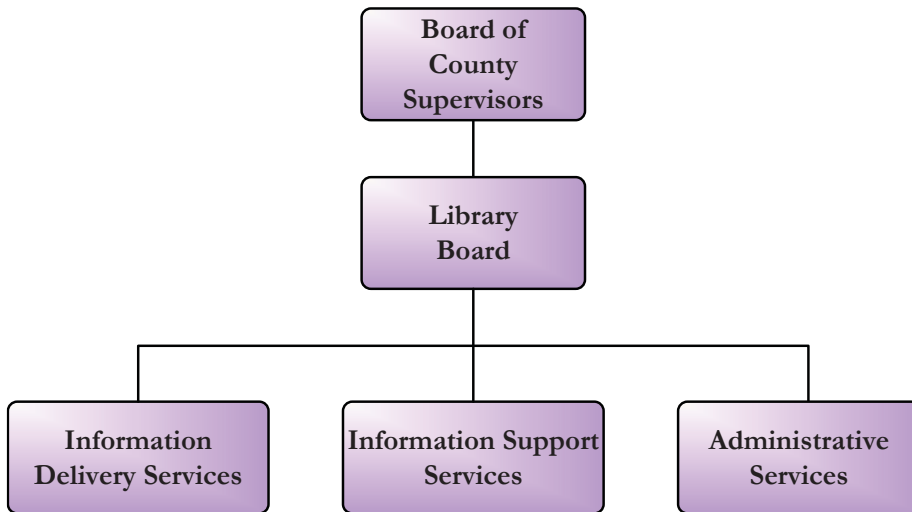


Prince William Public Library System



AGENCY & PROGRAM

Parks and Library

Library

- Information Delivery Services
- Information Support Services
- Administrative Services

Park Authority

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.

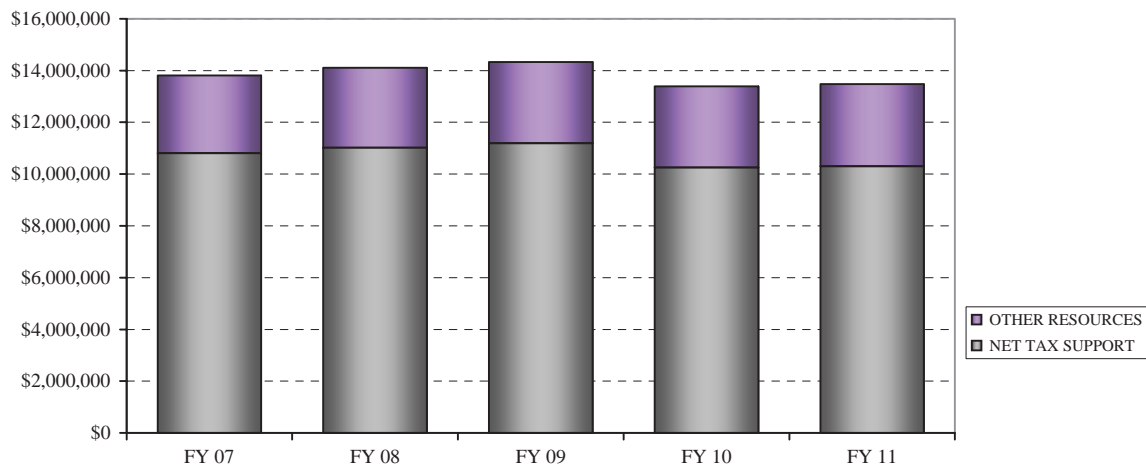
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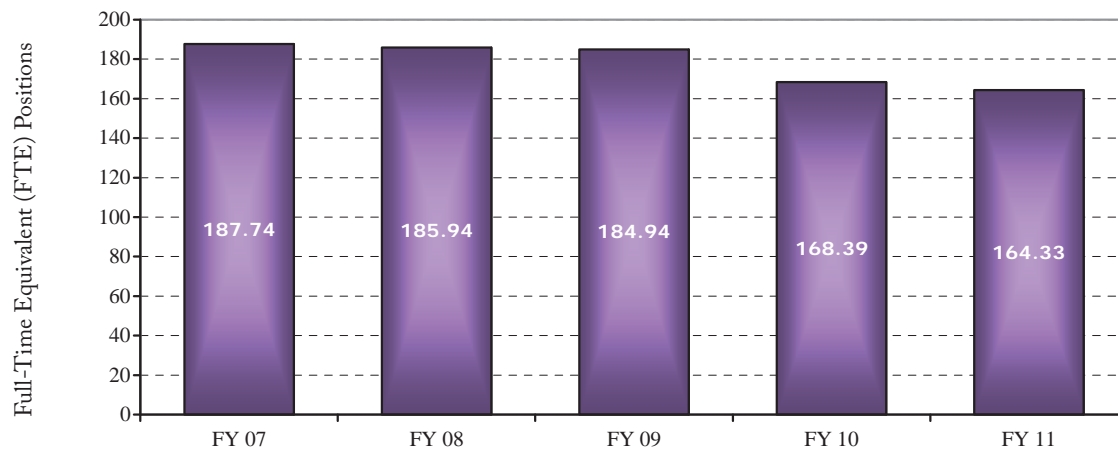
EXPENDITURE AND REVENUE SUMMARY

