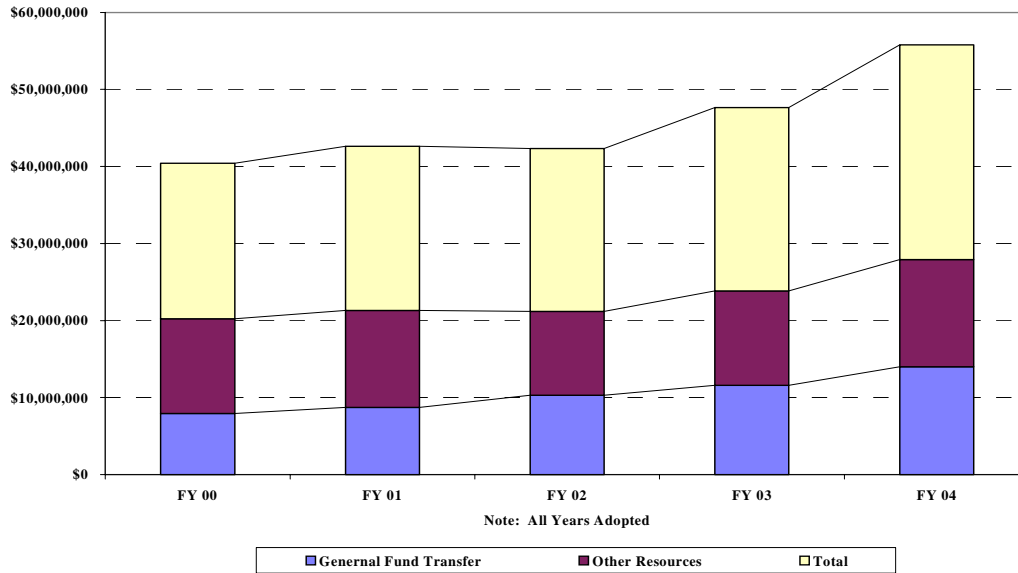
**13. Five -Year Plan Impact** - Total County funding to the Park Authority increases over the life of the Five Year Plan due to operating increases primarily in the Agency's compensation plan and General Fund support of debt service for Park Authority projects. The Five Year Plan includes the funding identified below for the Park Authority:

<b>Five Year Plan For Park Authority Cash to Capita/Operating Costs):</b>	<b>FY 04</b>	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>
Veterans Park Operating Costs	\$0	\$70,000	\$70,000	\$70,000	\$70,000
Sports Field Improvements		\$217,246	\$217,246	\$217,246	\$217,246
Park Referendum (Nov. 2004/\$20 million)	\$0	\$0	\$0	\$0	\$0
<b>Total CIP Construction (Cash to Capital)</b>	<b>\$0</b>	<b>\$287,246</b>	<b>\$287,246</b>	<b>\$287,246</b>	<b>\$287,246</b>
<b>Total General Operating Increase</b>	<b>\$2,610,062</b>	<b>\$1,985,910</b>	<b>\$2,316,544</b>	<b>\$3,002,904</b>	<b>\$3,852,189</b>
<b>Total CIP &amp; Gen. Operating Increase</b>	<b>\$2,610,062</b>	<b>\$2,273,156</b>	<b>\$2,603,790</b>	<b>\$3,290,150</b>	<b>\$4,139,435</b>
<b>Total FY 04 Operating Transfer</b>	<b>\$13,994,459</b>	<b>\$13,657,553</b>	<b>\$13,988,187</b>	<b>\$14,674,547</b>	<b>\$15,523,832</b>
<b>Total FY04 County Tax Support</b>	<b>\$16,034,940</b>	<b>\$18,258,175</b>	<b>\$20,680,105</b>	<b>\$23,401,405</b>	<b>\$24,025,025</b>

