



FAIRFAX COUNTY PARK AUTHORITY



B O A R D A G E N D A

October 28, 2020

5 PM (Virtual)

ADMINISTRATIVE ITEMS

(CW) ADMIN-1 Adoption of Minutes – October 14, 2020, Park Authority Board Meeting

ACTION ITEMS

(CW) A-1 Resident Curator Program Update and Conservation Lease (with presentation)

INFORMATION ITEMS

(CW) I-1 FY19 & FY20 Strategic Plan Update (with presentation)

CHAIRMAN'S MATTERS

DIRECTOR'S MATTERS

BOARD MATTERS

CLOSED SESSION

ADJOURNMENT



If ADA accommodations are needed, please call (703) 324-8563. TTY (703) 803-3354

Board Agenda Item
October 28, 2020

ADMINISTRATIVE – 1

Adoption of Minutes – October 14, 2020, Park Authority Board Meeting

ISSUE:

Adoption of the minutes of the October 14, 2020, Park Authority Board meeting.

RECOMMENDATION:

The Park Authority Executive Director recommends adoption of the minutes of the October 14, 2020, Park Authority Board meeting.

TIMING:

Board action is requested on October 28, 2020.

FISCAL IMPACT:

None

ENCLOSED DOCUMENTS:

Attachment 1: Minutes of the October 14, 2020, Park Authority Board Meeting

STAFF:

Kirk W. Kincannon, Executive Director
Sara Baldwin, Deputy Director/COO
Aimee L. Vosper, Deputy Director/CBD
Barbara J. Gorski, Administrative Assistant

**Fairfax County Park Authority
Board Meeting
October 14, 2020**

Chairman Bouie called the meeting to order at 5:04 p.m.

On April 14, 2020, the Board of Supervisors enacted an Emergency Ordinance to Establish Methods to Assure Continuity in Fairfax County Government and Conduct Meetings of Boards, Authorities, Commissions, and Regional and Interjurisdictional Public Bodies during the Novel Corona Virus Disease 2019 (COVID-19) Emergency.

In order to conduct this meeting wholly electronically and to effectuate both the emergency procedures authorized by FOIA and the Emergency Ordinance, there were actions that needed to be taken prior to conducting business.

Audibility of Members' Voices

Chairman Bouie conducted a roll call vote to ensure that each member's voice could be heard and to state the location from which they were participating in the meeting.

Board Member Participating:

Ken Quincy, Vice Chair
Dr. Abena Aidoo
Dr. Cynthia Jacobs Carter
Maggie Godbold
Linwood Gorham
Timothy Hackman, Treasurer
Ronald Kendall
Faisal Khan
Kiel Stone
Michael Thompson, Secretary
William G. Bouie, Chairman

Location:

Residence in Providence District
Residence in Lee District
Residence in Lee District
Residence in Sully District
Residence in Mount Vernon District
Residence in Dranesville District
Residence in Mason District
Residence in Providence District
Residence in Braddock District
In the District of Columbia
Residence in Hunter Mill District

*Due to technical difficulties Jim Zook joined the meeting at 5:29 p.m. from his residence in Springfield District.

Mr. Bouie made a motion that each member's voice may be adequately heard by each other member of this board; seconded by Mr. Thompson. The motion carried by all members present. Mr. Zook was absent.

Need for an Electronic Meeting

Mr. Bouie made a motion that the State of Emergency caused by the COVID-19 pandemic makes it unsafe for this board to physically assemble and unsafe for the public to physically attend any such meeting, and that as such, FOIA's usual procedures, which require the physical

assembly of this Board and the physical presence of the public, cannot be implemented safely or practically. He further moved that this board may conduct this meeting electronically through a dedicated video conference line, and that the public may access this meeting by simultaneous live video streamlining or by calling into the telephone number that has been properly noticed; seconded by Dr. Aidoo. The motion carried by all members present.

[This meeting was held electronically and was live streamed at publicinput.com and was accessible via audio by dialing 855-925-2801 and entering the code provided in the meeting announcement.]

Need to Dispense with FOIA's Usual Procedures to Assure Continuity in Government

Mr. Bouie made a motion that the Park Authority certifies that all matters on the April 29, 2020, board agenda address the State of Emergency itself, are necessary for continuity in Fairfax County government, or both; seconded by Mr. Thompson. The motion carried by all members present. Mr. Zook was absent.

Mr. Bouie thanked everyone for their patience and announced that there would be no public comment period at this meeting.

ADMINISTRATIVE ITEMS

ADMIN-1 Adoption of Minutes – September 23, 2020, Park Authority Board Meeting
Mr. Bouie made a motion to adopt the minutes of the September 23, 2020, Park Authority Board meeting; seconded by Mr. Thompson. The motion carried by all members present. Mr. Zook was absent.

ADMIN-2 Park Authority Board Schedule for Calendar Year 2021
Mr. Bouie made a motion to approve the Park Authority Board meeting schedule for calendar year 2021; seconded by Mr. Thompson. The motion carried by all members present. Mr. Zook was absent.

ACTION ITEMS

A-1 Scope Approval – Grouped Athletic Field Irrigation Replacement – Beulah, Greenbriar, and Nottoway Parks (Lee, Springfield, Providence Districts)
Mr. Quincy made a motion to approve the project scope to design and replace athletic field irrigation systems at Beulah Park Diamond Fields #1 and #2 and Nottoway Park Diamond Field #6 as well as advance design for the replacement of all athletic field irrigation at Greenbriar Park; seconded by Mr. Thompson. The motion carried by all members present. Mr. Zook was absent.

A-2 Capital Improvement Program (FY 2021 – FY 2025)
Mr. Quincy made a motion to approve the submission of the Capital Improvement Program for FY 2021-FY2025 to the County's Capital Improvement Program review

team; seconded by Mr. Thompson. The motion carried by all members present. Mr. Zook was absent.

- A-3 Allocation of Bond Premium to Fund Critical RECenter Lifecycle System Replacements
Mr. Quincy made a motion to approve the allocation of bond premium in the amount of \$1,337,479 to fund a recommended project list for critical RECenter, Golf and other revenue generating facilities lifecycle systems replacement and improvements; seconded by Ms. Godbold. The motion carried by all members present. Mr. Zook was absent.

INFORMATION ITEMS

- I-1 ActiveFairfax Transportation Plan (Countywide) by the Fairfax County Department of Transportation
Nicole Wynands, Bicycle and Pedestrian Planner, Fairfax County Department of Transportation provided information on the comprehensive transportation planning effort focusing on active transportation (e.g. pedestrian and bike) recently authorized by the Board of Supervisors.

Mr. Quincy asked if there would be a separation of pedestrian and bicyclists, especially on the major trails. This has been an issue on the major trails such as W&OD primarily for safety reasons.

Ms. Wynand stated that they will be looking at different trail designs for different circumstances, but they may not have that capacity in the regional trail that W&OD and the Mount Vernon trail are experiencing. In those cases, an alternative design may be needed for slower and faster users. Fairfax County is looking at separating bikes and pedestrians along Sunrise Valley Drive as well as New Dominion and Town Center Parkway in Reston and a similar design in locations that have high use volumes.

Mr. Kendall

*Mr. Zook joined the meeting at 5:29 p.m.

- I-2 Clemyjontri / McLean Project for the Arts (MPA) (Dranesville District)
MPA provided an update on the evolution of their concept and the current proposal for the property.

Mr. Bouie expressed concerns about parking.

- I-3 Annual Fee Review Calendar – FY 2021
No action was necessary.

CHAIRMAN'S MATTERS

- Mr. Bouie declared that everyone should get out there and vote and that it is amazing to see all the people around the government center and regional sites. They are all out there to vote on the park bond. He was happy to see that the board members have gotten out the signs in the parks.
- He was sorry to learn of the issue at Audrey Moore RECenter. RECenters are a critical piece of the services that Parks provides to the community.

DIRECTOR'S MATTERS

- Mr. Kincannon announced that the Park Authority received VRPS Award in the Best Health and Wellness Initiative category for First Hike Fairfax 2019.
- Clemyjontri Park was a winner in the Fun & Activities/Playground category, and Riverbend Nature Center and Burke Lake Park were both finalists in the Fun & Activities/Nature Centers category. Burke Lake Park also was honored as a finalist in the Fun & Activities/State & Neighborhood Parks category. The honors are based on more than 11,000 votes in the magazine's 2020 Washington Parent Picks contest.

A complete listing of the contest winners is available in the October issue of Washington Parent magazine.

- Green Spring is celebrating its first half century. Creating Green Spring Gardens and preserving the legacy of Green Spring Farm became possible with a gift that was made 50 years ago. On October 26, 1970, Michael and Belinda Straight gifted FCPA with the 1784 historic house and surrounding 18 acres. Today, the gardens are 31 acres. To celebrate all year long, each week for 50 weeks, FCPA promoted 50 things to love about GSG on its social media channels. Much of the rest of the celebration has been postponed due to the pandemic. Staff continues to celebrate with anniversary related programming and activities. Staff is also working with the Foundation to fundraise for a special piece to commemorate the milestone, a moon gate and garden. An online Giving Tree was created and should be launched soon to raise funds for the moon gate. Goal is \$100K. More to come from this special garden with the next 50 years!
- The election is getting closer and we remain hopeful that voters will support our \$112 million parks bond initiative. As you are aware, \$100 million of that referendum will support our capital improvement program and rebuilding our park system and continuing to make improvements to meet our communities' needs.

We have continued our informational presentations to friends and community groups, and volunteers; our website has been visited extensively and we are getting good traction on our social media posts as well. The Public Information Office is working with local media to tell

our story and the Park Foundation has funded our signs, with hundreds out in our parks, more slated for polling locations and others, still available as desired.

We worked with Channel 16 and the Office of Public Affairs to develop a video about the parks bond. (The video was played for the board members and viewers.)

Let us know if we can be of assistance in helping you in your role as Green Team advocates.

Mr. Bouie asked that Judy Pedersen share the video with the board members so they can use it to advocate for the bond.

BOARD MATTERS

- Mr. Kendall hopes everybody stays safe for the foreseeable future. He reminded everyone to get out and vote in person and remember to thank those that are manning the booths because they are putting themselves in harm's way for us.
- Mr. Quincy extended praise to management and staff for their efforts during these challenging times. He received two emails this week about the favorable response from staff on a couple of issues. Way to go staff!
- Mr Khan offered kudos to staff for a putting together a very good presentation and all the good work they do. Remember to vote for the bond.
- Mr. Zook commented that he is impressed with Park Authority staff during this very challenging time and thanked them for that.
- Ms. Godbold stated that she was glad everyone was present and that it was good to see everyone. She asked that they stay healthy and stay safe. They say it is going to get worse which is scary. She also recognized staff that kept on going as though things were normal. The work they are doing is like there is no pandemic. She stated that she is very impressed and thanked them.
- Dr. Carter thanked everybody for the support during the difficult time. Their cards and well-wishes are very much appreciated by her and her family.

