

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 LOCATOR

Parks and Library
Library
 Park Authority

STRATEGIC 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 03	FY 03	FY 04	FY 05	% Change
	Approp	Actual	Adopted	Adopted	Adopt 04/ Adopt 05
Expenditure by Program					
Information Delivery Services	\$4,980,435	\$4,968,530	\$5,264,289	\$5,578,591	5.63%
Information Support Services	\$4,795,117	\$4,585,553	\$4,257,589	\$4,519,459	5.79%
Community Resources Services	\$1,086,100	\$1,106,211	\$1,183,882	\$1,097,144	-7.91%
Administrative Services	\$1,198,772	\$1,103,957	\$955,140	\$1,037,373	7.93%
Office of the Director	\$443,283	\$437,124	\$464,775	\$504,870	7.94%
Total Expenditures	\$12,503,707	\$12,201,375	\$12,125,675	\$12,737,437	5.05%
Expenditure by Classification					
Personal Services	\$7,354,514	\$7,340,209	\$7,771,285	\$7,852,507	1.05%
Fringe Benefits	\$1,330,974	\$1,217,987	\$1,405,362	\$1,886,847	34.26%
Contractual Services	\$242,097	\$197,470	\$253,168	\$253,168	0.00%
Internal Services	\$1,060,075	\$1,060,075	\$427,941	\$466,980	9.12%
Other Services	\$2,468,136	\$2,344,597	\$2,264,919	\$2,248,723	-0.72%
Capital Outlay	\$46,805	\$39,955	\$0	\$0	—
Leases & Rentals	\$1,106	\$1,082	\$3,000	\$29,212	873.73%
Transfers Out	\$0	\$0	\$0	\$0	—
Total Expenditures	\$12,503,707	\$12,201,375	\$12,125,675	\$12,737,437	5.05%
Funding Sources					
Fines & Forfeitures	\$0	\$20	\$0	\$0	—
Charges for Services	\$366,239	\$357,851	\$366,239	\$378,413	3.32%
Rev From Other Localities	\$1,816,645	\$1,816,643	\$1,828,257	\$1,845,874	0.96%
Rev From Commonwealth	\$587,982	\$587,982	\$566,034	\$566,034	0.00%
Total Designated Funding Sources	\$2,770,866	\$2,762,496	\$2,760,530	\$2,790,321	1.08%
Net General Tax Support	\$9,732,841	\$9,438,879	\$9,365,145	\$9,947,116	6.21%

PROGRAM LOCATOR

Parks and Library

Library

Information Delivery

Services

Information Support

Services

Community

Resources Services

Administrative

Services

Office of the Director

Strategic Plan Goals

The Board of County Supervisors, with input from citizens and staff, developed and adopted the 2001 - 2005 Strategic Plan in 2000 to guide the FY 02 - FY 05 Fiscal Plans. The Adopted Strategic Plan contains five major service areas that are the top priorities for County government. They are: Economic Development; Education; Human Services; Public Safety; and Transportation. Policy and resource decisions are made with priority given to these areas. In February 2004 the Board of County Supervisors adopted its 2004 - 2008 Strategic Goals which included the five existing goals and a sixth goal - Community Development. This budget document adheres to the Board's direction to focus on six strategic goal areas. This section discusses the five goal areas that are included in the 2001 - 2005 Strategic Plan. As community outcomes, strategies and objectives are adopted in support of the 2004 - 2008 strategic goals, agency support of the sixth community development goal will be articulated.

Everyone in the Prince William Public Library System plays a role in achieving these goals. The Prince William Public Library System's role may be major or minor; it may be a direct responsibility or one where support is provided to others to fulfill their job. But in all cases, it is up to staff in the Prince William Public Library System to perform their individual roles in a collective effort to achieve our strategic goals.

Economic Development

The County will maintain an economic development climate that will attract and foster the expansion of environmentally sound industries to create quality jobs, diversify the non-residential tax base, and allow people to live in, work in and visit Prince William County.

Agency Role

The Library provides library service that is nationally recognized as excellent, which can be used as an asset to promote Prince William as a premier community for economic development. The Library provides general and specialized information and reference services such as the Management and Government Information Center (MAGIC) for existing and potential businesses, including specialized research by MAGIC staff. The Ruth E. Lloyd Information Center (RELIC) service provides genealogy and historic resources information and research which positively impacts tourism in Prince William.

Education

The County will provide a quality educational environment and opportunities, in partnership with the School Board, the education community, and businesses to provide our citizens with job readiness skills and/or the academic qualifications for post-secondary education and the pursuit of life-long learning.

Agency Role

The Library is the community center for the pursuit of life-long learning providing many opportunities and different learning environments for citizens of all ages. Library materials in a variety of formats and on every subject and topic are available for self directed learning by individuals. Instructor led classes on many topics are also offered—computer literacy/skills; library/Internet instruction; study skills; photography; book discussions; health/exercise; estate planning; investing are examples of classes offered to the public. In addition, the Library partners with the schools to provide space and materials for literacy and General Education Diploma (GED) classes. For youth, pre-school storytimes teach school and reading readiness skills. The SummerQuest and Teen Reading programs keep reading skills sharp during the summer vacation months. During the school year, help with school assignments is available in person and at all hours on-line, even if the library has closed. On-line informational resources, the Library Catalog and Calendar of Events and “Ask-a-Librarian” reference service are available “24/7” through the Library webpage.

Human Services

The County will provide efficient, effective, integrated and easily accessible human services that support individual and family efforts to achieve independence and self-sufficiency. The County shall focus on leveraging state and federal funding and maximizing community partnerships.

Agency Role

The Library serves as an information center for the human services offered by other agencies. Library materials that support individual and family independence and self-sufficiency are provided in the Life Skills and the Self Help collections. In addition, the Library Volunteer Program provides job skills and experience to those entering or re-entering the work force. It also provides work opportunities for Community Service court referrals. Library circulation managers provide job skill assessments for at-risk and other challenged individuals to assist with job placement.

Public Safety

The County will continue to be a safe community, reduce crime and prevent personal injury and loss of life and property.

Agency Role

The Library has partnered with the Public Safety agencies to provide information and training to the public on safety issues. Fire safety programs for youth and brochures on the Drug Abuse Resistance Education (DARE) program, children's safety on the Internet; crime prevention for seniors; etc. are offered. Also, each full service library has defibrillators with trained staff and circulates Cardiopulmonary Resuscitation (CPR) models for training in the "Rescue Me" service. Engravers are available for circulation so individuals can mark their valuables at home for easy identification if stolen. Also, the full service libraries provide alternate space in case of a community disaster or emergency.

Transportation

The County will facilitate intra-/inter- jurisdictional movement that gets people to jobs, improves safety, reduces congestion, reduces travel time, supports and encourages economic development and is environmentally sensitive.

Agency Role

The Library facilitates improved transportation around Prince William in several ways. Information on public transportation is available at the libraries, including schedules for bus, rail and Metro services. Libraries are stops on the local bus routes and the Friends of the Library purchased benches for the passengers. By providing on-line access to the catalog of library materials, library users need make only one trip to pickup materials—not two, one to request items and one to pick them up. Materials are reserved and waiting for them. In addition, the Library provides a courier service to ship materials from library to library instead of requiring the citizen to drive from library to library. The Library has implemented a telecommuting policy for staff which helps reduce traffic congestion. The Library improves the commuting time of the citizen by providing a collection of books, music and instructional/self-help materials on cassette and compact disc.

I. Major Issues

- A. One-time Non-Recurring General Fund Items Reduced from the Prince William Public Library System Budget** - A total of \$47,555 has been removed from the FY 05 Prince William Public Library System’s base budget. The total consisted of funds which supported the one-time purchase of items in the FY 04 adopted budget and includes the supplies and materials for the Record Center computer upgrade.
- B. Revenue Adjustments** - City billings revenue in the Prince William Public Library System’s budget has been increased \$17,617 based on the actual cost of providing services to the City of Manassas and the City of Manassas Park.

II. Base Budget Savings Initiative

As part of the FY 05 budget development process, County agencies joined together to examine and reduce the base budget. Executive Management staff facilitated this process through regular management staff meetings involving County agency directors and their key budget staff, with analytical support from the Budget Office. In addition to ongoing base budget adjustments described above, this new budget process initiative produced the following base budget savings.

- A. Expenditure Reductions** - Expenditures in the Prince William Public Library System were reduced a total of \$171,380. The reductions will reduce service in libraries and is based on the reduction of substitute funds in Full Service Libraries (\$75,000), the reduction of one vacant position (1.00 FTE at \$77,859) and the reduction of substitute funds in Neighborhood Libraries (\$18,521).