## II. Budget Adjustments (continued)

<b>Debt Service/Proffers for Park Projects</b>	<b>FY 04</b>	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>
BMX Facility (98 Bond Project)	\$34,892	\$33,156	\$32,257	\$31,358	\$30,458
Chinn Aquatic Center	\$733,261	\$732,943	\$730,570	\$731,958	\$732,837
Parks Projects (1988 Bond Referendum)	\$439,306	\$419,335	\$399,233	\$379,008	\$358,828
Parks Projects (1988 Bond Issuance)	\$5,858	\$5,718	\$5,577	\$5,437	\$5,296
Sports Field Improvements	\$204,924	\$200,014	\$195,104	\$190,196	\$185,286
Parks Referendum (Nov. 2004 - \$20 million)	\$0	\$2,100,000	\$4,245,000	\$6,330,000	\$6,155,000
Proffers	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Pfitzner Stadium Replacement (20 Year Finance)	\$0	\$499,761	\$487,587	\$475,414	\$463,240
Sudley Park Land Acquisition	\$71,270	\$69,994	\$68,158	\$66,324	\$64,355
Valley View Park Fields	\$330,320	\$321,908	\$313,497	\$305,085	\$296,673
Veterans Park (1998 Bond Referendum)	\$120,650	\$117,793	\$114,935	\$112,078	\$109,220
<b>TOTAL</b>	<b>\$2,040,481</b>	<b>\$4,600,622</b>	<b>\$6,691,918</b>	<b>\$8,726,858</b>	<b>\$8,501,193</b>
<b>TOTAL TRANSFER AND DEBT SERVICE</b>	<b>\$4,650,543</b>	<b>\$6,873,778</b>	<b>\$9,295,708</b>	<b>\$12,017,008</b>	<b>\$12,640,628</b>

**Expenditure Budget History**

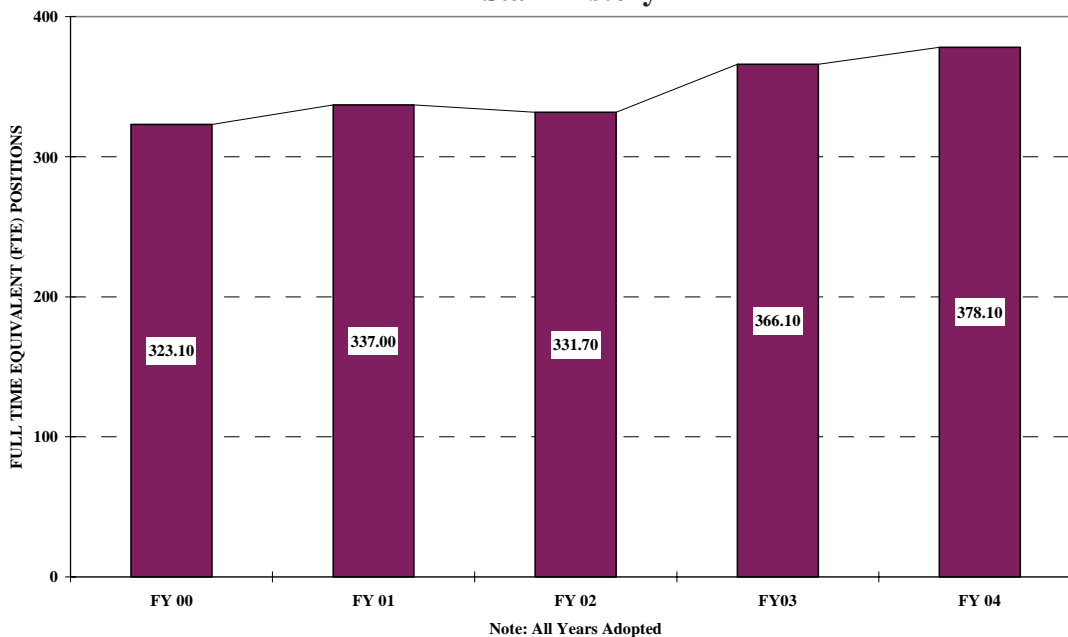


**Agency Staff**

	<b>FY 00</b>	<b>FY 01</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>
Community Support Services Program(FTE)	79	85.1	91.9	96.3	98.1
Community Recreation Services Program (FTE)	125.6	129.1	128.2	132.4	133.2
Corporate Support Services Program (FTE)	20	20.2	22.9	21	22
Sales/Marketing/Promotions/MIS Program (FTE)	17.8	20.3	8.6	10.6	10.6
Enterprise Recreation Services Program (FTE)	80.7	82.3	80.1	105.8	114.2
<b>Total Full-Time Equivalent (FTE) Positions</b>	<b>323.1</b>	<b>337</b>	<b>331.7</b>	<b>366.1</b>	<b>378.1</b>

Park Authority Full-Time Equivalent (FTE) Positions are not included in Prince William County's FTE count.