She thanked Sara Baldwin, Aimee Vosper, Judy Pedersen and others who have been so busy helping her in the Lee District as questions come up. They have been so responsive as questions have come up. She thanked them for their assistance, there are a lot of happy people in the Lee District thanks to their good work.

- Mr. Hackman noted that while they have been talking about cooperation and innovation, he shared a specific example. On October 4 the McLean Project for the Arts (MPA) held two

benefit concerts at the McLean Community Center. He and Lori Carbonneau got to welcome the crowd. It was innovative and flexible because they set up the cars in every other space in the parking lot and people could get up and walk about with masks, or could sit in their cars and listen to this concert or sit on the hoods like we used to do at the drive-in movies like he did as a kid. It was the Voices of Soul and the singers were lead members that had been with the Platters, the Temptations, the Drifters, the Four Tops which was his college time. It was a great concert and a beautiful day. The MPA, McLean Community Center, the Park Authority, the Park Foundation, the Showmobile all worked together to make this happen.

He thanked staff and everyone for making this happen adding that he even got to put in a plug for the Park Bond.

- Mr. Thompson thanked staff for all the work on Braddock Park and hopes that everyone stays healthy.
- Dr. Aidoo, Messrs. Stone and Gorham had nothing to present.

CLOSED SESSION

At 6:07 p.m. Mr. Thompson made a motion that the Park Authority Board recess and convene in closed session for discussion and consideration of matters enumerated in Virginia Code §2.2-3711 and listed in the agenda for this meeting as follows:

- a) Discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body, pursuant to Virginia Code §2.2-3711 (A)(3)

Seconded by Mr. Quincy. The motion carried by all members present.

The Park Authority Board returned to open session at 6:35 p.m.

CERTIFICATION OF CLOSED SESSION

Mr. Thompson made a motion that the Park Authority Board certifies that, to the best of each member's knowledge only public business matters lawfully exempted from open meeting requirements under Virginia Code §2.2-3712 and only such public business matters as were identified in the motion; seconded by Mr. Quincy. The motion carried by all members present.

ACTION FROM CLOSED SESSION

C-1 Request to Authorize an Offer Range for Property Located in the Mount Vernon District

Mr. Gorham made a motion approve an offer range for property located in the Mount Vernon District as discussed in closed session; seconded by Mr. Thompson. The motion carried by all members present.

C-2 Addition of Property Located in the Lee District to the Workplan

Dr. Carter made a motion to add property located in the Lee District to the workplan; seconded by Mr. Thompson. The motion carried by all members present.

ADJOURNMENT

There being no further business and without objection, Mr. Bouie adjourned the meeting at 6:36 p.m.

Guests:

Nicole Wynands, Bicycle and Pedestrian Planner, Fairfax County Department of Transportation
Lori Carbonneau, McLean Project for the Arts

Participating Staff:

Kirk W. Kincannon, Executive Director
Sara Baldwin, Deputy Director/COO
Aimee Vosper, Deputy Director/CBD
Judy Pedersen, Public Information Officer
Stephanie Leedom, Director, Planning and Development Division
Cindy Walsh, Director, Park Services Division
Michael Baird, Acting Manager, Financial Management Branch
Cindy McNeal, Project Coordinator, Planning and Development Division
Nick Duray, Marketing Services Manager, Park Services Division
Ryan Stewart, Park Planning Supervisor, Park Planning Branch
Heather Lynch, Project Manager, Planning and Development Division

Minutes Approved at Meeting
on November 10, 2020

Michael W. Thompson, Jr., Secretary

Kirk W. Kincannon, Executive Director

Park Authority Board Minutes prepared by

Barbara J. Gorski, Administrative Assistant

Board Agenda Item
October 28, 2020

Action – 1 (with presentation)

Conservation Lease Procedures and Resident Curator Program Updates

ISSUE:

Approval of the conservation lease concept and its proposed scope and procedures to facilitate the rehabilitation of historic properties outside the scope of the Resident Curator Program due to limited required improvements.

The presentation will include an update on the Resident Curator Properties under curatorship, in administrative process and upcoming.

TIMING:

Board action is requested on October 28, 2020.

RECOMMENDATION:

The Park Authority Executive Director recommends approval of the conservation lease concept and its proposed scope and procedures to facilitate the rehabilitation of historic properties outside the scope of the Resident Curator Program due to limited required improvements.

BACKGROUND:

Conservation Lease

The conservation lease concept applies to historic properties which fall outside of the scope of the Resident Curator Program for the reason of having limited required improvements. The conservation lease structure would provide flexibility outside of the Resident Curator Program requirements which would allow staff to include a rental fee component to offset the limited required rehabilitation investment and receive the market value rate of the property annually. Improvement requirements for each property are determined by Mechanical Electrical and Plumbing assessments as well as general building condition assessments.

Continued property maintenance by the tenant and regular inspections by Heritage Conservation staff are required at these sites. Tenants are required to provide public benefit, with reasonable public access. Any improvements by the tenant are required to

Board Agenda Item
October 28, 2020

be done in accordance with the Secretary of the Interior's Standards for the Treatment of Historic properties.

An initial Request for Interest will include two properties, the Sears House in Centreville and the Lamond House in Alexandria. Staff will work with the Public Information Office to promote the opportunity. The solicitation will request the applicant's proposed use and public benefit, funding capacity, experience and qualifications. Financial review and background check will be conducted by the County Department of Finance, similar to Resident Curator Program review procedures. An evaluation team will convene to score RFI responses and select an appropriate caretaker.

RCP Updates

Stempson House: The Stempson House curator has invested a total of \$73,951.06 as of September 2020. Upcoming projects include the following: Removing the remaining security grating from first floor windows, painting all interior trim, and porch and deck repairs.

Turner Farmhouse: The resident curator for the Turner Farmhouse is preparing her special exception application to apply for approval for use of the property, specifically, the garage structure as a retreat center. Recent improvements to the farmhouse include the following: covering the exposed insulation at the foundation, painting the porch, finishing the basement of the farmhouse, refinishing the hardwood floors on the first and second floors. The milk house structure was also recently repaired, with painting, window and door repairs. The curator has invested a total of \$251,178.95 to date, with \$148,888.06 towards the required investment and \$102,290.89 towards discretionary improvements including equestrian barns, fencing and pastures.

Properties in Administrative Process

Staff received one application for the Lahey Lost Valley property. The application was under evaluation team review when it was withdrawn by the applicant in September 2020.

On June 12, 2019, the evaluation team for Ellmore Farmhouse selected ServiceSource as the curator. ServiceSource proposes a nonprofit use of the farmhouse as a gathering space for its Long Term and Community Integration Services program. ServiceSource is required to obtain a special exception for this use of the property. A draft lease is currently underway, with staff aiming for a Board of Supervisors public hearing by late CY2020. Upon approval of the lease, ServiceSource will submit its SE application with lease commencement pending SE approval.

Board Agenda Item
October 28, 2020

On November 12, 2019, the evaluation team for Hannah P. Clark/Enyedi selected the curators, for residential use of the house and use of the Enyedi studio as an artist studio. One of the curators works in historic preservation at Mount Vernon. A one-year interim lease between FCPA and the curators was established in April 2020 as a result of the delay in the program's Board of Supervisors' public hearing process for the full term lease, due to COVID. The full-term lease, 12 years, will be pursued through the Board of Supervisors' public hearing in spring 2021. To date the curator has invested \$20,617.82.

Upcoming Properties

The Ash Grove house and Margaret White Garden house are in the queue for advertisement.

The Barrett House has been connected to public water. Septic system install and electricity connection are underway.

Staff received a Treatment Plan for the Sears House and a Historic Structure Report and Treatment Plan for Dranesville Tavern. A Historic Structure Report and Treatment Plan is underway for Mt. Gilead House.

FISCAL IMPACT:

None

ENCLOSED DOCUMENTS:

Attachment 1: Resident Curator Program Update Presentation

STAFF:

Kirk W. Kincannon, Executive Director

Sara Baldwin, Deputy Director/COO

Aimee L. Vosper, Deputy Director/CBD - Acting Director, RMD

Judy Pedersen, Public Information Officer

Stephanie Leedom, Director, Planning & Development Division

David Buchta, Branch Manager, Heritage Conservation Branch

Resident Curator Program Update & Conservation Lease Concept Presentation to the Fairfax County Park Authority Board

RESOURCE MANAGEMENT DIVISION
INFORMATION ITEM
OCTOBER 28, 2020



Stempson House Updates

Curator Investment

- **Total:** \$75,574.65
 - Workplan: \$73,951.06
 - Discretionary: \$1,623.59

Upcoming Projects

- Remove Window Grates
- Porch & Deck Repairs
- Interior Trim
- Kitchen Pantry





Stempson House Improvements



Turner Farmhouse Updates

Curator Investment

- **TOTAL:** \$251,178.95
Work Plan: \$148,888.06
Discretionary: \$102,290.89

Volunteer Investment

Total: \$32,647.26

Upcoming Projects

- SE Application



Turner Farmhouse Improvements



Before

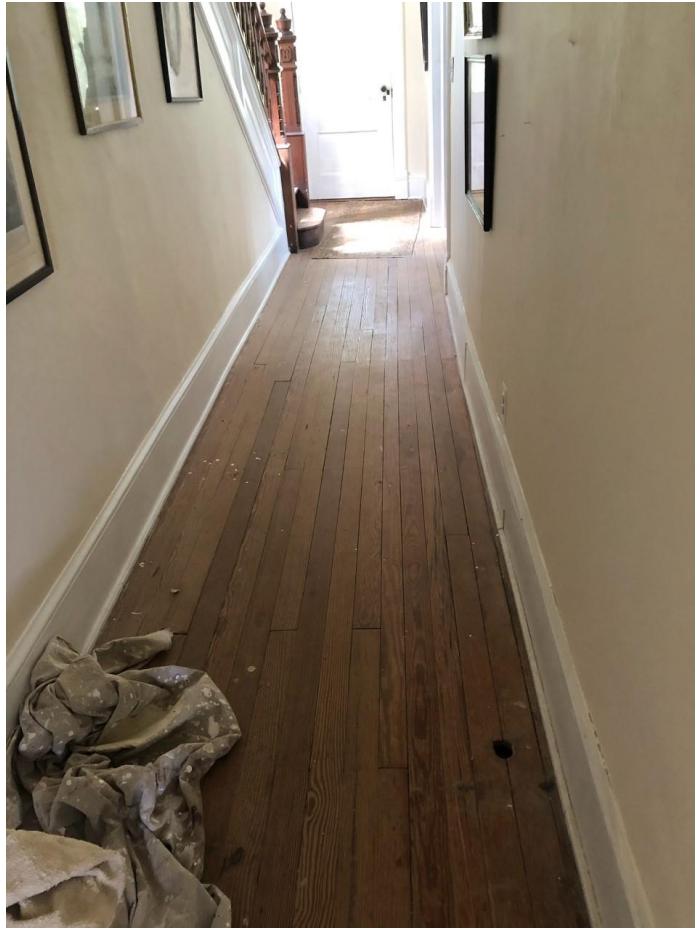


After



Turner Farmhouse Improvements

Before



After



Turner Farmhouse Improvements



Before



After

1-Yr Interim Lease

- BOS Public Hearing w/
Full Term Lease (12 Yrs)
Spring 2021

Curator Investment

- **TOTAL:** \$20,617.82
Work Plan: \$19,391.08
Discretionary: \$1,226.74

Upcoming Projects

- Interior Painting

Hannah P. Clark Enyedi Updates





Properties in RCP Process

Ellmore Farmhouse



- * Curator Selected- **ServiceSource**
- * Draft Lease in Process (Dec. 2020)
- * BOS Public Hearing by end of CY20
- * Special Exception, Nonprofit Use
- * Lease Commencement pending SE Approval