	FY 09 Approp	FY 09 Actual	FY 10 Adopted	FY 11 Adopted	% Change Adopt 10/ Adopt 11
A. Expenditure by Program					
1 Information Delivery Services	\$7,619,671	\$7,459,037	\$7,004,807	\$6,963,260	-0.59%
2 Information Support Services	\$5,581,380	\$5,352,544	\$4,482,346	\$4,723,030	5.37%
3 Administrative Services	\$1,615,024	\$1,513,675	\$1,371,583	\$1,791,496	30.62%
4 Office of the Director	\$586,022	\$586,500	\$525,158	\$0	-100.00%
Total Expenditures	\$15,402,097	\$14,911,756	\$13,383,894	\$13,477,786	0.70%
B. Expenditure by Classification					
1 Personal Services	\$9,101,205	\$8,908,859	\$8,433,977	\$8,260,688	-2.05%
2 Fringe Benefits	\$2,290,980	\$2,173,252	\$2,082,700	\$2,089,892	0.35%
3 Contractual Services	\$324,926	\$296,611	\$278,880	\$256,370	-8.07%
4 Internal Services	\$1,630,576	\$1,630,576	\$477,682	\$867,847	81.68%
5 Other Services	\$1,956,091	\$1,890,853	\$2,082,743	\$1,975,077	-5.17%
6 Capital Outlay	\$86,369	\$0	\$0	\$0	—
7 Leases & Rentals	\$11,950	\$11,605	\$27,912	\$27,912	0.00%
8 Transfers Out	\$0	\$0	\$0	\$0	—
Total Expenditures	\$15,402,097	\$14,911,756	\$13,383,894	\$13,477,786	0.70%
C. Funding Sources					
1 General Property Taxes	\$0	\$0	\$0	\$0	—
2 Fines & Forfeitures	\$0	\$140	\$0	\$0	—
3 Charges for Services	\$493,492	\$523,386	\$493,492	\$663,492	34.45%
4 Miscellaneous Revenue	\$0	\$319	\$0	\$0	—
5 Revenue From Other Localities	\$2,038,232	\$2,038,236	\$2,056,413	\$1,945,264	-5.40%
6 Revenue From Commonwealth	\$583,759	\$594,502	\$584,050	\$527,700	-9.65%
7 Transfers In	\$0	\$0	\$0	\$42,510	—
Total Designated Funding Sources	\$3,115,483	\$3,156,583	\$3,133,955	\$3,178,966	1.44%
Net General Tax Support	\$12,286,614	\$11,755,173	\$10,249,939	\$10,298,820	0.48%





Note: All Years Adopted



Note: All Years Adopted

	FY 09 Adopted	FY 10 Adopted	FY 11 Adopted
1 Information Delivery Services	129.97	117.48	115.95
2 Information Support Services	33.24	31.18	29.65
3 Administrative Services	15.73	14.73	18.73
4 Office of the Director	6.00	5.00	0.00
Full-Time Equivalent (FTE) Total	184.94	168.39	164.33



I. Major Issues

- A. Seat Management Distribution** - Funding to augment agency seat management costs previously budgeted in Non-Departmental/Unclassified Administrative has been reallocated to agency budgets to account for the actual expenditures incurred by each county activity. This realignment of funds increased the Library's 2011 budget by \$394,850.

II. Budget Adjustments

A. Compensation Adjustments

Total Cost -	\$51,976
Supporting Revenue -	\$0
Total PWC Cost -	\$51,976
Additional FTE Positions -	0.00

- 1. Description** - Compensation adjustments totaling \$51,976 are made to support a 7.61% Health Insurance rate increase, a 5% Retiree Health increase, a decrease in the Money Purchase Plan 401(a) rate from 0.5% of salary to 0.0%, a 1.46% Virginia Retirement System increase and a 0.49% Group Life insurance decrease. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

B. Budget Savings

1. Reduce Library Support Services

Expenditure Savings -	\$198,477
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	\$198,477
FTE Positions -	2.06

a. Category

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

- b. Description** - This reduction eliminates three Library Service Technicians and reduces funding for magazine subscriptions in the neighborhood libraries and books and on-line electronic resources system wide. Fewer library materials purchased and fewer staff to process the materials purchased will result in longer waits for information and delays in getting new materials to the shelf for check out by the public. From FY 07 through FY 10 the library cut \$142,692 in materials funding.

- c. Service Level Impacts** - Service Level impacts are shown below:

- **Percent of new priority items processed within 72 hours:**

<i>FY 11 Base</i>	93%
<i>FY 11 Adopted</i>	85%
- **Average number of days to process routine materials:**

<i>FY 11 Base</i>	78
<i>FY 11 Adopted</i>	88
- **Citizens satisfied with the Library system:**

<i>FY 11 Base</i>	91%
<i>FY 11 Adopted</i>	85%

- d. Five-Year Plan Impacts** - There are no Five-Year Plan impacts with this initiative.

