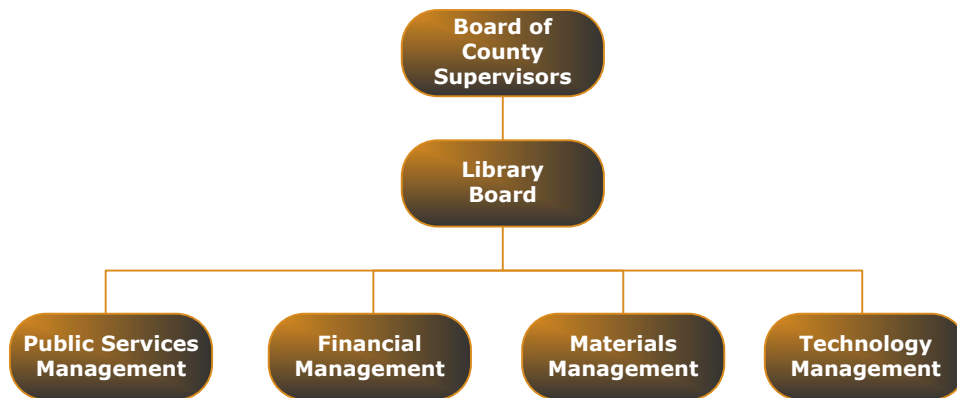


Prince William Public Library System



MISSION STATEMENT

The Library Board, staff and volunteers of the Prince William (VA) Public Library System work together to enrich the lives of citizens every day by providing free access to the world of information through an active program of building collections, connecting clients to information sources and developing outreach activities through its strong and exciting programs, collections and services.

AGENCY & PROGRAM

Parks and Library

Library

- Public Services Management
- Materials Management
- Financial Management
- Technology Management

Park Authority

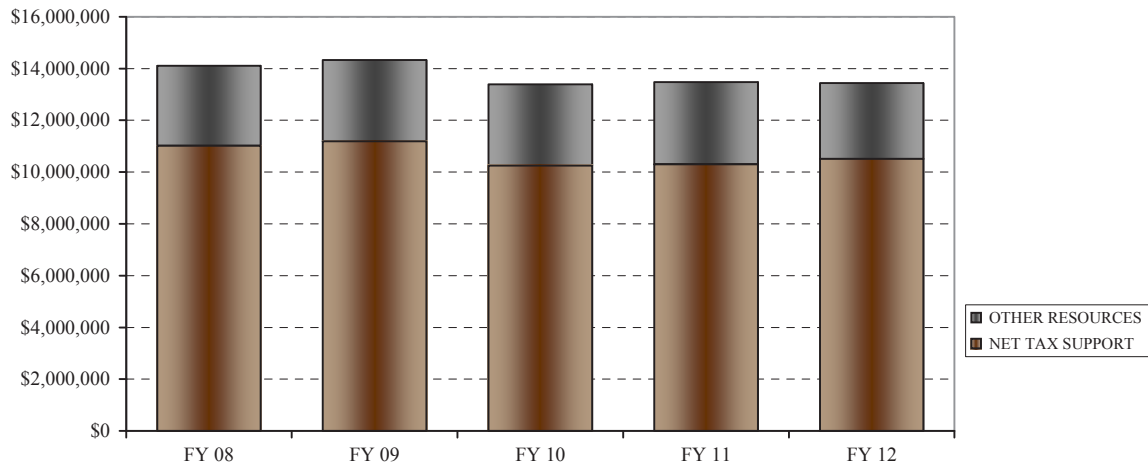
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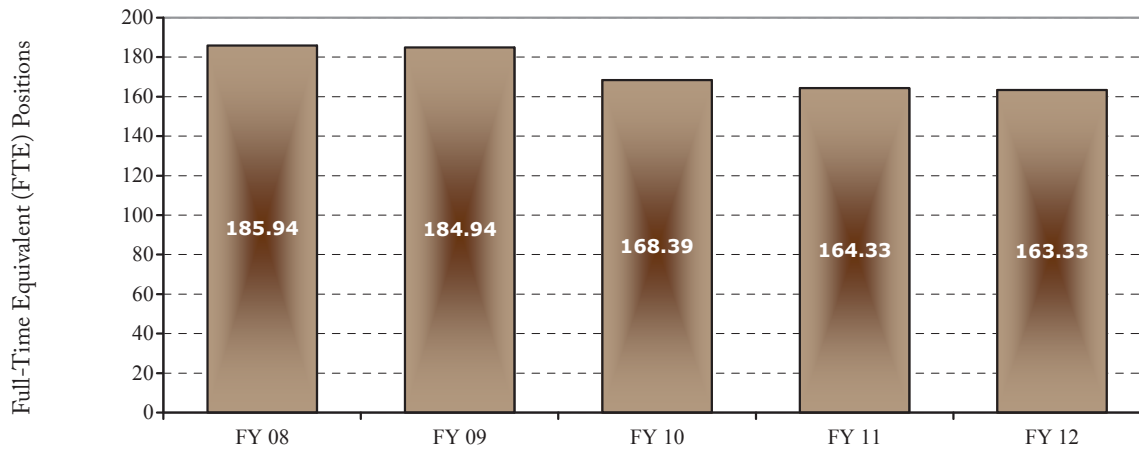
EXPENDITURE AND REVENUE SUMMARY