Properties in RCP Process

Lahey Lost Valley



- * 1 Application
- * Evaluation Team Review began March 2020
- * Application Withdrawn, September 2020



Upcoming Properties

Ash Grove



* Potential EIP Project

Margaret White Gardens



* Potential EIP Project

Upcoming Properties

Barrett House



- * Public Water Connected
- * Septic Installation in Progress
- * Electricity Connection in Progress

Dranesville Tavern



- * Historic Structure Report & Treatment Plan

Future Properties

Sears House



- * Public Water Connection- October 2020

Mount Gilead House

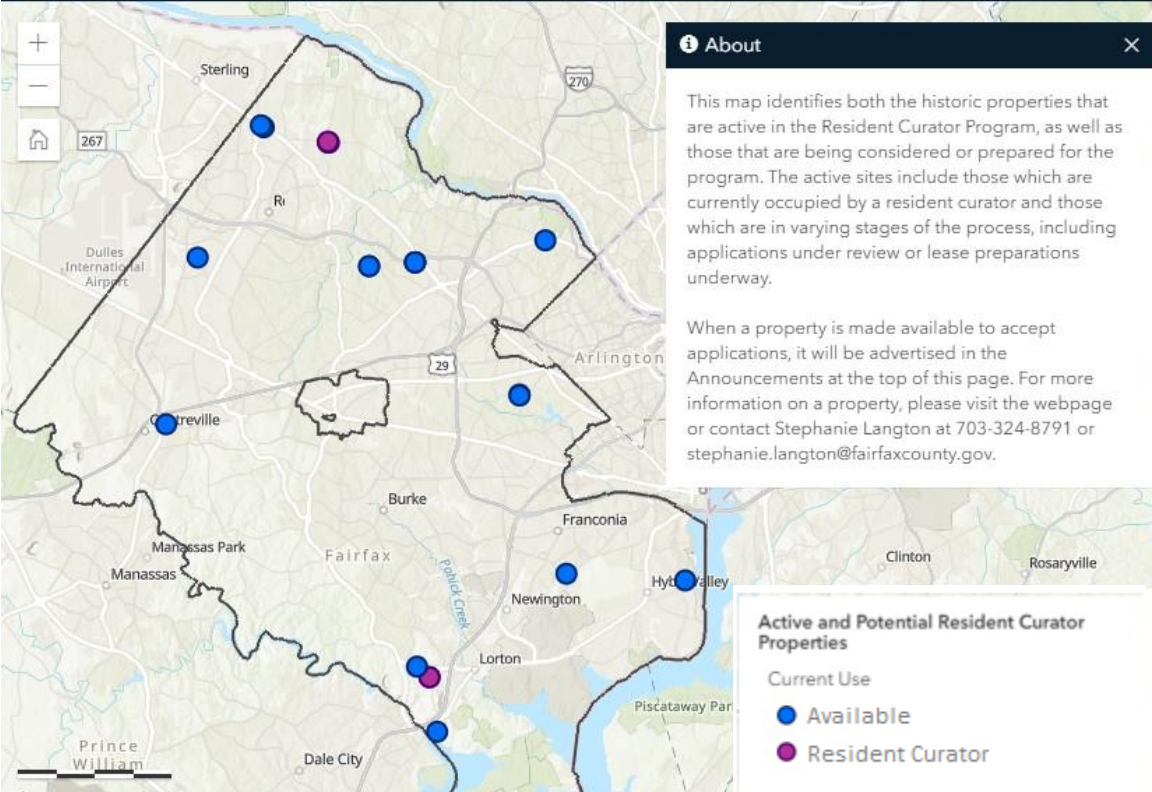


- * Historic Structure Report & Treatment Plan (In Process)



Map Feature on RCP Website

☰ Active and Potential Resident Curator Properties 🔍



The map displays Fairfax County with various towns labeled: Sterling, Reston, Herndon, Fairfax, Manassas, Manassas Park, Franconia, Hyattsville, Newington, Lorton, Dale City, Prince William, Burke, and Arlington. A legend in the bottom right corner identifies property types: a blue circle for "Available" and a purple circle for "Resident Curator". There are several blue circles scattered across the county, and two purple circles are located near the Potomac River. A scale bar at the bottom left shows 0 to 6 miles.

About ✕

This map identifies both the historic properties that are active in the Resident Curator Program, as well as those that are being considered or prepared for the program. The active sites include those which are currently occupied by a resident curator and those which are in varying stages of the process, including applications under review or lease preparations underway.

When a property is made available to accept applications, it will be advertised in the Announcements at the top of this page. For more information on a property, please visit the webpage or contact Stephanie Langton at 703-324-8791 or stephanie.langton@fairfaxcounty.gov.

Active and Potential Resident Curator Properties


Current Use

- Available
- Resident Curator

Esri, NASA, NGA, USGS | County of Fairfax, VITA, Esri, HERE, Garmin, METI/NASA, USGS, EPA, NPS, USDA | Fairfax County, Virginia | Fa... Powered by Esri

Turner Farmhouse ✕

Constructed in 1905, this is currently a Resident Curator property. It is located at 10609 Georgetown Pk, Great Falls, Virginia 22066.



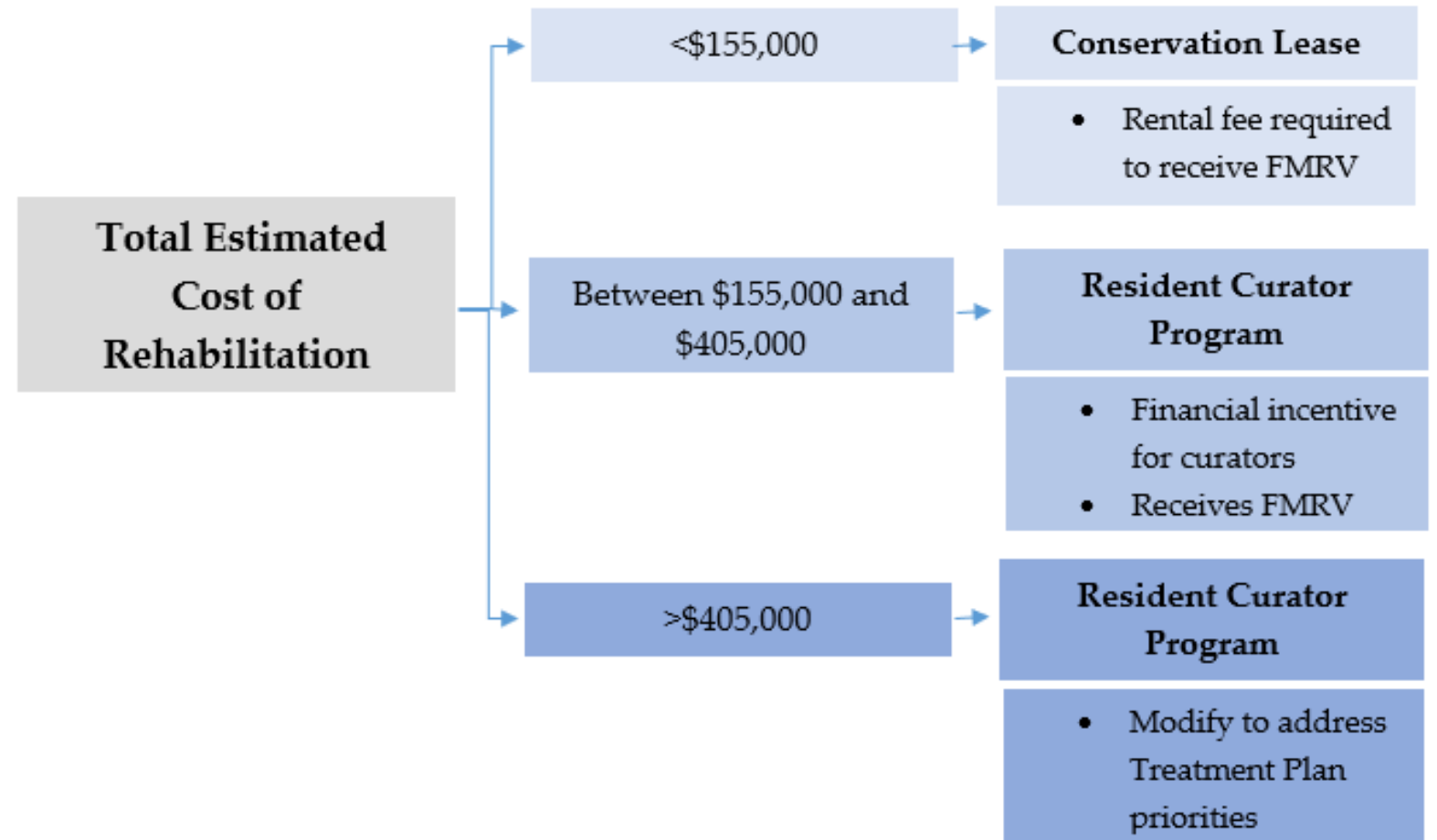
A photograph of a large, white, two-story historic house with a prominent front porch and a gabled roof. The house is surrounded by trees, and the sun is visible through the branches in the upper left corner.