**Staff History**



### Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2003 Adopted	\$6,098,000	FY 2003 FTE Positions	96.30
FY 2004 Adopted	\$6,472,900	FY 2004 FTE Positions	98.10
Dollar Change	\$374,900	FTE Position Change	1.80
Percent Change	6.15%		

### Outcome Targets/Trends

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
-Citizen satisfaction with recreation facilities and programs	NA	89.0%	88.2%	89.0%	89.0%
-Customers who feel safe when visiting parks	NA	80.0%	88.0%	80.0%	80.0%

### Activities/Service Level Trends Table

#### 1. Grounds Maintenance

This activity involves the maintenance of park and school grounds and provides services to the organized user groups of park and school properties.

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
Total Activity Annual Cost	\$2,369,219	\$2,578,800	\$2,663,617	\$2,806,500	\$2,938,600
-Maintaining grounds:					
-Parks	598	593	593	682	682
-Schools	259	259	259	259	259
-Contracts	—	—	—	—	76
-Cost per park acre maintained	\$2,878	\$2,821	\$2,821	\$2,982	\$2,982
-Cost per school acre maintained	\$1,446	\$1,418	\$1,418	\$1,482	\$1,482
-Cost per contract acre	—	—	—	—	\$1,799
-Percent of surveyed customers satisfied with maintenance of grounds	NA	85%	85%	85%	85%
-Percent of acres maintained per established work schedule per season	—	—	100%	100%	100%
-Landscaping Sites:					
-Major sites	—	—	—	—	15
-Minor sites	—	—	—	—	40
-Cost per major site landscaped	—	—	—	—	\$161,437
-Cost per minor site landscaped	—	—	—	—	\$90,809

#### 2. Risk and Safety

This activity provides risk management services, safety services, and security for Park Authority properties and facilities. The Ranger Services program is also included as part of this activity.

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
Total Activity Annual Cost	\$722,646	\$807,700	\$827,211	\$964,600	\$996,200
-Accident rate per 100,000 miles driven	1	3	≤1	1	1
-Serious injuries per 10,000 visits	0	0	0	0	0
-Injuries resulting in lost work days	6	8	3	10	10
-Dollar losses due to vandalism	\$64,792	\$40,000	\$18,558	\$70,000	\$70,000
-Workers compensation claims processed	32	20	31	25	25

**Activities/Service Level Trends Table (continued)**

**3. Fleet and Equipment Repair**

This activity provides preventive and remedial equipment and vehicle maintenance services.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$426,644	\$481,700	\$438,309	\$476,300	\$520,800
-Vehicles maintained	101	98	116	111	111
-Cost per mile	\$0.25	\$0.27	\$0.22	\$0.27	\$0.27
-Turf and grounds equipment maintained	286	280	373	290	290
-Cost per work hour	\$28	\$28	\$28	\$28	\$28
-Vehicle/equipment uptime	94%	93%	97%	94%	94%
-Average annual age of vehicles	—	—	10.28	10	10

**4. Property Management**

This activity provides scheduling services for leagues and community groups utilizing Park Authority and certain School facilities.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$899,774	\$946,000	\$906,736	\$1,009,500	\$1,093,500
-Youth participant visits	907,308	1,140,000	947,172	982,000	982,000
-Adult participant visits	165,290	363,000	169,550	207,700	207,700
-Tournament participants	—	—	72,000	19,620	72,000

**5. Facility Maintenance**

This activity provides preventive and remedial maintenance services for all Park Authority buildings and recreational amenities.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$783,044	\$762,900	\$857,503	\$841,100	\$923,400
-Facilities and sites maintained	69	55	79	69	79
-Percent of work orders completed per established schedule	—	—	NR	100%	100%
-Asset value reinvested in community recreation facilities	1.01%	1.38%	1.27%	1.00%	1.00%



**Budget Summary**

Total Annual Budget		Number of FTE Positions	
FY 2003 Adopted	\$6,287,100	FY 2003 FTE Positions	132.40
FY 2004 Adopted	\$6,709,300	FY 2004 FTE Positions	133.20
Dollar Change	\$422,200	FTE Position Change	0.80
Percent Change	6.72%		

**Desired Strategic Plan Community Outcomes by 2005**

- Juvenile arrests per 1,000 youth population will be less than 23 per year

**Outcome Targets/Trends**

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
-Citizen satisfaction with recreation facilities and programs	NA	89.0%	88.2%	89.0%	85.0%
-Juvenile arrests per 1,000 youth population	NA	23.00	19.1	19.49	19.41

**Activities/Service Level Trends Table**

**1. District Parks**

This activity involves the operation and management of community recreation facilities and programs at Lakeridge, Locust Shade, and Veterans parks.