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
A. Expenditure by Program					
1 Public Services Management	\$7,004,807	\$7,057,391	\$6,963,260	\$7,758,271	11.42%
2 Materials Management	\$5,822,925	\$5,672,513	\$4,723,030	\$3,229,928	-31.61%
3 Financial Management	\$1,672,520	\$1,546,947	\$1,791,496	\$813,951	-54.57%
4 Office of the Director	\$525,176	\$543,302	\$0	\$0	—
5 Technology Management	\$0	\$0	\$0	\$1,631,601	—
Total Expenditures	\$15,025,428	\$14,820,153	\$13,477,786	\$13,433,751	-0.33%
B. Expenditure by Classification					
1 Personal Services	\$8,498,976	\$8,575,129	\$8,260,688	\$8,316,713	0.68%
2 Fringe Benefits	\$2,082,700	\$2,043,840	\$2,089,892	\$2,103,577	0.65%
3 Contractual Services	\$678,248	\$574,234	\$256,370	\$256,370	0.00%
4 Internal Services	\$1,625,631	\$1,625,511	\$867,847	\$782,767	-9.80%
5 Other Services	\$2,090,240	\$1,966,579	\$1,975,077	\$1,946,412	-1.45%
6 Capital Outlay	\$21,921	\$21,918	\$0	\$0	—
7 Leases & Rentals	\$27,712	\$12,942	\$27,912	\$27,912	0.00%
8 Transfers Out	\$0	\$0	\$0	\$0	—
Total Expenditures	\$15,025,428	\$14,820,153	\$13,477,786	\$13,433,751	-0.33%
C. Funding Sources					
1 General Property Taxes	\$0	\$0	\$0	\$0	—
2 Fines & Forfeitures	\$0	\$160	\$0	\$0	—
3 Charges for Services	\$493,492	\$515,403	\$663,492	\$663,492	0.00%
4 Miscellaneous Revenue	\$0	\$0	\$0	\$0	—
5 Revenue From Other Localities	\$2,056,413	\$2,056,413	\$1,945,264	\$1,720,174	-11.57%
6 Revenue From Commonwealth	\$584,050	\$569,230	\$527,700	\$502,541	-4.77%
7 Transfers In	\$110,283	\$110,283	\$42,510	\$42,510	0.00%
Total Designated Funding Sources	\$3,244,238	\$3,251,489	\$3,178,966	\$2,928,717	-7.87%
Net General Tax Support	\$11,781,190	\$11,568,664	\$10,298,820	\$10,505,034	2.00%





Note: All Years Adopted



Note: All Years Adopted

	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted
1 Public Services Management	117.48	115.95	124.62
2 Materials Management	31.18	29.65	23.71
3 Financial Management	14.73	18.73	6.00
4 Office of the Director	5.00	0.00	0.00
5 Technology Management	0.00	0.00	9.00
Full-Time Equivalent (FTE) Total	168.39	164.33	163.33



I. Major Issues

A. Revision of Internal Services Fund (ISF)

Technology Billing - The Department of Information Technology's formula to develop each agency's ISF bill has been revised to better align actual costs with activities. Seat management costs are based on the number of seats in each agency, network costs are based on the number of network logins in each agency, and application support costs are "hosted" in the agency or agencies most closely associated with the application. The net result of this billing revision is a decrease of \$85,080 in the Library.

B. Reduction in Financial Assistance from the Library of Virginia

- The State's 2011-2012 biennium budget included a \$60 million reduction in state aid to local governments. Consequently, the library share of state aid received from the Library of Virginia has been reduced by \$25,159. This reduction has been offset by reducing the amount budgeted for the purchase of books resulting in no increase in net county tax support.

C. Shift of One Full-Time Equivalent Records Center Assistant Position from the Library to the Department of Public Works

- The 2011 Fiscal Plan eliminated the records center activity in the Library. Responsibility for this activity has been shifted to the Department of Public Works. This shift results in a \$53,991 reduction in salary and benefits in the Library's FY 12 budget and reduces the library's full-time equivalent personnel from 164.33 to 163.33.