🔍 Zoom to 3 of 3 ▶

380 ft

RCP & Conservation Lease Flowchart

- FC Inventory of Historic Sites Listing
- Considers Total Estimated Cost of Rehabilitation
- FCPA to recoup Market Value Rental Rate
- Public Benefit Component





Conservation Lease vs. RCP Lease

Conservation Lease	RCP Lease
Request for Interest	Request for Applications
Financial/Background Review	Financial/ Background Review
Evaluation Team Review, Scoring	Evaluation Team Review, Scoring
Lease & Legal Review	Lease & Legal Review
PAB Approval	PAB Notification
	BOS Public Meeting & Approval

Conservation Lease Approach

For Properties that do not fit RCP Model



Lease Terms

- Receive Market Value Rate
- Ex: FMRV = \$4,200
Require \$3,000 + Work
- Provide Upkeep and Maintenance
- Provide Public Benefit
- Eliminate Vacant Properties
- 7 Historic Sites

Conservation Lease Targets

- Sears
- Lamond
- McDannald
- Stoneybrook
- Clark
- Wakefield Chapel
- Banks
- Lewinsville

Conservation Lease Approach For Properties that do not fit RCP Model



Request for Information

- Proposed Use
- Funding Capacity
- Experience & Qualifications
- Public Benefit

Financial Review/ Background

- County Department of Finance

Response Evaluation

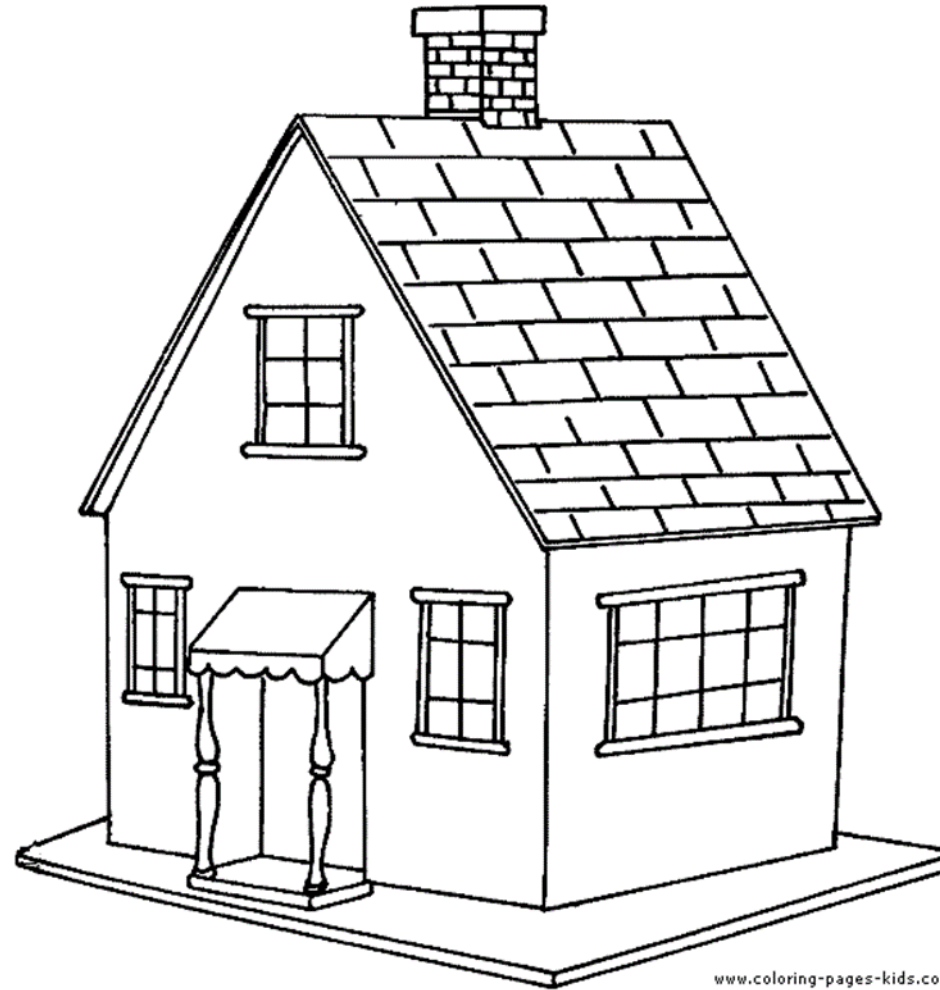
- Evaluation Team & Scoring Criteria

Annual Inspections

- Heritage Conservation Operations

Conservation Lease Approach

For Properties that do not fit RCP Model



www.coloring-pages-kids.com



Conservation Lease

Pilot Properties : Lamond House & Sears House (Possibly Lewinsville)

Lamond House

Improvements Estimate:

MEP: Spring 2020

Monthly FMRV: \$4,200

Sears House

Treatment Plan: \$133,837

Monthly FMRV: \$1,200-
\$1,800



Lamond House, Alexandria



Sears House, Centreville



Proposed Strategy

Discussion:

- Issue RFI on Lamond and Sears in FY2020 (possibly Lewinsville)
- Promotion- PIO, RCP Website, Social Media
- FY2021 Target for Lease



Lamond House, Alexandria



Sears House, Centreville





Questions?



Conservation Easement

Discussion

- Continue to manage conservation
- Secretary of Interior Standards
- PA not responsible for liability, insurance, etc.
- Provides option when curator or conservation lease ends



Board Agenda Item
October 28, 2020

INFORMATION – 1 (with presentation)

FY19 & FY20 Strategic Plan Update

In June 2018 the Park Authority Board approved the FY2019 – FY2023 Great Parks, Great Communities Strategic Plan. The plan was the product of extensive community outreach and planning efforts including the Parks Count Needs Assessment, a Master Plan and Strategic Plan. The Strategic Plan includes objectives, action steps, and measures to track progress.

The FY19 & FY20 update provides a report on the progress made on the action steps addressed by staff over the last two fiscal years.

ENCLOSED DOCUMENTS:

Attachment 1: Division Strategic Plan FY19 & FY20 – Fall 2020 Updates


Attachment 2: FY19 & FY20 Strategic Plan – Fall 2020 Updates


STAFF:




Kirk W. Kincannon, Executive Director


Sara Baldwin, Deputy Director/COO

Aimee Vosper, Deputy Director/CBD



Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Meet Changing Recreation Needs	Asset Management Team	Create a standard evaluation template that includes an assessment of the total cost of ownership, including short- and long-term management, demolitions and ongoing maintenance, for land, natural and cultural resources and assets prior to acceptance (Board of Supervisors (BOS) transfer or donation) or acquisition.	Created a cross agency team to develop a template to evaluate long and short-term cost of our acquisition process.	Delayed due to Asset Management Program (AMP)evaluation; Base on completed assessment, completed in FY20 Q2, asset program framework and hierarchy needs to be established and adopted prior to being able to capture asset TCO or Life Cycle Costing; Asset Management Branch is working on scope document to solicit consultant to assist with task (Anticipated start of Q1 FY21).Based on the study done by consultants, the first step to our asset management program is to have a asset program framework and hierarchy. Currently Asset management branch is working on scope document to solicit consultant. This action step will follow asset program framework completion.	
Meet Changing Recreation Needs	Asset Management Team	Ensure the total cost of ownership is a necessary factor in acquiring a property and include evaluation template as part of Board packages in order to document long-term expectations for prioritization of work in the future and to track funding needs.	No Action Scheduled in FY19	No Action Scheduled in FY20	
Meet Changing Recreation Needs	Asset Management Team	Establish a cross divisional team to guide the development, monitoring, and ongoing use of the asset management systems and program.	Development activities to begin in FY20	The Asset Management Branch will be the program management office for the asset management program and will be the lead throughout the process. Next step is to hold workshops and meetings once COVID-19 restrictions are lifted.	
Meet Changing Recreation Needs	Asset Management Team	Define data needed to make sound decisions and requirements for management and improvement of assets including facilities, amenities, equipment, property, natural resources, and cultural resources.	Development activities to begin in FY20	Omni class was adopted as the industry standard classification. Next step is to bring on consultant, expect work to resume Q1 of FY21.	
Meet Changing Recreation Needs	Asset Management Team	Conduct a review and comprehensive inventory of critical agency assets to be managed as part of the asset management program.	No Action Scheduled in FY19	No Action Scheduled in FY20	
Meet Changing Recreation Needs	Asset Management Team	Develop a model to assign priority, equitable distribution and maintenance of assets (asset priority index) to ensure the strategic allocation of funding.	No Action Scheduled in FY19	No Action Scheduled in FY20	





Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Meet Changing Recreation Needs	Asset Management Team	Review, update and maintain accurate unit pricing and preventative maintenance and/or lifecycle replacement schedules for different types of assets (roads, buildings, structures, athletic fields, forests, trails).	No Action Scheduled in FY19	No Action Scheduled in FY20	
Meet Changing Recreation Needs	Asset Management Team	Review, update and implement opportunities to standardize assets and equipment specified in CIP and maintenance projects to reduce costs (staff time, parts, and equipment) for maintenance, repair and replacement.	No Action Scheduled in FY19	Generated tools for CIP project tracking; Working on "Equipment and Vehicles" asset type; Met with all the equipment owners and established the need for the tracking system. A list of equipment and vehicles to be tracked, agency wide, has been collected. Currently categorizing this asset sub-type. Asset Management Branch has been working on asset type "equipment & Vehicles" for this item as this asset type is one unique category. Upon completion other asset types will be addressed; Asset Management has been working with Park Operation Division (POD) staff to identify need for equipment tracking and creating a comprehensive list of the this asset type (Approximately 80% complete). The next step is to create SOP following AMP framework design. POD is currently assessing all FCPA equipment with a mobile application developed by POD and PDD. Equipment assessment findings will help with resource leveling and to identify pieces of equipment that can be disposed of and sold on public surplus. Equipment assessments will be complete by the end of August 2020.	
Meet Changing Recreation Needs	Asset Management Team	Provide on-going education and training to reinforce the staff role in asset management, and update position descriptions so that they reflect the mandatory nature of supporting the asset management program.	Developed new employee training, current asset management system and Total Cost of Ownership. Continued training to ensure all staff are trained until new system is implemented.	Onboarding new hires and holding trainings with RMD Historic sites and POD mobile crew and equipment. Trainings currently on hold due to COVID-19, actions to resume in FY21	
Meet Changing Recreation Needs	Asset Management Team	Warehouse T-9 data for future use	Created cross departmental team with DIT, PDD, ASB, and POD to review possibly solutions, ensuring that T-9 data is preserved either through new AMP system or with a stand-alone use.	T-9 data warehousing unsuccessful; T-9 is permanently shut down	


Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Meet Changing Recreation Needs	Asset Management Team	Create Asset Management Program (AMP) cross agency team to scope consultant support and selection	Created a team to guide all asset management efforts agency-wide.	Project Completed in FY 19	
Meet Changing Recreation Needs	Asset Management Team	Asset Management Program (AMP) business practice modeling & needs determination	Conducted focus group meetings and interviews with stakeholders to document existing FCPA business needs and Business Flow and perform gap analysis to align BFM and operations.	Project Completed in FY 19	
Meet Changing Recreation Needs	Asset Management Team	Perform Asset management assessment and develop system requirements	Compiled data from EMG1-m and performed gap analysis to perform a formal assessment of existing FCPA asset management practices and provide recommendations and industry best practices.	System requirement gathered and compiled by Newmark. FCPA had over 300 agency wide requirement. These requirement were broken up into seven (7) main categories. Prioritizing requirements, 30% completed. Anticipate completions Q3 of FY21. Based on benchmarking study, Nuvolo and Asset Works were selected for future analysis.	
Meet Changing Recreation Needs	Asset Management Team	RFP preparation & solicitation	Development activities to begin in FY20	Currently on hold as we are contracting the consultant to evaluate existing solutions	
Meet Changing Recreation Needs	Asset Management Team	Continue work management (work order & work plan) through continued operation of T-10.	Created the T-10 operational sustainability team for FY20 activity to ensure continued operation and performance improvement of T-10 for work management.	DIT recommended eliminating our use of Tririga (T-10) by September of 2020. Identified the need for a new technical solution and a web help desk solution. A new work order system will be implemented in FY21.	



Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
<p>Inspire A Passion for Parks</p>	<p>Communications Team</p>	<p>Identify and adopt technology for enhanced feedback mechanisms to engage the community and to inform decision making for planning, development and management of park resources.</p>	<p>Reviewed 7 demonstrations and identified the best system to meet the needs.</p>	<p>Acquired Public Input Program, a community engagement software program, to use for Park Board meetings, master planning meetings and studies, various trainings and other community meetings. Working with other County agencies to demo and train on this new program to be utilized County-wide. Continue to expand on social media platforms such as Golf Twitter, Farmers Market Instagram, FCPA Instagram, Facebook, YouTube, etc. Launched Virtual Exploration Center during COVID-19 pandemic. These platforms were all an essential link to the community throughout the pandemic. Meeting quarterly to review use and expand outreach opportunities.</p>	
<p>Inspire A Passion for Parks</p>	<p>Communications Team</p>	<p>Develop a process to clearly and consistently communicate FCPA value, funding needs and potential impacts if the park system is not adequately funded, to the community, Board of Supervisors, and other stakeholders.</p>	<p>In collaboration with DO, identified needs and developed approach. Developed advocacy toolkit and developed the "we are story".</p>	<p>Currently telling the FCPA story through Bond presentations and stakeholder meetings; "We Are" program that feature utilizing staff recipients of "Praise Awards" on social media platforms, and other Park Awards such as receiving the Gold Medal Award. Creating advocacy and marketing materials online and for Board members and BOS newsletters and other community communication tools and events such a ribbon cutting ceremonies. Creating narratives for budget discussions with County leadership, weekly press packets that tout accomplishments. Working with the Park Foundation on materials and promotions blogs, and FAQs. .</p>	

Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Inspire A Passion for Parks	Communications Team	Advocate for financial resources from the County to support priority projects (RECenter Sustainability CIP program, scholarships, collections facility, natural and cultural resource management, maintenance, renovations, IT).	In collaboration with DO, identified needs and developed approach. Developed advocacy toolkit and developed the "we are story".	Telling the FCPA story as noted above in SFM1-c helps to advocate for financial resources . Bond presentations and stakeholder meetings; "We Are" programs; utilizing the staff "Praise Awards" on social media platforms, and other Park Awards such as receiving the Gold Metal Award. Creating advocacy and marketing materials for Board members and BOS newsletters and other community communication tools and events such a ribbon cutting ceremonies. Creating narratives for budget discussions with County leadership, press releases. Working with the Park Foundation on materials, blogs, and FAQs.	
Advance Park System of Excellence	Data Team	Expand the use of Geographic Information Systems (GIS) to analyze, integrate and manage data used for decision making.	Onboarded new GIS staff to implement an enterprise approach to GIS agencywide. This included the development of standardized geospatial datasets, new GIS applications, GIS analysis projects, more robust training and agency GIS program documentation & standards creation. A new mobile application was developed to track inspections for the Resident Curator program.	Ongoing action step. Continued progress in FY20 with new datasets and progress toward new GIS applications. Also converted one staff from limited term to merit, guaranteeing an additional resource to pursue the objective. Anticipate continued data progress, and development of at a new GIS application in FY21.	
Advance Park System of Excellence	Data Team	Develop a system-wide mechanism to track, report, and share data on performance (financial and operational) for sites, facilities, programs, and services on a regular basis and use the data to inform decision-making.	Developed project scope and established team to develop a plan. Estimated completion FY20.	Team met on several occasions to draft recommendation that was presented to LT in the fall of 2019. Next step is to identify gaps and compile feedback to report to LT.	
Advance Park System of Excellence	Development Process Improvement Team	Revise park planning and project management processes to require intra-agency teaming, engage partners and ensure continuity across all phases of projects, including involvement with project ideation, design, planning, and construction.	A team was established to develop an enhanced project delivery process including handoffs from master planning to implementation to operations.	Team met on several occasions to compile initial findings that were presented to LT in the fall of 2019. Then gaps were identified and feedback compiled to report back to LT. Report in development for future presentation to the Directors Office.	
Advance Park System of Excellence	Development Process Improvement Team	Align master planning process with Bond planning and in consideration of other funding sources (proffers, donations) and conduct an analysis of short- and long-term costs (facility costs, maintenance).	Combined with NCR2-c team, began discussion on integration of initiatives to establish an alternative expedited master planning process.	Team met on several occasions to compile initial findings that were presented to LT in the fall of 2019. Then gaps were identified and feedback compiled to report back to LT. report in development for future presentation to the Directors Office.	


Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Advance Park System of Excellence	Development Process Improvement Team	Adopt a comprehensive approach to ensure operational aspects such as financial, maintenance, community, cultural and natural resources are considered and addressed as part of the planning and development process.	Combined with NCR2-c team, began discussion on integration of initiatives to establish an alternative expedited master planning process.	Team met on several occasions to compile initial findings that were presented to LT in the fall of 2019. Then gaps were identified and feedback compiled to report back to LT.	
Advance Park System of Excellence	Financial Team	Prioritize and allocate available funding that adheres to strategic plan objectives (trails, maintenance, organizational development) in coordination with the Park Authority Board and staff.	Team was established to identify funding sources and prioritize investments. Priorities were reviewed with the PAB and DO resulting in a spending list for 2020. This will be reviewed annually.	Priorities were reviewed in FY19 resulting in a spending plan for FY20. However, Covid-19 challenges for the Park Revenue and Operating Fund (Fund 80000) required that all available financial resources be used to help Fund 80000 balance to FY2020.	
Advance Park System of Excellence	Financial Team	Identify long- and short-term agency funding priorities and determine comprehensive resource needs for the agency.	Established team for review annual funding lists with membership from FCPA Divisions. Priorities were identified and reviewed with PAB, DO and FMB. Priorities will be reviewed annually.	Annual list of projects have been developed, however Covid-19 challenges for the Park Revenue and Operating Fund (Fund 80000) required that all available financial resources be used to help Fund 80000 balance to FY2020.	
Advance Park System of Excellence	Financial Team	Review and update policies and procedures for the use and allocation of each funding source available to the Park Authority (e.g., telecom, proffers, bond premium, donations) to ensure decision making that addresses community needs and considers staffing levels, return-on-investment, maintenance and reinvestment costs.	Identified team members and reviewed funding sources and existing policies and procedures. The revenue sinking fund definition was expanded to include capital equipment to address significant life cycle funding requirements.	All policies and procedures for various Park Authority funding sources are currently under review.	
Strengthen & Foster Partnerships	Foundation	Develop a long-term list of prospective official projects in coordination with the FCPF and Park Authority Capital Improvement Plan (for example Collections Facility, carousels, RECenters) to take advantages of opportunities that may be presented through capital development.	Reviewed CIP list of projects and met with Planning and Development Division staff; identified Stewardship Education Center features as post Burke Lake Park project.	Identified future projects including collections facility and Dog Parks as opportunities in FY19. Initiated SW Stewardship Education Center as official FY2020 capital campaign project. Virtual Dog Daze event pilot is 2020.	
Strengthen & Foster Partnerships	Foundation	Expand fundraising efforts to benefit land that has high ecological value (biodiverse, healthy and high-functioning ecosystems, restorable) by dedicating donations for land acquisition of open space and establishing a program to solicit financial donations to help ensure the on-going management, protection, and restoration of ecologically valuable land.	Presented to Leadership Team the benefits of utilization open space donation funds towards land of high ecological value, designed Open Space language to include in marketing materials. Researched grants and potential donors for related funding. Shared grant as identified by Grants Team.	Ongoing discussions continue with FCPA Finance Management Branch.	
Strengthen & Foster Partnerships	Foundation	Leverage FCPF to increase the visibility of compelling personal stories to increase gifts that allow the Park Authority to continue to provide scholarships and access to the park system.	Collected stories to share and publish in newsletters and other marketing materials that connect donors to specific projects.	Project Completed in FY 19	


Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Strengthen & Foster Partnerships	Foundation	Work with FCPF to identify and implement approaches and language to document gift designations to ensure donors allow for appropriate flexibility of use with gifts and donations.	Coordinated with FMB to develop a broad designation/description in acknowledgment letters. Reached out to donors and broadened designated us of balances. Continued collaboration with FMB.	Met with FMB and FCPA Managers to ensure balance and use and specific TC coding. Including ongoing requests and acknowledgement letters. Project Completed in FY 20	
Strengthen & Foster Partnerships	Foundation	Collaborate with current and prospective Friends Groups, Volunteer Teams and volunteers through annual training workshops and capacity building to grow support for parks.	Included Friends Group Capacity Building Fund in Fiscal Year Budget, attended FROGS and FORB events. Updated presentations materials to better align with FCPA. Promoted PVT volunteer efforts and developed a targeted message to Friends Groups and Park Volunteer Team members.	Project Completed in FY 19	
Strengthen & Foster Partnerships	Foundation	Partner with FCPF to offer FCPA staff training (communicate the FCPF mission; the process for identifying projects that align with donor interests; grant opportunities; benefits of in-kind gifts; financial process and the importance of FCPF recognition).	Met with all FCPA Division Directors to identify training sessions. Developed and facilitated a presentation to FCPA staff at Communications Training and Resource Management Division managers team.	FCPF staff assigned to each FCPA meeting group to share successes from recognition. Provided logos and language for FCPA supported programs & events. Project completed in Fiscal Year 20	
Promote Health Lifestyles	Health Team	Benchmark best practices for campaigns and programs that encourage physical activity and wellness for all community members.	Completed Benchmark studies, provided summary reports to each program to discuss implications with SP team	No Action Scheduled in FY20	
Promote Health Lifestyles	Health Team	Based on the review of Healthy Strides, develop broad-based, multi-pronged, comprehensive approaches to encourage and increase awareness of physical activity and connection with nature for all community members.	Developed Healthy Strides initiatives to encourage increased awareness of physical activity for all community members including Parks RX, the Daily Mile Challenge, Healthy Strides Walking Challenge, and Healthy Strides Ambassadors program	Drafted MOU, awaiting review by County Attorney as of 6/20 . Reviewed whitepaper benchmark programs with fitness director team-Oct/Nov. Developed concept for phase 1 of proposed walking campaign based on fitness director input, available resources and engagement opportunities. Selected as one of 8 pilot cities by HHS ODPHP (Move Your Way) with \$30k+ funding. Plan approved by FCPA and presented to FCPA board and BOS. Kickoff events required by Move Your Way planned and advertised in March, canceled at last minute due to COVID.	


Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Promote Health Lifestyles	Health Team	Explore collaborative programming and shared use of facilities that are complementary with other County agencies to provide equitable access to physical activity opportunities.	No Action Scheduled in FY19	Held pop-up Park Fitness event in the fall of 2019 in collaboration with Health Dept, Office for Community Revitalization, Park RX America and Neighborhood and Community Services. NCS is supportive of providing Fastran services in the future. Selected as one of 8 pilot cities by HHS ODPHP (Move Your Way) with \$30k+ funding. Plan approved by FCPA and presented to FCPA board and BOS. Kickoff events required by Move Your Way planned and advertised in March, canceled at last minute due to COVID.	
Promote Health Lifestyles	Health Team	Identify the complement of facilities and amenities that does the most to promote regular physical activity within parks.	Completed draft of white paper that researched best practices to determine the most relevant health outcome and demographic data/indicators. Identify programs and facilities that the agency will consider for realignment based on health outcomes and demographics. Identify data sets and sources for consistent use in GIS analysis to support decision-making.	No Action Scheduled in FY20	
Advance Park System of Excellence	Human Resources	Hire an Organizational Development and Training Manager to establish and implement an agency-wide employee development and training program for all employees.	OD&T Training Manager onboarded July 2019.	The DO hired a new OD&T rep (Laurie Shellenberger), and met with her on a regular basis during FY2020 to discuss culture and organizational issues and concerns. The Workforce Council (WFC) was established to champion employee development and training. The WFC met nine times, and has teams working on two initiatives: 1) establishing a training process and policy for PA, and 2) Supervisor Development - leadership skills needed in 2020. Over 1800 hours of employee training completed, 98% of CMP's submitted.	


Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
<p>Advance Park System of Excellence</p>	<p>Human Resources</p>	<p>Perform a gap analysis of existing and future agency training/development needs (cross training, rotate staff, mentoring, IT, computer, core competencies, succession planning, diversity, management, retention), leverage existing county resources and fund an agency-specific comprehensive training program.</p>	<p>The Park Authority established and empowered a Workforce Council (WFC) to oversee and champion training and career development. The WFC was designed, staffed and established in FY19.</p>	<p>The DO established a Workforce Council (WFC) in January 2020. Initiative briefed to LT on 7 Nov 2019, including application process and communication plan. The WFC currently has two working groups to create a training policy and a supervisor development program. These are considered foundational steps before creating in-depth training curricula. From the infrastructure perspective, Training Administrators (TA's) were selected and trained. TA's are key in communicating and tracking training in all Divisions. Additionally, RMD planned a cross training program (halted with COVID), and the WFC is developing core competencies for supervisors).</p>	
<p>Advance Park System of Excellence</p>	<p>Human Resources</p>	<p>Develop a supervisor's toolbox to enhance the way the Park Authority recognizes employees for displaying a high level of accountability and performance.</p>	<p>The Park Authority established and empowered a WFC to oversee and champion training and career development. The WFC was designed, staffed and established in FY19.</p>	<p>The DO and HR/OD&T met several times in early FY2020 to discuss and create a PA leadership model which would establish critical skills and competencies for PA leaders. This initiative (which is the beginning of the supervisory tool kit) progressed to the DAC for further development. Due to COVID, the DAC has not focused on this topic.</p>	
<p>Advance Park System of Excellence</p>	<p>Human Resources</p>	<p>Continue to provide and enhance required new employee orientation training for new and current workforce and volunteers, including aspects of career building.</p>	<p>FCCA Orientation program developed and regularly presented to new hires on a quarterly basis. Continued review and enhancement of material prior to each presentation.</p>	<p>The New Employee Orientation (NEO) program was redesigned from a long day of PowerPoint organizational charts to a more collaborative, integrated format featuring personal discussion with the Executive Director, Deputy Directors, a panel of career PA employees, and sample problem solving exercises. Three NEO sessions were held in FY2020, with an average of 30 merit and Status E employees participating in each session.</p>	



Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
<p>Advance Park System of Excellence</p>	<p>Human Resources</p>	<p>Increase employee awareness and participation in the Live Well program.</p>	<p>The Park Authority had long focused on customer health and wellness via the successful Healthy Strides program. FY2019 efforts focused on evaluating how to translate those external lessons learned internally to the PA workforce, and creating a working relationship with the DHR LiveWell program.</p>	<p>LiveWell efforts during the first part of the year were focused on increasing employee awareness, with multiple communications, a LiveWell booth at the annual Trailblazers award ceremony, and installation of Blood Pressure kiosks at three PA locations. Efforts transformed under COVID to focus exclusively on maintaining employee health and safety. Coordination with Health Department: Supervisor Roundtable, Townhall and site reopening reviews. COVID-19 Site Cleaning Procedures (HD contact tracing, FMD deep cleaning). Reopening Site Inspections. Administration of County and Federal COVID benefit programs (L202, Gap Leave, FFCRA (EFML & EPSL). Supported DHR's BurnAlong program in an effort to relieve stress and improve fitness and morale. Released multiple PA-wide communiques promoting awareness and encouraging participation in the program.</p>	
<p>Advance Park System of Excellence</p>	<p>Human Resources</p>	<p>Enhance performance management process through the expanded implementation of career plans and identification of career paths.</p>	<p>FCPA Orientation program developed and regularly presented to new hires on a quarterly basis. Continued review and enhancement of material prior to each presentation.</p>	<p>Designed and created a Park Authority Work Force Council (WFC), chaired by a Deputy Director and staffed with employees from across the Agency selected via an standardized application process. The WFC is chartered to champion and oversee all Park Authorized learning and career development activities. The WFC met nine times in FY2020, and is working on two major projects: (1) establishing a PA training process and policy, and (2) a Supervisory Development program. The creation of career paths and specific career paths was deferred until this primary foundational capabilities were created. However, in support of individual employee career development, the PA re-emphasized the use of employee Career Management Plans (CMP's) in FY2020. All merit employees were required to create CMP's with their Supervisors. Increased communication about CMP's, successfully have 98% of all Merit staff with CMP's.</p>	





Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Advance Park System of Excellence	Human Resources	Set expectations, enhance standards and train the workforce to improve two-way and multi-level communication, and increase productivity and accountability.	The Park Authority established and empowered a Workforce Council to oversee and champion training and career development. The WFC was designed, staffed and established in FY19.	Staff training falls under the purview of the WFC, which was temporarily suspended during COVID. The WFC is establishing training requirements and priorities; the exact priorities have not yet been decided.	
Be Equitable & Inclusive	Human Resources	Research, benchmark, and incorporate successful organizational culture change initiatives in order to improve customer service, employee satisfaction, and accountability.	Development to begin in FY20	The DO (& Laurie Shellenberger) met several times to discuss and formulate a FCPA leadership construct. The basic concepts were then forwarded to the DAC for further deliberation.	
Advance Park System of Excellence	Human Resources	Develop and implement a process for the utilization of 360 degree employee performance reviews to assist with the development of individual annual performance goals.	Development to begin in FY20	Evaluated the potential use of OD&Ts mentoring 360 capability for use in 2020 evaluation process, DO agreed to delay initiative until Jan 2020 due to other on-going projects. Need to schedule a follow up with Deputy Directors on scope, either part of leadership culture initiative or PM process.	
Advance Park System of Excellence	Human Resources	Ensure when positions are advertised the basic competencies are included (i.e., computer, writing, presentation) and assess these skills during the interview process to ensure all staff have the appropriate competencies for the position.	The Park Authority established and empowered a Workforce Council to oversee and champion training and career development. The WFC was designed, staffed and established in FY19.	Ongoing, PDs are reviewed prior to each posting by hiring managers and coordinated with HR. HR verifies and notifies hiring manager of selected panels training status and advises if employee needs additional training. Interview questions are sent to HR for approval prior to conducting interviews. Suggestions are made for behavioral questions as needed. All packets are reviewed prior to offer by HR staff for standardization and compliance.	
Advance Park System of Excellence	Human Resources	Ensure staff training includes foundational and advanced training on agency budget and business development for the purpose of instilling budget understanding and ownership across the organization.	The Park Authority established and empowered a Workforce Council to oversee and champion training and career development. The WFC was designed, staffed and established in FY19.	Staff training falls under the purview of the WFC, which was temporarily suspended during COVID. The WFC is establishing training requirements and priorities; the exact priorities have not yet been decided.	
Advance Park System of Excellence	IT	Identify staffing structure and IT systems needed to support the program and fund staff positions for the on-going management and implementation of the park system's assets.	No Action Scheduled in FY19	Through the work of the Newmark Group/Knight Frank team the staffing structure and IT systems components required to support Asset Management in the Park Authority were identified in the Executive Summary.	

Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Meet Changing Recreation Needs	IT	Identify needs, review the use and availability of technology tools, and develop a plan to enhance agency performance and IT capabilities (i.e., document management, GIS, land record, project management tracking and asset management).	No Action Scheduled in FY19	Conducted high-level needs assessment and requirements document (Newmark) which was accepted by FCPA in fall of 2019. Reviewing gaps between needs and capabilities of current county applications to identify best solution to replace Tririga. Expectation to cease use of Tririga in FY21.	
Advance Park System of Excellence	IT	Identify IT staffing structure needed and work with the county to fund staff positions for the on-going management of the park system's data and technology infrastructure and resources.	No Action Scheduled in FY19	Developed an IT staffing model that included branch management; user and workstation support; and software and database development roles. Obtained approval from the Department of Information technology (DIT) for new positions. Transitioned a Status "E" position to a Merit position.	
Be Great Stewards	Natural & Cultural	Prioritize and design interpretive signage for trails/walkways and/or other features in planning and capital projects that enhance experiences and connect people to nature and culture (e.g. Colchester, Huntley).	This project pushed to FY 20 due to Recdynamics and revenue recovery projects.	Signs for restoration efforts under the Helping Our Land Heal program developed.	
Be Great Stewards	Natural & Cultural	Update policies and consider standard terms for land rights and use agreements that factor in protection and management of resources (operations, natural and cultural).	No Action Scheduled in FY19	Presentation to Board in winter 2020 on proposed approach. Continuing work on gathering baseline data and conduction needs analysis. Conduct Annandale pilot study. Expect final new Capital Plan to PAB in FY21.	
Be Great Stewards	Natural & Cultural	Update procedures for development projects and activities to avoid or minimize negative impacts to natural and cultural resources and allocate sufficient funding to mitigate negative impacts when they are unavoidable.	In collaboration with PDD, developed a standard operating procedure to allow for easy access GIS dataset for small reforestation projects.	Project Completed in FY 19	
Be Great Stewards	Natural & Cultural	Conduct resource surveys and determine the extent and need for mitigation of impacts to natural and cultural resources as part of master planning and in advance of development.	Conducted field studies of west area parks to perform quality control of geographic and textual data. Completed fauna inventory and continue to survey flora and fauna in west area parks.	Western area flora surveys to assess ecological communities and rare plants near completion. Planning and coordination for fauna and flora surveys and in north area parks begins.	
Be Great Stewards/Be Equitable and Inclusive	Open Space Team	Develop overall Open Space Plan to comprehensively look at open space, equitable access, connectivity of environmental corridors and cultural resource preservation.	Held initial scoping discussions to develop data model for actions that would improve the distribution and connectivity of open space to meet the recreation and resource management protection needs within Fairfax County.	Benchmarked open space planning with other jurisdictions and industry. Open space planning adopted in FCPA Equity Strategy (One Fairfax). Data needs assessment completed Summer 2020. Began developing methodology and approach to plan analysis to frame FY21 work.	

Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Be Great Stewards	Open Space Team	Review, update and implement land acquisition policy, process, and standard operating procedures to align with the Plan.	No Action Scheduled in FY19	Began review of policies. Work to continue in FY21 with larger work group.	
Be Great Stewards	Open Space Team	Allocate capital funding for land acquisition that connects and enhances a non-fragmented network of natural habitat and biodiversity.	No Action Scheduled in FY19	Presented proposed approach to Board, continued work on identifying and gathering baseline data. Work will continue into FY21 and 22 with development of the Open Space and Access Plan.	
Be Equitable & Inclusive	Open Space Team	Allocate capital funding for land acquisition that provides new parks and/or access to parks in areas of greatest need (based on factors such as health outcomes, income, population density, quality and quantity of existing park land, trails and infrastructure).	No Action Scheduled in FY19	Presented proposed approach to Board, continued work on identifying and gathering baseline data. Work will continue into FY21 and 22 with development of the Open Space and Access Plan.	
Be Great Stewards	Open Space Team	Seek alternative methods for acquiring land to include donations, developer proffers, and easements.	Combined with NCR2-c, established a team to review integration initiatives and develop strategies and goals for new parkland acquisition from alternative means, including donations, develop proffers, and easements.	Team met on several occasions to draft approach presented to LT in the fall of 2019. See NCR2-c.	
Be Great Stewards	Open Space Team	Develop and implement a sub-county area approach to county park planning and capital projects that considers resource protection, service level delivery, equity, recreation and community needs and desires (e.g. Sully Woodlands Regional Master Plan, Tysons Park System Concept Plan).	Held initial scoping discussions to incorporate recommendations into the County's comprehensive Planning process.	Benchmarked open space planning with other jurisdictions and industry. Finalized subcounty area approach by planning district. Began developing methodology for countywide foundational analyses and Annandale Planning District Pilot.	
Meet Changing Recreation Needs	Open Space Team	Renew existing facilities and infrastructure to support increased physical activity, and implement these through CIP projects.	Kick off meeting held to determine priorities for renewal of existing facilities.	Completed Active Parks White Paper. Evaluated GRASP system used in Colorado to understand scoring data and to create a scoring and ranking system that uses standard scores plus "modifiers" to achieve a total score. Scoring to be incorporated into Open Space planning and, ultimately, the CIP.	
Be Great Stewards	Open Space Team	Benchmark best practices for linking greenery (trees, shrubs) and health outcomes and explore opportunities to implement in the park system.	No Action Scheduled in FY19	Recommendations incorporated into Open Space Plan methodology. Project Completed in FY20	

Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Be Great Stewards/Be Equitable and Inclusive	Open Space Team	Create a Park System Access Plan that identifies gaps and strategies to increase walkable park access and seek to incorporate it into the Countywide Comprehensive Plan.	Held initial scoping discussions to begin analyzing recommendations to improve walk access to parks. Working in partnership with HL2-d	Benchmarked open space planning with other jurisdictions and industry. Open space planning adopted in FCPA Equity Plan (One Fairfax). Identified types, sources, and owners of data needed for analysis. Continued discussions with county agency partners, such as ActiveFairfax (FCDOT) The preliminary analysis that will form the basis of the Access portion of the Open Space Plan will begin in FY21.	
Be Equitable and Inclusive	Open Space Team	PAB and BOS pass a resolution, establish policies, and secure budget to dedicate resources to meeting the national walkability standard in Fairfax County.	This Action Step is on hold pending development of other countywide plans, such as the Active Fairfax Transportation Plan and the Countywide Strategic Plan	This Action Step is on hold pending development of other countywide plans, such as the Active Fairfax Transportation Plan and the Countywide Strategic Plan.	
Be Equitable and Inclusive	Open Space Team	Prioritize trail improvement projects that provide access to parks in areas of greatest need based on health outcome data and the percentage of residents with walkable access (¼-mile and ½-mile walk) to park entrances.	Development activities to begin in FY20	Finalized Walkable Parks Whitepaper; attended Active Fairfax kickoff; added trail strategy planning to FY21 work plan. Will be informed by participation in Active Fairfax and equity/access analysis scheduled for FY21 and 22.	
Be Equitable and Inclusive	Open Space Team	Partner with other County agencies and affiliates to adopt and promote a walkability standard and provide trail connections outside of park land.	Held initial scoping discussions to begin analyzing recommendations to improve walk access to parks. Working in partnership with HL2-a	Finalized Walkable Parks Whitepaper. In progress; FCDOT kick off meeting scheduled for Active Fairfax is funded for \$300K and starts in July 2020. FCDOT requested additional funding in FY2021 to develop Comprehensive Plan amendment and programmatic guidance. FCPA role is advisory and involvement will depend on FCDOT's scope and timeline. Continue to consider One Fairfax Equity initiative to ensure access to parks and recreational opportunities as well as incorporate into Open Space Planning. Planning for data needs assessment in FY21 to evaluate park entrances and internal trail network.	
Meet Changing Recreation Needs	Open Space Team	Benchmark best practices for bicycle access standards to provide trail connections.	Developed approach for benchmarking work. Best practices review to continue in FY20.	Completed review of bicycle access standards. Recreation-specific standards are not available. Available research focuses solely on land use planning and transportation design. Reassess in FY2021. Bicycle guidance is included in the scope of FCDOT's Active Fairfax Transportation Plan; however, not yet funded in FY2021. If standards are needed, FCDOT would develop with FCPA guidance.	

Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Promote Health Lifestyles	Open Space /Health Team	Understand the demographics and health outcomes of the community to inform geographic and demographic alignment of programs and facilities.	Completed white paper for HL1-d that researched best practices to determine the most relevant health outcome and demographic data/indicators. Identify programs and facilities that the agency will consider for realignment based on health outcomes and demographics. Identify data sets and sources for consistent use in GIS analysis to support decision-making.	Additional data identification completed in FY20. Analysis to understand the demographic and health outcomes will begin in FY21, as part of the PROSA team's 5-YR Needs Assessment Check-In work.	
Be Equitable and Inclusive	Organization, Leadership & Culture Team	Reimagine and redefine the Leadership Team as a mechanism to cultivate leadership, diversity and accountability across all levels of the organization.	Leadership Team was restricted in September 2019 to include a broader base of membership; a structured application process was developed and managed by the OD&T Manager. The New LT continues to meet regularly.	A new OD&T staff member was hired and met with the DO on a regular basis during FY2020 to discuss culture and organizational issues and concerns. Create and facilitate an FCPA Leadership Culture Initiative. Established DAC and WFC, Cascade discussions and communication from DO to the workforce in a variety of ways, Supervisor Roundtable, internal training provided, Increased discussions about team building and employee development, WFC proposing supervisor competencies and training pilot.	
Be Equitable and Inclusive	Organization, Leadership & Culture Team	Provide opportunities for all levels of staff to take ownership and accountability to lead the implementation of specific teams and projects.	SP teams were re-evaluated to ensure all levels of FPCA staff involvement at the closest level to where work is performed. Some teams were realigned and/or combined to ensure distribution of workloads. DOPs were updated accordingly.	The PA has continued to emphasize participatory inclusion as a major initiative to sustain and improve employee engagement and job satisfaction. The Director's Advisory Council (DAC) and Workforce Council (WFC) were both established in FY2020, which coupled with other existing organizational groups (Praise, Trailblazers, etc.), increased the voluntary participation in FCPA councils, teams, and groups.	
Advance Park System of Excellence	Organization, Leadership & Culture Team	Conduct visioning sessions (facilitated, meeting in a box) annually prior to implementation planning with staff to discuss how their work relates to the agency mission, vision, Master Plan and Strategic Plan.	Presentation was made to LT in February 2019 for a program to create meeting-on-a-board to be used by all divisions.	Completed in FY19	
Advance Park System of Excellence	Organization, Leadership & Culture Team	Ensure strategic objectives and action steps are embedded in all divisions and branch work and operational plans to align with measurable results (includes participation on cross-divisional teams).	DOPS are reviewed quarterly with the Division leads and the Directors Office.	Project Completed in FY19	

Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Advance Park System of Excellence	Organization, Leadership & Culture Team	Ensure the organizational structure optimizes the ability to implement strategic objectives and action steps and to achieve the intended outcomes of the Strategic Plan and Master Plan.	Conducted comprehensive review and assessment of HR resulting in the restructure of HR and the creation of new processes to support recruiting, training, and OD.	Organizational reviews were launched during FY20 to assess the operational structure of various Park Authority branches and Divisions. The studies will assess the current operational structure, positions, placement in the organization, gaps in service, and opportunities to improve efficiencies and effectiveness. The organization units under review include Finance, Communications and Marketing and the Resources Management Division.	
Be Equitable and Inclusive	Organization, Leadership & Culture Team	Implement quarterly employee town hall meetings or other opportunities to communicate and foster dialogue.	Quarterly Town Hall meetings are held at various locations to ensure access by all FCPA staff.	Project Completed in F19	
Be Equitable and Inclusive	Organization, Leadership & Culture Team	Explore the implementation of an agency idea portal for staff to suggest ideas and improvements.	The Idea Portal was developed and presented to LT in May 2019	The Idea Portal went live in September 2019 and provides a mechanism for FPCA staff to provide innovative solutions, ideas, comments to the Director's Office. Project Completed in FY20	
Advance Park System of Excellence	Organization, Leadership & Culture Team	Review and update the Memorandum of Understanding between the Fairfax County Board of Supervisors and Park Authority to ensure continued advancement of community priorities and the Park Authority mission.	MOU draft finalized and under review.	MOU draft finalized and under review.	
Be Equitable and Inclusive	Organization, Leadership & Culture Team	Create and implement a mechanism for soliciting and acknowledging new and creative ideas for revenue-generation, cost savings, and productivity enhancement practices.	The Idea Portal was developed and presented to LT in May 2019	The Idea Portal went live in September 2019 and provides a mechanism for FPCA staff to provide innovative solutions, ideas, comments to the Director's Office. Project Completed in FY20	
Advance Park System of Excellence	Performance Improvement - Business Team	Create a model(s) for operational plans (i.e. business plans) at the division, site- and/or program-level that includes revenue generation and cost reduction activities and links to the strategic plan.	Developed project scope and established team to develop a plan. Estimated completion FY20.	Team met throughout first half of FY20, developed options for producing business plan templates. Project/work put on hold due to COVID and can recommence in FY21, but potentially with significant adjustments for new dynamic.	
Advance Park System of Excellence	Performance Improvement - Facilities & Maintenance Team	Develop, review and update maintenance standards, preventative maintenance plans, staffing and resource requirements that incorporates intensity and frequency of use.	Implement and continuously update maintenance standards of equipment, facilities and grounds projects. Inspections developed to align with future asset management system requirements were completed. That information is part of annual work plans for FY20. Standards have been used in five plus projects in the agency.	Continued resource leveling and workforce planning accomplished for efficient and effective maintenance operations. Adapted park and facility maintenance operations to address impacts brought on by COVID and Park System closure. Collaboratively developed applications for Park Monitoring, Closed and Re-opening, and Facilities inspections to navigate the uncharted waters of COVID. Project Completed in FY 20.	