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
Total Activity Annual Cost	\$835,035	\$895,600	\$863,141	\$917,100	\$995,100
-Paid participant visits	224,045	211,000	224,592	215,000	215,000
-Customer satisfaction rating	NA	85%	NR	85%	85%

**2. Indoor Centers**

This activity involves the operation and management of community recreation facilities and programs at the Chinn Center, Dale City Recreation Center, Ben Lomond Community Center, Birchdale Community Center, and Veterans Community Center.

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
Total Activity Annual Cost	\$4,204,519	\$4,242,300	\$4,410,168	\$4,606,000	\$4,844,900
-Paid participant visits	589,969	600,000	664,338	600,000	648,000
-Customer satisfaction rating	NA	85%	NR	85%	85%
-Freedom Aquatic and Fitness Center paid participant visits	451,013	500,000	540,000	535,000	560,000

**3. Recreation Programs**

This activity involves the operation and management of other community recreation programs including Hammill Mill, Graham Park, and Birchdale pools; community arts programs; and other general community recreation programs.

	FY 01 Actual	FY 02 Adopted	FY 02 Actual	FY 03 Adopted	FY 04 Adopted
Total Activity Annual Cost	\$628,867	\$761,500	\$699,768	\$764,000	\$869,300
-Programs offered	4,538	4,600	4583	4,600	4600
-Participant visits	41,371	35,000	46,078	40,000	42,000
-Customer satisfaction	NR	85%	NR	85%	85%
-Attendance at Center for the Arts programs and events	14,681	20,000	17,323	20,000	22,000
-At-risk youth served in Center for the Arts outreach program	238	90	390	90	230

**Budget Summary**

<b>Total Annual Budget</b>		<b>Number of FTE Positions</b>	
FY 2003 Adopted	\$1,986,100	FY 2003 FTE Positions	21.00
FY 2004 Adopted	\$2,335,000	FY 2004 FTE Positions	22.00
Dollar Change	\$348,900	FTE Position Change	1.00
Percent Change	17.57%		

**Outcome Targets/Trends**

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
-Citizens satisfied with Park Authority efficiency and effectiveness	NA	95%	94.3%	95%	95%
-Citizens that trust the Park Authority	NA	90%	NR	90%	NR
-Citizen satisfaction with recreation facilities and programs	NA	89%	88.2%	89%	89%
-Citizens satisfied with the County as a place to live	NA	77.0%	76.2%	77.0%	77.0%
-Acres per thousand population	NA	12.0	10.7	12.0	12.0
-Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting received	Yes	Yes	Yes	Yes	Yes

**Activities/Service Level Trends Table**

**1. Human Resources**

This activity provides employment, benefit management, and training services for Park Authority staff.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$440,949	\$517,300	\$490,104	\$523,900	\$553,900
-Job openings filled	1,131	900	1,376	1,000	1,000
-Payroll actions processed	3,023	3,900	3,678	3,000	3,000
-Park Authority employees receiving training	353	150	483	350	350
-Full-time equivalent employees	325	328	345	328	328
-Part-time employment hours as % of total employment hours	61%	65%	62%	65%	65%

**2. Financial Accounting and Reporting**

This activity provides accounting, financial reporting, and budget services for all Park Authority services.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$343,588	\$342,100	\$429,535	\$422,600	\$603,800
-Accounting transactions completed	45,333	45,000	45,807	46,000	46,800
-Average rate of return on investments	5.49 %	5.00%	2.45%	3.00%	3.00%

**Activities/Service Level Trends Table**

**3. Planning and Project Management**

This activity provides planning, design, and construction management services for Park Authority capital maintenance and improvement projects.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$440,068	\$442,200	\$483,251	\$419,300	\$528,400
-Projects completed on time and within budget	85%	85%	55%	85%	95%
-Master plans and feasibility studies	15	15	14	15	15
-Rezoning and special use permits reviewed	48	40	43	40	40
-Monetary value of proffers and grants	\$700,000	\$450,000	\$687,817	\$550,000	\$550,000
-Comprehensive Plan levels of service required to be met by the Park Authority	84%	100%	100%	100%	100%

**4. Management Information Systems (MIS)**

This activity manages and maintains the Park Authority's computer hardware and software. MIS also provides related training to system users.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$238,180	\$329,800	\$261,959	\$356,800	\$374,000
-Users supported per MIS employee	51	50	61	51	61
-Employees trained	48	50	47	50	50
-Software applications upgraded or installed	237	100	130	100	130