- 1. Service Level Impacts** - These budget reductions result in the following service level impacts:

<u>Impact</u>	<u>FY 05 Original Base</u>	<u>FY 05 Adopted</u>
▪ Citizens satisfied with Library	96%	95%
▪ Library users satisfied with services received from staff	98%	96%
▪ Information requests - staff assisted	450,000	450,000
▪ Library events and activities	1,900	1,900
▪ Neighborhood library materials circulated	420,000	420,000

- B. Revenue Increase** - Charges for services revenue was increased \$12,174.

III. Budget Adjustments

A. Compensation Additions

Total Cost -	\$731,642
Supporting Revenue -	\$0
Total PWC Cost -	\$731,642
Additional FTE Positions -	0.00

- Description** - Compensation increases totaling \$731,642 are added to support a 6.5% VRS increase, a 2.0% Pay Plan increase, an average three step merit increase, a projected 4.5% Anthem and 20% Kaiser Health Insurance rate increases, a 1.14% Group Life Insurance increase and a 10% Delta Dental rate increase. 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 -	\$69,678
Supporting Revenue -	\$0
Total PWC Cost -	\$69,678
Additional FTE Positions -	0.00

- Description** - This budget addition supports maintenance for the computers in the computer lab at Potomac Library, Dumfries Neighborhood Library and for three additional computers at Bull Run and Chinn Libraries, which are not on the County's network. This addition will place 21 computers on the County's 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 maintain the following service levels.

<u>Impact</u>	<u>FY 05 Base</u>	<u>FY 05 Adopted</u>
▪ Library events and activities	1,900	1,900

C. Administrative Services - Replacement of Public Copiers

Total Cost -	\$26,212
Supporting Revenue -	\$0
Total PWC Cost -	\$26,212
Additional FTE Positions -	0.00

- Description** - This budget addition provides for the lease of new copiers for public use in the Prince William Public Library System.

III. Budget Adjustments (continued)

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

<u>Impact</u>	<u>FY 05 Base</u>	<u>FY 05 Adopted</u>
▪ Information Requests	1.9m	1.9m

D. Office of the Director (Prince William Symphony) - 2% Contribution Agency Budget Increase

Total Cost -	\$721
Supporting Revenue -	\$0
Total PWC Cost -	\$721
Additional FTE Positions -	0.00

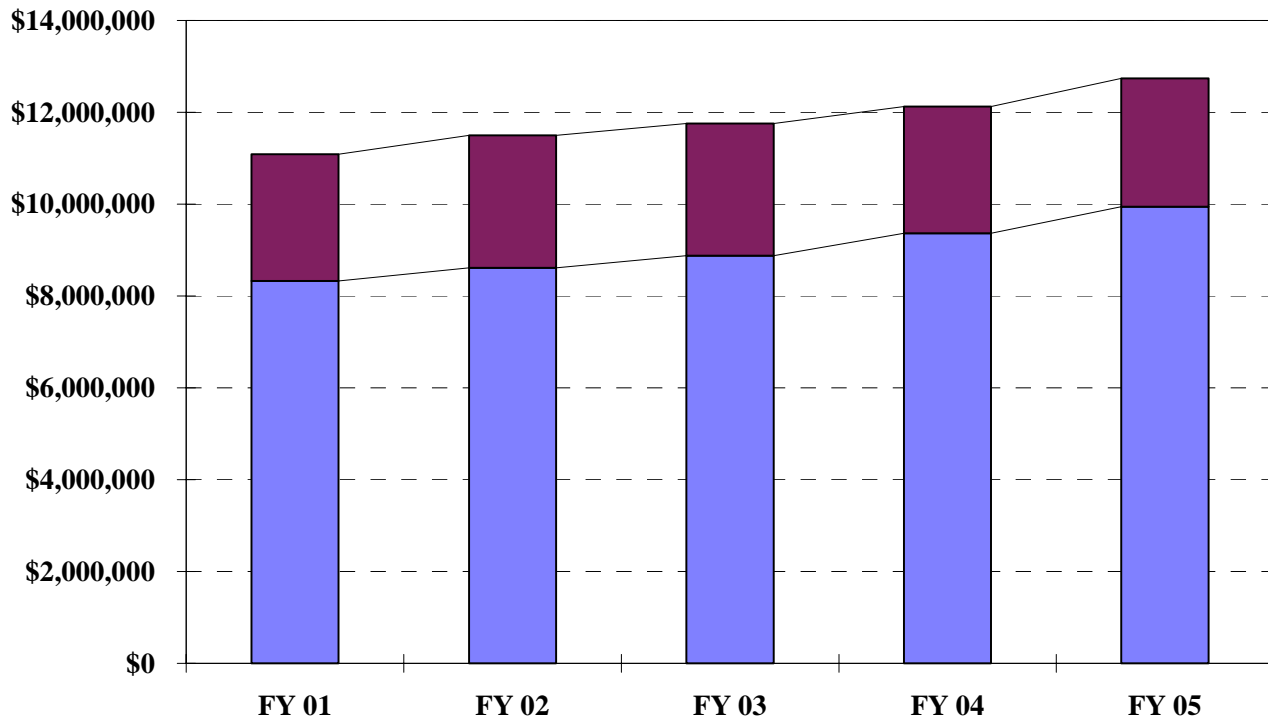
1. **Description** - This budget increase supports an additional 2% funding for the Prince William Symphony as a contributory agency of the Prince William Public Library System. The Prince William Symphony plans and provides a variety of musical productions annually.

2. **Service Level Impacts** - This budget addition supports the FY 05 Adopted service levels for the Prince William Symphony as reported in the Prince William Public Library System’s budget.

<u>Impact</u>	<u>FY 05 Base</u>	<u>FY 05 Adopted</u>
▪ Full symphony productions annually	5	5
▪ Annual symphony performances in conjunction with Manassas Dance Company	4	4
▪ Annual small ensemble performances	6	6

3. **Five-Year Plan Impact** - This budget addition adds 2% annually for the length of the Five-Year Plan. Increases to the Five-Year Plan are as follows: \$1,456 in FY 06, \$2,394 in FY 07, \$3,355 in FY 08 and \$4,340 in FY 09.

Expenditure Budget History



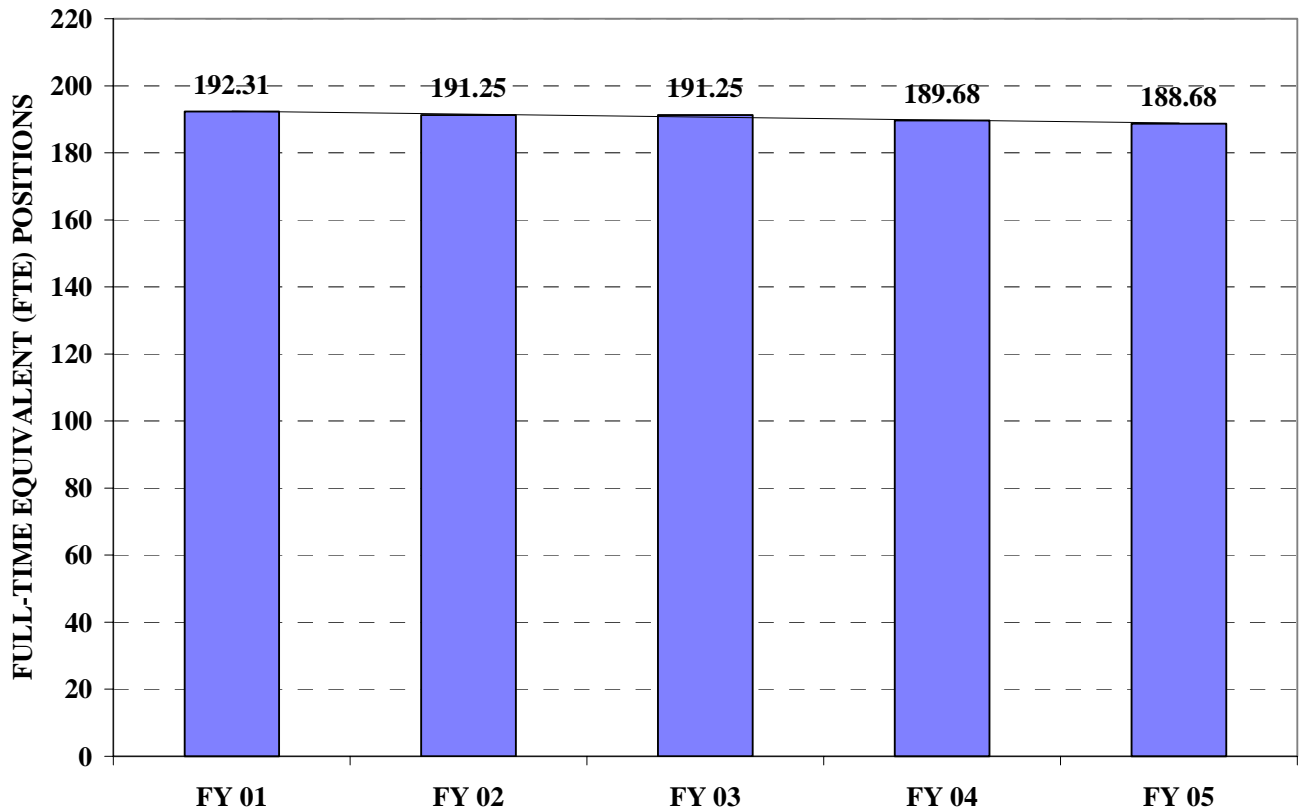
Note: All Years Adopted



Authorized Positions by Program

	FY 03 Adopted	FY 04 Adopted	FY 05 Adopted
Information Delivery Services (FTE)	115.68	115.64	115.64
Information Support Services (FTE)	36.30	35.77	35.77
Community Resources Services (FTE)	24.60	21.60	19.60
Administrative Services (FTE)	8.67	10.67	11.67
Office of the Director (FTE)	6.00	6.00	6.00
Total Full-Time Equivalent (FTE) Positions	191.25	189.68	188.68