Guiding Principles	Team	Action Step	FY19 Outcome	FY20 Outcome	Action Step Complete
Advance Park System of Excellence	Performance Improvement - Facilities & Maintenance Team	Review, update or create, and implement procedures for all facilities and services to support the consistent delivery of programs and services across the system in all divisions every five years.	Created a team to review process improvement initiatives. Begin with Standard Operating Procedures and maintenance standards of selected facility types. Develop scope and identify resources.	Reviewed and updated maintenance standards and Standing Operating Procedures (SOP) for parks and facilities. An estimated total of 30+ SOPs were approved and implemented at the completion of FY20.	
Advance Park System of Excellence	Performance Improvement - Facilities & Maintenance Team	Review and enhance the process of observation and inspections to improve facilities.	Site Inspections were completed, a template was created to begin tracking all inspections in FY20. Staff have met with PD&D team to develop short-term and long-term budgeting and develop implementation plan to recording into new system. Trained staff in inspection work flow and process.	Continue to identify inspection needs, create checklists, and develop inspection and checklist tools to ensure a means of compliance. Active in end-user/stakeholder work sessions to assist with the development of requirements and scope for interim and future Asset Management System.	
Strengthen & Foster Partnerships	Sponsorship Team	Create and implement an agency-wide sponsorship program.	Development activities to begin FY20	Sponsorship models used to identify the program and position will be reviewed to determine how to implement the program within the existing means of the agency.	
Strengthen & Foster Partnerships	Sponsorship Team	Identify and pursue sponsorship opportunities for facilities, programs, and services, including tournaments.	Development activities to begin FY20	Sports Tourism Task Force convened and completed Report that includes tournament facility recommendations on location, type and potential partnership models. Report to be vetted to the County and implementation to begin by the end of FY20. Stewardship Education Center is now a Park Foundation Specific approved project that includes sponsorship levels and identifies elements for donation and/or sponsorship.	



**Park Authority Strategic Plan
FY19 & FY20 Update
October 28, 2020**



Mission and Vision – Master Plan Guiding Principles

- *Inspire A Passion For Parks*
- *Advance Park System Excellence*
- *Meet Changing Recreation Needs*
- *Be Equitable & Inclusive*
- *Promote Healthy Lifestyles*
- *Strengthen & Foster Partnerships*
- *Be Great Stewards*

Guiding Principles

Inspire a Passion for Parks

communicate the benefits of parks and recreation; provide great park experiences; create an enduring park system legacy; provide great park destinations that connect and help build community; impart a passion for parks from generation to generation.

Meet Changing Recreation Needs

proactively respond to changing needs and trends; proactively manage facilities and program assets; engage and listening to the community.

Advance Park System Excellence

provide targeted, high quality programs and services; be mission-focused; maintain system quality and condition; embrace, lead and implement new ideas and best practices; leverage technology, make data-driven decisions and measure performance.

Strengthen and Foster Partnerships

collaborate with schools and other public agencies and non-profits; co-locate facilities, programs and services with others; expand relationships with the private sector; contribute to the local economy; empower volunteers and the community.

Be Equitable and Inclusive

provide quality facilities, programs and services to all communities; balance the distribution of parks, programs and facilities; ensure these are accessible and affordable.

Be Great Stewards

integrate stewardship and sustainability ethics in all plans and actions; raise awareness and appreciation for natural and cultural resources; serve as a model for urban nature conservation; protect and actively manage natural and cultural resources; be transparent, accountable and committed to responsible management.

Promote Healthy Lifestyles

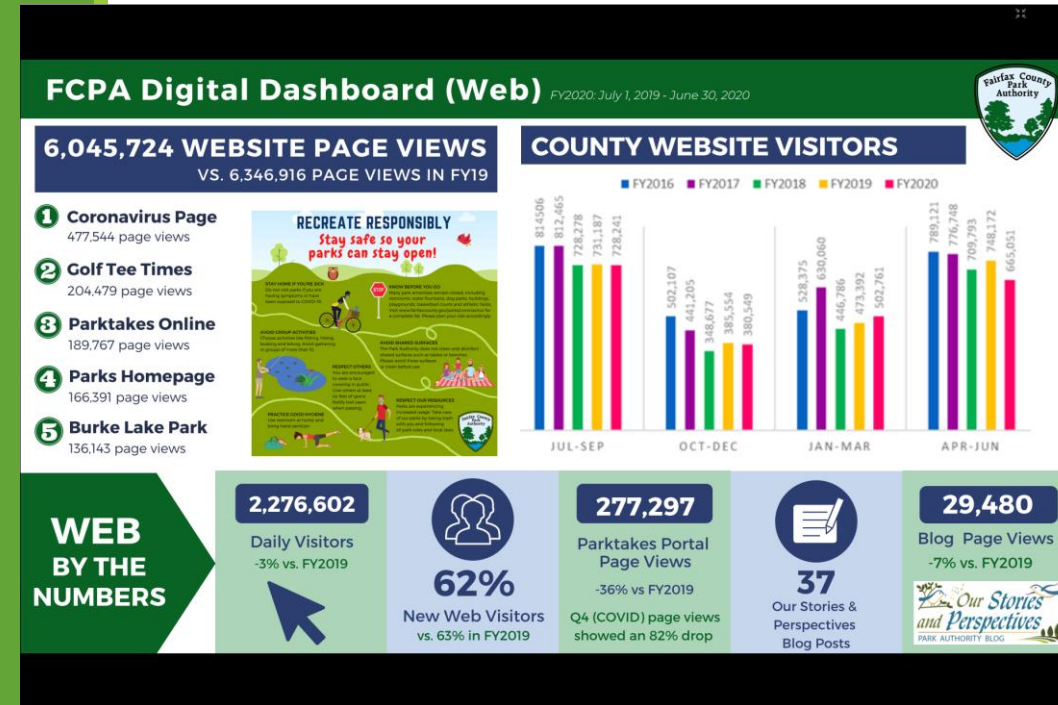
provide facilities and programs for all ages to promote life-long activity and wellness; improve park access; expand trail system connections; provide an opportunity to connect with nature.



Inspire a Passion for Parks

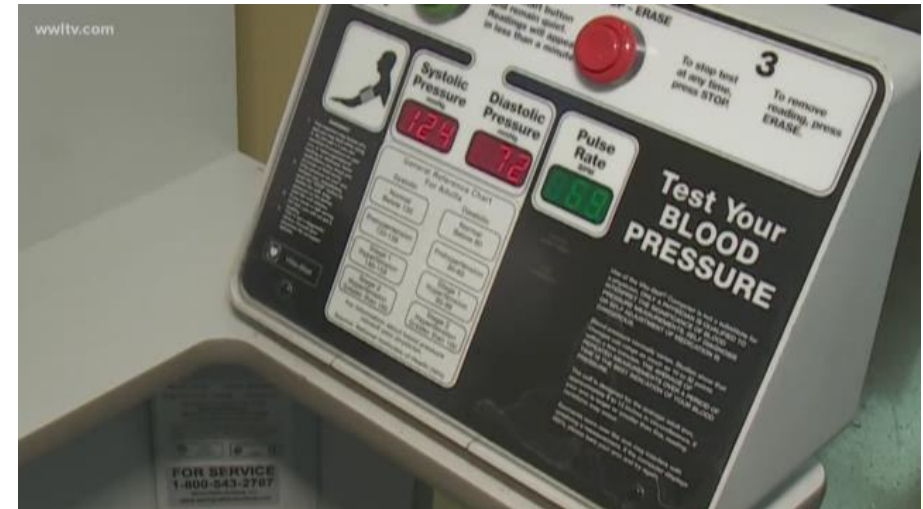


- § Acquired Public Input Program, a community engagement software program, to use for public meetings and engage the community
- § Created and utilizing Golf & Farmer's Market Twitter accounts
- § Created the "We Are" program to encourage all staff in telling the FCPA story
- § Increased social media use by utilizing recognition and awards such as the staff "Praise Awards" and the Gold Medal Award.



Advance Park System Excellence

- Enhanced Organizational Development
- Workforce Council
- Restructured New Employee Orientation
- Emphasized employee health and welfare
- Business Planning – Benchmark and Draft Template
- Director’s Advisory Committee (DAC)
- Realigned Organizational Structure
 - Human Resources
 - Financial Management Branch
 - IT Branch



Meet Changing Recreation Needs

- Asset Management Program
- Procurement process for a new Asset Management System
- Expanded GIS capabilities
- Centralized overall management of Capital Equipment
- Developed applications for Park Monitoring



Be Equitable & Inclusive

- Development of Equity Plan
 - Community Engagement
 - Human Resources
 - Access
 - Physical & Programmatic
- Created new venues and methodologies to improve communications, trust, and participation across the PA
 - Idea Portal
 - Town Halls
 - Supervisory Roundtables
 - Director's Advisory Council
 - Workforce Council DAC and WFC



Promote Healthy Lifestyles



Move Your Way
Campaign



Developed countywide
walking campaign –
Move Your Way.



Offered Free Virtual
fitness classes



Hosted Annandale pop-
up fitness event in fall of
2019

Strengthen & Foster Partnerships

Formed Foundation Team to review FCPA projects that align with prospective donor interests

Open Space Land Preservation for land of high ecological value

Gift designation align with FCPA priorities

Expanded recognition of Friends Groups and Park Volunteer Teams

Capacity Building Grants for Friends Groups.

Completed Burke Lake Park Shelter project

Kicked off Sully Woodlands Stewardship Education Center Project

Completed Sports Tourism Report



Be Great Stewards



Poplar Ford Park

Native Grassland Restoration Project

A grassland ecosystem restoration began at Poplar Ford Park in 2014. The project was part of the county-wide ecological restoration program called Helping Our Land Heal. Grasslands were historically common in Virginia and maintained by disturbances such as fire and grazing. Since European settlement, grasslands and their characteristic biota have become increasingly rare.

WHY is restoration needed?
Invasive shrubs and grasses dominated this area before the project began. Diversity of native plants was low, and habitat quality for wildlife was poor.

Restoration METHODS
Restoration methods included mowing, tilling, invasive species removal, prescribed fire, and seeding. Once restoration is complete, the grasslands are periodically burned in order to maintain high-quality habitat and prevent shrub invasion.

Restoration OUTCOMES
The project at Poplar Ford Park succeeded in restoring 44 acres of native grassland. The grasslands contain a diverse assemblage of native plants that bloom throughout the growing season, providing important resources for wildlife. Grassland specialist birds have been observed breeding in the restored grasslands.

Restoration GOALS
The project goal was to restore a type of native Virginia grassland, known as a Piedmont Prairie, in order to provide habitat for rare plants, native pollinators, and grassland birds.

ActiveFairfax Plan



FY 2021 IMPLEMENTATION PLAN



Board Agenda Item
October 28, 2020

CLOSED SESSION

- a. Discussion or consideration of publicly held real property for a public purpose, or of the disposition of publicly held property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body, pursuant to Virginia Code §2.2-3711(A)(3).