**5. Executive Management**

This activity provides direction and oversight of Park Authority operations through the Park Board and Executive Director's office.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$247,355	\$264,900	\$254,364	\$263,500	\$274,900
-Citizen utilization of Park Authority services	NA	70%	63%	70%	75%
-Total County tax subsidy per capita	\$34.90	\$38.70	\$44.17	\$37.71	\$38.00
-Corporate Services expenditures as a percent of Park Authority total expenditures	8.5%	9.0%	10.0%	9.0%	9.0%

**Budget Summary**

<b>Total Annual Budget</b>		<b>Number of FTE Positions</b>	
FY 2003 Adopted	\$826,300	FY 2003 FTE Positions	10.60
FY 2004 Adopted	\$741,600	FY 2004 FTE Positions	10.60
Dollar Change	(\$84,700)	FTE Position Change	0.00
Percent Change	-10.25%		

**Outcome Targets/Trends**

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
-Citizen satisfaction with recreation facilities and programs	NA	89%	88.2%	89%	89%
-Citizens aware of Park Authority services	NA	70%	NR	70%	70%
-Increase in Park Authority program participants	24%	3%	16%	3%	5%

**Activities/Service Level Trends Table**

**1. Public Relations**

This activity provides public relations services for and about the Park Authority.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$247,966	\$240,900	\$301,439	\$295,500	\$248,500
-Positive media column inches	93%	90%	94%	90%	90%
-Media alerts/feature articles released	171	144	208	170	200
-Radio/TV airtime minutes	252	200	309	250	300
-Arts grants awarded	\$70,000	\$112,000	\$118,195	\$118,195	\$118,381

**2. Sales and Marketing**

This activity provides marketing support services including the development and implementation of sales and marketing campaigns to promote the Park Authority’s facilities and programs.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$83,184	\$184,500	\$87,468	\$246,700	\$199,600
-Facilities/programs surveyed	9	12	14	12	12
-Revenue generated through sponsorships	\$93,520	\$75,000	\$193,000	\$75,000	\$200,000
-Increase in gross revenue	-1.9%	-6%	12.6%	14.0%	16.0%

**3. Advertising**

This activity provides advertising support services for Park Authority programs and facilities including development and distribution of “Leisure” magazine to County residents.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$252,602	\$282,900	\$264,502	\$284,100	\$293,500
-Leisure magazine distribution	355,000	320,000	350,000	350,000	350,000
-Brochures distributed	486,410	500,000	493,000	500,000	500,000

**Budget Summary**

<b>Total Annual Budget</b>		<b>Number of FTE Positions</b>	
FY 2003 Adopted	\$6,635,400	FY 2003 FTE Positions	105.80
FY 2004 Adopted	\$8,203,700	FY 2004 FTE Positions	114.20
Dollar Change	\$1,568,300	FTE Position Change	8.40
Percent Change	23.64%		

**Outcome Targets/Trends**

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
-Citizen satisfaction with recreation facilities and programs	NA	89.0%	88.2%	89.0%	89.0%
-Customer satisfaction rating	NA	85%	NR	85%	85%
-Value of Contributions to community recreation	\$55,474	\$50,000	\$62,948	\$50,000	\$50,000
-Total earned revenue per capita	—	—	\$33.43	\$39.26	\$39.00

**Activities/Service Level Trends Table**

**1. Golf**

This activity involves the operation and management of the Forest Greens, Generals Ridge, and Prince William golf courses.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$3,163,532	\$2,961,100	\$3,080,856	\$3,570,100	\$4,307,400
-Acres maintained	245	245	245	245	245
-Cost per acre maintained	\$3,481	\$3,600	\$4,137	\$3,600	\$3,600
-Rounds of golf (18 holes equivalent)	54,482	62,500	61,686	63,000	104,000

**2. Waterparks**

This activity involves the operation and management of Splashdown and Waterworks water parks.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$1,601,473	\$1,528,300	\$1,780,663	\$1,765,300	\$1,930,300
-Water park admissions	171,741	165,000	193,965	170,000	180,000

**3. Food/Beverage and Catering - Park Concessions Incorporated (PCI)**

This activity involves the operation and management of the food service operations at the golf courses and water parks through PCI.

	<b>FY 01 Actual</b>	<b>FY 02 Adopted</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>
Total Activity Annual Cost	\$1,028,114	\$1,300,000	\$1,512,036	\$1,300,000	\$1,966,000
-Health Department rating	A	A	A	A	A
-Customers served	263,480	275,000	305,000	275,000	275,000