2. Eliminate Records Center Manager and a Library Service Technician

Expenditure Savings -	\$169,505
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	\$169,505
FTE Positions -	2.00

a. Category

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

- b. Description** - This reduction eliminates the Records Center Manager and a Library Service Technician position. Responsibility for managing the records center will be assigned to other library staff and the Records Center activity will be eliminated. Elimination of the Records Center Manager will limit



Records Center Service to prearranged appointments only. Routine requests by county departments and agencies for record delivery to the Records Center or retrieval of records may take ten days. Planning Department plans and Police Department records may be transferred to the respective departments. Transfers to the records center and destruction of records will be limited to twice a year.

c. Service Level Impacts - Service Level impacts are shown below:

- **Records Center Transactions completed and on schedule:**

<i>FY 11 Base</i>	9,000
<i>FY 11 Adopted</i>	0

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

3. Library Revenue Decrease for City Billings

Expenditure Savings -	\$0
Budget Shift	\$0
Supporting Revenue -	(\$111,149)
PWC Savings -	\$0
FTE Positions -	0.00

a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- 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 11 allocation is a reduction of \$111,149. This reduces the Library's revenue total from \$3,290,115 to \$3,178,966 in the FY 11 adopted budget.

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.

4. Reduction in Financial Assistance from the Library of Virginia

Expenditure Savings -	\$56,350
Budget Shift -	\$0
Supporting Revenue -	\$56,350
PWC Savings -	\$0
FTE Positions -	0.00

a. Category

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

b. Description - In order to balance the State's 2011-2012 biennium budget the amount of state aid the library receives for materials has been reduced by \$56,350. 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. Service Level Impacts - Service Level impacts are shown below:

- **Title Fill Rate:**

<i>FY 11 Base</i>	75%
<i>FY 11 Adopted</i>	73%
- **Subject and Author Fill Rate:**

<i>FY 11 Base</i>	77%
<i>FY 11 Adopted</i>	75%

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



5. Combine Director's Office and Administrative Services Programs and Shift Library Director and Library Board Secretary to New Director's Office Activity in Administrative Services Program

Expenditure Savings -	\$0
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	\$0
FTE Positions -	0.00

a. Category

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

b. Description - The Director's Office program and the Administrative Services program are being combined reducing the number of library programs from four to three. The Planning and Project Management activity in the Director's Office program will be eliminated and a new Director's Office activity under the Administrative Services program will be created.

This action shifts two positions (Library Director and Library Board Secretary) positions from the Planning and Project Management activity in the Director's Office program to a new activity in the Administrative Services program.

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 with this initiative.

6. Shift Library and Marketing Development Activity From Director's Office Program to Administrative Services Program

Expenditure Savings -	\$0
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	\$0
FTE Positions -	0.00

a. Category

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

b. Description - The Director's Office program and the Administrative Services program are being combined reducing the number of library programs from four to three. This action shifts the Marketing and Development Activity in the Library Director's program to the Administrative Services program.

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 with this initiative.

7. Shift Record Center Assistant from Records Center Activity to Human Resources Activity in Administrative Services Program

Expenditure Savings -	\$0
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	\$0
FTE Positions -	0.00

a. Category

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

b. Description - The Director's Office program and the Administrative Services program are being combined reducing the number of library programs from four to three. As part of this reorganization the Records Center activity is being eliminated in the Administrative Services program. This action shifts the Records Center Assistant position from the Records Center activity to the Human Resource activity in the Administrative Services program.



- 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 with this initiative.

C. Budget Additions

1. Utilization of Interest on Library Proffer Funds for the Purchase of Books and Other Reading Materials

Added Expenditure -	\$42,510
Budget Shift -	\$0
Supporting Revenue -	\$42,510
PWC Cost -	\$0
FTE Positions -	0.00

a. Category

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

b. Description - During the FY 11 budget mark up, the Board of County Supervisors elected to utilize the accumulated interest on Library proffer funds to partially offset the reduction in financial assistance from the Library of Virginia. This will result in an additional \$42,510 per year that will be available for the Library to purchase books and other reading materials.

- c. **Service Level Impacts** - There are no Service Level impacts associated with this initiative.
- d. **Five-Year Plan Impacts** - This will result in an additional \$212,550 available for the purchase of books over the Five-Year Plan.



Budget Summary - Information Delivery Services

Total Annual Budget	
FY 2010 Adopted	\$ 7,004,807
FY 2011 Adopted	<u>\$ 6,963,260</u>
Dollar Change	\$ (41,547)
Percent Change	-0.59%

Number of FTE Positions	
FY 2010 FTE Positions	117.48
FY 2011 FTE Positions	<u>115.95</u>
FTE Position Change	-1.53

Outcome Targets/Trends

	FY 08 <u>Actual</u>	FY 09 <u>Adopted</u>	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>
▪ Citizens with library cards	63%	60%	67%	60%	62%
▪ Items circulated per capita	7.7	7.5	8	6.4	8
▪ Information requests completed/24hrs	91.6%	91%	93%	90%	93%
▪ Total Library materials circulated	3.3m	3.0m	3.5m	3.2m	3.3m
▪ Cost per Library item circulated	\$2.00	\$2.03	\$1.70	\$1.84	\$1.35

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 08 <u>Actual</u>	FY 09 <u>Adopted</u>	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>
▪ Total Activity Annual Cost	\$2,644,569	\$2,642,313	\$2,636,485	\$2,471,009	\$2,413,944
▪ Library materials circulated per FTE	58,601	60,000	61,363	58,350	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.