D. Library Reorganization

- The Library has been reorganized following the retirement of the Deputy Director who handled all financial operations. The reorganization addresses the following issues:
- The need for long-term stability of financial operations and internal control functions, in alignment with the County
 - The need for high-level technology management for the Library System
 - The need for review and consolidation of materials functions to provide more coordination with the branches
 - The need to develop more autonomy in branch operations

This changes the library's organization from a structure of 3 programs and 11 activities in FY 11 to a

structure of 4 programs and 12 activities in the FY 12 budget. The Information Delivery Services program has been re-titled as Public Services Management with the number of activities increased from four to nine; the Administrative Services program has been re-titled as Financial Management with the number of activities reduced from five to one; and the Information Support Services program has been re-titled as Materials Management with the number of activities reduced from two to one. There is one new program (Technology Management with one activity) and one new activity (Facilities Maintenance in the Public Service Management program) in FY 12 budget. Total department full-time equivalent employees remain unchanged at 163.33.

II. Budget Adjustments

A. Compensation Adjustments

Total Cost -	\$214,695
Supporting Revenue -	\$0
Total PWC Cost -	\$214,695
Additional FTE Positions -	0.00

1. **Description** - Compensation adjustments totaling \$214,695 are made to support an 8% Dental Insurance rate increase, a 5% Retiree Health increase, a 4% Health Insurance rate increase, and a 2% COLA increase. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

B. Budget Savings

1. Library Revenue Decrease for City Billings

Expenditure Savings -	\$0
Budget Shift -	\$0
Supporting Revenue -	(\$225,090)
PWC Savings -	\$0
FTE Positions -	0.00



a. Category

- Addition
- Base Reduction
- Fees/Revenue Decrease
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

b. Description - City billing is a reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Historically, the total city billing reimbursement is used to balance the County-wide budget at budget recap and later allocated to specific agencies. The Library's FY 12 allocation is a reduction of \$225,090.

c. Service Level Impacts - There are no service levels associated with City billings.

d. Five Year Plan Impacts - There are no five year plan impacts with this initiative.

detail please refer to the Budget Summary section of this document where all donations provided to community partners are itemized.

c. Service Level Impacts - This budget addition supports existing agency outcomes and service levels.

d. Five Year Plan Impacts - The five year plan impacts are \$504 in FY 13, \$514 in FY 14, \$525 in FY 15 and \$535 in FY 16.

C. Budget Additions

1. Community Partners Funding Increase

Added Expenditure -	\$494
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	\$494
FTE Positions -	0.00

a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

b. Description - This initiative reflects a 2% increase in the donation to the community partners in the agency budget. The following lists the impacted community partners and amount of increase for FY 12 in this agency:

Literacy Volunteers of America - Prince William
\$494

The total donation amount provided to all community partners in the agency budget is \$494. For additional



Budget Summary - Public Services Management

Total Annual Budget	
FY 2011 Adopted	\$ 6,963,260
FY 2012 Adopted	\$ 7,758,271
Dollar Change	\$ 795,011
Percent Change	11.42%

Number of FTE Positions	
FY 2011 FTE Positions	115.95
FY 2012 FTE Positions	124.62
FTE Position Change	8.67

Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Citizens with library cards	67%	60%	59%	62%	55%
▪ Items circulated per capita	8	6.4	8.3	8	8
▪ Information requests completed/24hrs	93%	90%	93%	93%	93%
▪ Total Library materials circulated	3.5m	3.2m	3.6m	3.3m	3.3m
▪ Cost per Library item circulated	\$1.70	\$1.84	\$1.56	\$1.35	\$1.66
▪ Percentage positions filled	93%	90%	96%	90%	93%
▪ Staff salaries saved by utilizing volunteers	\$601,858	\$500,000	\$679,481	\$525,000	\$550,000
▪ Percent of financial transactions processed on schedule	97%	NA	97%	97%	97%
▪ Percent Library performance measures achieved	91%	NA	95%	91%	85%
▪ Citizens satisfied with Library System	95%	91%	95%	85%	85%
▪ Library users satisfied with services received from staff	99%	95%	99%	95%	95%
▪ Library access per capita	24.8	18	22	20	20

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.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$2,636,485	\$2,471,009	\$2,522,739	\$2,413,944	\$2,246,106
▪ Library materials circulated per FTE	61,363	58,350	64,061	60,000	60,000



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 made in person, by phone or through the Internet.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$3,393,200	\$3,219,985	\$3,258,486	\$3,221,600	\$3,299,908
▪ Information requests	7.4m	4.8m	6.2m	7m	6m
▪ Cost per information request in full service libraries	\$1.12	\$1.45	\$1.29	\$1.08	\$1.25
▪ Information requests per capita	16.6	9	14	15	13