Staff History



Note: All Years Adopted

Prince William Public Library System

Information Delivery Services

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 5,264,289	FY 2004 FTE Positions	115.64
FY 2005 Adopted	\$ 5,578,591	FY 2005 FTE Positions	115.64
Dollar Change	\$ 314,302	FTE Position Change	0.00
Percent Change	5.63%		

Outcome Targets/Trends

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
▪ Citizens satisfied with Library	97%	96%	96%	96%	95%
▪ Library users satisfied with services received from staff	99%	98%	98%	98%	96%
▪ Citizens with Library cards	46%	45%	53%	42%	50%
▪ Information requests completed	91%	90%	91%	90%	90%
▪ Requested materials in use available in 30 days	51%	63%	60%	60%	60%
▪ Requested materials in use available in seven days	30%	33%	34%	30%	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.

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$1,963,653	\$2,054,111	\$2,100,527	\$2,203,898	\$2,276,908
▪ Full service library materials circulated	2,096,448	2,046,000	1,922,357	1,970,000	1,850,500
▪ Checkouts per item in full service libraries	2.4	2.3	2.3	2.1	2.2

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.

	FY 02	FY 03	FY 03	FY 04	FY 05
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Total Activity Annual Cost	\$2,043,503	\$2,163,058	\$2,134,196	\$2,240,040	\$2,406,190
▪ Information requests	1,563,497	—	2,138,567	1.3m	1.9m
▪ Staff assisted	447,919	450,000	485,934	420,000	450,000
▪ Electronic info transactions	1,115,578	830,000	1,652,633	880,000	1.5m
▪ Cost per information request in full service libraries	\$2.32	\$3.17	\$2.13	\$3.00	\$2.72
▪ Information requests completed per FTE (full service branches only)	10,604	10,650	11,487	9,925	11,000
▪ Information requests per capita	4.3	1.1	5.7	3.5	4.5

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.

	FY 02	FY 03	FY 03	FY 04	FY 05
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Total Activity Annual Cost	\$681,177	\$784,851	\$733,807	\$820,351	\$895,493
▪ Attendees at Library programs/events	92,709	87,000	85,306	96,792	90,000
▪ Population attending Library programs	26%	25%	23%	25%	25%
▪ Library events and activities	1,977	1,700	2,022	1,850	1,900

Prince William Public Library System

Information Support Services

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 4,257,589	FY 2004 FTE Positions	35.77
FY 2005 Adopted	\$ 4,519,459	FY 2005 FTE Positions	35.77
Dollar Change	\$ 261,870	FTE Position Change	0.00
Percent Change	6.15%		

Outcome Targets/Trends

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
▪ Citizens satisfied with Library System	97%	96%	96%	96%	95%
▪ Library users satisfied with services received from staff	99%	98%	98%	98%	96%
▪ Books per capita	2.8	2.7	2.2	2.5	2.1
▪ Title fill rate	79%	73%	81%	73%	75%
▪ Subject/author fill rate	83%	80%	78%	80%	80%
▪ Browser fill rate	97%	93%	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.

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$3,453,009	\$3,300,340	\$3,167,899	\$3,336,112	\$3,453,005
New materials/replacements added to the Library collection:					
▪ Books	145,905	150,000	97,029	95,000	90,000
▪ Audio-visual	15,629	13,000	16,384	13,000	15,000
▪ Serials (magazines)	60,566	70,000	31,799	50,000	50,000
▪ Electronic resources	5,900	5,700	6,000	5,100	6,000
▪ Library materials added to collection per FTE	9,128	7,800	6,377	6,400	7,000

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.

	FY 02	FY 03	FY 03	FY 04	FY 05
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Total Activity Annual Cost	\$1,225,421	\$850,539	\$1,417,654	\$921,477	\$1,066,454
<ul style="list-style-type: none"> ▪ Seat Management calls assigned to Library staff 	5,817	4,000	5,454	4,000	5,000

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 1,183,882	FY 2004 FTE Positions	21.60
FY 2005 Adopted	\$ 1,097,144	FY 2005 FTE Positions	19.60
Dollar Change	\$ (86,738)	FTE Position Change	-2.00
Percent Change	-7.91%		

Outcome Targets/Trends

	FY 02	FY 03	FY 03	FY 04	FY 05
	Actual	Adopted	Actual	Adopted	Adopted
▪ Citizens satisfied with Library System	97%	96%	96%	96%	95%
▪ Library users satisfied with services received from staff	99%	98%	98%	98%	96%

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 02	FY 03	FY 03	FY 04	FY 05
	Actual	Adopted	Actual	Adopted	Adopted
Total Activity Annual Cost	\$782,964	\$819,494	\$813,975	\$852,957	\$799,592
▪ Neighborhood library materials circulated	395,189	351,000	450,535	351,000	420,000
▪ Checkouts per item in neighborhood libraries	3	2.4	3.3	2.6	2.8

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 02	FY 03	FY 03	FY 04	FY 05
	Actual	Adopted	Actual	Adopted	Adopted
Total Activity Annual Cost	\$266,244	\$263,111	\$292,236	\$330,925	\$297,552
▪ Grant funds procured	\$38,746	\$100,000	\$0	\$100,000	\$100,000
▪ Publicity/publication items produced	1,293	275	1,630	1,300	1,500
▪ Boxes and bins of Library materials delivered	86,121	78,000	87,174	75,000	86,000

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 955,140	FY 2004 FTE Positions	10.67
FY 2005 Adopted	\$ 1,037,373	FY 2005 FTE Positions	11.67
Dollar Change	\$ 82,233	FTE Position Change	1.00
Percent Change	7.93%		

Outcome Targets/Trends

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
▪ Citizens satisfied with Library System	97%	96%	96%	96%	95%
▪ Library users satisfied with services received from staff	99%	98%	98%	98%	96%

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.

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$286,540	\$246,565	\$271,426	\$206,159	\$263,894
▪ Positions filled	95%	92%	94%	90%	92%
▪ Average days to complete interviews and forward recommendations	15	15	14.8	17	15

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.

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$470,593	\$528,183	\$487,572	\$516,180	\$574,192
▪ Financial transactions completed per Business Office FTE	6,054	3,800	6,160	5,000	5,800
▪ Financial transactions	24,219	15,000	18,482	20,000	18,000

Prince William Public Library System
Administrative Services

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.

	FY 02	FY 03	FY 03	FY 04	FY 05
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Total Activity Annual Cost	\$215,589	\$303,247	\$344,959	\$232,801	\$199,287
▪ Records checked in/checked out	8,659	8,000	9,825	8,000	8,000

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 464,775	FY 2004 FTE Positions	6.00
FY 2005 Adopted	\$ 504,870	FY 2005 FTE Positions	6.00
Dollar Change	\$ 40,095	FTE Position Change	0.00
Percent Change	7.94%		

Outcome Targets/Trends

	FY 02	FY 03	FY 03	FY 04	FY 05
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
▪ Citizens satisfied with Library System	97%	96%	96%	96%	95%
▪ Library users satisfied with services received from staff	99%	98%	98%	98%	96%
▪ Total Library materials circulated	3,224,652	3,049,334	3,127,243	3.1m	3.1m
▪ Total Library visits (door + web)	2,602,056	2,150,000	2,319,688	2.3m	2.3m
▪ Items circulated per capita	9	8.4	8.4	8.8	7.8
▪ Cost per Library item circulated	\$2.10	\$2.43	\$2.06	\$2.27	\$2.83
▪ Cost per capita of Library service	\$32.36	\$31.61	\$31.85	\$31.98	\$33.51
▪ Total Library visits per capita	7.3	6.3	6.3	7	5.8
▪ Cost per Library visit	\$4.43	\$5.31	\$5.09	\$5.15	\$5.44

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.