	FY 08 <u>Actual</u>	FY 09 <u>Adopted</u>	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>
▪ Total Activity Annual Cost	\$2,800,579	\$3,523,673	\$3,393,200	\$3,219,985	\$3,221,600
▪ Information requests	4.8m	5.0m	7.4m	4.8m	7.0m
▪ Cost per information request in full service libraries	\$1.50	\$1.46	\$1.12	\$1.45	\$1.08
▪ Information requests per capita	11	11	16.6	9	15



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 08</u> <u>Actual</u>	<u>FY 09</u> <u>Adopted</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 11</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$967,564	\$396,492	\$389,373	\$361,812	\$364,719
▪ Attendees at Library programs/events	95,489	96,000	97,936	87,000	87,000
▪ Library events and activities	2,641	2,400	2,682	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 08</u> <u>Actual</u>	<u>FY 09</u> <u>Adopted</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 11</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$1,003,612	\$1,055,415	\$1,039,978	\$952,001	\$962,997
▪ Neighborhood library materials circulated	471,050	450,000	496,940	450,000	450,000



Budget Summary - Information Support Services

Total Annual Budget	
FY 2010 Adopted	\$ 4,482,346
FY 2011 Adopted	<u>\$ 4,723,030</u>
Dollar Change	\$ 240,684
Percent Change	5.37%

Number of FTE Positions	
FY 2010 FTE Positions	31.18
FY 2011 FTE Positions	<u>29.65</u>
FTE Position Change	-1.53

Outcome Targets/Trends

	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Adopted</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 11</u> <u>Adopted</u>
▪ Materials Availability Survey Title fill rate	81%	70%	82%	65%	73%
▪ Subject/author fill rate	84%	70%	81%	65%	75%
▪ Browser fill rate	93%	87%	95%	85%	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 08</u> <u>Actual</u>	<u>FY 09</u> <u>Adopted</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 11</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$3,480,246	\$3,390,108	\$3,154,316	\$3,224,497	\$3,063,981
▪ Percentage new priority items processed within 72 hrs	96%	96%	96%	93%	85%
▪ Average number of days to process routine materials	75	75	75	78	88

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. Designs and maintains the Library Web pages including implementation of new services and responses to customers from Library Webmaster.

	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Adopted</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 11</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$2,140,989	\$1,278,607	\$2,198,228	\$1,257,849	\$1,659,049
▪ Percentage of customer on-site HW/SW problems resolved within 8 hours	93%	93%	93%	90%	90%



Budget Summary - Administrative Services

Total Annual Budget	
FY 2010 Adopted	\$ 1,371,583
FY 2011 Adopted	<u>\$ 1,791,496</u>
Dollar Change	\$ 419,913
Percent Change	30.62%

Number of FTE Positions	
FY 2010 FTE Positions	14.73
FY 2011 FTE Positions	<u>18.73</u>
FTE Position Change	4.00

Outcome Targets/Trends

	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>
▪ Percentage positions filled	95%	90%	93%	90%	90%
▪ Staff salaries saved by utilizing volunteers	\$536,299	\$500,000	\$601,858	\$500,000	\$525,000
▪ Percent of financial transactions processed on schedule	N/A	N/A	97%	N/A	97%
▪ Percent Library performance measures achieved	91%	N/A	91%	N/A	91%
▪ Citizens satisfied with Library System	95.6%	94%	95%	91%	85%
▪ Library users satisfied with services received from staff	98.1%	97%	99%	95%	95%
▪ Library access per capita	19	18	24.8	18	20

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. 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 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>
▪ Total Activity Annual Cost	\$590,671	\$353,544	\$429,792	\$322,825	\$378,251
▪ Average days to complete interviews and forward recommendations	14	15	11	16	15
▪ Work hours provided by volunteer staff	30,146	26,500	32,745	26,000	26,500
▪ Payrolls processed without error	85%	N/A	96%	N/A	96%
▪ Employees per Library HR/Payroll FTE	131	128	128	114	114



2. Financial & Administrative Support 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. Coordinates data collection; responds to various surveys and requests for statistical information for the Library System. Develops, adapts and implements financial policies and procedures. Provides administrative support to Library System in coordination of building maintenance, equipment repair and replacement, 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.

	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Adopted</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 11</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$766,542	\$864,472	\$839,386	\$876,233	\$883,919
▪ Number of items processed thru Library mailroom	93,029	N/A	91,617	N/A	91,000
▪ Expenditure dollars processed per financial FTE	1,008,494	N/A	979,894	N/A	1,066,000
▪ Number of maintenance, repair and/or special project requests	N/A	N/A	N/A	N/A	750

3. 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 08</u> <u>Actual</u>	<u>FY 09</u> <u>Adopted</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 11</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$226,755	\$262,384	\$265,965	\$249,070	\$254,307
▪ Cost per capita of Library service	\$34.00	\$31.70	\$33.35	\$30.00	\$33.00
▪ Total Library visits (door + web)	5.7m	5.9m	8.4m	5.7m	8.0m
▪ Total Library visits per capita	12.96	12	19	10	19
▪ Cost per Library visit	\$2.62	\$2.50	\$1.76	\$2.31	\$1.68