3. Library Activities and Events

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: Summer Quest and Teen reading; story-times; 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.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$389,373	\$361,812	\$353,412	\$364,719	\$370,668
▪ Attendees at Library programs/events	97,936	87,000	86,759	87,000	86,000
▪ Library events and activities	2,682	2,100	2,281	2,100	2,100

4. Neighborhood Libraries

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

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$1,039,978	\$952,001	\$922,754	\$962,997	\$937,127
▪ Neighborhood library materials circulated	496,940	450,000	500,347	450,000	450,000

5. Library Director's Office

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.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$265,965	\$249,070	\$271,746	\$254,307	\$241,542
▪ Cost per capita for Library service	\$33.35	\$30.00	\$29.00	\$33.00	\$29.01
▪ Total Library visits (door + web)	8.4m	5.7m	7.1m	8.0m	7.0m
▪ Total Library visits per capita	19	10	16	19	15
▪ Cost per Library visit	\$1.76	\$2.31	\$1.84	\$1.68	\$1.92



6. 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. 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. Develops and maintains training plan for the Library System.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$438,100	\$322,825	\$441,908	\$378,251	\$318,161
▪ Average days to complete interviews and forward recommendations	11	16	3	15	15
▪ Work hours provided by volunteer staff	32,745	26,000	33,097	26,500	27,000
▪ Payrolls processed without error	96%	NA	96%	96%	96%
▪ Employees per Library HR/Payroll FTE	128	114	151	114	144

7. Marketing and Development

Markets Library services to the community. Designs and coordinates the printing of Library publications. 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.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$295,815	\$251,368	\$246,837	\$250,299	\$254,709
▪ Fundraising and in-kind donations	\$1.7m	\$1m	\$1.3m	\$1m	\$1m

8. Facilities Maintenance

Provides and coordinates building maintenance and related facilities projects.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	—	\$65,329
▪ Number of maintenance, repair and/or special project requests	NR	NR	NR	NR	750

9. Literacy Volunteers of America-Prince William

Provides free basic literacy, computer, workplace, job skills, English as a second language and civics tutoring services to citizens.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$24,720	\$24,720	\$24,720	\$24,720	\$25,214
▪ Number of adults served	534	450	578	550	580
▪ Number of tutors trained and supported	194	195	221	200	225
▪ Literacy Volunteer hours provided for students	11,100	10,350	14,234	11,200	14,000



Budget Summary - Materials Management

Total Annual Budget	
FY 2011 Adopted	\$ 4,723,030
FY 2012 Adopted	<u>\$ 3,229,928</u>
Dollar Change	\$ (1,493,102)
Percent Change	-31.61%

Number of FTE Positions	
FY 2011 FTE Positions	29.65
FY 2012 FTE Positions	<u>23.71</u>
FTE Position Change	-5.94

Outcome Targets/Trends

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Materials Availability Survey Title fill rate	82%	65%	85%	73%	73%
▪ Subject/author fill rate	81%	65%	86%	75%	75%
▪ Browser fill rate	95%	85%	95%	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. Provides mail room services for the Library and the support functions and courier services for transporting bins of materials and in-house mail throughout the Library System.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$3,154,316	\$3,224,497	\$3,135,092	\$3,063,981	\$3,229,928
▪ Percentage new priority items processed within 72 hrs	96%	93%	100%	85%	85%
▪ Average number of days to process routine materials	75	78	72	88	78
▪ Number of items processed thru Library mailroom	91,617	NA	86,608	91,000	80,000



Budget Summary - Financial Management

Total Annual Budget	
FY 2011 Adopted	\$ 1,791,496
FY 2012 Adopted	\$ 813,951
Dollar Change	\$ (977,545)
Percent Change	-54.57%

Number of FTE Positions	
FY 2011 FTE Positions	18.73
FY 2012 FTE Positions	6.00
FTE Position Change	-12.73

Outcome Targets/Trends

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Percent of financial transactions processed on schedule	NA	97%	NA	97%	97%
▪ Percent Library performance measures achieved	NA	91%	NA	91%	85%

Activities/Service Level Trends Table

1. Financial Management Services

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

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$831,078	\$876,233	\$929,892	\$883,919	\$813,457
▪ Expenditure dollars processed per financial FTE	\$979,894	NA	\$1,400,395	\$1,066,000	\$996,082



Budget Summary - Technology Management

Total Annual Budget	
FY 2011 Adopted	\$ -
FY 2012 Adopted	\$ 1,631,601
Dollar Change	\$ 1,631,601
Percent Change	\$ -