	FY 02	FY 03	FY 03	FY 04	FY 05
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Total Activity Annual Cost	\$138,093	\$159,828	\$165,682	\$188,088	\$197,070
▪ Cost of administrative support services per Library use	\$1.24	\$1.49	\$1.13	\$1.28	\$1.45

2. Marketing and Development

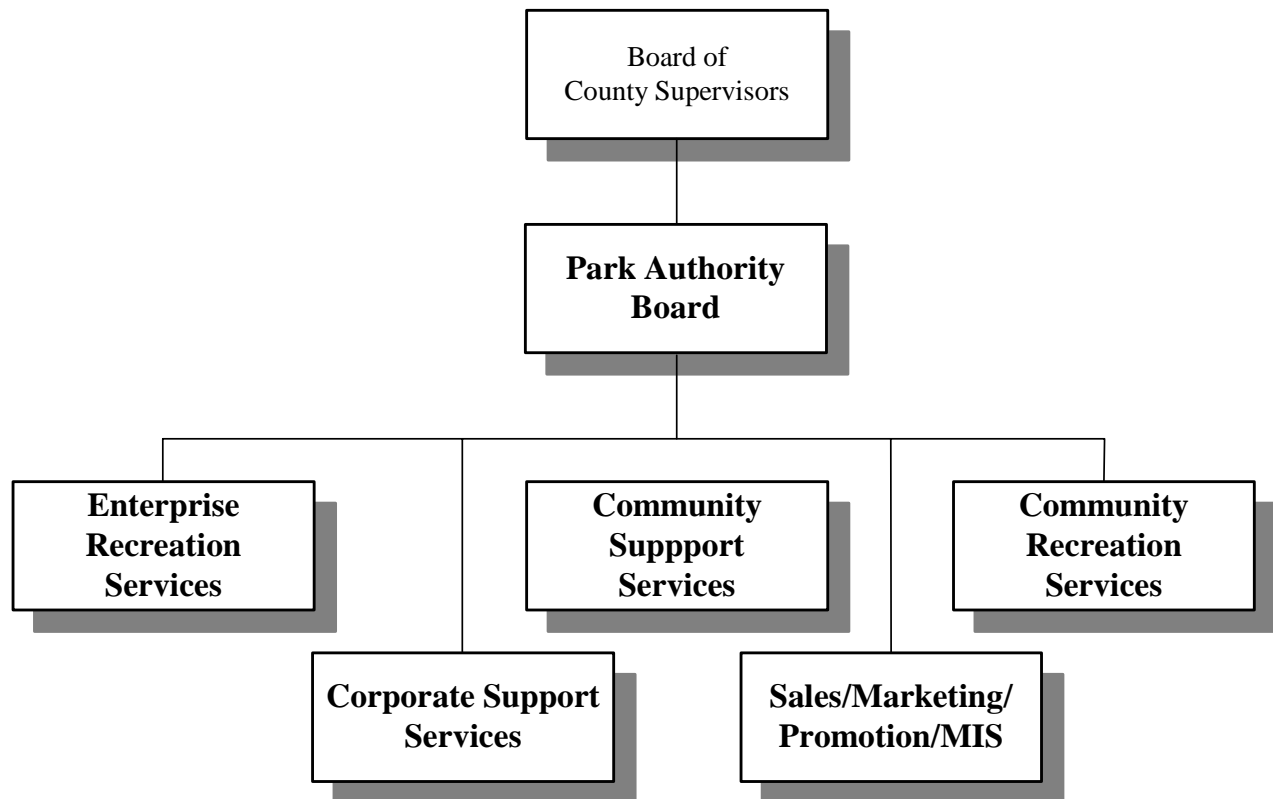
Markets Library services to the community. Initiates fundraising projects to support Library special events/activities. Researches, prepares and secures grant funding for the Library System. Acts as a liaison to the Library Foundation and manages the Volunteer program. Recruits and places volunteers;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

	FY 02	FY 03	FY 03	FY 04	FY 05
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Total Activity Annual Cost	\$225,306	\$244,193	\$236,442	\$240,637	\$271,029
▪ In-kind donations	\$682,378	\$750,000	\$840,181	\$500,000	\$750,000
▪ Work hours provided by volunteer staff	28,871	28,000	28,242	26,500	26,500
▪ Staff salaries saved by utilizing volunteers	\$474,062	\$460,000	\$558,344	\$500,000	\$500,000

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.

	FY 02	FY 03	FY 03	FY 04	FY 05
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Total Activity Annual Cost	\$35,000	\$35,000	\$35,000	\$36,050	\$36,771
▪ Full symphony productions annually	5	5	5	5	5
▪ Annual symphony performances in conjunction with Manassas Dance Company	4	2	2	2	4
▪ 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

STRATEGIC 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.

PROGRAM LOCATOR

Parks and Library

Park Authority

Community Support
Services

Community Recreation
Services

Corporate Support Services
Sales/Marketing/

Promotions/MIS

Enterprise Recreation
Services

Expenditure and Revenue Summary

General Recreation Services

Expenditure By Program	FY 03	FY 03	FY 04	FY 05	% Change
	Approp	Actual	Adopted	Adopted	Adopt 04/ FY 05 Adopt
Grounds Maintenance	\$2,806,500	\$3,129,837	\$2,938,600	\$3,446,700	17.29%
Risk & Safety	\$964,600	\$873,545	\$996,200	\$1,095,900	10.01%
Fleet & Equipment Repair	\$476,300	\$483,651	\$520,800	\$561,800	7.87%
Property Management	\$1,009,500	\$943,292	\$1,093,900	\$1,046,700	-4.31%
Facility Maintenance	\$841,100	\$828,514	\$923,400	\$972,300	5.30%
Total Community Support Services	\$6,098,000	\$6,258,839	\$6,472,900	\$7,123,400	10.05%
District Parks	\$917,100	\$864,524	\$995,100	\$1,065,200	7.04%
Indoor Centers	\$4,606,000	\$4,598,273	\$4,844,900	\$5,234,600	8.04%
Recreation Programs	\$764,000	\$832,999	\$869,300	\$994,100	14.36%
Total Community Recreation Ser.	\$6,287,100	\$6,295,796	\$6,709,300	\$7,293,900	8.71%
Human Resources	\$523,900	\$554,601	\$553,900	\$567,800	2.51%
Financial Accounting & Reporting	\$422,600	\$453,679	\$603,800	\$633,100	4.85%
Planning & Project Management	\$419,300	\$504,609	\$528,400	\$520,900	-1.42%
Management Information Systems	\$356,800	\$277,838	\$374,000	\$384,900	2.91%
Executive Management	\$263,500	\$288,226	\$274,900	\$334,800	21.79%
Total Corporate Support Services	\$1,986,100	\$2,078,953	\$2,335,000	\$2,441,500	4.56%
Public Relations	\$295,500	\$294,878	\$248,500	\$153,100	-38.39%
Sales & Marketing	\$246,700	\$112,190	\$199,600	\$316,100	58.37%
Advertising	\$284,100	\$263,174	\$293,500	\$294,900	0.48%
Total Sales/Market/Promotion/MIS	\$826,300	\$670,242	\$741,600	\$764,100	3.03%
Capital & Debt Service	\$1,835,200	\$5,882,575	\$3,135,000	\$1,826,600	-41.74%
Total Capital & Debt Service	\$1,835,200	\$5,882,575	\$3,135,000	\$1,826,600	-41.74%

Total Expenditures	\$17,032,700	\$21,186,405	\$19,393,800	\$19,449,500	0.29%
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Funding Sources	FY 03	FY 03	FY 04	FY 05	% Change
Park Authority Revenue	\$5,465,300	\$5,921,027	\$5,552,900	\$6,391,924	15.11%
Other Sources (Uses) Unallocated	\$0	\$573,811	\$0	-\$423,600	—
Gen. Fund Transfer/Park Authority	\$11,567,397	\$14,847,898	\$13,994,459	\$13,481,176	-3.67%
Total Funding Sources	\$17,032,697	\$21,342,736	\$19,547,359	\$19,449,500	-0.50%

Contribution (To/From) Reserves & Retained Earnings	(\$3)	\$156,331	\$153,559	\$0	-100.00%
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Enterprise Recreation Services