4. 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 08</u> <u>Actual</u>	<u>FY 09</u> <u>Adopted</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 11</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$326,268	\$298,835	\$295,815	\$251,368	\$250,299
▪ Fundraising and In-Kind Donations	\$1.5m	\$1.0m	\$1.7m	\$1.0m	\$1.0m



5. Literacy Volunteers of America-Prince William

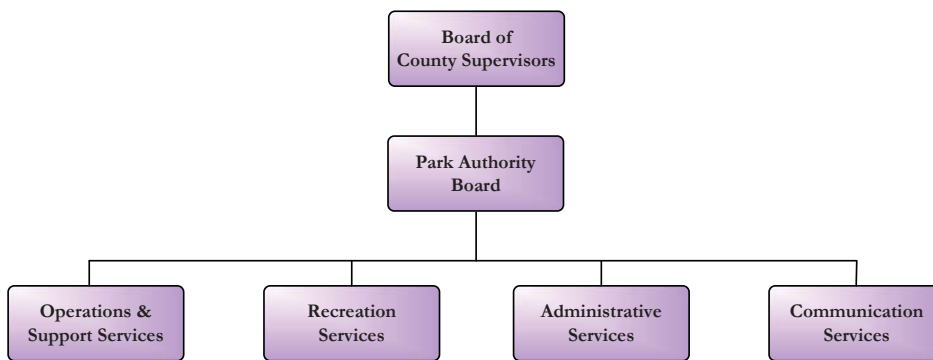
Provides free basic literacy, computer, workplace, job skills, English as a second language and civics tutoring services to citizens.

	FY 08	FY 09	FY 09	FY 10	FY 11
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
▪ Total Activity Annual Cost	\$24,720	\$24,720	\$24,720	\$24,720	\$24,720
▪ Number of adults served	434	300	534	450	550
▪ Number of tutors trained and supported	177	190	194	195	200
▪ Literacy Volunteer hours provided for students	10,263	10,000	11,100	10,350	11,200





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 Services
- Recreation Services
- Administrative and Communication Services

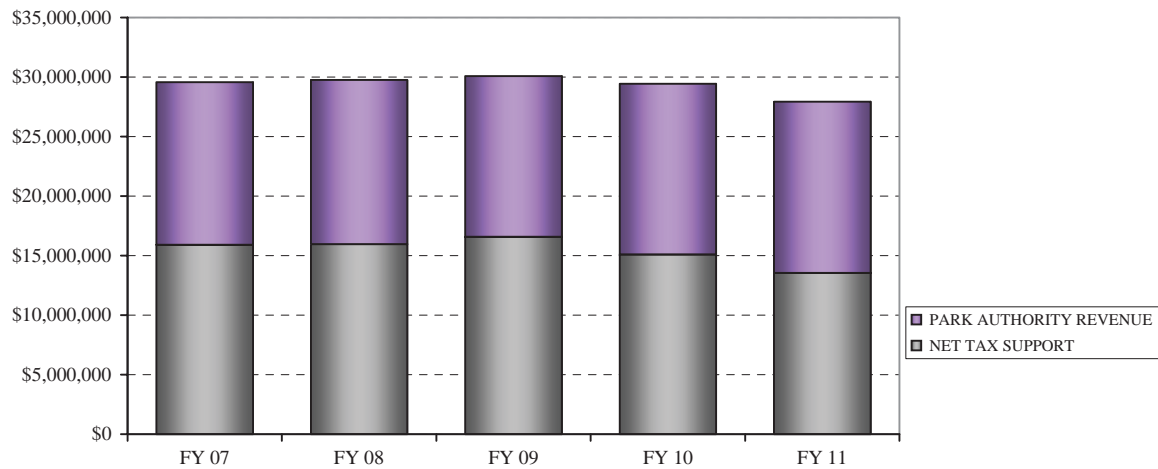
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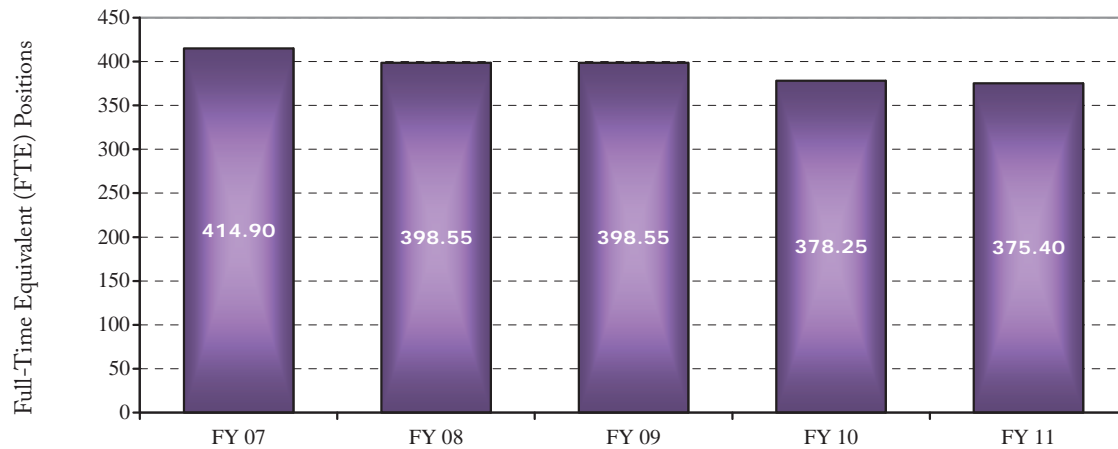
EXPENDITURE AND REVENUE SUMMARY