Number of FTE Positions	
FY 2011 Adopted	0.00
FY 2012 Adopted	9.00
FTE Position Change	9.00

Activities/Service Level Trends Table

1. Library Network Support

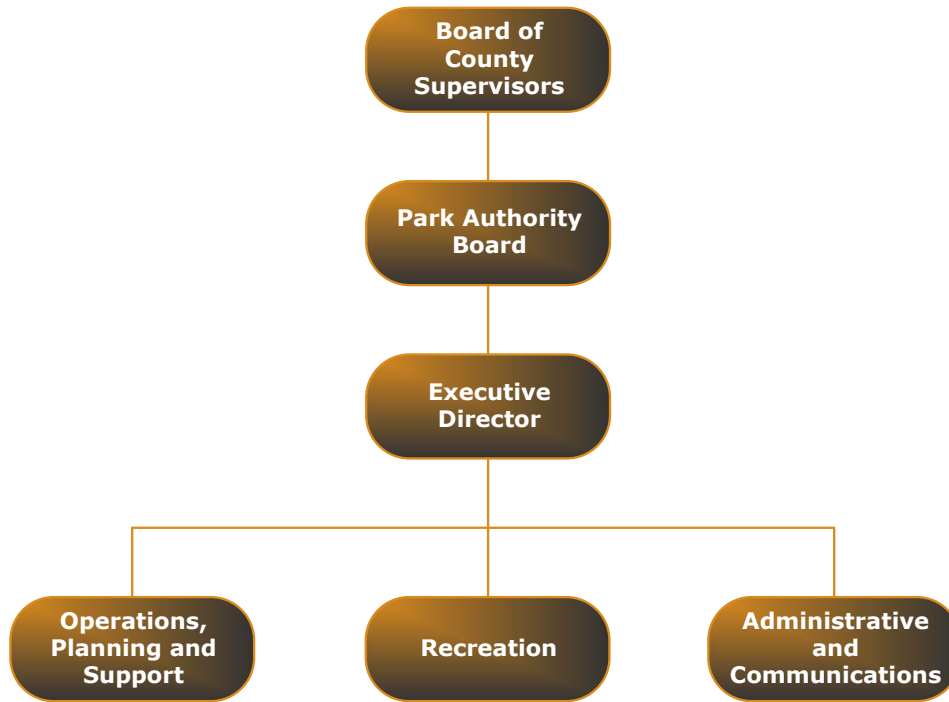
Supports the Library System's technology by managing the daily operations of the Library specific computer system. Provides assistance with operational problems and troubleshooting by handling Seat Management service requests referred to the Library by the County's Help Desk. Coordinates Library hardware/software installations, including technical assistance with electronic products. Designs and maintains the Library Web pages including implementation of new services and responses to customers from Library Webmaster.

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	—	—	—	—	\$1,631,601
▪ Percentage of customer on-site HW/SW problems resolved within 8 hours	93%	90%	98%	90%	90%





Park Authority



MISSION STATEMENT

The Prince William County Park Authority will create quality recreation and leisure opportunities consistent with the citizens' interest while effectively managing available resources.