Enterprise Revenue By Program:	FY 03	FY 03	FY 04	FY 05	% Change
Golf	\$3,361,400	\$2,717,412	\$4,064,100	\$4,183,600	2.94%
Waterparks	\$2,131,200	\$2,180,533	\$2,321,200	\$2,866,100	23.47%
Concessions & Catering	\$1,300,000	\$1,566,735	\$1,966,000	\$0	-100.00%
Total Enterprise Revenues	\$6,792,600	\$6,464,680	\$8,351,300	\$7,049,700	-15.59%

Enterprise Expenses By Program:	FY 03	FY 03	FY 04	FY 05	% Change
Golf	\$3,570,100	\$3,540,169	\$4,307,400	\$4,507,800	4.65%
Waterparks	\$1,765,300	\$2,240,580	\$1,930,300	\$2,541,900	31.68%
Concessions & Catering	\$1,300,000	\$1,446,881	\$1,966,000	\$0	-100.00%
Total Enterprise Expen. & Debt Serv.	\$6,635,400	\$7,227,630	\$8,203,700	\$7,049,700	-14.07%

Enterprise (Income/Loss)	\$157,200	(\$762,950)	\$147,600	\$0	-100.00%
General Fund Transfer	\$0	\$0	\$0	\$0	

Contribution (To/From) Reserves & Retained Earnings	\$157,200	(\$762,950)	\$147,600	\$0	-100.00%
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Park Authority Expenditure & Revenue Summary:

Total Park Authority Expenditures	\$23,668,100	\$28,414,035	\$27,597,500	\$26,499,200	-3.98%
Total Park Authority Revenue	\$12,257,900	\$12,385,707	\$13,904,200	\$13,441,624	-3.33%
Total General Fund Operating Transfer to Park Authority	\$11,567,397	\$14,847,898	\$13,994,459	\$13,481,176	-3.67%
Total Contribution (To/From) Reserves & Retained Earnings	\$157,197	-\$606,619	\$301,159	\$0	-100.00%

Strategic Plan Goals

The Board of County Supervisors, with input from citizens and staff, developed and adopted the 2001 - 2005 Strategic Plan in 2000 to guide the FY 02 - FY 05 Fiscal Plans. The Adopted Strategic Plan contains five major service areas that are the top priorities for County government. They are: Economic Development; Education; Human Services; Public Safety; and Transportation. Policy and resource decisions are made with priority given to these areas. In February 2004 the Board of County Supervisors adopted its 2004 - 2008 Strategic Goals which included the five existing goals and a sixth goal - Community Development. This budget document adheres to the Board's direction to focus on six strategic goal areas. This section discusses the five goal areas that are included in the 2001 - 2005 Strategic Plan. As community outcomes, strategies and objectives are adopted in support of the 2004 - 2008 strategic goals, agency support of the sixth community development goal will be articulated.

Staff of the Prince William Park Authority plays a role in achieving these goals. The agency's role may be major or minor; it may be a direct responsibility or one where support is provided to others to fulfill their job. In all instances, all of the Prince William County Park Authority employees perform their individual roles in a collective effort to support the County's strategic goals.

Public Safety

The County will continue to be a safe community, reduce crime and prevent personal injury and loss of life and property.

Agency Role

The Park Authority provides a wide array of positive recreational and cultural enrichment activities for youth which serves as a divergence from crime and unhealthy and unsafe behavior and supports the following desired community and program outcomes:

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

I. Major Issues

- A. **One-time Cost Reductions** - A total of \$1,461,460 was removed from the FY 05 base budget for one-time expenditures for the following items.
- Coles Little League field mitigation improvements - \$50,000
 - Renovation of the pool and bathhouse at Hammill Mill Park - \$500,000
 - Security and risk mitigation requirements at all properties to reduce insurance premium rates and claims - \$330,000
 - Design and cost analysis of the project proposals included in the Park Bond Referendum - \$400,000
 - Expenses associated with implementation of the Park Authority Operating Agreement including additional staff, workspace lay out and design, furniture, and utilities - \$181,460
- B. **Second Year Funding for Richard Pfitzner Stadium Renovation (existing facility)** - Included in the base budget is \$200,000 to support the second and final year of funding, for renovations at the existing stadium which will continue to be a high use facility, targeted toward community user groups, when the new stadium comes on line. The Park Authority also plans to use the facility for concerts and professional soccer.
- C. **Expenditure Reduction - Shift to General Fund Agency** - A total of \$121,027, for items which support the Historic Preservation Program, has been removed from the Park Authority base budget and shifted to the Facilities Construction Management Program of the Public Works Department which will now administer all aspects of the County's historic properties preservation endeavors.
- D. **The Freedom Aquatics and Fitness Center; Operating Subsidy Decrease** - A decrease of \$23,800 is reflected in the County's share of the subsidy to the Freedom Aquatic and Fitness Center as provided for in the tripartite agreement between Prince William County, George Mason University, and the City of Manassas. Per the agreement, the County will fund 62.7% of the non-revenue supported costs associated with this facility until it becomes self sufficient. This funding is provided by means of a transfer through the Park Authority. Operating costs of the Center are based on the percentage of participation by the residents of the partners. As a result of increased daily admissions and member use of the facility, the Center projects a modest, but steady, decline in the partners' share of expenses beyond FY 05. 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, the Prince William Campus, and residents of the City of Manassas. The financial goal of the Center is to become self-sufficient from operations by generating revenues in excess of expenses.
- E. **Discontinuation of Park Concessions Incorporated (PCI)** - The Park Authority has decided to dissolved PCI as a separate entity and reorganized beverage and food concession operations within the golf and waterpark recreation services. The Authority noted that business site management of its concession operation will allow the agency to achieve greater efficiencies and reduce overhead costs. All changes are reflected in the agency's FY 05 Performance Measures and on the Expenditure and Revenue Summary of the FY 05 Adopted Budget document.

II. Budget Savings Initiative

As part of the FY 05 budget development process, County agencies joined together to examine and reduce the base budget. Executive Management staff facilitated this process through regular management staff meetings involving County agency directors and their key budget staff, with analytical support from the Budget Office. In addition to ongoing base budget adjustments described above, this new budget process initiative produced the following base budget savings.

A. Reduction of Base Funding - A total of \$287,308 has been removed from the Park Authority FY 05 base budget for the following items.

- Elimination of \$100,000 of proffer funding included in the operating transfer from the General Fund. Future proffer funding will be transferred to the agency as specific projects are identified and approved by the Planning Department.
- Elimination of \$51,108 for expenses included in the operating transfer from the General Fund for organizational development support. Future expenses will be administered by means of a service contractual agreement.
- Elimination of \$136,200 which supports a Grants Administrator position which is currently vacant and salary lapse savings primarily attributable to seasonal workers vacancies during the summer in the Grounds Maintenance Activity of the Community Support Services Program. The agency relies heavily on high school and college students to fill jobs in this program area. Many leave as fall draws near to return to school before the season ends. Coupled with the strong part-time job market in the region, this has been a recurring trend for seasonal buildings and grounds workers. The agency anticipates the trend to continue while the favorable part-time job market exists.

III. Budget Adjustments

A. Park Authority Operating Transfer Increase

Total Cost -	\$1,380,312
Supporting Revenue -	\$0
Total PWC Cost -	\$1,380,312
Additional FTE Positions -	0.00

Each year the County transfers funds from the General Fund to the Park Authority, an independent political subdivision 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 totaling \$1,380,312. The following is a discussion of the funding increases included in the FY 05 transfer to the Prince William County Park Authority:

1. **Compensation Addition** - An increase of \$422,638 is associated with salary adjustments necessary to support the Park Authority's Compensation Plan. This budget will support a 2 percent Pay Plan increase and an average three step merit increase for FY05. 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 the funding increase.
2. **Sports Field Improvements** - An increase of \$217,246 will support improvements of athletic fields resulting in increased field availability for citizens and school sports teams.