	FY 09 Approp	FY 09 Actual	FY 10 Adopted	FY 11 Adopted	% Change Adopt 10/ Adopt 11
A. Expenditure by Program					
1 Grounds and Landscape	\$4,030,200	\$4,196,718	\$4,037,400	\$4,073,600	0.90%
2 Fleet & Equipment Repair	\$736,200	\$747,373	\$714,800	\$721,200	0.90%
3 Planning & Project Management	\$540,600	\$430,897	\$409,300	\$437,200	6.82%
4 Facility Maintenance	\$1,297,700	\$1,201,989	\$1,316,700	\$1,328,500	0.90%
Total Operations, Planning & Support	\$6,604,700	\$6,576,977	\$6,478,200	\$6,560,500	1.27%
5 District Parks	\$1,166,500	\$1,118,419	\$1,142,200	\$1,152,400	0.89%
6 Indoor Centers	\$5,618,200	\$5,915,053	\$5,806,300	\$5,841,300	0.60%
7 Golf	\$4,498,900	\$4,079,354	\$4,365,500	\$3,268,300	-25.13%
8 Waterparks	\$1,963,800	\$2,099,419	\$2,063,800	\$1,683,100	-18.45%
9 Recreation Programs	\$1,429,100	\$1,355,893	\$1,321,100	\$1,332,700	0.88%
10 Community Sports	\$536,700	\$460,005	\$504,400	\$521,400	3.37%
11 Security Rangers	\$789,600	\$674,500	\$733,100	\$739,700	0.90%
Total Recreation Services	\$16,002,800	\$15,702,643	\$15,936,400	\$14,538,900	-8.77%
12 Human Resources	\$558,200	\$472,589	\$555,700	\$560,700	0.90%
13 Finance	\$547,300	\$574,744	\$574,000	\$579,100	0.89%
14 Risk Management	\$774,000	\$730,791	\$727,300	\$733,800	0.89%
15 Information Technology	\$616,500	\$491,525	\$628,300	\$633,900	0.89%
16 Executive Management	\$826,300	\$828,016	\$786,700	\$652,200	-17.10%
Total Administrative Services	\$3,322,300	\$3,097,665	\$3,272,000	\$3,159,700	-3.43%
17 Public Relations	\$148,600	\$127,592	\$141,300	\$142,600	0.92%
18 Marketing	\$389,000	\$362,341	\$353,800	\$357,000	0.90%
19 Advertising	\$216,800	\$221,611	\$207,000	\$208,900	0.92%
Total Communication Services	\$754,400	\$711,544	\$702,100	\$708,500	0.91%
20 Capital & Debt Service	\$3,374,508	\$7,065,956	\$3,039,987	\$2,944,537	-3.14%
Total Capital & Debt Service	\$3,374,508	\$7,065,956	\$3,039,987	\$2,944,537	-3.14%
Total Expenditures	\$30,058,708	\$33,154,785	\$29,428,687	\$27,912,137	-5.15%
B. Funding Sources					
1 Operations, Planning and Support Services	\$592,300	\$772,083	\$649,300	\$649,300	0.00%
2 Recreation Services	\$12,433,000	\$11,742,497	\$13,205,300	\$13,225,300	0.15%
3 Administrative Services	\$388,600	\$655,686	\$399,600	\$399,600	0.00%
4 Communication Services	\$58,000	\$67,615	\$72,900	\$72,900	0.00%
5 Other Revenue	\$0	\$0	\$0	\$0	—
Park Authority Revenue	\$13,471,900	\$13,237,881	\$14,327,100	\$14,347,100	0.14%
6 General Fund Transfer from PWC	\$16,586,808	\$19,636,796	\$15,101,587	\$13,565,037	-10.17%
Total Designated Funding Sources	\$30,058,708	\$32,874,677	\$29,428,687	\$27,912,137	-5.15%
Contribution (To/From) Reserves & Retained Earnings	\$0	(\$280,108)	\$0	\$0	—





Note: All Years Adopted



Note: All Years Adopted

	FY 09 Adopted	FY 10 Adopted	FY 11 Adopted
1 Recreation Services	277.39	260.25	261.90
2 Operations, Planning and Support Services	91.97	90.00	86.00
3 Administrative Services	22.93	22.00	21.50
4 Communication Services	6.26	6.00	6.00
Full-Time Equivalent (FTE) Total	398.55	378.25	375.40

* Note, all FTEs are employees of the PWC Park Authority and not PWC Government



I. Budget Adjustments

A. Compensation Adjustments

Total Cost -	\$117,002
Supporting Revenue -	\$0
Total PWC Cost -	\$117,002
Additional FTE Positions -	0.00

- Description** - Compensation adjustments totaling \$117,002 are made to support a 7.61% Health Insurance rate increase, a 5% Retiree Health increase, a decrease in the Money Purchase Plan 401(a) rate from 0.5% of salary to 0.0%, a 1.46% Virginia Retirement System increase and a 0.49% Group Life insurance decrease. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

B. Budget Savings

1. Reduce Capital Maintenance Funds

Expenditure Savings -	\$300,000
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	\$300,000
FTE Positions -	0.00

a. Category

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

- Description** - This reduction will eliminate 20% of the funds dedicated to capital maintenance projects. These funds provide for a variety of projects that maintain Park Authority facilities and grounds. Projects that will be delayed or eliminated are playground replacements, paving projects, painting projects, filter replacements and fencing projects.