AGENCY & PROGRAM

Parks and Library

Library

➤ Park Authority

Operations, Planning and Support
Recreation
Administrative and Communications

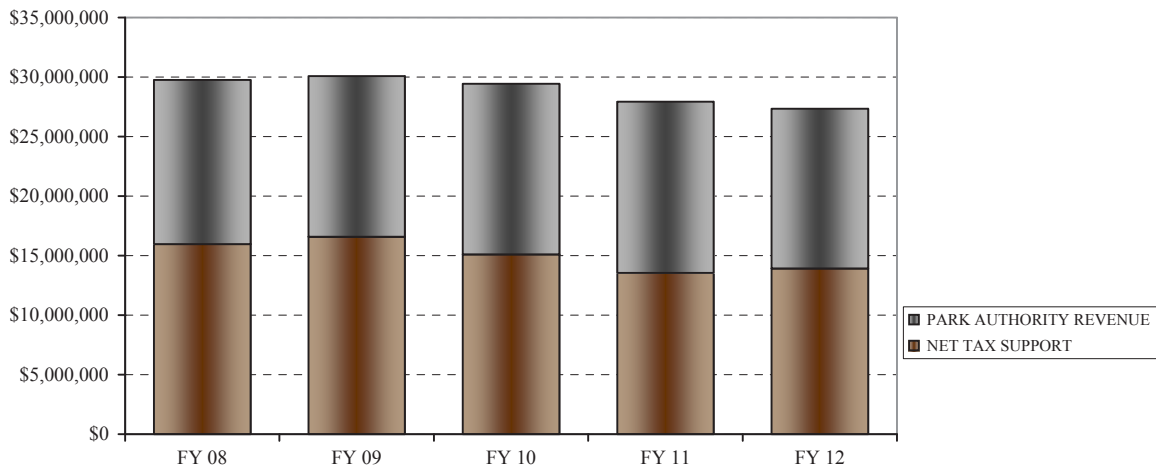
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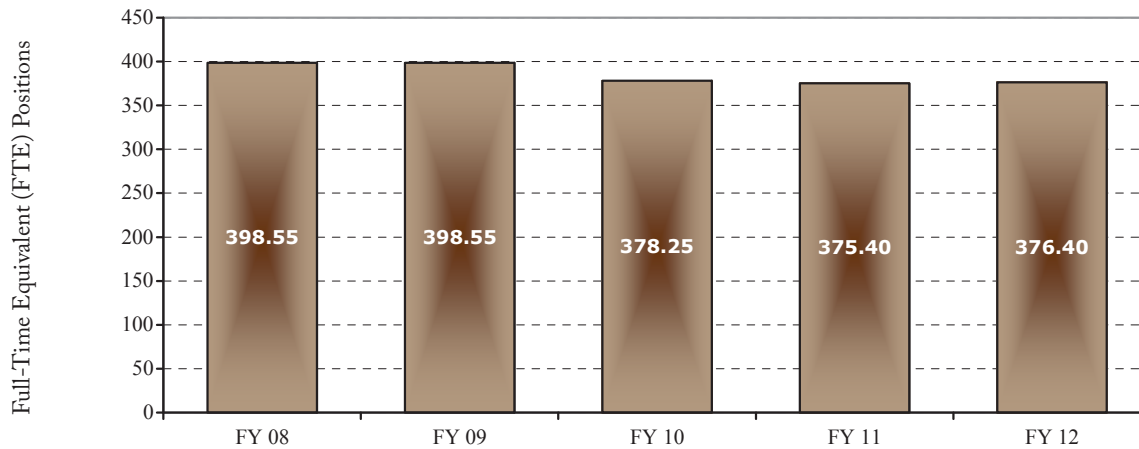
EXPENDITURE AND REVENUE SUMMARY

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
A. Expenditure by Program					
1 Grounds and Landscape	\$4,087,600	\$4,041,573	\$4,073,600	\$4,458,300	9.44%
2 Fleet & Equipment Repair	\$742,400	\$767,473	\$721,200	\$758,000	5.10%
3 Planning & Project Management	\$357,400	\$289,922	\$437,200	\$255,900	-41.47%
4 Facility Maintenance	\$1,332,900	\$1,163,323	\$1,328,500	\$1,341,400	0.97%
Total Operations, Planning & Support	\$6,520,300	\$6,262,291	\$6,560,500	\$6,813,600	3.86%
5 District Parks	\$1,171,100	\$1,112,292	\$1,152,400	\$1,166,900	1.26%
6 Indoor Centers	\$4,800,200	\$4,774,054	\$5,841,300	\$4,979,800	-14.75%
7 GMU Freedom Center	\$816,300	\$815,123	—	\$797,201	—
8 Golf	\$3,766,100	\$3,233,536	\$3,268,300	\$2,364,500	-27.65%
9 Waterparks	\$2,087,600	\$1,958,774	\$1,683,100	\$1,776,200	5.53%
10 Recreation Programs	\$1,181,600	\$1,029,177	\$1,332,700	\$1,300,558	-2.41%
11 Community Aquatics	\$382,800	\$367,966	—	\$383,200	—
12 Community Sports	\$523,500	\$452,997	\$521,400	\$557,900	7.00%
13 Security Rangers	\$668,800	\$624,100	\$739,700	\$679,900	-8.08%
Total Recreation	\$15,398,000	\$14,368,019	\$14,538,900	\$14,006,159	-3.66%
14 Human Resources	\$536,700	\$399,909	\$560,700	\$538,300	-4.00%
15 Finance	\$590,200	\$543,453	\$579,100	\$579,500	0.07%
16 Risk Management	\$772,800	\$635,522	\$733,800	\$728,700	-0.70%
17 Information Technology	\$694,800	\$479,429	\$633,900	\$771,000	21.63%
18 Executive Management/Administration	\$855,100	\$798,042	\$652,200	\$749,000	14.84%
19 Marketing/Advertising/Public Relations	\$757,400	\$707,042	\$708,500	\$801,900	13.18%
Total Administrative and Communications	\$4,207,000	\$3,563,397	\$3,868,200	\$4,168,400	7.76%
20 Capital & Debt Service (Operating)	\$2,819,287	\$3,712,050	\$2,944,537	\$2,353,857	-20.06%
21 Other Transfers (eg. Proffers)	\$0	\$7,663,528	—	—	—
Total Capital & Debt Service	\$2,819,287	\$11,375,578	\$2,944,537	\$2,353,857	-20.06%
Total Expenditures	\$28,944,587	\$35,569,285	\$27,912,137	\$27,342,016	-2.04%
B. Funding Sources					
1 Operations, Planning and Support	\$676,300	\$625,508	\$649,300	\$761,800	17.33%
2 Recreation	\$12,790,000	\$11,715,020	\$13,225,300	\$12,250,300	-7.37%
3 Administrative and Communications	\$376,600	\$463,642	\$472,500	\$401,200	-15.09%
4 Other Revenue	\$0	\$0	\$0	\$0	—
Park Authority Revenue	\$13,842,900	\$12,804,170	\$14,347,100	\$13,413,300	-6.51%
5 General Fund Transfer from PWC	\$15,101,687	\$15,101,587	\$13,565,037	\$13,928,716	2.68%
6 Other Transfers from PWC	\$0	\$7,663,528	—	—	—
Total Designated Funding Sources	\$28,944,587	\$35,569,285	\$27,912,137	\$27,342,016	-2.04%
Contribution To/(From) Reserves & Retained Earnings	\$0	\$0	\$0	\$0	—
Net General Tax Support	\$15,101,687	\$15,101,587	\$13,565,037	\$13,928,716	2.68%