III. Budget Adjustments (continued)

3. **Sudley Park Operating Cost** - An increase of \$281,319 will support recurring operating requirements associated with softball and soccer fields at Sudley Park when the facility comes online for use by citizens in FY 05.
4. **Health Insurance Premium** - An increase of \$108,000 will support the increased cost of the Park Authority's Compensation Plan. This budget will support a 20 percent increase in health benefits for FY 05. This funding increase is primarily attributable to rising health care cost experienced by employers nation-wide and the need to provide a competitive benefits plan to attract and retain qualified employees.
5. **Capital Maintenance Program (CMP)** - An increase of \$100,000 will support infrastructure improvements, capital replacement and enhancements which comply with Americans with Disabilities Act (ADA) and Environmental Protection Agency (EPA) legislation. This funding will avoid closing facilities for more expensive repairs in future years. County staff has worked with agency staff to develop a funding recommendation which increases funding for park capital maintenance by \$100,000 per year through FY 09. The agency's desired level of funding for capital maintenance expenditures is 2 to 4 percent of total fixed assets. The reported value of the agency's fixed assets is \$98,000,000. The FY 04 funding ratio of CMP funding to fix assets is 0.94 percent. The FY 05 recommended funding level will advance the ratio to 1.22 percent. Based on the current value of fixed assets, the funding level for CMP in the FY 2005-2010 CIP will reach \$2,450,000 by 2009. Unadjusted for any new facilities which may come online, at this funding level, the ratio of fixed assets to facilities maintenance funding will be 2.5% which is within the expected industry standard for parks facilities as reported by localities in the region. The ratio will change as additional facilities are added. Additional details pertaining to Park Authority capital maintenance projects can be found in the FY 2005 – FY 2010 Proposed Capital Improvement Plan (CIP) document.
6. **Technology Upgrades** - An increase of \$100,000 will provide additional funding to support the acquisition of software and hardware upgrades essential to replace obsolete technology in order to improve the efficiency and effectiveness of the agency.
7. **New Trails Operation** - An increase of \$73,000 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.
8. **Liability Insurance Premiums** - An increase of \$45,000 will support the projected cost of the agency's insurance premiums. The Park Authority is insured to \$10,000,000 through the Prince William Self-Insurance Group Casualty Pool and is a member of the Prince William Self-Insurance Worker's Compensation Association for the purpose of addressing the liability and workers' compensation exposures of the Park Authority's operations. Coverages include worker's compensation, employers' liability, comprehensive general and auto liability and public officials liability. The Park Authority also purchases traditional property insurance coverage to protect fixed assets from physical damage and loss.
9. **Prince William County Arts Council** - An increase of \$32,509 is included for the Prince William County Arts Council for the following purposes:
 - a. **Community Contribution** - A 2.0 percent increase totaling \$6,509 is included for the Prince William County Arts Council to support the agency's FY 05 Performing and Cultural Arts Programs. Funding is administered by the Park Authority and passed through to the Arts Council. The 2.0 percent increase is comparable to the funding level included by the County for other community-based agencies in FY 05.

III. Budget Adjustments (continued)

b. **Arts Council Grants Contribution** - As a part of the FY 03 Carryover process, a FY 05 base budget increase totaling \$26,000 was approved for Arts Council Grants. The Arts Council, which administers the competitive grant process, is an affiliate program of the Prince William County Park Authority which provides year round programming in performance and cultural arts. Prince William County allocates funds annually to the Center for the Arts through the Park Authority. The Center for the Arts, through the Arts Council, re-grants the funds to arts organization applicants in the community on a competitive basis.

10. **Center for the Arts Contribution** - An increase of \$600 in funding for the Center for the Arts is included to support the agency’s FY 05 Operating requirements. Funding is administered by the Park Authority and passed through to the Center for the Arts to fund a 2.0 percent increase which is comparable to the funding level included by the County for other community-based agencies in FY 05.

11. **Service Level Impacts** - This budget will support the agency’s ability to achieve base service levels and the specific service levels identified below:

<u>Impact</u>	<u>FY 05 Base</u>	<u>FY 05 Adopted</u>
▪ Park and school acreage maintained	1,017	1,017
▪ Vehicles Maintained	111	111
▪ Participants in scheduled activities at Park Authority and school facilities (Youth, Adult and Leagues)	1,261,700	1,273,870
▪ Facilities and sites maintained	79	79
▪ Recreation programs offered	42,000	42,000
▪ Attendance at Center for the Arts programs and events	32,398	36,925
▪ Rounds of golf	104,000	104,000
▪ Water park admissions	180,000	190,000
▪ Customers served food and beverages	275,000	312,000
▪ Paid participant visits at the Freedom Aquatics and Fitness Center	585,156	614,414

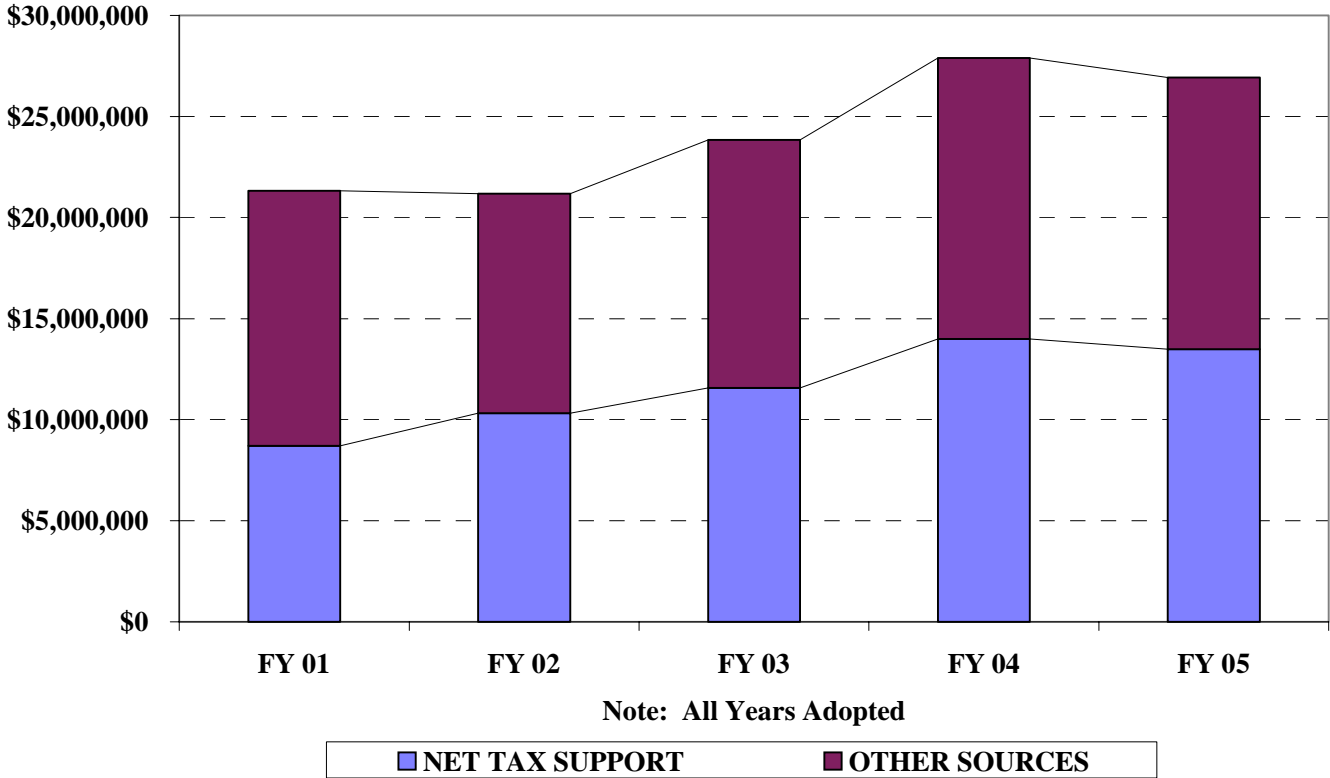
III. Budget Adjustments (continued)

12. 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 on the chart below for the Park Authority:

Park Authority Five Year Plan

FY 05 Base Budget	\$12,100,864				
CIP Construction Cash to Capita/Operating Costs):	FY 05	FY 06	FY 07	FY 08	FY 09
Capital Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Sports Field Improvements	\$217,246	\$0	\$0	\$0	\$0
Park Referendum (Nov. 2004/\$20 million)	\$0	\$0	\$330,000	\$1,549,150	\$1,791,005
Total CIP Construction (Cash to Capital)	\$317,246	\$100,000	\$430,000	\$1,649,150	\$1,891,005
Total General Operating Increase	\$1,063,066	\$540,598	\$613,670	\$636,845	\$660,702
Total CIP & General Operating Increase	\$1,380,312	\$640,598	\$1,043,670	\$2,285,995	\$2,551,707
Total Operating Transfer Budget	\$13,481,176	\$13,412,585	\$14,456,255	\$16,942,250	\$18,432,053
County Funded - Park Authority Debt Service Not Transferred	FY 05	FY 06	FY 07	FY 08	FY 09
BMX Facility	\$33,156	\$32,257	\$31,358	\$30,458	\$29,559
Parks General	\$664,105	\$643,997	\$623,856	\$603,747	\$551,098
Sports Fields	\$242,793	\$235,678	\$228,716	\$222,060	\$215,710
Sudley Park Land Acquisition	\$69,465	\$67,450	\$65,473	\$63,571	\$61,745
Valley View Park Fields	\$279,748	\$271,995	\$264,289	\$256,679	\$249,164
Veterans Park	\$117,321	\$113,860	\$110,479	\$107,260	\$104,202
TOTAL	\$1,406,588	\$1,365,237	\$1,324,171	\$1,283,775	\$1,211,478
TOTAL TRANSFER AND DEBT SERVICE	\$2,786,900	\$2,005,835	\$2,367,841	\$3,569,770	\$3,763,185
Total FY 05 County Tax Support	\$14,171,297	\$13,390,232	\$13,752,238	\$14,954,167	\$15,147,582