- Service Level Impacts** - Capital maintenance projects will be maintained at a reduced level. The number of projects that can be accomplished within a year will be reduced, therefore projects will be pushed back and

facilities and grounds have the potential to be in need of maintenance for longer periods.

- Five-Year Plan Impacts** - This reduction will occur in each year of the Five-Year Plan. The total reduction over the period is \$1.5 million.

2. Eliminate Positions in Project Management and Planning

Expenditure Savings -	\$168,000
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	\$168,000
FTE Positions -	(2.00)

a. Category

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

- Description** - This reduction will eliminate one FTE in Project Management and one FTE in Planning. Both are responsible for planning and managing the construction of new and replacement facilities and equipment.

With the elimination of the Project Management position there will no longer be any general fund project managers. One general fund Project Manager was already eliminated as part of the FY 10 budget. With this elimination, all Project Management costs will be charged directly to the construction projects. When the projects are complete it will be necessary to eliminate all project management staff, since there may be no projects to charge costs.

Due to current fiscal constraints, the County does not have the ability to issue debt or fund operating costs for any of the additional 2006 bond park projects. The Hellwig/Independent Hill Sports Fields project was the only 2006 bond project initiated.

- Service Level Impacts** - The elimination of the Planning position leaves one FTE remaining and will limit the review of plans, the planning of trails and postpone the development and update of the Park Authority Comprehensive Plan.



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

3. Debt Savings on Park Authority Facilities

Expenditure Savings -	\$160,000
Budget Shift -	\$1,090,000
Supporting Revenue -	\$0
PWC Savings -	\$160,000
FTE Positions -	0.00

a. Category

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

b. Description - This item reduces the operating transfer to the Park Authority (total reduction to transfer is \$1,250,000) due to the refinancing of Park Facilities Revenue Bonds initiated by the Board of County Supervisors on March 16, 2010 (Resolution No. 10-208). Under current market conditions, the refunding and refinancing of the bond will save a substantial amount of debt service on the golf courses and water parks financing over the life of the financing (through FY 2028).

The refunding provides a savings of \$160,000 in the annual transfer to the Park Authority. In addition, the future refinanced debt payments (totaling \$1,010,000 per year) will be paid by the County and not the Park Authority, therefore the debt payment amount is permanently shifted from the transfer to Park Authority into the County's debt service budget. Finally, the Board of County Supervisors has designated \$80,000 (per year) in savings from the refunding for a golf capital reserve. The reserve account is for future capital needs at the golf courses and will require a request to the Board of County Supervisors from the Park Authority to access the funds.

The table below summarizes the total impact of this item on the Park Authority Transfer:

Debt Service Shift - Debt Payment	(\$1,010,000)
Debt Service Savings	(\$160,000)
Debt Service Shift - Golf Capital Reserve	(\$80,000)
<hr/>	
Total impact - Park Authority Transfer	(\$1,250,000)

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

d. Five-Year Plan Impacts - The debt service payment and the shift to a capital golf reserve will continue throughout the Five-Year Plan.

4. Eliminate the Assistant Executive Director

Expenditure Savings -	\$30,659
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	\$30,659
FTE Positions -	(1.00)

a. Category

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

b. Description - This reduction would eliminate the Assistant Executive Director position. This position manages the operating divisions, which allows the Executive Director to focus on the organization's strategic goals and external partnerships.

c. Service Level Impacts - The elimination of this position will require the Executive Director to focus more on day-to-day operations, and less on the organization's strategic goals and external partnerships.

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



5. FreedomCenter Operating Contribution Decrease

Expenditure Savings -	\$17,116
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	\$17,116
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 11 subsidy to the Freedom Aquatic and Fitness Center from \$816,296 to \$799,180. 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 with this initiative.

6. Increase Revenue by Restricting Outside Food at WaterWorks Water Park

Expenditure Savings -	\$0
Budget Shift -	\$0
Supporting Revenue -	\$20,000
PWC Savings -	\$20,000
FTE Positions -	0.00

a. Category

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

b. Description - This revenue increase will be generated by restricting the ability of customers to bring outside food and beverages into WaterWorks Water Park at Andrew Leitch Park. All food and beverages would have to be purchased at the concession stands within the Water Park. Bottled water and baby food will be allowed in the water park. Splash Down Water Park at Ben Lomond Park does not allow any outside food or beverage to be brought into the park. This action will create a consistent policy in both water parks.

In both water parks, guests are allowed to enter and exit the park by obtaining a hand stamp at the main entrance so they may consume outside food and beverages at the picnic tables/facilities in the surrounding parks, either Andrew Leitch or Ben Lomond Park.

c. Service Level Impacts - Customers would no longer be able to bring outside food into the facility; this action would result in increased revenue from concession operations.