Note: All Years Adopted



Note: All Years Adopted

	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted
1 Operations, Planning and Support	90.00	86.00	85.00
2 Recreation	260.25	261.90	263.90
3 Administrative and Communications	28.00	27.50	27.50
Full-Time Equivalent (FTE) Total	378.25	375.40	376.40

Notes:

¹ FTEs shown are employees of the PWC Park Authority and not included in the County government FTE count

² The FY 10 actual FTE count of 369.48 represented a total of 2,042 persons in a year (135 full-time, 1,907 part-time)



I. Major Issues

A. Reduction of One-Time Contribution to Greater Manassas Baseball League

- The one-time contribution of \$12,500 to the Greater Manassas Baseball League (GMBL), added in the 2011 Fiscal Plan, has been removed from the Park Authority budget. GMBL is a volunteer organization serving the youth of cities of Manassas and Manassas Park and Prince William County. The contribution specifically funded league utility expenses.

B. Base Budget Review - The County Executive has committed to conducting at least two base budget reviews (BBR) each fiscal year. The purpose of a BBR is to ensure county departments are adequately funded and to provide an additional element of public transparency. In FY 11, the Park Authority and the Department of Fire & Rescue (DFR) were selected for BBRs. The final report for each BBR is available on the Internet at www.pwcgov.org/budget.

The following goals were identified as outcomes for the Park Authority BBR:

- Review and document how the County (general fund) transfer is allocated
- Review and document information on individual Park Authority programs and policies
- Strengthening the working relationship between the County and Park Authority

II. Budget Adjustments

A. Compensation Adjustments

Total Cost -	\$298,476
Supporting Revenue -	\$0
Total PWC Cost -	\$298,476
Additional FTE Positions -	0.00

1. Description - Compensation adjustments totaling \$298,476 are made to support compensation costs for the Park Authority. The increase includes a 4% Health Insurance rate increase and a 2% COLA increase. This funding support the Park Authority's Compensation Plan and continuing efforts to attract, train and retain qualified employees. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

B. Budget Savings

1. Freedom Center Operating Contribution Decrease

Expenditure Savings -	(\$1,979)
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	(\$1,979)
FTE Positions -	0.00

a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

b. Description - This item provides for a decrease of the County's FY 12 subsidy to the Freedom Aquatic and Fitness Center from \$799,180 to \$797,201. The operating contribution for the Center is provided by means of the transfer through the Park Authority. Operating costs of the Center are based on the percentage of participation by the residents of the partners: Prince William County, George Mason University and the City of Manassas.

c. Service Level Impacts - This reduction of funding will have no impact on service levels.

d. Five Year Plan Impacts - There are no five year plan impacts associated with this initiative.

C. Budget Additions

1. Fuel, Utility and Chemical Increases

Added Expenditure -	\$74,000
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	\$74,000
FTE Positions -	0.00



a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

b. Description - This addition provides funds for fuel cost increases for vehicles and utility cost increases (electric and water) for facilities. In addition, funding is provided to cover cost increases for chemicals used at recreation centers, community pools and to provide turf management at park facilities.

c. Service Level Impacts - There are no service level impacts associated with this initiative.

d. Five Year Plan Impacts - There are no five year plan impacts associated with this initiative.