Expenditure Budget History

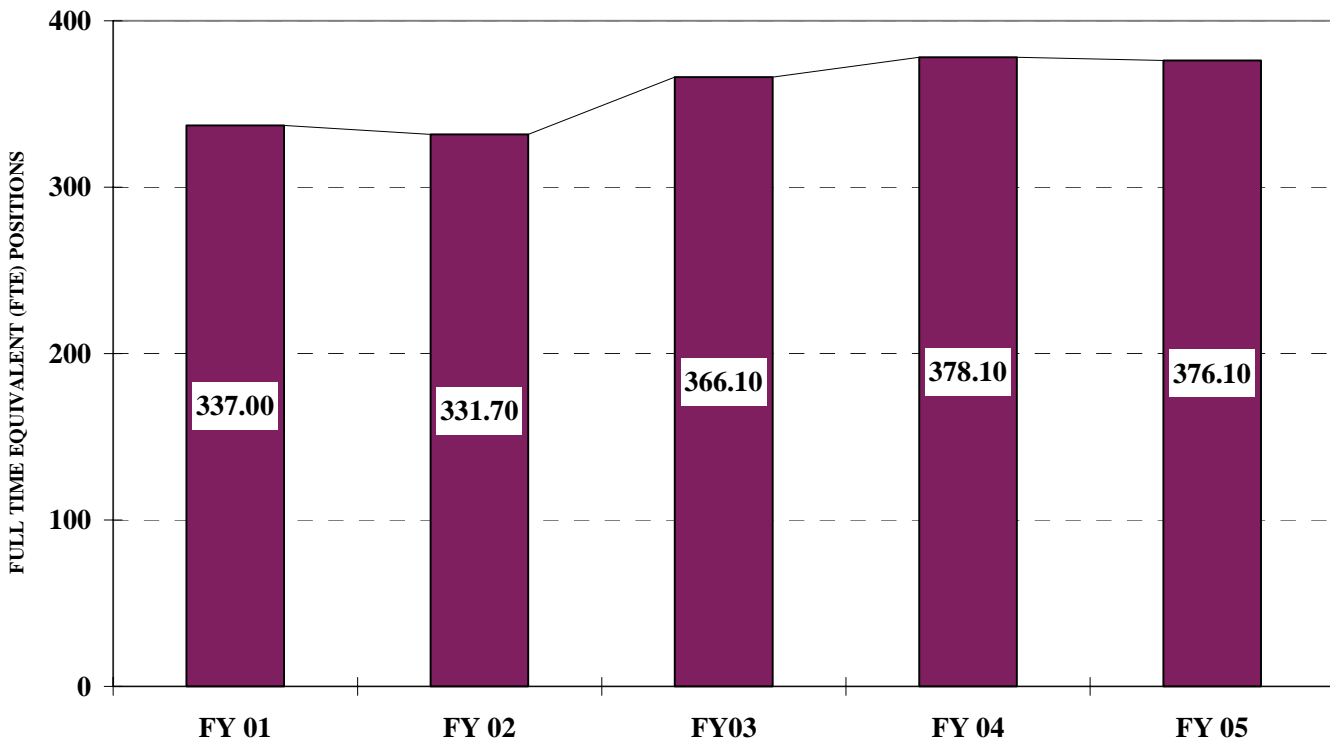


Authorized Postions by Program

	FY 03 Adopted	FY 04 Adopted	FY 05 Adopted
Community Recreation Services	132.4	133.2	133.2
Enterprise Recreation Services	105.8	114.2	114.2
Sales/Marketing/Promotions/MIS	96.3	98.1	96.1
Community Support Services	21	22	22
Corporate Support Services	10.6	10.6	10.6
Total Full-Time Equivalent (FTE) Positions	366.10	378.10	376.10

Note: Positions are not included in Prince William County's FTE count.

Staff History



Note: All Years Adopted

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 6,472,900	FY 2004 FTE Positions	133.20
FY 2005 Adopted	\$ 7,123,400	FY 2005 FTE Positions	133.20
Dollar Change	\$ 650,500	FTE Position Change	0.00
Percent Change	10.05%		

Outcome Targets/Trends

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
▪ Citizen satisfaction with recreation facilities and programs	88.2%	89.0%	89.5%	89.0%	89.0%
▪ Customers who feel safe when visiting parks	88.0%	80.0%	NR	80.0%	NR
▪ County Park Authority provides efficient and effective service	94.3%	95.0%	92.3%	95.0%	92.3%

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.

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$2,663,617	\$2,806,500	\$3,129,837	\$2,938,600	\$3,446,700
<u>Maintaining Grounds</u>					
▪ Parks	593	682	682	682	682
▪ Schools	259	259	259	259	259
▪ Contracts	—	—	76	76	76
▪ Cost per park acre maintained	\$2,821	\$2,982	\$3,050	\$2,982	\$2,982
▪ Cost per school acre maintained	\$1,418	\$1,482	\$1,520	\$1,482	\$1,482
▪ Cost per contract acre	—	—	\$1,880	\$1,799	\$1,799
▪ Surveyed customers satisfied with maintenance of grounds	85%	85%	92%	85%	85%
▪ Acres maintained per established work schedule per season	100%	100%	100%	100%	100%
<u>Landscaping Sites</u>					
▪ Major sites	—	—	14	15	15
▪ Minor sites	—	—	40	40	40
▪ Cost per major site landscaped	—	—	\$150,774	\$161,437	\$161,437
▪ Cost per minor site landscaped	—	—	\$84,811	\$90,809	\$90,809

Park Authority Community Support Services

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 02 Actual	FY 03 Adopted	FY 03 Actual	FY 04 Adopted	FY 05 Adopted
Total Activity Annual Cost	\$827,211	\$964,600	\$873,545	\$996,200	\$1,095,900
▪ Accident rate per 100,000 miles driven	<1	1	0	1	1
▪ Serious injuries per 10,000 visits	0	0	0	0	0
▪ Injuries resulting in lost work days	3	10	2	10	10
▪ Dollar losses due to vandalism	\$18,558	\$70,000	\$33,954	\$70,000	\$70,000
▪ Workers compensation claims processed	31	25	26	25	25

3. Fleet and Equipment Repair

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

	FY 02 Actual	FY 03 Adopted	FY 03 Actual	FY 04 Adopted	FY 05 Adopted
Total Activity Annual Cost	\$438,309	\$476,300	\$483,651	\$520,800	\$561,800
▪ Vehicles maintained	116	111	119	111	111
▪ Cost per mile	\$0.22	\$0.27	\$0.24	\$0.27	\$0.27
▪ Turf and grounds equipment maintained	373	290	383	290	290
▪ Cost per work hour	\$28	\$28	\$25	\$28	\$28
▪ Vehicle/equipment uptime	97%	94%	96%	94%	94%
▪ Average annual age of vehicles	10.28	10	8.33	10	10

4. Property Management

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

	FY 02 Actual	FY 03 Adopted	FY 03 Actual	FY 04 Adopted	FY 05 Adopted
Total Activity Annual Cost	\$906,736	\$1,009,500	\$943,292	\$1,093,500	\$1,046,700
▪ Youth participant visits	947,172	982,000	1,065,495	982,000	982,000
▪ Adult participant visits	169,550	207,700	192,945	207,700	207,700
▪ Tournament participants	72,000	19,620	15,430	72,000	72,000

5. Facility Maintenance

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

	<u>FY 02 Actual</u>	<u>FY 03 Adopted</u>	<u>FY 03 Actual</u>	<u>FY 04 Adopted</u>	<u>FY 05 Adopted</u>
Total Activity Annual Cost	\$857,503	\$841,100	\$828,514	\$923,400	\$972,300
▪ Facilities and sites maintained	79	69	79	79	79
▪ Work orders completed per established schedule	NR	100%	100%	100%	100%
▪ Asset value reinvested in community recreation facilities	1.27%	1.00%	NR	1.00%	NR

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 6,709,300	FY 2004 FTE Positions	98.10
FY 2005 Adopted	\$ 7,293,900	FY 2005 FTE Positions	96.10
Dollar Change	\$ 584,600	FTE Position Change	-2.00
Percent Change	8.71%		

Desired Strategic Plan Community Outcomes by 2005

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

Outcome Targets/Trends

	<u>FY 02 Actual</u>	<u>FY 03 Adopted</u>	<u>FY 03 Actual</u>	<u>FY 04 Adopted</u>	<u>FY 05 Adopted</u>
<ul style="list-style-type: none"> Citizen satisfaction with recreation facilities and programs 	88.2%	89.0%	89.5%	85.0%	85.0%
<ul style="list-style-type: none"> Juvenile arrests per 1,000 youth population 	19.1	19.49	14.0	19.41	19.41

Activities/Service Level Trends Table

1. District Parks

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

	<u>FY 02 Actual</u>	<u>FY 03 Adopted</u>	<u>FY 03 Actual</u>	<u>FY 04 Adopted</u>	<u>FY 05 Adopted</u>
Total Activity Annual Cost	\$863,141	\$917,100	\$864,524	\$995,100	\$1,065,200
<ul style="list-style-type: none"> Paid participant visits 	224,592	215,000	188,943	215,000	215,000
<ul style="list-style-type: none"> Customer satisfaction rating 	NR	85%	85%	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.