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



C. Budget Additions

1. BOCS Approved Adjustment (Resolution Number 09-633) - Rollover Merit for FY 09

Added Expenditure -	\$59,829
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	\$59,829
FTE Positions -	0.00

a. Category

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

b. Description - This addition is a prior approved Board of County Supervisors action (Resolution Number 09-633) that will adjust the base budget for compensation provided to the Park Authority. The addition will rollover funding, provided during FY 09, into the base operating transfer for the Park Authority. There was no increased merit compensation in the FY 10 Adopted Budget and there is no increase to merit compensation in the FY 11 budget.

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

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

2. Contribution to Greater Manassas Baseball League

Added Expenditure -	\$12,500
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	\$12,500
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 funding to the Greater Manassas Baseball League (GMBL). GMBL is a volunteer organization serving the youth of cities of Manassas and Manassas Park and Prince William County. GMBL's stated goal is to build confidence, citizenship and positive character in youth by educating and instructing youth in sportsmanship and the fundamentals of baseball. GMBL has stated that roughly 75% of participants (based on zip code studies) reside in Prince William County. The funding will assist with underwriting league expenses, specifically utility expenses.

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

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



Budget Summary - Operations, Planning and Support Services

Total Annual Budget	
FY 2010 Adopted	\$ 6,478,200
FY 2011 Adopted	<u>\$ 6,560,500</u>
Dollar Change	\$ 82,300
Percent Change	1.27%

Number of FTE Positions	
FY 2010 FTE Positions	90.00
FY 2011 FTE Positions	<u>86.00</u>
FTE Position Change	-4.00

Outcome Targets/Trends

	FY 08 <u>Actual</u>	FY 09 <u>Adopted</u>	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>
▪ County Park Authority provides efficient and effective service	93%	95%	95.4%	92%	93%

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. Facility Maintenance

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

4. Planning and Project Management

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

Service Level Trends Table

	FY 08 <u>Actual</u>	FY 09 <u>Adopted</u>	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>
▪ Total Activity Annual Cost	\$6,580,074	\$6,604,700	\$6,576,977	\$6,478,200	\$6,560,500
▪ Cost per park acre maintained	\$3,450	\$3,366	\$3,392	\$3,336	\$3,299
▪ Asset value reinvested in community recreation facilities	3.8%	2.5%	3.2%	2.5%	2.5%



Budget Summary - Recreation Services

Total Annual Budget	
FY 2010 Adopted	\$ 15,936,400
FY 2011 Adopted	\$ 14,538,900
Dollar Change	\$ (1,397,500)
Percent Change	-8.77%

Number of FTE Positions	
FY 2010 FTE Positions	260.25
FY 2011 FTE Positions	261.90
FTE Position Change	1.65

Outcome Targets/Trends

	FY 08 <u>Actual</u>	FY 09 <u>Adopted</u>	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>
▪ Citizen satisfaction with recreation facilities and programs	89.9%	91%	90.9%	85%	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

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.

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.

4. Sports Programs

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

5. Golf

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

6. Water Parks

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

7. Security/Rangers

This activity funds the Park Ranger Services program.

Service Level Trends Table

	FY 08 <u>Actual</u>	FY 09 <u>Adopted</u>	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>
▪ Total Activity Annual Cost	\$16,092,976	\$16,002,800	\$15,702,643	\$15,936,400	\$14,538,900
▪ Sports youth participant visits	1,225,695	1,200,000	1,213,170	1,200,000	1,220,000
▪ Sports adult participant visits	155,805	180,000	162,780	180,000	160,000
▪ Sports tournament participants	30,588	29,000	32,163	29,000	32,000
▪ Rounds of golf (18-hole equivalent)	81,350	95,000	74,183	90,000	80,000
▪ Water park admissions	211,612	210,000	163,600	210,000	210,000



Budget Summary - Administrative Services

Total Annual Budget	
FY 2010 Adopted	\$ 3,272,000
FY 2011 Adopted	<u>\$ 3,159,700</u>
Dollar Change	\$ (112,300)
Percent Change	-3.43%

Number of FTE Positions	
FY 2010 FTE Positions	22.00
FY 2011 FTE Positions	<u>21.50</u>
FTE Position Change	-0.50

Budget Summary - Communication Services

Total Annual Budget	
FY 2010 Adopted	\$ 702,100
FY 2011 Adopted	<u>\$ 708,500</u>
Dollar Change	\$ 6,400
Percent Change	0.91%

Number of FTE Positions	
FY 2010 FTE Positions	6.00
FY 2011 FTE Positions	<u>6.00</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. Information Technology

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

4. Executive Management

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

5. Risk Management

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

6. Public Relations

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

7. Advertising and Marketing

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.

Service Level Trends Table

	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Adopted</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 11</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$3,656,999	\$4,076,700	\$3,809,209	\$3,974,100	\$3,868,200
▪ Job openings filled	1,500	1,500	1,583	1,500	1,500
▪ Full-time equivalent employees	406	399	390	403	377.4
▪ Part-time employment hours as a percent of total employment hours	62%	62%	57%	62%	60%
▪ Accident rate per 100,000 miles driven	.25	.50	.56	.25	.25