2. Community Partners Funding Increase

Added Expenditure -	\$5,682
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	\$5,682
FTE Positions -	0.00

a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

b. Description - This initiative reflects a 2% increase in the donation to the community partners in the agency budget. The following lists the impacted community partners and amount of increase for FY 12 in this agency:

The Arc of Greater Prince William	\$800
Arts Council	\$4,382
Special Olympics	\$300
Sports Tournaments	\$200

The total donation amount provided to all community partners in the agency budget is \$289,782. For

additional detail please refer to the Budget Summary section of this document where all donations provided to community partners are itemized.

c. Service Level Impacts - This budget addition supports existing agency outcomes and service levels.

d. Five Year Plan Impacts - The five year plan impacts are \$5,796 in FY 13, \$5,912 in FY 14, \$6,030 in FY 15 and \$6,150 in FY 16.



Budget Summary - Operations, Planning and Support

Total Annual Budget	
FY 2011 Adopted	\$ 6,560,500
FY 2012 Adopted	<u>\$ 6,813,600</u>
Dollar Change	\$ 253,100
Percent Change	3.86%

Number of FTE Positions	
FY 2011 FTE Positions	86.00
FY 2012 FTE Positions	<u>85.00</u>
FTE Position Change	-1.00

Outcome Targets/Trends

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ County Park Authority provides efficient and effective service	95.4%	92%	95.1%	93%	95%

Activities

1. Grounds and Landscape Maintenance

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

2. Fleet and Equipment Repair

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

3. Planning and Project Management

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

4. Facility Maintenance

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

Service Level Trends Table

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$6,576,977	\$6,478,200	\$6,262,291	\$6,560,500	\$6,813,600
▪ Cost per park acre maintained	\$3,392	\$3,336	\$3,562	\$3,299	\$3,562
▪ Asset value reinvested in community recreation facilities	3.2%	2.5%	1.5%	2.5%	2.5%



Budget Summary - Recreation

Total Annual Budget	
FY 2011 Adopted	\$ 14,538,900
FY 2012 Adopted	\$ 14,006,159
Dollar Change	\$ (532,741)
Percent Change	-3.66%

Number of FTE Positions	
FY 2011 FTE Positions	261.90
FY 2012 FTE Positions	263.90
FTE Position Change	2.00

Outcome Targets/Trends

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Citizen satisfaction with recreation facilities and programs	90.9%	85%	89.6%	90%	90%

Activities

1. District Parks

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

2. Indoor Centers/GMU Freedom Center

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, and Veterans Community Center, plus the contribution to the Freedom Aquatic and Fitness Center.

3. Golf

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

4. Water Parks

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

5. Recreation Programs/Community Aquatics

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.

6. Community Sports

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

7. Security/Rangers

This activity funds the Park Ranger Services program.

Service Level Trends Table

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$15,702,643	\$15,936,400	\$14,368,019	\$14,538,900	\$14,006,179
▪ Sports youth participant visits	1,213,170	1,200,000	1,223,109	1,220,000	1,220,000
▪ Sports adult participant visits	162,780	180,000	193,604	160,000	180,000
▪ Sports tournament participants	32,163	29,000	24,330	32,000	25,000
▪ Rounds of golf (18-hole equivalent)	74,183	90,000	65,199	80,000	70,000
▪ Water park admissions	163,600	210,000	169,362	210,000	180,000



Budget Summary - Administrative and Communications

Total Annual Budget	
FY 2011 Adopted	\$ 3,868,200
FY 2012 Adopted	<u>\$ 4,168,400</u>
Dollar Change	\$ 300,200
Percent Change	7.76%

Number of FTE Positions	
FY 2011 FTE Positions	27.50
FY 2012 FTE Positions	<u>27.50</u>
FTE Position Change	0.00

Activities

1. Human Resources

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

2. Financial Management

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

3. Risk Management

This activity provides risk management services, safety services and security for Park Authority properties and facilities.

4. Information Technology

This activity manages and maintains the Park Authority's technology operations.

5. Executive Management/Administration

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

6. Marketing and Advertising

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

7. Public Relations

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

Service Level Trends Table

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$3,809,209	\$3,974,100	\$3,563,397	\$3,868,200	\$4,168,400
▪ Job openings filled	1,583	1,500	1,396	1,500	1,400
▪ Full-time equivalent employees	390	378.25	369.48	375.4	376.4
▪ Part-time employment hours as a percent of total employment hours	57%	62%	63%	60%	65%
▪ Accident rate per 100,000 miles driven	0.56	0.25	1.6	0.25	0.25