	<u>FY 02 Actual</u>	<u>FY 03 Adopted</u>	<u>FY 03 Actual</u>	<u>FY 04 Adopted</u>	<u>FY 05 Adopted</u>
Total Activity Annual Cost	\$4,410,168	\$4,606,000	\$4,598,273	\$4,844,900	\$5,234,600
<ul style="list-style-type: none"> Paid participant visits 	664,338	600,000	678,187	648,000	648,000
<ul style="list-style-type: none"> Customer satisfaction rating 	NR	85%	86%	85%	85%
<ul style="list-style-type: none"> Freedom Aquatic and Fitness Center paid participant visits 	540,000	535,000	585,156	560,000	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 02 <u>Actual</u>	FY 03 <u>Adopted</u>	FY 03 <u>Actual</u>	FY 04 <u>Adopted</u>	FY 05 <u>Adopted</u>
Total Activity Annual Cost	\$699,768	\$764,000	\$832,999	\$869,300	\$994,100
▪ Programs offered	4583	4,600	4,576	4,600	4,600
▪ Participant visits	46,078	40,000	28,191	42,000	42,000
▪ Customer satisfaction	NR	85%	85%	85%	85%
▪ Attendance at Center for the Arts programs and events	17,323	20,000	19,501	22,000	22,000
▪ At-risk youth served in Center for the Arts outreach program	390	90	75	230	230

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 2,335,000	FY 2004 FTE Positions	22.00
FY 2005 Adopted	\$ 2,441,500	FY 2005 FTE Positions	22.00
Dollar Change	\$ 106,500	FTE Position Change	0.00
Percent Change	4.56%		

Outcome Targets/Trends

	FY 02 Actual	FY 03 Adopted	FY 03 Actual	FY 04 Adopted	FY 05 Adopted
▪ Citizens satisfied with Park Authority efficiency and effectiveness	94.3%	95.0%	92.3%	95.0%	92.3%
▪ Citizens that trust the Park Authority	NR	90%	NR	NR	—
▪ Citizen satisfaction with recreation facilities and programs	88.2%	89%	89.5%	89%	89.0%
▪ Citizens satisfied with the County as a place to live	76.2%	77.0%	NR	77.0%	—
▪ Acres per thousand population	10.7	12.0	NR	12.0	NR
▪ 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.

	FY 02 Actual	FY 03 Adopted	FY 03 Actual	FY 04 Adopted	FY 05 Adopted
Total Activity Annual Cost	\$490,104	\$523,900	\$554,601	\$553,900	\$567,800
▪ Job openings filled	1,376	1,000	1,300	1,000	1,000
▪ Payroll actions processed	3,678	3,000	3,882	3,000	3,000
▪ Park Authority employees receiving training	483	350	368	350	350
▪ Full-time equivalent employees	345	328	373	328	328
▪ Part-time employment hours as a percent of total employment hours	62%	65%	62%	65%	65%

2. Financial Accounting and Reporting

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

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$429,535	\$422,600	\$453,679	\$603,800	\$633,100
▪ Accounting transactions completed	45,807	46,000	NR	46,800	NR
▪ Average rate of return on investments	2.45%	3.00%	NR	3.00%	NR

3. Planning and Project Management

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

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$483,251	\$419,300	\$504,609	\$528,400	\$520,900
▪ Projects completed on time and within budget	55%	85%	NR	95%	NR
▪ Master plans and feasibility studies	14	15	NR	15	NR
▪ Rezoning and special use permits reviewed	43	40	47	40	40
▪ Monetary value of proffers and grants	\$687,817	\$550,000	\$484,031	\$550,000	\$550,000
▪ Comprehensive Plan levels of service required to be met by the Park Authority	100%	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.

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$261,959	\$356,800	\$277,838	\$374,000	\$384,900
▪ Users supported per MIS employee	61	51	58	61	61
▪ Employees trained	47	50	80	50	50
▪ Software applications upgraded or installed	130	100	135	130	130

5. Executive Management

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

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$254,364	\$263,500	\$288,226	\$274,900	\$334,800
▪ Citizen utilization of Park Authority services	63%	70%	NR	75%	NR
▪ Total County tax subsidy per capita	\$44.17	\$37.71	\$42.42	\$38.00	NR
▪ Corporate Services expenditures as a percent of Park Authority total expenditures	10.0%	9.0%	9.0%	9.0%	13.0%

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 741,600	FY 2004 FTE Positions	10.60
FY 2005 Adopted	\$ 764,100	FY 2005 FTE Positions	10.60
Dollar Change	\$ 22,500	FTE Position Change	0.00
Percent Change	3.03%		

Outcome Targets/Trends

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
▪ Citizen satisfaction with recreation facilities and programs	88.2%	89%	89.5%	89%	89%
▪ Citizens aware of Park Authority services	NR	70%	58.5%	70%	70%
▪ Increase in Park Authority program participants	16%	3%	-11.4%	5%	5%

Activities/Service Level Trends Table

1. Public Relations

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

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$301,439	\$295,500	\$294,878	\$248,500	\$153,100
▪ Positive media column inches	94%	90%	90%	90%	90%
▪ Media alerts/feature articles released	208	170	131	200	200
▪ Radio/TV airtime minutes	309	250	508	300	300
▪ Arts grants awarded	\$118,195	\$118,195	\$118,195	\$118,381	\$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.

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$87,468	\$246,700	\$112,190	\$199,600	\$316,100
▪ Facilities/programs surveyed	14	12	15	12	12
▪ Revenue generated through sponsorships	\$193,000	\$75,000	\$125,000	\$200,000	\$200,000
▪ Increase in gross revenue	12.6%	14.0%	-4.8%	16.0%	16%

3. Advertising

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

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$264,502	\$284,100	\$263,174	\$293,500	\$294,900
▪ Leisure magazine distribution	350,000	350,000	365,000	350,000	350,000
▪ Brochures distributed	493,000	500,000	738,000	500,000	500,000

Budget Summary

Total Annual Budget		Number of FTE Positions	
FY 2004 Adopted	\$ 8,203,700	FY 2004 FTE Positions	114.20
FY 2005 Adopted	\$ 7,049,700	FY 2005 FTE Positions	114.20
Dollar Change	\$ (1,154,000)	FTE Position Change	0.00
Percent Change	-14.07%		

Outcome Targets/Trends

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
▪ Citizen satisfaction with recreation facilities and programs	88.2%	89.0%	89.5%	89.0%	89.0%
▪ Customer satisfaction rating	NR	85%	NR	85%	NR
▪ Value of Contributions to community recreation	\$62,948	\$50,000	\$67,000	\$50,000	NR
▪ Total earned revenue per capita	\$33.43	\$39.26	\$38.63	\$39.00	NR

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.

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$3,080,856	\$3,570,100	\$3,540,169	\$4,307,400	\$4,507,800
▪ Acres maintained	245	245	245	245	245
▪ Cost per acre maintained	\$4,137	\$3,600	\$3,600	\$3,600	\$3,600
▪ Rounds of golf (18 holes equivalent)	61,686	63,000	68,059	104,000	104,000
▪ Health Department rating	A	A	A	A	A
▪ Customers served beverages and food	—	—	—	—	NR

2. Water Parks

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

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
Total Activity Annual Cost	\$1,780,663	\$1,765,300	\$2,240,580	\$1,930,300	\$2,541,900
▪ Water park admissions	193,965	170,000	167,662	180,000	180,000
▪ Health Department rating	A	A	A	A	A
▪ Customers served beverages and food	—	—	—	—	NR

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.

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Adopted</u>	<u>FY 05</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$1,512,036	\$1,300,000	\$1,446,881	\$1,966,000	—
▪ Health Department rating	A	A	A	A	—
▪ Customers served beverages and food	305,000	275,000	312,000	275,000	—

